**Title: Emotional intelligence, Recruitment and Job Evaluation as Determinants of Employee Performance of Employees of University of Ibadan, Nigeria**

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**Abstract**

To sustain the organization over a long-term productive period and to enjoy consistent competitive advantage, job performance is the key. Population of the study was the University of Ibadan, workers, male (mean = 26.91, SD =4.10), female (mean =26.21, SD =3.61). Distribution of questionnaire was done randomly online and the result shows that there was no significant relationship between emotional intelligence and job performance, a significant relationship between recruitment and job performance and no significant relationship between job evaluation and job performance, there was significant joint influence of job evaluation, recruitment and emotional intelligence on job performance and there was no significant gender difference on job performance. Organizations should come up with a proactive and strategic approach for the employment of the best category of employees, there should be regular employee evaluation to ascertain the level of performance of the employees, emotional intelligence of the employee should be confirmed before given opportunity to serve in the organization and all categories of workers either male or female are important and need to be given unbiased treatment.

**Key Words:** Emotional intelligence; Recruitment; Job Evaluation; Employee Performance

**Introduction**

An employee is one who is hired based on ability to perform task(s) after been selected following application for the job and interview which could be in stages. Usually, the best fit for the role based on criteria determined by the organization and / or the recruitment team (personnel) is selected or employed. The individual who is an employee works for a wages or a salary that is paid at an agreed period of time usually a month by an employer.

The search for individuals to take job positions or roles with descriptions of activities that would be performed in the course of the employment is referred to as job recruitment. Advertising, receiving and reviewing applications, conducting interviews and selecting the best candidate for the role make up the recruitment process. It is usually hoped that the selected individual will perform optimally in line with goals and values of the organization. This is not always the case as such, performance of employees is dependent on a couple of factors.

Evaluation means reviewing what has been done previously with what is existing, expected or standard. Hence, job evaluation refers to process of assessing a job role while comparing it to other positions in an organization. This is usually done to provide or obtain the worth of a role as it helps provide a foundation for negotiation of wage (salary).

Evaluation of a job is the process of determining the worth of a job in order to come up with / develop what is ideal in terms of payment to employee for the role in relation to other jobs or roles. Job evaluation involves comparing one job with other job roles methodically in order to develop or determine the relative worth of the job based on several criteria such as qualifications and skills needed. It involves several steps or stages such as job grading, job ranking etc and is usually done with job analysis which is not same as job evaluation.

Performance at a job refers to how well one does his or her job. It is based on expectation of activities that make up what the role is, which have previously been agreed on / upon by employee and employer or organization. This is usually measurable as being performed, not performed well (underperformed) or not performed. Several things could impair or improve performance of an individual at work

**Job Evaluation**

Job evaluation could be explained in various ways with the background aim being determining value or worth of a job role in relation to other jobs while considering multiple factors. Methodical assessment as well as analysis of jobs in and outside an organization using several consistent criteria (job and personal) in order to ascertain the worth of a job role relative to others is the crux of job evaluation which helps to establish the amount to be paid at each level of job role.

History of job evaluation dates back to early nineteenth century. It is however uncertain if it was developed by the United states civil service commission from its civil service classification practices in 1871 or by Frederick Taylor in 1881. According to human resource specialists / professionals, the earliest system(s) of evaluation relating to job(s) can be traced to the Civil Service Commission of the United States in 1871 which was noted to be six (6) years prior to the when Taylor was delivered in 1865.

Job evaluation as it is known today, developed from classification practices of civil service as well as some early job and pay system of classification. The modern form of job evaluation according to British Institute of Management is said to have originated in 1909 but some researchers / authors put this date as 1912 with civil services commission of Chicago preceding commonwealth Edison Company of Chicago as the originator organization (Figart et al., 2002; cited in EL-Hajji, 2013)

Minimizing inequities associated with wage(s) via job evaluation was promoted by the National War Labour Board during the second world war (that is between 1st September 1939 – 2nd September 1945). Subsequently, the processes and techniques for job evaluation were established and improved upon into the late 1950s and a rational system of paying employees became necessary / imperative as organizations became bigger with increased bureaucracy as well as complex wage structure and supervisors inappropriately set employees’ wages themselves. Also, equal pay act of 1963 necessitated comparison of jobs on the basis of effort, responsibility and skill exercised by employees in order to determine their equality.

There is the need to reward employees for time and effort put into performing their tasks. This should be based on the grade or level of job performed that is, the compensation should be dependent on the relative worth of the jobs. Not adhering to this leads to a feeling and perception of inequity as well as inequitable compensation which have negative effect on morale of employees with possible consequence of demotivation. Therefore, assessing the ideal compensation for each level or job role is important and made possible with job evaluation which helps in determining the salaries and wages of jobs either within or outside an organization. Job evaluation refers to a systemized way of ascertaining the value of a job compared to other jobs (Edwin cited in Joel and Umesh, 2017).

There have been several studies on job evaluation. According to Taylor, defining and laying out tasks required for a job via scientific process of observation and planning as well hiring individuals to perform these tasks are the responsibility of the organization’s management (Zirra, Ogbu, and Ojo, 2017).).

Evaluating a job shows the relative equivalent or value of the job in relation to what is due in terms of compensation as buttressed by Tuytens, Devos and Vanblaere, (2020), that job evaluation depicts attempts being made to work out the relative value of jobs in a plant in addition to ascertaining ideal, fair or standard wage (salary) for each job. Hence, job evaluation is useful in ensuring wage / salary payment structure that is equitable and non-biased. This is done by determination of the value of the job based on its nature and remuneration of similar or same job such that equivalent compensation is paid.

The concept of relative value broadly implies equal pay for work of equal value.

Evaluating a job is not same as evaluating performance hence job evaluation is different from performance evaluation which seeks the relative value of the employee in relation to the organization and measures the amount of work. Thus, what is measured are what is needed to effectively do a job, that is, relative competence, complexity, demands and responsibility unlike job performance which measures the amount work or duties / task apportioned (Magnier-Watanabe, Uchida, Orsinin, and Benton, 2017).; cited in International Council of Nurses guideline). Job evaluation looks into the roles or tasks of jobs comparatively thus skill, level of competency and expertise needed to work effectively which are the qualitative aspect of job are considered. Thus, the practice of providing a level or degree of objectivity in the measurement of comparative value of jobs within an organization and similar organizations is referred to job evaluation (Al-Jedaia, and Mehreza, 2020). Comparing job content in relation to one another is the fundamental procedure in job evaluation and this comparison forms hierarchy of jobs. Thus, job evaluation establishes value of jobs in a job hierarchy. Some of the criteria used in determining relative worth of a job role include qualification(s), skill(s), experience and responsibility.

**Process of Job Evaluation**

In establishing the value of job roles, several methods are used in the process of job evaluation. They include job ranking and job grading. Job ranking helps with defining wages / salaries, as such, job evaluation provides a ground for ranking or grading various jobs in addition to developing a payment structure. Job evaluation process establishes value of jobs or job role(s) in a job hierarchy. Hence, in an organization, it provides ranking or rating of a job or job role by comparing relative intrinsic value of each job thereby forming a job hierarchy (Koziol and Mikos, (2020). As such, it helps in obtaining information that aids in description of authority relationship, duties to be performed, skills required or needed and work condition in addition to development of job description, specification documents and other information relevant to the job (job role). It should be noted that determining job value or worth could be based on negotiation, market rate(s) assumption(s) and internal relativities which is the systematic process of establishing relative value worth within an organization.

Evaluating a job entails determining the relative worth of jobs in order to establish differentials in wages / salaries and relative worth is determined by job description and job specification mainly. Bureau of labour statistics notes that job evaluation which could be achieved through assignment of points or use of other systematic rating method for essential job requirements is actually the rating of jobs in order to determine their hierarchical position(s) hierarchy (Koziol and Mikos, (2020). Hence, jobs are ranked and evaluated based on their content and then placed in order of significance which establishes the hierarchy of jobs that forms the basis for satisfactory differentials in salaries and wages among different jobs or job roles. Though job evaluation involves job analysis, they are not the same as the latter describes a job and refers to gathering information about a job using a systemized way or process while job evaluation develops a plan that compares jobs in terms of or based on the things (what) an organization considers as important in determining the worth of a job. Hence, employers and employees must agree mutually on a pellucid, structured and unprejudiced way of calculating job worth. The process of job evaluation has developed mainly in response to problems experienced in large scale modern enterprises by pay administrators because, clear rules for payment are necessary with increasing number(s) of workers being employed; labour cost need to be estimated and controlled accurately; plus significant followership of staffing policies is required.

Before commencing job evaluation, the organization needs to get existing staff interested in the process, and benefits of job evaluation as well as what needs to be done. Thereafter, a committee will need to be set up because it be impossible for one person alone to evaluate all the key job roles in an organization even though one person will need to be in charge. As such, the committee for job evaluation should be made up of individuals who experienced as well as human resource experts in the organization. This is buttressed as follows, it is important that individuals who will be making judgments based on evidence presented by data that is obtained are trained to do so accurately (Pradhan and Jena, 2016). It should also be noted that it may necessary to identify key or important jobs in several departments for evaluation as evaluating all jobs may be costly and tasking. The jobs to be selected for evaluation should be representative of the type of work that is done in at various levels in each department. Therefore job evaluation process involves the following:

**Job identification, analysis and description**

This is the first step in the process of job evaluation. It entails listing all the positions available in order to note jobs that are identical or essentially the same (job identification) and then analyzing the job (job analysis) with the tasks and activities that the job entails being examined and analyzed. The details obtained would subsequently be documented in a job description that is precise and consistent in language; that is, it is easy to understand by anyone who reads the document with clarity on work done by the employee; information sources for task completion; methods, procedures and tools used by employee to perform tasks ((Pradhan and Jena, 2016). The details or information include job content; level of responsibilities of job holder or employee; conditions and surroundings in which the job will be performed; requirements needed by employee to perform tasks successfully on the job such as knowledge; skills and individual abilities which could be referred to as personal characteristics;

Therefore, job description refers to concise summation of the features of a job considered important at different levels inclusive of the general nature as well as level of the work performed and which for the purpose of standardization is typically categorized broadly into identification, work performed and performance requirement (Pradhan and Jena, 2016).

**Compensable factor determination**

Compensable points or features the organization will be paying for are used to place jobs at a high or low level in the job hierarchy thus serve as a standard for determining the relative positions of jobs to one another and also help to inform individuals who will be taking different roles about contributions that are rewarded by the organization. Some of the factors considered or used are: Experience level, educational qualifications; working conditions, confidential data, consequences of mistakes and errors, complexity of duties, responsibilities, mental and physical demands (Pradhan and Jena, 2016).

Experience level states how much work experience either in a similar or different industry that is needed by the employee to perform a job so also; educational qualifications refer to all the educational qualifications considered as requirement to be needed for the job.  
Working condition or environment such as location, hazards and any extreme factors that employee(s) will be exposed to or function in is also an important factor in determining compensable factors in addition to extent of employee exposure to confidential data, responsibility level he or she is entitled to, error or mistake permissible (that is the consequence or effect making errors / mistakes), complexity of duties performed as well as mental and physical requirements in terms of degree of concentration, level and frequency of physical effort needed.

**Developing the Method(s)**

This entails selecting or designing a method that will be used to appraise jobs in the organization in accordance with chosen factors and which will allow consistency in placing jobs with increased factors higher in the job hierarchy and jobs with reduced factors in lower level on the hierarchy(Pradhan and Jena, 2016). Different methods of evaluation exist with some more complex than others. Four (4) basic methods are been used; they are ranking, classification, factor comparison and point-rating. However, the approach is the same which is using common set of factors to value each job. Methods are grouped broadly into qualitative and quantitative methods; Job ranking and job classification make up qualitative (or non-analytical) methods because they view the whole job as an entity while factor comparison and point rating make up quantitative (or analytic) methods because of their involvement in analysing and evaluating job requirements based of several factors like effort, skill and responsibility.

Ranking of jobs in order of significance is the result of the evaluation method or procedure irrespective of the method used and thereafter, jobs with the similar values are grouped into different grades. Ranking method is simple. Jobs are ranked jobs from highest to lowest in an organization with jobs being looked at as a whole and compared via job descriptions. It is a method that is easy to administer as jobs are not analyzed or broken down and are being compared to one another based on their overall worth or value to the organisation. The worth is dependent on effort, responsibility both fiscal and supervisory, skill as well as working conditions. Following evaluation, each job is then placed in a rank order that is felt to be fair.

Benefits of ranking also include being easy to understand and implement especially with small number of jobs as well as low cost and time needed for the system introduction as well as maintenance. The challenges however are insufficient information about jobs, with the possibility of evaluators being unclear about the job descriptions and the differences between jobs being unequal; standards of ranking may not be well defined.

Classification method divides or defines jobs into classes or categories. Compared to ranking method, various grades and structure are established before job ranking is done. Thereafter, each level has a description and job title(s) associated with each being classified into existing hierarchy or category structure. Common grading criteria or standards and instructions could be used in order to ensure equity in the grading of jobs. Classification method provides some standards for making judgements through definitions of grades however, it could be difficult to administer if there is involvement of large number of grades and steps. Also some jobs may seem to be fit for more than one grade.

Factor comparison method has to do with comparing jobs on specific factors that are different so as have a job structure after getting numerical value(s) for each job. The job’s worth is determined by a set of remuneration factors such as effort, knowledge, responsibility(ies), skills and working environment. The method of factor comparison starts with ranking of the jobs under each factor following which the ranking are transformed into relative values that will determine the final job value for the organisation.

The benefit of the factor comparison include expression of job value in monetary terms, possibility of application to jobs that are created newly and widely differentiated wage or salary structure. The demerits include that it is complicated and sophisticated as its applications is time consuming and lengthy just as the criteria used to determine how to rate each factor could be biased and affect some groups.

Point-rating method is an extension of the factor comparison method and it rates scales of specific factors in order compare jobs. Remuneration factors are used and the sum of the values for each factor are used. The position in the heirachy is determined the sum of the factor values. Thereafter, jobs are grouped by total scores and assigned a grade wage or salary hence, jobs with similar rating are in the same grade.

The total point score determines the position of the job in the hierarchy. Jobs are then grouped by total point scores and assigned to wage/salary grades so that similarly rated jobs can be placed in the same wage/salary grade.

The benefits of the point system include the possibility of a systematic approach, easy to understand and operate with capability of being applied to a wide range of jobs including jobs that are newly created. The demerits on the other hand are inflexibility in critical areas sometimes, tendency to be time consuming and have biases in the standard used to determine the payment for each factor.

The final steps in job evaluation are developing job structure, determining wage / salary based on ranking, categorization and grading done as well as putting in place a process for monitoring, evaluating and revising of the job evaluation schedule and structure as well as appeals and dispute settlement. In general, employee compensation differs based on ability, level of job difficulty, supply (availability) and demand of talent, required education and responsibility level needed for execution of duties.

**Job Performance**

Job performance describes assigned task activity(ies) that employees successfully complete using resources available (Akhtar et al., 2017) thus, it refers to ranking of the job not the employee. job performance could be defined as the performance of employees in specific job roles with criteria being job descriptions that have been standardized and defined. Performance on a job is a product of natural or acquired abilities and skills used by employee(s) to perform better at their jobs (Ahmed and Malik, 2019).

Therefore, job performance could be described as observable behaviours employees engage in as indicated by Campbell et al. cited in Boehm, et al., (2015) that job performance is not the result or outcome of behaviour but is the behaviours themselves. Pradhan and Jena (2016) accept that job performance is as a result of behaviours and not outcomes however disagree with the behavioural meaning of job performance noting that behaviours with an aspect of evaluation is performance and this is in tandem with the use of performance ratings by supervisors and colleagues that is known as the common process of determining job performance

Job performance involves ability of the employees to show significant results through their effort Shonubi and Akintaro, 2016). The result that is pursued is based on the goal and mission statement of the organisation. There are three basic areas that are considered in job performance. These are performance in the market, return the shareholders get at the given period of time and ultimately financial performance (Richard, et al., cited Shonubi and Akintaro, 2016). To ensure efficient performance of employees’ task, organizations assess the performance of their workers through balanced score card. There are four dimensions to the score card and these are growth and learning, finance, customer and international business process perspectives. The essence of the business score card (BSC) is helping to transform organization’s strategy in terms of its performance. Therefore, BSC is the most reliable score card for measuring performance on a global level (Bain, 2015). Further, in order to measure the performance of the organization, there is need to focus on process-oriented management that has to do with the management of the whole production chain, decisions and activities that optimize the performance of the organization (Looy and Shafagatova, 2016).

**Employee Job Recruitment**

Identifying good talent compared to great talent is important in addition to identifying critical positions / roles as well as the attributes or criteria needed for them to be filled following which recruiting strategies are prioritized. Developing the talent of employees is the whole of the organization. This is made possible by ensuring organizational values are well communicated and understood with clarity provided on the type of behavior that is expected of employees all levels. Also, inappropriate employee behaviour that is not consistent with organization’s values should be dealt with fairly (Usmani, 2020).

Recruiting employee implies talent recruitment (especially in human resource parlance). To meet the organization’s objectives in terms of growth and performance it is essential that there’s a conduit of talent (Dharshini. and Seleena, 2020).This can be achieved by effective management of turnover, having large pool of potential candidates to fill positions, developing process or programs through which existing employees can fill higher impact positions.

The process of having an employee work with or in a company goes beyond sourcing for ideal candidates from a wide pool of applicants and the recruitment stage. It is inclusive of hiring, staffing, training, building capabilities and developing talent as well as assessing, integrating, motivating and retaining skilled talent in the organization. All these points noted above will make it possible to develop a high performance culture in organizations. When employees have positive dispositions and feelings towards their work, they tend to be satisfied with their job and even perform more. Job evaluation could be described as determining and comparing what the demands in the performance a job are on an employee without the actual abilities or performance of the person been considered (Diana, et al., 2019).

**Emotional Intelligence**

Emotional intelligence is someone’s ability to monitor his/her own emotions and that of others, to be able to differentiate varying emotional responses and apportion it suitable label and to use information on emotions for guiding behaviour and thinking (Goleman cited in Munira, and Azam, 2017). Emotional quotient is the main focus of organizations in the modern days rather than intelligent quotient, which is combined with academic qualifications and other experiences requisite of the job (Qualter and Pool, 2018). Recent researchers have found emotional intelligence to be a significant indicator for optimizing job performance (Rexhepi and Berisha, 2017).

Three models are used in emotional intelligence (EI) and these are Trait Model, Ability Model and Mixed Model. Ability model refers emotional intelligence as the ability of someone to process information personally and utilize it to carry out the daily task (Mayer et al. cited in Munira, and Azam, 2017). It is a model that sees EI as the ability which is capable of being initiated, enhanced and developed. The conclusion of the model is that someone who is emotionally intelligent has the ability to calm down someone suffering from emotional problems in a beneficial manner. Trait model on the other way sees emotionally intelligent persons showing through their behaviours (Petrides and Furnham, cited in Munira, and Azam, 2017). The model perceives emotional intelligence as both a trait and ability also (Goleman, cited in Munira, and Azam, 2017).

Thus the current research applied ability model which sees emotional intelligence as someone’s ability to comprehend and regulate one’s personal emotion and that of other people and thus use the acquired skill in managing the subsisting relationship in ways that are beneficial to the parties.

According to ability trait model, there are four different skills embedded in emotional intelligence and this include social management, self-management, self-awareness (Bradberry and Greaves, cited in Munira, and Azam, 2017). Self-awareness implies the ability of someone to have accurate perception of one’s emotions and thus become conscious whenever it occurs. It depicts how someone is able to mirror his tendency to respond to some given situations. Self-management implies the ability to apply the consciousness of one’s emotions to become flexible thus is able to direct his behaviour in a positive way. Social awareness refers to the ability to comprehend and give response to the emotion of others objectively. Finally, relationship management implies the ability to be effective in the application of social awareness and self-awareness skills while relating with others. This enhances one’s ability to communicate effectively and solve problems in precarious situations.

This study is based on the Campbell’s theory of job performance which says that declarative knowledge is about understanding things and facts, tasks requirements, principles, goals of the organization (Boehm, et al., 2015). It also states that procedural knowledge and skills involve cognitive skills, psychomotor skill, self-management skill, interpersonal skill and understanding how to do things effectively in order to achieve organization’s task. Motivational elements that involve all factors that induces employees to carry out task. This includes recruiting the most productive workers, remuneration, effective evaluation method, and others.

**Objectives of the Study**

1. To determine the relationship between emotional intelligence, recruitment, job evaluation and job performance among employees of University of Ibadan.
2. To examine the independent influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan.
3. To determine the joint influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan.
4. To ascertain gender difference on job performance among employees of University of Ibadan.

**Research Hypotheses**

1. There is significant relationship between emotional intelligence, recruitment, job evaluation and job performance among employees of University of Ibadan.
2. There is significant independent influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan.
3. There is significant joint influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan.
4. There is significant gender difference on job performance among employees of University of Ibadan.

**Methodology**

A survey design was used in this study, incorporating quantitative approach. The study population includes both the teaching and non-teaching staff in the University of Ibadan, Nigeria. The sample of the study was 102 teaching and non-teaching staff randomly selected across different departments in the Institution. Purposive sampling technique was used. The content and face validity of the instrument was done by some selected experts in the department of Psychology University of Ibadan, Nigeria. The Cronbach’s alpha reliability coefficient of employee performance was 0.734, emotional intelligence scale was 0.88, Job evaluation scale was 0.581and Recruitment scale was 0.821. The scale was thus considered suitable for administration. The questionnaire was distributed online using Google form questionnaire to avoid physical and for safety reason owing to the covid-19 pandemic. The method of data analysis was inferential analysis, with the test statistic of regression analysis, Pearson Product Moment Correlation and t-test for independent samples.

**Results and Discussion**

1. H1: There is significant relationship between emotional intelligence, recruitment, job evaluation and job performance among employees of University of Ibadan.

**Table 1: Zero Order Correlation Matrix Showing Relationship between Emotional intelligence, Recruitment, Job Evaluation and Job Performance among Employees of University of Ibadan**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Correlations** | | | | | | | |
|  | | 1 | 2 | 3 | 4 | Mean | S.D. |
| Employee Performance |  | - |  |  |  |  |  |
|  |  |  |  |  | 26.51 | 3.82 |
|  |  |  |  |  |  |  |
| Emotional intelligence |  | .148 | - |  |  | 32.00 | 4.49 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Recruitment |  | .684\*\* | .223\* | - |  | 31.01 | 4.80 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Job Evaluation |  | .062 | .221\* | .414\*\* |  | 28.62 | 2.94 |
|  |  |  |  |  |  |  |
|  |  |  |  | - |  |  |
| \*\*. Correlation is significant at the 0.01 level (1-tailed). | | | | | | | |
| \*. Correlation is significant at the 0.05 level (1-tailed). | | | | | | | |

Result from table1 indicated that there was no significant relationship between emotional intelligence and job performance, r = 0.148, p>.05). This was not consistent with the findings of Munira and Azam (2017) that emotional intelligence is key for job performance. In essence to ensure that employees perform optimally, there is need to ensure that they stable in their emotional dealings with others around them and that they are able to put their emotions in check. The result also reveals the relationship between recruitment and job performance, (r= 0.684, p<.01). This indicates that there was significant relationship between recruitment and job performance. This was corroborated by Dharshini. and Seleena (2020), that recruitment of the best brain is salient for sustainable growth of the organization. This indicates that for organizations to perform to the best of their productive capacity, employee recruitment is fundamental. The result also shows the relationship between job evaluation and job performance (r= 0.062, p>0.05). This shows that there was no significant relationship between job evaluation and job performance. The study confirms the earlier finding by Joel and Umesh (2017) that assessment of employees’ productivity is not the only determinant of performance of the organization. Albeit organizations that fail to evaluate the performance of their workforce is preparing a doom for itself in the business world.

H2: There is significant independent influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan

# Table 2 Showing the Independent Contribution of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 16.245 | 2.972 |  | 5.465 | .000 |
| Emotional\_Intelligence | .027 | .061 | .031 | .436 | .664 |
| Recruitment | .629 | .061 | .790 | 10.244 | .000 |
| Job\_Evaluation | -.353 | .100 | -.271 | -3.521 | .001 |
| a. Dependent Variable: Employee\_Performance | | | | | | | |

Table 2 indicates the independent influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan, recruitment (β = .790, t = 10.244, P<.05), job evaluation (β = -.271, t = -3.521 P<.05) and emotional intelligence (β = .031, t = .436 P>.05) in that sequence. Therefore, it is obvious that recruitment and job evaluation had significant influence on job performance of employees of University of Ibadan, while emotional intelligence did not have significant influence on job performance of employees of University of Ibadan. The finding was consistent with the results of (Rexhepi and Berisha, 2017; Diana, et al., 2019 and Magnier-Watanabe, et al., 2017) that for efficient job performance emotional intelligence, job evaluation and employees’ recruitment are cardinal indicators that must be considered. This shows that failure to have expertise on ground that help organizations monitor their performing and non-performing workers through effective consistent evaluation of their output, regulation of their emotional relationship with others and regularly recruiting the best brains from other similar organizations would not add value to the organization.

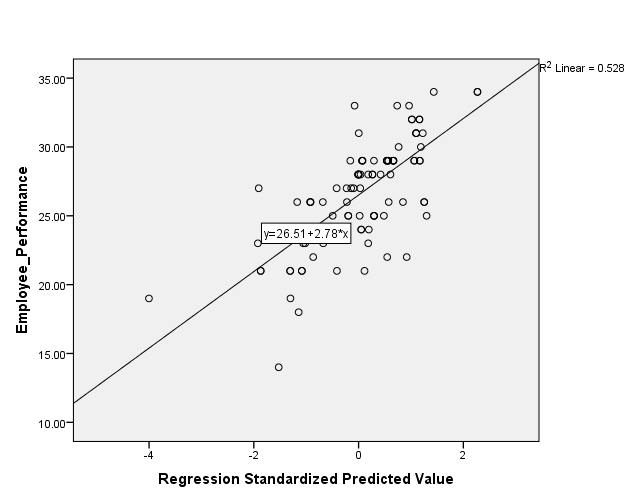
**Ho2:** There is significant joint influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan

**Table 3: Summary of Regression analysis showing the Influence of Emotional intelligence, Recruitment and Job Evaluation on Job Performance among Employees of University of Ibadan**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **R** | **R Square** | | | **Adjusted R Square** | **Std. Error of the Estimate** | |
| .727 | .528 | | | .514 | 2.667 | |
| **A N O V A** | | | | | | |
| **Model** | **Sum of Squares** | **DF** | **Mean Square** | **F** | **Sig.** | **Remark** |
| Regression  Residual  Total | 780.243  697.247  1477.490 | 3  98  101 | 260.081  7.115 | 36.555 | .000 | Sig. |

Table 3 indicates the joint influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan (R = .727, R2 of .528 and adjusted R2 of .514, F-ratio = 36.555; P< 0.05). This shows that 52.8% of the variance was accounted for by two predictor variables when taken together having tested the significance of the joint contribution at *p<0.05.* This is shown in figure 1 below. The implication is that there was significant joint influence of emotional intelligence, recruitment and job evaluation on job performance among employees of University of Ibadan. These three factors are needed to optimize their performance of the organization. According to (Tuytens, Devos and Vanblaere, 2020; Usmani, 2020 and Boehm, et al, 2015), job performance is predicated on a number of factors and these effectively add value to it. Thus organizations should ensure that all necessary indicators that would facilitate job performance should be taken into consideration.

**Figure 1: Regression analysis showing the Influence of Emotional intelligence, Recruitment and Job Evaluation on Job Performance among Employees of University of Ibadan**



**Ho4:** To ascertain gender difference on job performance among employees of University of Ibadan

**Table 4.5.1: Summary of independent t-test table showing the influence of gender on**

**Job Performance among Employees of University of Ibadan**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Gender | **N** | **Mean** | **SD** | **Df** | **T** | **P** |
|  |  |  |  |  |  |  |
| Male | 44 | 26.91 | 4.10 |  |  |  |
|  |  |  |  | 100 | .36 | >.05 |
| Female | 58 | 26.21 | 3.61 |  |  |  |
|  |  |  |  |  |  |  |

The result from Table 4.5.1 shows that there is no significant difference in job performance between male and female employees of university of Ibadan [t(100)= .36; p>.05]. It was further shown that male employees were higher in job performance (mean =26.91) than female employees (mean = 26.21). This was not consistent with the finding of Green, et al, (2018) that found a significant difference in gender across different job performance dimension within the organizational settings. This shows that the role played by gender cannot be doubted in adding value to the level of performance of employees in the organization.

**Conclusion**

Employee’s performance is important to the sustenance of the organization. To facilitate employees’ performance in the organization, making issues of recruitment and job evaluation a priority should be the drive of the management in University of Ibadan. The study has shown that there is a significant independent influence of job evaluation and recruitment on job performance. This shows that embarking on a strategic recruitment mode would have far-reaching impact on the level of employees’ performance. This involves recruiting the best crop of workforce that would help in the actualization of the objectives, mission, vision and goals of the organization. Job evaluation would help in optimizing the performance of employees. This is because the assessment of each worker’s output would help the less performing employees to improve both quantitatively and qualitatively on their performance due to fear of termination of the appointment of low productive workers by the organization. Further, the significant joint influence of emotional intelligence, recruitment and job evaluation shows that these three factors are essential for the performance of the organization. As organizations strive to devise a strategic approach for recruiting best performing employees and conduct regular and periodic evaluation of the workforce, the emotional intelligence of all workers should be determined and improved through important management decisions.

**Recommendations**

1. Organizations should come up with a proactive and strategic approach for the employment of the best category of employees. This could be achieved through the involvement of professionals in recruitment, who would help in getting the right and appropriate candidates that suit the different positions in the organization.
2. Organizations should do regular employee evaluation to ascertain the level of performance of the employees. This is best carried through employee evaluation checklist. The checklist about a particular employee will be done by direct boss of the worker.
3. Emotional intelligence of the employee should be confirmed before given opportunity to serve in the organization. This is to ensure that every worker is emotionally stable for the task to be carried out within the organization’s settings.
4. All categories of workers either male or female are important and need to be given unbiased treatment. There should not be gender biasness in the organization, everyone should have access to the terms of their duties.

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