

**JOB PLACEMENT AND EMPLOYEES PERFORMANCE AT
FEDERAL MINISTRY OF WORKS AND HOUSING, YOLA
ADAMAWA STATE**

BY

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Job placement which is an integral part of Human Resource Planning is often preceded by recruitment into organization; which is often identified as entry point exercise, which is central to the over all principle and practice of Human Resource Management. There is a correlation between the caliber, qualities and appropriate placement of employees and their propensity towards enhanced performance in the overall performance of an organization. In other words, Job placement is critical and central to the overall Human Resource strategy.

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in such organization. Thus, HRM is the organizational function that deals with issues related to people such as hiring, placement, performance management, organization development, safety well being, benefits, employee motivation, and communication. In contemporary times, HRM is expected to add value to the strategic utilization of employees and the extent to which employee programmes impact on the performance of an organization (<http://humanresources.about.com>. 24:5.2011). As such HRM techniques, when properly practiced are expressive of the goals and operating practices of the overall

organization. HRM is also seen by many to have a key role in risk reduction within any organization. David (2007).

It is in the light of the above, that this study seeks to establish the correction between Job placement and employee performance.

1.2 STATEMENT OF PROBLEM

In a globalized world today, organizations seek to gain competitive advantage over one another. Overwhelmingly important to excelling as relevant organization in turbulent competitive environment is the quality of, and employee understanding of the standard of performance required of them derivable from their relevant skills, exposure and appropriate selection and allotment of roles in the workplace. Today Human Resource Management is moving away from traditional personnel administration and transactional role to prevalent situation; where Human Resources Management is expected to add value to the strategic utilization of employee, which squarely rest on the type of and the qualities/suitability of prospective employees that are brought into the organization and are appropriately placed for optimum utilization.

In as much there are other elements of Human Resources Management that are capable of facilitating employee productivity; a point must be made that the appropriateness and suitability of employee make them amiable to change. In a nutshell there is a strong link between the caliber and suitability of recruited, selected and placed employees and their capacity to enhance productivity. It is in line with the above that, in contemporary time, there had

emerged “new movement in Human resources which focuses on talent management – which is identified as activities of attracting, developing and retaining employees. The running ideas is that there are perceived talents that are not vulnerable to change, hence no amount of attempts to manage such resources could yield desired goals; as the common saying goes “garbage in garbage out”.

Set against the above background, it has become imperative to ask questions as to why despite improved strategies towards human resources; employee performance in the public sector has continued to fall below expectation. Therefore, the relevant issue at stake is whether there is a link between the manner and the appropriateness employee placement and their productive capacity in enhancing the performance of the organization. To say it in other words, is it not out of place to argue that low employee productivity in the public sector is attributable to the nature, manner and pattern of job placement in such organization. The above questions underline the drive and force of this study.

1.3 OBJECTIVES OF THE STUDY

The aim of this study is to evaluate the relationship between job placement and employee performance in the Federal Ministry of Works and Housing in Adamawa State. The specific objectives are:-

- (i) To assess the linkage between job placement and employee performance.
- (ii) To determine whether the nature of recruitment of employees influence the tempo their productivity.

- (iii) To evaluate the implication of appropriateness and suitability to of employees on productivity in organization.
- (iv) To evaluate whether appropriate utilization of staff enhances productivity in a workplace.
- (v) To determine whether nepotism of other vices such as favoritism in terms of job placement impact negatively on employee performance.
- (vi) To make appropriate recommendation based on the findings of the study.

1.4 **RESEARCH HYPOTHESES**

- (i) There is no significant relationship between job placement and employee productivity.
- (ii) There is no significant linkage between the nature and pattern of employee placement and the tempo or otherwise of their productivity
- (iii) There is no significant connectivity between appropriateness and suitability of an employee and their productivity in a workplace.
- (iv) There is no significant influence between appropriate utilization of employees and their productive capacity.
- (v) There is no significant relationship between nepotism and favoritism in employment and placement and workers' performance.

1.5 SIGNIFICANCE OF THE STUDY

The findings of this study when successfully carried out will be of immense importance to managers of Human Resources. Pieces of information so generated by the reason of this study will guide managers of organization in terms of appropriate decisions to be taken regards the caliber and types of potential employees to be acquired and utilized, with the view to enhancing increased productivity in an organization.

It is also envisaged that the findings of this study will provide vital ground breaking information to scholars, researchers and students on the issue of the linkage between employment and the productive capacity of such employee in the workplace.

The findings of the study will provide government with vital prices of information that should influence policy decisions as regards the type, qualities and talents of prospective employee, in order to encourage and sustain employee productivity in the work environment.

Besides, this study is a modest contribution to scholarship in sphere, Human Resources Management especially in an aspect of job placement employee utilization and performance.

1.6 SCOPE OF THE STUDY

The scope of this study is restricted to Federal Ministry of Works Housing in Adamawa State. However, the findings of the study may have universal application in relations to Federal ministries,

departments and indeed the public sector in the Nigerian nation. This research will cover a period of 10 years 2000-2010

1.7 THE LIMITATION OF THE STUDY

The researcher was confronted with the problem of red tapism which is associated with bureaucracy in the Nigerian public sector. Another problem that limited the amount of information for this study was selection of only one ministry as its case study. There was also lack of cooperation from the staff of the ministry in making available all the required information for the study. But the researcher was able to use his vast experience in solutions for the available information.

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

All organizations have people; they have human resources. Regardless of the size of an organization or the extent of its resources, organization survives and thrives because of the capabilities and performance of its people. The activities to maximize these capabilities and that performance are necessary regardless of whether the organization refers to them as human resources management, what remains undoubtful today, is the increasing relevant of HRM in the light of turbulent business environment and the pervading impact of the globalization process strongly driven by information and communication technology. To say the least, the world business environment is not only turbulent but the operators of organizations tend to seek for competitive advantage over one another. The extent of their success and breakthrough depends largely on the capabilities and performance of their human resources or employees. In other words, conscious management of human resources is the assured means towards maximizing their capabilities to achieve organizational goals. This clearly underlines the place of Human Resources Management in the overall strategic planning of an organization.

Human resource function include a varieties of activities and key among them is the responsibilities for human resources managers to decide the staffing needs and adopt an appropriate

means of hiring and placing the best employees in the right place to do the right job. Legge, Karen (2004) have recently used the phrase "talent management" as to refer to the activities to attract, develop and retain employees. However, the content and the scope of these activities are by no means a negation of the principles and practice of Human Resources Management, despite the growing frustration Paawe (2009) among practitioners in the field of Human Resources Management that the 'fit' field has not achieved the credibility and influence that it deserves or that it requires in order to be more effective. It is worthy of note that Human Resource Management strategy is highly critical to aligning performance of employees with organizational goals; which constitutes the subject-matter of this study. Thus it could be seen that regardless of the nature of an organization, it must identify the most important roles therein in terms of recruiting, orienting, training and organizing people to effectively perform those roles. These roles encapsulate work force planning, specification of jobs and roles, recruitment, screening of applicants and hiring of new employees. It is in the light of the above that Miller (1987) suggests that Human Resources Management relates to "those decision and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage."

It is as the result of the increasing importance of HRM that for the past two decades empirical work (Golding, 2010) has paid

particular attention to the link between the practice of HRM and organizational performance, evident in improved employee commitment, lower levels of absenteeism and turnover, higher levels of skills and therefore higher productivity and enhanced quality and efficiency. This sphere of study is sometimes referred to as strategic HRM or SHRM. Within SHRM three strands of work can be observed, Paauwe, (2009). These are Best practice, Best Fit and the Resource Based view (RBV)

The notion of best practice which is sometimes called “high commitment” HRM is proposing that the adoption of certain best practices in HRM will result in better employee performance as asserted by Pfeffer (1994) He identifies these practices as including selective hiring, extensive training among others.

On the other hand, Best-fit or the contingency approach to Human Resources Management, argues that Human Resources Management improves performance where there is a close vertical fit between the HRM practices and organizational strategy.

The Resource Based view (RBV) as argued by Prahalad and Hamel (1990) focuses on internal resources of the organization and their contribution to competitive advantage.

On the whole, as argued by Miller (1989) the goal of Human Resource Management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. In other words, HRM approach seeks to ensure a ‘fit’ between the management of an organization’s employees and the

overall strategic direction of an organization. Herein lies the need for clear examination of the correlation between job placement and employee performance.

Best fit or the contingency approach to HRM, argues that HRM improves performance where there is a close vertical fit between HRM practices and organizational strategy. This link ensures close coherence between the human resource processes and the organizational strategy. On the whole, Miller, (1989) argues that the goal of Human Resource Management is to help an organization to meet strategic goals by attracting and maintaining employees and also to manage them effectively. The key issue is getting the fit or “right” employees into the right place to proactively rise to challenge of meeting the overall strategic direction of the organization, and continually serve as change agent in the dynamic swing of the organization. Specifically HRM functions such as recruitment, selection, placement among other are tailored to achieve corporate objective. Hitherto HRM dealt with mostly the paperwork around hiring and paying people; however today it is a function that is geared towards staffing, training and helping to manage people so that people and organization are performing at maximum capability in a highly fulfilling manner, Michael, (2006).

It is against this background that the entire process of HRM is anchored on successfully Human Resource Planning. This is in recognition of the fact that in the planning of resources of all organization, the most important simple resource is the people Cole,

(2002). Thus organizations are to ensure that sufficient numbers of the appropriate calibers of people are available to the organization in pursuit of its objectives. As defined by (Department of Employment 1974) human resource planning is a strategy for the acquisition, utilization improvement and retention of enterprise's resource".

In as much as human resource planning encompasses, the following spheres such as the recruitment of sufficient and suitable staff, their retention in an organization, their optimum utilization of improvement of staff performance and disengagement; the focus of this study is on placement of appropriate and suitable staff and their optimum; utilization to enhance staff performance.

There is no gainsaying that recruitment is one of the most crucial activities of Human Resources managers; as it deals with securing of organization's human resource. The principle purpose of recruitment activities is to attract sufficient and suitable potential employees into such organization. The essence of selection activities by comparison is to identify the most suitable applicants and persuade them to accept positions in the organization. Therefore, the significance of having efficient and effective procedures for recruitment and selection can hardly be exaggerated (Lewis 1985). If organization are able to find and employ staff who consistently fulfill their roles and are capable of taking on increased responsibilities; they are immeasurably better placed to deal with opportunities and threats arising from their work environment than other competitors who always struggling to build and maintain their workforce

(Plumbley 1985). In other words get in the right people, through the 'right' procedure and placed at the right place is a surest way to increasing employer performance and achieving organizational objectives. The above background captures the need for this study which seeks to establish the correlation between job placement and employee performance.

2.1 HUMAN RESOURCE STRATEGY

An HRM strategy pertains to the means as to how to implement the specific functions of Human Resource Management. An organization's Human Resource function may possess recruitment and selection policies, disciplinary procedures, recognition policies, learning and development policies. However, all these functions notwithstanding, HRM needs to be aligned and correlated, in order to correspond with the overall organizational strategy. Therefore, an HRM strategy is an overall plan, concerning the implementation of specific HRM functional areas; which in the context of this study is job placement. In ideal situation an HRM strategy typically consist of the following factors. 'Best fit' and 'Best practice' imply that there is correlation between HRM strategy and the overall corporate strategy. As HRM seeks to manage human resources in order to achieve organizational goal, an organization HRM strategy seeks to accomplish such arrangement by applying an organizational human resource needs with the goals and objectives of the organization (Golding 2010). It is along this line, that HRM function such as

recruitment, selection and Job placement are tailored towards achieving corporate objectives.

An HRM strategy can be divided into two facts generally; namely the people strategy; the former pertains to careful correlation of HRM policies and actions to attain the goals laid down in the organizations strategy, whereas the Human Resource functional strategy relates to the policies employed with the Human Resource functional areas itself, regarding the management of persons internal to it, to ensure its own departmental goals envisaged HRM Policies on employee productivity also the hinges on continual monitoring of the strategy through feedbacks from employees and other evaluation techniques.

2.2 JOB PLACEMENT AND EMPLOYEE PERFORMANCE

Cole (2002) defines Jobs as a particular set of task allocated to a particular individual or position for which the job holder will held accountable. On the other hand, the arrangement or revision of tasks allocated to a Job is identified as Job design. In view of the above definition, it is clear that a Job holder must be acquainted with the task so assigned, in order to give a good account of his or her self. This is to imply that Job holding or task assignment is critical to the capacity of an employee to perform.

On a broader spectrum the basic unit of any organization structure is a Job. Therefore, Job is a collection of tasks assigned to a position in an organization structure. Cole, (2002) asserts that in bureaucratic organizations, tasks are assigned to position more or

less regardless of the holder's particular strength and weakness. It is the above observations that have impeded employee productivity in the public sector. This is because times without number, assignment to task tend to ignore the background of holders of such Job- which often tend to be counter productive.

However, it is equally, asserted by Mintzberg (1979) that in less bureaucratic organizations, Jobs tend to be varied in accordance with the strength and weaknesses of such Job holder. This is prevalent in the private sector in the Nigeria, which in turn has improved efficiency and performance of the Job holders in particular and the organization at large.

It needs to be pointed out that people prefer not only a variety of the tasks, but also a comfortable variety. It is known that down right conflicting set of tasks can only lead to frustration and stress on the part of the Job holder- thereby undermining the basic essence of employee management for higher productivity.

Closely associated with Job holding is the importance of Job design which aimed at assembling tasks into are acceptable Job for an individual as well as ensuring that organization objectives are attained efficiently.

However, Jobs often subjected to various forms of analysis in organization. Roff and Watson (1961) have looked at Job analysis as a process of examining Jobs in order to identify their main features, in particular the duties they fulfill, the results they are expected to achieve, the major tasks undertaken and the Job relationship with

other Jobs in the organizational hierarchy. Therefore, the product of Job analysis is a Job of description.

Therefore an individual's Job is intimately linked with the role he or she is expected to perform in the Job. However, concern is shown that most Jobs are allocated on a fairly crude basis (Cole, 2002). In such situations, managers of a unit see a number of tasks that need to be done and allocate them to individuals on the strength of his or her judgment. In the public service such actions are not uncommon. Ultimately, the implication is that as in the above situation, it is the manager's perception of the need for, and the nature of the post that exerts the greatest influence on the decision to allocate set of tasks to employees. However, a point must be made that as the requirements for tasks change so jobs change too, mainly in response to the demands of the immediate management concerned. Naturally over a period of time, a job can change quite considerably without any one really noticing it. Thus, when a review of the organization takes place, the managers concerned have to take steps to redefine the Job in the light of the changed circumstance. This is where Job analysis comes in and equally establishes the link between Job holding and the former. It is in the light of the above that individual tasks in organizations are analyzed for purpose of improving efficiency; analyzing training needs and sometimes for reallocation of Jobs. Such attempts are geared towards ensuring that apparent overlaps of tasks or duties are avoided and more

importantly to even minimize situations where no-one is apparently responsible for certain tasks.

Cole (2002) has indicated that in as much as Job is basically a collection of tasks, it may narrowly be interpreted as to also mean that the focus in this situation is on the action required of the Job holder. He submitted that in as much as tasks imply action but jobs imply more than just actions. Job imply results and duties. This clearly underlines the importance of Job placement visa-viz the improved performance of the Job holder. The bottom-line is that the Job holder's role consists of all the expectation that various people, the Job holder inclusive have concerning the manner in which the Job should be carried out.

2.3 JOB ANALYSIS

As earlier defined job analysis is critical to successful job placement. The benefits of Job analysis in relations to employee performance and achievement of organizational objectives are as follows:-

Firstly, such an analysis clarifies posts for which new recruits are sought. Secondly it produces Job description which can provide essential evidence for selection. Other attendant benefits are that it enables employee or role specifications to be drawn up for purpose of selection on training. To an individual employee, Job analyses tend to give them a clear idea of their main responsibilities – which greatly inform their productivity capacity or otherwise.

2.4 **JOB EVALUATION**

By no means of less importance is the relevance of job evaluation to appropriate placement of an employee to perform his or her duty. Job evaluation refers to activity which sets out to make a systematic comparison between jobs to assess their relative worth, for the purpose of establishing a rational pay structure. In essence job evaluation is aimed at reducing dependency on arbitrary methods of pay determination by introducing an element of objectivity in the way jobs are compared. In the words Kempner (1980) "Job evaluation methods, do depend to some extent on a series of subjective judgments made in the light of concepts like logic, and equity and the progressive refinement of job evaluation technique is an attempt to minimize the subjective element.

The bottom-line is that job evaluation is to produce a defensible ranking of jobs on which a rational and acceptable pay structure can be built.

In the light of the fact that job evaluation plays an important role in the development of systematic and equitable pay systems. It is worthy of note that, it facilitates appropriate placement of employees to enhance their performance. It is arguable that where through Job evaluation, equitable pay system is installed and employees are beneficiaries of the arrangement, it will go a long way to give them sense of belonging and satisfaction which will ultimately improve their performance. In other words, identifying key job factors, weighing them as appropriate and then comparing jobs

against them which leads to understanding the relative value of all the jobs is an important springboard to decisions on job placement of employees.

2.5 JOB PLACEMENT IN THE NIGERIA CIVIL SERVICE

In the context of the Nigerian Society, the Civil Service Commissions are charged with the responsibilities of attracting and selecting appropriate employees for various departments and ministries. The departmental and ministerial leadership appropriately place the employees on the basis of their qualifications, exposure and experience.

However placement of employees in the Civil Service has left so much to desire. In the words of Adebayo 2004: 169 "One of the banes of the Nigerian Public Service is the recruitment of mediocre or totally unsuitable candidate in preference to candidates of high merit" If that was not bad enough as he points out" A man's capability can be best demonstrated in fields, most familiar to him by training and experience when you put a man on a job for which he has no previous experience or background training, then it is asking too much to expect him be master of that job immediately. He asserts that the situation becomes most exasperating and self defeating when you keep shifting such a man from job to job, each one hardly related to the presences one.

The above scenario is common in the Nigerian Civil Service – which has adversely affected the performance of employees. This is coupled with lack of clear objectives by ministries and departments.

As shown, one great malady which afflicts most of the work in the public service is the complete absence of goals or objectives forming targets for public officers. The combinations of these factors have complicated the capabilities of employees to perform satisfactory.

It is in the light of these shortcomings that the choice of this study becomes significant and highly compelling at this time.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The study undertakes an examination of the correlation between job placement and employee performance. The essence is to demonstrate the extent to which employee level of productivity is influenced by the nature and manner of job assignments to job holders. Descriptive survey method is employed in carrying out this study.

3.2 POPULATION OF THE STUDY

The study covers the entire population of employees of the Federal Ministry of Works and Housing in Adamawa State. However, the population excludes the casual laborer and similar categories working within and without the headquarters of the ministry in Adamawa State. The population under consideration is (57) fifty-seven employees of Federal Ministry of works and Housing.

3.3 SAMPLE SIZE OF THE STUDY

The researcher draws his sample mainly from 57 employees of the Federal Ministry of Works and Housing, operating mainly in Adamawa State.

3.4 SAMPLING TECHNIQUES

A random sampling method is used. Simple random sampling is that method of drawing a portion (or sample) of a population or universe, so that each member of the population or universe has an

equal chance of being selected. A Sample drawn at random is unbiased in the sense that no member of the population has any more chance of being selected than any other member.

3.5 METHOD OF DATA COLLECTION

The Method of data collection adopted in this research is the field research method. It employs the use of primary and secondary method of data collection.

Primary method: the primary data collection involves the use of questionnaire and personal interview

Secondary method: the secondary data come from the internet, journals, articles, textbooks, ministerial documentations, federal government memo, and policy documents which the researcher used to obtain relevant information for the research.

3.6 INSTRUMENT OF DATA COLLECTION

Researchers have a choice of several research instruments in collecting primary data. For the purpose of this study, two basic instruments of data collection were used-questionnaire and personal interviewing. A questionnaire is a list of questions prepared by research in order to obtain necessary information from the respondent.

3.7 VALIDATION OF INSTRUMENT

The validation of instruments is meant to ensure that the instrument used for collecting data is appropriate for the kind of data required for the research. Validation is the extent to which the data

collected are relevant to the problem of the research. The instrument used in this study is questionnaire which is valid for collecting the required data for this research.

3.8 METHOD OF DATA ANALYSIS

The data for the research work are first presented in the form of table (in tabular form) and then got the percentage and then finally employed the statistical method of analysis to test the hypothesis earlier tested in the research in order to accept or reject. The statistical tool used is the Chi-square.

The Chi-square is a non parametric inferential statistic method used in analysis of frequencies or nominal data. The Chi-square used in this research is one tailed test. It can only indicate whether or not a set of frequencies differ significantly from corresponding set of expected frequencies and not possibly the direction in which they differ.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 DATA PRESENTATION.

The chapter presents and analyses data generated from the administration of questionnaires in the study area.

Table 1 Percentage distribution of respondents by the status of questionnaires administered.

Response	Frequency	Percentage
No. of questionnaires administered	57	100
No. of questionnaire returned	50	87

SOURCE: Field Study, 2011

Table 1 shows that out of the 57 questionnaire administered; about 50 which constitutes 87% were returned validly and were used for analysis.

Table 2 Percentage distribution of respondents by educational qualifications.

Response	Frequency	Percentage
SSCE/O'Level	15	30
NCE/ND	10	20
BA/BSC/HND	17	34
MSC, MA	08	16
Ph.D	0	0
Total	50	100

Source: Field Survey, 2011

This table indicates that 15 respondents representing 30% hold SSCE and other O'level qualifications, while 10 respondents representing 20% hold ND & NCE qualification, 34% hold first degree, and about 8 respondents, representing also 16% are holders of higher degrees.

4.2 DATA ANALYSIS

Table 3 Percentage distribution of respondents by professional compartments.

Response	Frequency	Percentage
Technical Cadre	25	50
Administration	10	20
Engineering	15	30
Total	50	100

Source: Field Survey, 2011

The above table indicates that 25 respondents representing 50% are in the technical section of the ministry, whereas 10 respondents

constituting 20% are in administration and 15 of them, representing 30% are in the Engineering section.

Table 4 Percentage distribution of respondents by existence of personnel department.

Response	Frequency	Percentage
Yes	50	100
No	0	0
Total	50	100

Source: Field Survey, 2011

The above table overwhelmingly indicates the existence of Human Resource Management unit; the unit is identified as office of staff matters, often headed by personnel officer or such nomenclature as staff officer.

Table 5 Percentage distribution of respondents by whether recruitment and selection into the ministry are based of civil service rules and regulations.

Response	Frequency	Percentage
Yes	15	30
No	35	70
Total	50	100

Source: Field Survey, 2011

From the above table it is indicative that 35 respondents, representing 70% are of the opinion that rules and regulations guiding recruitment and selection of employees are not adhered to as

provided by civil service. However, 15 of the respondents representing 30% are of the opinion that recruitment and selection are subjected to rules and regulations.

Table 6; Percentage distribution of respondents by whether recruitment and selection of employees are transparently done.

Response	Frequency	Percentage
Yes	10	20
No	40	80
Total	50	100

Source: Field Survey, 2011

The above table shows that 10 respondents representing 20% are assertive that employments of employees are transparently done. Whereas 40 respondents; representing 80% claim that employments are not done transparently. Their assertion is based on the fact that sometimes people are employed without due process as provided for in the civil service rules.

Table 7: Percentage distribution of respondents by whether selections of prospective employees are based on merit.

Response	Frequency	Percentage
Yes	20	40
No	30	60
Total	50	100

Source: Field Survey, 2011

From the above table, it is shown that 30 respondents; representing 60% are of the opinion that selection of prospective employees are not based on merit. Whereas 20 respondents, representing 40% are of the view that selections of prospective employees are based on merit.

Table 8: Percentage distribution of respondents by whether prospective employees are selected on the basis of requisite and relevant skills and proficiency.

Response	Frequency	Percentage
Yes	15	30
No	35	70
Total	50	100

Source: Field Survey, 2011

From the above table, 15 respondents, representing 30%, are of the opinion that prospective workers are selected on basis of requisite and relevant skills. Whereas 35 respondents, representing 70% hold contrary opinion. They claim selections of prospective employees are done without taking into cognizance their requisite and relevance skills visa-viz the organizational objectives.

Table 9: Percentage distribution of respondents by whether placements of employees are done appropriately in line with qualifications and experience.

Response	Frequency	Percentage
Yes	10	20
No	40	80
Total	50	100

Source: Field Survey, 2011

The above table reveals that 10 respondents; representing 20% are of the opinion that placement are done in line with employees' qualification and experience. However, 40 respondents; representing 80% disagreed.

Table 10: Percentage distribution of respondents by whether employees holding of position are influenced by nepotism and favouritism.

Response	Frequency	Percentage
Yes	38	76
No	12	24
Total	50	100

Source: Field Survey, 2011

It is indicative from the above table that 38 respondents; representing 76% are of the opinion that job placements are influenced by vices such as nepotism. On the other hand, 12

respondents; representing 24% are of the view that such negative factors are discounted in the placement of employees.

Table 11: Percentage distribution of respondents by whether job placement has linkage with employee performance.

Response	Frequency	Percentage
Yes	45	90
No	05	10
Total	50	100

Source: Field Survey, 2011

The Table above shows that 45 respondents, representing about 90% are strongly of the opinion that job placement has correlation with the ability of an employee to perform. However, 5 respondents; representing 10% claim that there is no relationship between job holding and employee performance.

Table 12: Percentage distribution of respondents by whether there is the need to review method of employee placement in the ministry.

Response	Frequency	Percentage
Yes	48	96
No	02	04
Total	50	100

Source: Field Survey, 2011

This table shows that 48 respondents; representing 96% are of the view that there is the need to review employee job placement, in

order to enhance productivity in the ministry. On the other hand, 2 respondents, representing 4% indicate that such review is unnecessary.

Table 13: Percentage distribution of respondents by whether employees' training and development could influence appropriate job placement.

Response	Frequency	Percentage
Yes	33	66
No	17	34
Total	50	100

Source: Field Survey, 2011

This table shows that 33 respondents; representing 66% are of the opinion that training and development of existing staff may influence decisions on job placement; hence enhancing their performance. However, 17 respondents; representing 34% claim that there is no linkage between employees' training and development on one hand and their capacity to perform on the other.

Table 14: Percentage distribution of respondents by whether inappropriate job placement has negative effects on the organizational set objectives.

Response	Frequency	Percentage
Yes	41	82
No	09	18
Total	50	100

Source: Field Survey, 2011

This table shows that 41 respondents; representing 82% are of the opinion that inappropriate job placement can undermine the bid towards realizing the set objectives of the ministry. However, 9 respondents representing 18% disagreed.

Table 15: Percentage distribution of respondents by whether the process of job placement in the ministry can be considered effective.

Response	Frequency	Percentage
Yes	7	14
No	43	86
Total	50	100

Source: Field Survey, 2011

It is shown from the above table that 7 respondents; representing 14% are of the view that the method of job placement in the ministry is effective. However, 43 respondents; representing 86% are of the opinion that the method is not effective; hence undermining employee performance.

Table 16: Percentage distribution of respondents to the need to overhaul the method of recruitment, selection and job placement.

Response	Frequency	Percentage
Yes	48	96
No	02	04
Total	50	100

Source: Field Survey, 2011

From the above table, there is overwhelming agreement that there is the need to overhaul the ministerial method of recruitment, selection and placement as 48 respondents; representing 96% concord with the above view. Nonetheless 2 respondents; representing 4% disagreed.

4.3 MAJOR FINDINGS OF THE STUDY AND DISCUSSIONS

- (i) The study reveals that rules and regulations guiding the recruitment selection and placement of employees are not strictly adhered to in the ministry.
- (ii) It is also shown that selections of prospective employees are not conducted in a transparent manner. It is held that prospective employees are selected with disregard to due process as regulated by conditions guiding employment into the civil service.
- (iii) The study has also shown that far from the desire to enthrone merit system in the public service, employees' selections are not based on merit.
- (iv) It is also revealed that employees' selections are not based on requisite and relevant skills which tend to affect job holding in the organization.

- (v) The study has equally shown that placement of employees are not done in line with their qualification and experience; hence undermining their capacity to perform.
- (vi) The study shows that job placement is grossly influenced by negative vices such as nepotism and favouritism as against merit; hence making the exercise to be counter productive.
- (vii) The study shows that there is a linkage between job placement and employee performance.
- (viii) Respondents have asserted that there is the dire need for the review of the overall methods of recruitment, selection and placement, in order to enhance individual employee performance; thereby attaining the objectives of the ministry
- (ix) It is also revealed that training and development of employees would assist in the context of appropriate job placement in the organization.
- (x) The study has shown that inappropriate placement of employee could have negative impact on the tempo of productivity in the ministry.
- (xi) It is equally revealed that the method of job placement in the ministry is not effective; hence there is the need to overhaul the strategy; in order to reposition the ministry for higher level performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This study is geared towards the evaluation of the correlation between job placement and employee performance at the Federal Ministry of Works and Housing, Yola, Adamawa State. The study establishes the fact that job placement is not only integral part of human resource management; but equally a critical element that if not well strategized could undermine the set objective of an organization. It is the light of the above that there is the compelling need to realign employees' skills, qualifications and experience appropriately with the job he or she holds.

Therefore, organization must realize that the practice of job placement is not only central to the performance of employees alone but also to the overall tempo of organizational productivity. For this to be accomplished successfully organization or the ministry would have taken into consideration issues arising from job analysis and evaluation. Issues emanating from job analysis will guide and provide job description which serve as yardsticks for determining the suitability or otherwise of an employee in terms of holding a particular job. This clearly underlines the importance of job placement in both the private and public sectors of the Nigerian economy.

The study has shown among other things that regulations guiding recruitment, selection and placement of employees are not

strictly adhered to. This is equally reflected in the manner in which prospective candidates are enlisted into the ministry. Recruitment and placement are done with wanton disregard for merit, relevant skill and experience; which tends to undermine the productivity of the civil service, it shows that vices such as nepotism and favoritism tend to influence placement of employees; which has dwarfed the essence of placement itself, it is identified that training and development of employees could go a long way in assisting the ministry to appropriately place its employees for utmost performance.

Therefore, there is no gainsaying that there is correlation between the caliber, qualities and appropriate of employees and their propensity towards enhanced performance in the overall envisaged performance profile of the organization.

However, the scenario in the public sector in Nigeria leaves much to be desired. The practice of job placement is trivialized and ignored; which in turn has wrecked havoc on the psyche of employees and consequently their zeal to perform satisfactorily.

5.2 CONCLUSION

The study has shown that there is a strong correlation between job placement and the capacity of such employees to perform satisfactorily. In other words, there is a linkage between the caliber and suitability of the recruited, selected and placed employees and their capacity toward enhanced productivity in the organization. It is the light of the above realization, that today there is a 'new' Human

Resource Management Strategy which focuses on management of talents of employees; which encompasses activities of attracting, developing and retaining employees. The overall success of this approach is contingent on appropriate placement of employee in order to harvest adequately his or her talent.

However as shown by the outcome of this study the practice of job placement is not adhered to. Even where such attempts are made, they are bedeviled by social vices-which have undone the performance of the public sector generally and the Federal Ministry of Works and Housing in particular.

5.3 RECOMMENDATIONS

- (i) It is obvious from the study that the Federal Civil Service Commission and respective ministries should endeavor to adhere to rules and regulations guiding the recruitment, selection and placement of employees. This is because what happens during the entry point exercise is capable of making or marring the organizational performance.
- (ii) Government should take practical steps and measures to monitor methods of appointments into ministries; in order to guarantee transparency in the exercise thereby ushering in the right people to perform the right job and get the right result.
- (iii) In addition to that, measures should be taken to ensure that people are selected and placed in the line with their qualifications, skills and experience.

- (iv) It is also recommendable that job placement should be determined by the sole desire to enhance employee performance; which in turn propels the success of the ministry.
- (v) Government should take action to prevent the prevalence of nepotism and favoritism in issues affecting job placement because of its counter-productive effects.
- (vi) It is also submitted that personnel officers must be acquainted with the importance of job placement as a integral part of Human Resource Management practice; to enable them do the right thing at all times.
- (vii) Equally too, steps must taken to encourage training and re-training of employees which will go a long way to curtailing the incidence of inappropriate job placement.
- (viii) On the whole, it is recommended that the approaches towards job placement must be overhauled which in itself is contingent on behavioural disposition of officers charged with such responsibilities.

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(<http://www.towers.fr/essays/hrm.html>).

APPENDIX
QUESTIONNAIRE

Department of Management Technology
School of Postgraduate Studies
Federal University of Technology
Yola.

Respondent,

I am a student of the above named department and institution, who is undertaking a MPA Programme; contingent on conduct of research. I am working on Job Placement and Employee performance in the Federal Ministry of Works and Housing, Yola.

Therefore, I wish to solicit for your support to fill appropriately the questionnaire attached.

Yours faithfully,

Bonzena Kizito John.

Tick (√) the appropriate option on every item.

SECTION 'A'

BIODATA

1. Educational Qualification;
SSCE/any other 'O' Level -
ND/NCE -
BSC/BA/HND -
MPA/MSc/MA -
Ph.D -
2. Professional Compartments;
Technical -
Administration -
Engineering -

SECTION 'B'

1. Does the department of Personnel Management exist in the Ministry?
Yes ()
No ()
2. Are recruitments into Ministry based on the regulations and rules of the Civil Service?
Yes ()
No ()
3. Are methods employed in recruitment and selection of Prospective employees transparent?
Yes ()
No ()

4. Are employed workers placed on job according to their qualifications and skills?
Yes ()
No ()

5. Are selection of Prospective employees influenced by merit?
Yes ()
No ()

6. Are employees appropriately placed?
Yes ()
No ()

7. Does the placement of employees take cognizance of their capacity to perform?
Yes ()
No ()

8. Does job placement have relationship with employee performance?
Yes ()
No ()

9. Does the present job placement practice meet the requirement of job performance?
Yes ()
No ()

10. If the answer to Question 9 is no, is there any need for review of policies?
Yes ()
No ()
11. Are job placement influenced by nepotism and favouritism?
Yes ()
No ()
12. Could staff training and development bring about change of attitude towards job placement?
Yes ()
No ()
13. Does in appropriate job placement have negative effects on organizational objectives?
Yes ()
No ()
14. Is the job placement procedure in the Ministry effective?
Yes ()
No ()
15. Do the methods of recruitment, selection and placement require overhauling?
Yes ()
No ()

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