ASSESSMENT ON THE EFFECT OF HUMAN RESOURCES MANAGEMENT PRACTICE ON EMPLOYEE PERFORMANCE IN KANO ELECTRICITY DISTRIBUTION COMPANY 2013-2018

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AHMADU BELLO UNIVERSITY,
ZARIA

FEBRUARY, 2021

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A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES AHMADU BELLO UNIVERSITY, ZARIA, IN PARTIAL FULLFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE (MSC) IN PUBLIC ADMINISTRATION

DEPARTMENT OF PUBLIC ADMINISTRATION,
AHMADU BELLO UNIVERSITY,
ZARIA

FEBRUARY, 2021

Declaration

I declare that the work in this Dissertation, entitled "Assessment of the Effects of Human Resources Management Practice on Employee performance in Kano Electricity Distribution Company" has been carried out by me in the Department of Public Administration, Ahmadu Bello University, Zaria. The information derived from the literature has been acknowledged in text and a list of references provided. No part of this Dissertation was previously presented for another degree or Diploma at this University or any other institution.

AbubakarTafidaJibril …….. …….

Sign *Date*

Certification

This dissertation, entitled **"Assessment on The Effect of Human Resources Management Practice on Employee Performance in Kano Electricity Distribution Company"** by **AbubakarTafidaJibril** met the regulation governing the award of Master of Science (Msc) Degree in Administration of the Ahmadu Bello University and is approved for its contribution to knowledge and literary presentation.

Prof. H.A Yusuf Chairman Supervisory Committee	Sign	Date
DrIdris Musa Member Supervisory Committee	Sign	Date
DrIdris Musa Head of Department	Sign	Date
Prof. Sani Abdullahi Dean, School of Postgraduate Studies	Sign	Date

Dedication

This dissertation is dedicated to my dear mother Hajiya Amina Tijjani, (MrsDantsohoSpikinGabari). May Allah in His infinite mercy reward her for her endurance, patience and unrelenting effort to raise her children, amin.

Acknowledgements

All praises be to Almighty Allah, the Most Gracious the Most Merciful, who gave me the wisdom, foresight and endurance to successfully undergo this program. May Allah blessings and praises be upon Prophet Muhammad (S.A.W), his entire family members and Sahaba(companions) and those that followed their footsteps to the Day of Judgment (Ameen).

My profound appreciation goes to my supervisors, Prof. HamzaA.Yusuf (the Chairman Supervisory Committee), DrIdris Musa (Member Supervisory Committee), Prof Usman Abubakar (Internal Examiner) and Prof Fatima (external examiner). This dissertation would never have been what it is today without their guidance, advice, support, suggestion, time, assistance, patience, criticism and encouragement. May Allah bestow you with the sound health and reward you abundantly. I have to acknowledge the effort of my reviewers, in the persons of DrFarukAbubakar and DrHarunaWakili, for their insightful comments, corrections and time. I will like to appreciate the contribution of DrShehu S. Ja'afar for his brotherly advice and untiring effort and guidance during the research, and the entire members of the academic community Ahmadu Bello university in general and all the lecturers in the Department of Public Administration Ahmadu Bello University, Zaria, for their advice insight, and encouragement. May Allah reward you for your kind effort.

My profound gratitude and respect go to my late father AlhDantsohoSpikinGabari, for his fatherly guidance, caring and moral upbringing. May his soul rest in perfect peace and may Allah grant him Eternal Rest in Jannatul Firdausi (Amin). The same goes to my Mother, Hajiya Amina Tijjani "MrsDantsohoSpikin" May Allah be pleased with her and grant her the highest place in Jannat. I must also express my heartfelt appreciation to the

entire members of my family, my wifeJuwairiyaTafidaTijjani Gaya and my children for their untiring prayers and support during the struggle, May Allah reward you all. My heartfelt gratitude to friends whose support and academic criticism I enjoyed, TijjaniHalliru Hamza, NuhuTukur Ibrahim, Umar Abdulkadir Umar. Finally, to my boss and bossom friend AlhAuwaluBaniMbaka, the Chairman Best Choice Clinics and Grand Choice Bureau De-change. I remain loyal and indebted for your concern and support during the struggle.

Iam indebted to the management staff of Kano Electricity Distribution Company, particularly, HajiyaMairoTukura, the Head of Organization Design and Development, Umar Lawal, the Manager Training and Development, MuhammedAminuDantata Manager Employee Performance and the entire Management of KEDCO whose support, guidance and cooperation made the research work easier through their guidance and assistance with the necessary information related to the research. May Allah reward you all, amin.

Abstract

Human resources management practices are the cradle of achieving efficiency, productivity and improved employee performance in every organization. Organizations that have effective human resources management practice, hire the right people, train them well, create an internal organization that allow them to fully express their potential and reward them appropriately by putting the right incentive in place. This study is "Assessment of the Effect of Human Resources Management Practice on employee performance in Kano Electricity Distribution Company from 2013-2018." The main objective was to assess the Effect of Human Resources Management Practice of recruitment, compensation and training reforms on Employee performance in Kano Electricity Distribution Company. The data for the study was generated from both primary and secondary sources. The instrument used in the Primary sources was the administration of questionnaire and interview. 331 questionnaires were administered to 331 respondents and 288 were retrieved. Interview was conducted on 20 management staff of KEDCO Headquarter, Kano, Katsina and Jigawa regional offices. The alternates sources of data include, textbooks, journals, Gazettes, circulars, unpublished papers and dissertation. Multistage sampling technique was used in dividing the population of the study while simple random sampling is used in selecting sample size. Both descriptive and inferential statistics were used in analyzing and presenting the data obtained in the studies. Multiple regressions was used in testing the hypothesis. The study discovered that Human Resources Management Practice of recruitment, compensation and training has a positive and significant effect on employee performance in Kano Electricity Distribution Company. It also found that compensation packages in KEDCO have helped in boosting the morale and performance of Employees. The study also recommends among others,

that deliberate and concerted efforts should be made to ensure that salary earning is stable and as at when due. This will help to retain employee and boost their morale to enhance organizational Performance in general, the management should ensure that needs assessment criteria are judiciously applied in selecting employees for training.

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LIST OF ABBREVIATIONS

ASCON	Administrative Staff College of Nigeria
CBBH	Central Bank of Bosnia Herzegovina
E$T	Employment and Training
EA	Executive Assistant
ECN	Electricity Company of Nigeria
EPIC	Electric Power Implementation Committee
EPSRA	Electricity Power Sector Reform Act
FITC	Financial Institution Training consultant
HR	Human Resources
HRM	Human Resources Management
HSE	Health Safety Environment
ICT	Information Communication Technology
IMF	International Monetary Fund
KEDCO	Kano Electricity Distribution Company
MBO	Management by Objective
NAPTIN	National Power Training Institute
NDA	Niger Dam Authority
NEPA	National Electricity Power Authority

NERC Nigerian Electricity Regulatory Commission

NESCO Nigerian Electricity Supply Company

NESI Nigerian Electricity Supply Industry

NIPP National Integrated Power Project

NPM New Public Management

PACP Presidential Action Committee on Power

PBPS Performance Base Pay System

PHCN Power Holding Company of Nigeria

PM Performance Management

RBV Resources Based View

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human Resources Management (HRM) Practice is one of the fundamental pillars of organizational activities, which are very crucial in achieving organizational objectives. Managers worldwide have realized that the effective management and development of organizational human resources (HR) is very vital to the accomplishment of organizational objectives. Therefore, organizations invest huge amounts of capital in coordinating the core activities of human resources practice and to procure, train, develop, retain, integrate and compensate employees. The performance of employees is a function of effective and efficient human resources management practices while human resources management practice is designed to maximize employee performance in the service of an employer's strategic objectives.

There is no doubt that the most important resources of every organization are human resources, since they create and use other resources of the firm. They constitute what economists call the human capital of an organization by which they mean; the knowledge, skill and capabilities embedded in individuals. Human resources are crucial sources of productivity gains and economic productivity. Organizations that have effective human resources management practice hire the right people, train them well, create an internal organization that allow them to fully express their potential and reward them appropriately by putting the right incentive in place. The firm will be rewarded with superior performance. Pfeffers argues that this is the source of competitive advantage (Mc-Shane H 2009). Human resources management practices is a contemporary umbrella term used to describe the management and development of employees in an organization.

Also called personnel or talent management (although these terms are a bit antiquated), human resource management involves overseeing all the activities related to managing an organization's human capital. It also entails developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing and cultivating the employer-employee relationship (Armstrong 2008).

Human Resources management practice is considerably different and, therefore, depends on the country's level of economic development and standard of living indices. Some scholars try to separate Human Resources Management Practice (HRMP) from strategic Human Resource Management (SHRM) but conclusively those two areas consist of various practices used to manage employees in organization such as selection, training, appraisal and reward. The aim is to enable an organization to achieve its objective. Although, in developed countries the attention given to human resources specialty is quite pervasive compare with the developing nations. The growth of knowledge based society along with the pressure of opening up emerging markets, has led global companies to recognize now more than ever that human resources and intellectual capital are as significant as financial assets in building sustainable competitive advantage. Good HR in a multinational company comes down to getting the right people, train and compensates employees to cohesive network of leveraging good ideas to the survival of organization. It was considered a solution to multinational companies to find a way to emulate companies that have a decade of experience in recruiting, training and retaining good employees across the globe. If companies are to handle the challenges of globalization and shift to a knowledge-based economy, they must develop a system that work, the system that consider people as the most valuable resources, (Helen & John 1994).

The nature of the electricity distribution business requires the presence of adequate human resources in all operational location. Such human resources are expected to be not only adequate but qualified, skillful and also motivated to effectively perform their duties and responsibilities to achieve overall organizational objectives. In the same vein, global competition has increased the importance of improving employee performance and looking globally for the best human resources management practice, as Peretomode and Peretomode (2011) rightly posit, "The effective and efficient performance of the organization is the function of qualified and competent employees working in the organization".

The challenge of globalization and changes in economic perception gave birth to the reforms in the Nigerian Electricity Power Sector, the reform that saw the federal government enact the Electric Power Sector Reform Act 2005 (EPSRA 2005) The Act under the new regime, the Nigerian Electricity Regulatory Commission (NERC), is to serve as the main regulatory body of the electricity power sector. The existence of the NERC is brought about by the Act, which repealed the National Electric Power Authority (NEPA). The previous Monopolistic state-owned enterprises (NEPA) was unbundled to eleven (11) Distribution Companies, Six (6) generation company and one (1) transmission company (EPSRA 2005). Kano Electricity Distribution Company (KEDCO) is one of the major Distribution Companies that operates in the Northwest Geopolitical Zone of Nigeria. The company by law is mandated to generate, distribute and market electricity in three states of Jigawa, Kano and Katsina. The Company is among the 11 Electricity Distribution Companies that are recently privatized. KEDCO in particular was taken over by Sahelian Consortium SPV on 1st November, 2013, as part of power sector reforms. It became public liability company on November 7th, 2005, with the implementation of EPSRA (2005). As a Distribution Company its core business activities are as described

under section 67 of the EPSRA (2005) as follows; connect the customer for the purpose of receiving a supply, installation, maintenance and funding Meters. Billing and collection, and such other distribution service may be prescribed for the purposes of this section. The company discharges its function of distribution and marketing electricity through nine regional offices located across three states EPSRA (2005), an arrangement expected to encourage private sector participation in the Nigerian electricity industry with Government retaining 40% through bureau of public enterprises and private sector with 60 % shares, autonomously operated, controlled and managed by the private sector (Ajugmobia 2013)

The condition of human resources practice in KEDCO prior to the reform was considered below expectation, as the staff strength was not adequate to cover all the operational areas of the company, considering the business nature of electricity industry that requires the presence of employees in all the coverage area. Despite the shortage of manpower, it was discovered that a private company that took over the management of the Distribution Company, engaged in aggressive retrenchment of the existing manpower without due consideration of the provision of the law (Abubakar, Nuhu&Shehu 2020). EPSRA (2005) which clearly states the procedure to which the existing manpower is said to be transferred to the initial holding company and also to successful private investors as follows; section 5 (1,2,3) and section 21 (1,2,3) clearly states that employees should be transferred to the initial holding company and subsequent transfer to the designated successful investors with all the terms and conditions of services the employee enjoyed prior to the transfer (EPSRA 2005)

The previous state-owned enterprises management style recruitment process was guided by the principle of merit for senior staff and catchment area for the junior cadre, with the identification of vacancy, which usually occurred due to turn over or organizational

expansion. Approval was sought from the corporate headquarters to conduct the recruitment. Training was said to be influenced by the position and more priority was placed on the technical engineering department, as the other unit was not considered for training and training need. The existing training institute in Jos and Kainji were established mainly for the engineering department. Commercial, administration and other units were ignored in the training policy. Compensation is said to be adequate. As such, it can attract and retain employee. Earning stability is also guaranteed with a monthly contributory pension remittance. It is against this background that the study intend to assessed the effect of human resources management practices of recruitment, compensation and training on employee performance in Kano Electricity Distribution Company.

1.2 Statement of the Research Problem

The Kano Electricity Distribution Company (KEDCO) was among the 11 Distribution companies that were established under the Power sector reform Act (2005) specifically mandated with the responsibility of ensuring better control and management of electricity service. As a final chain to consumers, the distribution company is responsible for connecting Consumers with electricity, maintenance of electricity facilities and collecting utility payment as well as ensuring consumer satisfaction with affordable and efficient service delivery, as enshrined ins Section 68 (1,2,3) of the (EPSRA 2005). The performance of the Distribution Companies is to be evaluated using key performance indicators that include: Naira yield of the energy delivered, percentage growth in customer population, percentage growth in customer response to bills and percentage growth in customer metering (Presidential Action Committee on power sector PACP, 2010).

The view taken in this study and its basic assumption is that there were different methods on how employees were managed and treated in the old system of state-owned enterprises and today in privatized enterprises. Thus the system of Human resources management must in one way or the other differ due to the change of ownership, change of management style, especially in the areas of recruitment, compensation and training, which are considered as essential human resources management practices for achieving efficiency. This, in turn, has an effect on employee performance. The practice of personnel compensation, training and recruitment was seriously affected by the electricity sector reforms. The concept of permanency (Job Security) enjoyed by the employee prior to the reform was truncated with the change of ownership to private investors. The private sector management engaged the service of a consultancy Company in 2005 to review the organizational structure, design new compensation package and the procurement of human resources, that would replace the existing vacancies within the organization.

In the previous state-owned enterprise, recruitment was guided by the principle of merit in the recruitment of senior officers and catchment areas in the recruitment of junior staff while in today's private sector management style, recruitment is guided by the principles of merit and professionalism for all cadres. Compensation is said to be previously guided by seniority, working experience and periodic promotional examination, which is competitive and mandatory for all cadre of employees to pass before elevation to the next level of career designation. The salary is sufficient with quarterly housing allowance and thirteen-month bonus of the basic salary at the end of the year. The emergence of new private management for the organization led to subsequent change in compensation policy. It was revealed that all those benefits were tied together to form a monthly salary paid to all the employees in the organization, while on the issue of career progression the companies established guidelines on salary upgrade and bonus for performance and the

principle of seniority, working experience and qualification as a yardstick for employee promotion. The training policy is considered to be lopsided with more emphasis given to the technical department to the detriment of the Commercial, Administration and Accounts Department. It was the implementation of EPSRA 2005 as Amended in 2008 that saw the emergence of the National Power Training Institute (NAPTIP) in March 23rd 2009, with the mandate of training power sector personnel and coordinate training activities in the sector. In pursuit of this mandate NAPTIN has taken over the management of existing seven regional training centers of the defunct Power Holding Company of Nigeria (PHCN), so that training is made available, accessible and mandatory for all employees in the company, which in turn generates euphoria for the survival of the organization and increase employee performance (KEDCO Bulleting 2017). The company was still accused of serial act of inefficiency; poor personnel welfare, lop-sided recruitment process and unstable personnel compensation, as the existing employees were paid only a 1 month salary at the end of every two months for almost 2 years after the privatization.

Despite the transfer of ownership from a public-owned organization to a Private market-oriented one, the performance of employees in the Kano Electricity Distribution Company is still questionable or below expectation. Both consumers and media houses bare their mind on noticeable poor service delivery of the newly distribution company. A Daily Trust November 2015 investigation revealed that some workers earned only half of their salaries for October 2015 which the Company spokesperson attributed this as the outcome of the shortfall in collected revenue (Daily Trust November 10 2015 pp 15).

It's in the light of the above problems, that the following research questions are posited

1.3 Research Question

i. To what extent has the Human Resources Management practice of recruitment affected employee performance in the Kano Electricity Distribution Company?

ii. How has the Human Resources Management Practice of Compensation improved employee performance in the Kano Electricity Distribution Company?

iii. What are the effects of Human Resources Management Practice of Training on employee performance in the Kano Electricity Distribution Company?

1.4 Objectives of the Study

The main objective of this study is to assess the affect human resources management practice on employee performance in the Kano electricity Distribution Company from 2013-2018 Specifically, this research is set to achieve the following objectives:

i. To assess the effects human resources management practice of recruitment on employee performance in the Kano Electricity Distribution Company.

ii. To find out the extent to which human resources management practice of compensation affects employee performance in the Kano electricity Distribution Company.

iii. To examine the effects of human resources management practice of training on employee performance in the Kano Electricity Distribution Company

1.5 Statement of Hypotheses

Hypothesis is a problem that is stated in a testable form. It predicts a particular relation between research variables. This research is premised on the following hypothesis:

(i) H0: There is no significant relationship between the human resources management practice of recruitment and employee performance in the Kano Electricity Distribution Company.

(ii) H0: There is no significant relationship between the human resources management practice of compensation and employee performance in the Kano Electricity Distribution Company.

(iii) H1: There is no significant relationship between the human resources management practice of training and employee performance in the Kano Electricity Distribution Company.

1.6 Significance of the Study

The significance of any research study is to enrich and add value to existing knowledge and provide solutions to a particular social problem. This study comes when the organization is at the peak of transition from state-owned enterprises to private sector management style. It intends to provide additional sources of information to managers/Administrators, policy makers and academicians in the area of human resources management practice and its effect on employee performance in the Kano Electricity Distribution Company and wider world. Moreover, a number of researches were conducted in the area of human resources management practice in Nigeria with majority of the researchers working on areas like Ijigu (2015) studied HRM Practice of recruitment, training and development, performance appraisal and compensation package on employee Job satisfaction. Garba, B.A, Shehu, M.A, Usman & Ado, B.K (2019) determining the effects of human resources management practice on employee job satisfaction in public hospital. Nwachukwu&Chladkova (2017) studied human resources management practice and employee job satisfaction in Microfinance Bank in Nigeria. Rajak and Mishra (2018), Analytically studied human resources management practices and its influence on employee job satisfaction. Most of the previous researches reviewed paid attention to human resources management practice and its influence on employee job satisfaction in the private sector organization. This research work is on human resources

management of recruitment, compensation and training and their effects on employee performance in Kano Electricity Distribution Company.

Furthermore, this research work will contribute to the body of existing knowledge in the area human resources management practice in Nigeria, with emphasis especially in the role of recruitment, compensation and training on employee performance in the Kano Electricity Distribution Company and to those that want to carry out research in relevant area. The research will also serve as a point of reference to labour unions, employees, and employers. It's hoped that the study will stimulate further research in the area because of its importance for the survival of public sector reforms, personnel productivity and organizational development in general.

1.7 Scope and Limitations of the Study

The scope of the study covered the assessment on the effects of human resources management practice of recruitment, compensation and training on employee performance in the Kano Electricity Distribution Company. The choice of the assessment of human resources management practice on employee performance in KEDCO is justified on the ground of being an issue of greater concern due to the change of management style from public-owned enterprises to the private sector management style. The choice of the population of the study was made on the ground that the Kano Electricity Distribution Company covered the geographical location of Kano, Jigawa and Katsina, being the highest customer population hub of all the eleven Electricity Distribution Companies.

The study covers the period of five years from the 2013-2018.Those years were the premises of the formal taking over of the organization and also the trial period for the private investors to undergo in to performance measurement at the end of five years, as

agreed by Bureau of Public Enterprise and private investors. Despite all the shortcomings and challenges, the researcher tried to make the use of what is available at his disposal to make the research work a reality.

A study of this nature is bound to have some limitations. The researcher was denied access to some vital documents that were very essential to the research, especially those dealing with number of vacancies available and the number of employees recruited within a particular period time, the number of employees due for promotion and those promoted, number of registered customers from 2013-2018. Limited resources, especially relates to financial resources and time constraints to the researcher, were also the limitations to the research. Its overall objective was accomplished through a questionnaire, interview and very little from the organizational record of monthly revenue performance.

1.8 Definition of the Key Concepts

1.8.1 Recruitment

Recruitment is a process through which employees are sourced and identified while selection continue where they are shortlisted and absorbed to work in the organization through determination of their qualification, skills, abilities and competencies needed to fill the vacancies available.

Barbaru (2003) defined recruitment as ‘Those practice and activities carried out by the organization with the primary purpose of identifying and attracting potential employees.

1.8.2 Compensation

Compensation in this research work refers to any reward given to employees or group of employees either directly or indirectly on the basis of the value of the job, their personal contributions and their performance on the job assigned to them. Compensation can be

directly on monetary aspect or indirectly in other forms of non-monetary benefits given to employees as an exchange for their loyalty and service rendered to the organization. Mobly, (1978) came up with a more acceptable definition of compensation. They described it as all rewards (direct financial payments plus indirect benefits) and incentives, individuals receive in an organization plus non-compensation rewards and all those aspects of the pleasant work environment that serve to enhance their sense of respect and esteem by others.

1.8.3 Training

Training is a process through which the skills, talent and knowledge of an employee are enhanced and increased. Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency.

1.8.4 Employee Performance

This refers to job related activities expected of a worker and how well those activities are executed with efficiency and effectiveness. It also entails the extent to which employees exert effort and commitment in achieving organizational objectives. This research work has limited the performance as increase in revenue generation and the number of registered consumers. Deadrick and Gardner (1997) posit that employee performance could be defined as the record of the outcomes achieved for each job function during a specified period of time.

1.8.5 Bonus

A bonus is an extra amount of money that is added to someone's pay, usually because they have worked very hard. Workers receive a large part of their pay in the form of bonuses and overtime. Bonus is a sum of money that a company pays to its employees from the proceeds of the company's profits. According MeriamWebstar Bonus is something in addition to what is expected or strictly due: such as money or an equivalent given in addition to an employee's usual compensation, a premium (as of stock) given by a corporation to a purchaser of its securities, to a promoter or to an employee.

1.8.6 Standard of Living

Standard of living refers to the level of the wealth, comfort, material goods and necessities available to a certain socioeconomic class in a certain geographic area usually a country. The standard of living is closely related to quality of life.

1.8.7 Employee Earning Stability

Earnings stability simply means a company is able to produce a fairly predictable pattern of employee earnings. It's a measure of how consistent those earnings are generated steadily by employees over a long period of time.

1.8.8 Training Needs Analysis

Is the process of identifying the gap between employee training and the needs of training. It is the first stage in the training process and involves a procedure to determine whether **t**raining will indeed address the problem, which has been identified. Successful training needs analysis will identify the gap between what an employee should be able to do and what he need to know how to do.

1.8.9 Sources of Recruitment

There are two different sources of recruitment that is the internal and external. While the Internal refers to the existing manpower of the organization, external sources implies sourcing from HR consultancy, online advert, Educational institution, employee referrals and unsolicited applicants.

1.8.10 Better compensation;

This implies benefit programs an employer uses to supplement employees' compensation, such as paid time off, medical insurance, company car, housing facility, annual leave, etc.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Literature Review

2.1 Introduction

This chapter covered conceptual perspectives related to the study, theoretical perspectives related to the study, empirical literature related to the study, gap of the study and theoretical framework of the study. The researcher attempted to define concepts from the scholars' perspectives, explored theories related to the variables and came up with the theory that is relevant to the study as theoretical framework

2.1.1 Concept of Employee Performance

In the organizational context, performance is usually defined as the extent to which an employee contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans and Stajkovic, 1999). In addition, a commitment performance approach, views employees as resources or assets, and values their voice. Employees performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011). It was also pointed that improved individual employee performance could improve organizational performance as well. Deadrick and Gardner's (1997) points employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time. On the other hand, Darden and Babin (1994) said employee's performance is a rating system used

in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

2.1.2 Employee Performance Measurement

The concepts of performance are studied through evaluation of overall performance and the management of the performance and the evaluation of performance is the process classifying certain outcomes within a definite time frame (Coens& Jenkins, 2002). Moreover, the axiom, 'If you can't measure it, you can't manage it,' underpins the rationale for organization having a completed and comprehensive performance measurement system such as the Balanced Scorecard or total quality performance management. This approach connects measures throughout an organization to translate high level objectives into lower level activities. Then, measures are imposed on individual employees to monitor their performance of these activities (Platts&Sobotka 2010). Performance criteria need to be unambiguous, clearly explained, relevant to the work tasks undertaken by employees and achievable. The criteria should not include factors beyond the control of the individual employee. Supervisors also need to be trained to provide regular, meaningful and constructive feedback. Employees should also be provided with appropriate training and development opportunities to overcome weaknesses in performance identified through the appraisal process. The assessment of individual

employee performance also needs to focus on evaluating employee behavior and work performance and not the personality of the employee (O' Donnell & O' Brien, 1999).

According to Houselid (1995), employees within firms contribute for organizational performance and HRM practices can affect individual employee performance through their influence over employees' skills and motivation and through organizational structures that allow employees to improve how their jobs are performed. Also, he used labor turnover, productivity as employee performance measurement when he tests the influence of HRM practices on employee performance. Labor turnover is the rate at which an employer gains and losses employees (March and Simon, in Bhatti, and Qureshi's 2007 Cited in Ying 2012) perspectives, productivity as a performance measure encompassing both efficiency and effectiveness. Labor productivity means the output of workers per unit of time which is a commonly used and straightforward measure of productivity.

The growth rate of labor productivity is approximately equal to the difference between the growth rate of output and the growth rate of the number of hours worked in the economy (Christopher Gust& Jaime Marquez, 2004 citied in Ying 2012). High performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get involved in decision-making, goal setting or problem-solving activities, which subsequently result in higher employee performance. Moreover, labor productivity also could be impact by continuing information technology innovations which has the potential of changing the competitive game for many organizations (Ying 2012). If employee output is produced by two factors, labor and capital, then the growth of labor productivity depends upon the rate of 'capital deepening and the growth of 'multifactor productivity, (Christopher Gust& Jaime Marquez, 2004 cited in Yin 2012). Capital deepening refers to a rise in the ratio of capital

to labor, that is, an increase in the amount of capital which includes machines, structures, and infrastructure. For a given level of technology, capital deepening raises workers' ability to produce more output with the same level of effort. Increases in multifactor productivity may reflect advances in technology, but they may also reflect any other developments that result in greater efficiency, such as reorganization of tasks in a firm or improvements in distribution channels used to deliver goods and services.

2.1.3 Performance Management System

Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. It focuses people on doing the right things by clarifying their goals. It is owned and driven by line management (Armstrong 2008).

Performance is a very central issue which deals with many areas of the service of an organization. It normally touches the structure of the organization, the identification of duties of personnel, their recruitment, placement, motivation, procedures, behavior and conduct their commitment to duties, enforcement of rules and regulation, punishment and reward system. But what is more central to performance is the clear identification of goals and procedure of attaining them. Thus, performance is more defined on the end result. In measuring the performance level of organization to determine whether its high or low, Montgomeny and Siffin cited in Rafindadi (2014) distinguished two aspect of performance levels "They are distinguished by the words, "Effectiveness and efficiency''. Effectiveness refers to the extent to which by participant confirm the role expectation of

the other in the same social system. While efficiency refers to the extent to which action reflect the disposition of actors so as not to produce the consequences which negated or frustrated the intended action'. This explains that when Formal means are employed and the desired response is secured, the resulting behavior is called efficient. A high level performance is therefore, result if behavior is both effective and efficient.

The overall aim of performance management is to establish a high-performance culture in which individuals and teams take responsibility for the continuous improvement of business processes and for their own skills and contributions within a framework provided by effective leadership. Specifically, performance management is about aligning individual objectives to organizational objectives and ensuring that individuals uphold corporate core values. It provides for expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviours (expected to be). The aim is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization. Importantly, performance management is concerned with ensuring that the support and guidance people need to develop and improve are readily available (Armstrong 2008). The performance of individuals in organizations has traditionally been seen as measured through performance appraisal and rewarded through the remuneration process. Performance has been regarded as the result of the interaction of individual ability and level of motivation.

2.2 Concept of Recruitment

Recruitment includes all the activities mangers engage in to develop a pool of qualified candidates for open position while selection is the process by which mangers determined

the relative qualification of the job applicant and their potential for performing a well particular job (Gareth and Jones 2011).

Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time from the right places (Nickels, McHugh, & McHugh., 1999), and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce though which an organization can fulfill its human resource plan. A recruitment process begins by specifying human resource requirements (numbers, skills mix, levels, time frame), which are the typical result of job analysis and human resource planning activities (Cascio, 1986). Information from job analysis and human resource planning activities activates the next phase in the recruitment process, namely, attracting potentially qualified candidates to apply for vacant positions in an organization. This can be done through recruitment within the organization (internal sources), and or recruitment outside the organization (external sources). After this phase, the organization should devise selection tools to help sort out the relative qualifications of the job applicants and appraise their potentials for being good performers in a particular job (Jones, George, & Hill, 2000). Those tools include applications and resumes, interviews, reference checks, tests (Snell, 1999). The essence of these recruitment activities is for the organization to appoint the best applicant with the right ability, temperament and willingness (Mullins,1996 cited in Briggs 2007).

Nickels, McHugh, & McHugh., (1999) define recruitment as a set of activities used to obtain a sufficient number of the right people at the right time from the right places, and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce through which an organization can fulfill its human resource plan, in the same vein Cole and Kelly (2011), sees recruitment

as the process of locating, identifying and attracting capable applicants. Similarly, Reichenberg (2009) defines selection as the process of differentiating between applicants in order to identify those with a greater likelihood of success in a job. While recruitment process provides organization with a pool of potentially qualified job candidates, based on these qualified candidates, selection can then be made to fill vacancies. Thus, the selection process is the key phase in deciding on the most competent candidate for a post

Armstrong 2010 opined that; recruitment and selection process involved three stages; defining the requirement, attracting the candidate and selecting the candidate. Recruitment is integral part of human resource, and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization matching them with specific and suitable jobs, and assigning them to these jobs.

2.2.1 Sources of Recruitment

The various sources of recruitment are generally classified as internal source and external source.

2.2.1 (a) Internal Sources: This refers to the recruitment from within the company. The various internal sources are promotion, transfer, past employees and internal advertisements. According to M. Armstrong (2010) Organization should give priority to its internal candidate during recruitment process, this is to stimulate employee loyalty and satisfaction to the organization it also helps in building morale of employee, especially on the instances where casual labourers are upgraded and confirmed as permanent employee.

2.2.1 (b)External Sources: external sources refer to the practice of getting suitable persons from outside of the organization. The various external sources are advertisement, employment exchange, past employees, private placement agencies and consultants, walks-ins, campus recruitment, trade unions, etc.

2.3 Selection Process

This consist all the process that managers used to determine the relative qualification of job applicant and their potential for performing well in a particular job. Once mangers develop a pool of applicant for open position through the recruitment process, they need

to find out whether each applicant is qualified for the position and likely to be a good performer. If more than one applicant met these two conditions, managers must further determine to opt for those consider better performer than others. They have a several selection tools to help them sort out the relative qualification for Job applicant and appraise their potential for being good performer in particular Job. These tools include background information, Interview, paper and pencil test, performance test and references (Gareth &Gerge 2011).

2.3.1 Background Information

To aid selection process Manager obtain background information from the Job applicant and from resume, such information might include candidates highest, college minors and majors, type of college, university attended years and working experience. This information can be helpful in screening out applicant that lacking behind in the criteria of eligibility and to determine which qualified applicant are more promising than the others.

2.3.2 Interviews

Virtually all organization use interview during selection process. Interview may be structured or unstructured. In a structured interview, applicant are ask the same set of standard questions, particularly informative question that may prompt interviewee to demonstrate skills and abilities needed for the job by answering question. Unstructured interview precedes more like ordinary conversation. The interviewer feels free to ask probing question to discover the competency of the applicant. In general, structured interview is superior to unstructured interview because they are more likely to yield more information that will help in identify qualified candidate. Managers can use interview at various stage in the selection process. Some use interview for screening devices; others used them as a final hurdle that applicant must not jump.

2.3.3 Paper and Pencil Test

The two main type of paper and pencil test used for selection purpose are ability test and personality test, Ability test assess the extent to which applicant possess the skill necessary for the job performance. Such as verbal comprehension or numerical skills, while personality test measured personality traits and characters relevant to the job performance. Managers are always advice to make sure they have sound evidence that the test are actually good predictors for performance

2.3.4 Performance Test

This test measured job applicant performance on actual Job task. Applicant for secretarial position, for example are typically require to complete key boarding. Applicant for middle and top management position are sometimes given project management to complete, that mirror the kind of situation that arise in the job being filled to assess the knowledge and problem solving capability of the applicant.

2.3.5 References

Applicants for many jobs are required to provide reference from former employers or the other knowledge sources (such as college instructors or advisers) who know the applicant skills abilities and other personal traits. These individuals are asked to provide candid information about the applicant. References are often used at the end of selection process to confirm a decision to hire. Yet the fact that many former employers are reluctant to provide negative information in references sometimes.

2.4 Recruitment and Organizational Performance

Resource Based View (RBV) of Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated

or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships, the aforementioned theory of Resources base view propounded by Barney 1991, is one of the most celebrated literature that seeks to established direct link between recruitment exercise and employee performance and also identify employee performance as a function of recruitment.

A set of studies by Houselid and his colleagues showed relationships between recruitment intensity and a few indicators of organizational performance. Recruitment intensity is defined as the number of applicants per position and may also be called the "selection ratio." Houselid found that when recruitment intensity is combined with other items measuring "employee motivation," it was related to productivity (logarithm of sales per employee) and one measure of financial performance.

In summary, to some extent the few studies that investigated recruitment in relation to organizational effectiveness are reassuring because they point to a number of potential general benefits of recruitment and predictors of recruitment effectiveness. Recruitment intensity may enhance labor productivity and several different financial performance outcomes. In turn, organizations can attract more applicants (and, thus, increase recruitment intensity) by highlighting their reputation for social responsibility or benefits levels in their recruitment practice (Denaley and houselid 1995).

Two studies found that the extent to which firms analyze and evaluate recruitment practices may be associated with higher organizational performance (Koch and McGrath 1996; Terpstra and Rozell 1993). Koch and McGrath (1996) combined an item about the formal evaluation of recruitment and selection practices with an item about HR planning. Of the three HR indexes they examined this first measure showed the largest association with labor productivity (Olitzky M 1999). Most importantly, organizations now face a strategic mandate to improve, if not optimize, their recruiting practices because, in today's institutional environment of HRM, recruitment might be the "most critical human resource function for organizational success and survival" (Taylor and Collins 2000).

2.5 Concept of Compensation

Compensation and benefits are often used interchangeably by the scholars of human resources management, though used some time interchangeable they were both used to entice and motivated employee as an exchange for his service. Compensation refers to salary and other monetary and non-monetary benefits passed on by a firm to its employees. Compensation and benefits are an important aspect of HRM as it helps to keep the workforce motivated.

Compensation simply is the monetary value you would give to your employees in return of their services. Gary Dessler cited in Armstrong (2008) defines compensation in these words "Employee compensation refers to all forms of pay going to employees and arising from their employment, he went further to explain other forms of benefits like Medical insurance, maternity leave, annual leave and other non-financial aspect of reward as form of Compensation.

According to Bowman (2006), cited in Armstrong (2008) Compensation management can be defined as all the employers' available tools that may be used to attract, retain,

motivates and satisfy employees. This encompasses every single investment that an organization makes in its people and everything its employees value in the employment relationship. In the word of Brown as quoted by Armstrong (2008), compensation and reward process are flows of events that determine the level, forms and differentials of financial rewards, fringe, benefits and non-financial rewards received by each member of the organization. Typically found in this complex process are method of assessing competitive wage in external' labour market, for job evaluation, for the establishment of wages, rates and salary ranges for different job categories and for decision making processes to establish salaries and wages according to differential performance. In recent years, the inclusion of non-financial measures has gained some popularity in compensation management while some scholars demonstrate positive effects of incorporating non- financial measures into the compensation management system empirically. Thus Dalton McFarland (1980) asserted that "among the various devices for eliciting the loyalty, corporation and effort of individuals are the various forms of economics reward both financial and non-financial Simplistically, the notion of compensation management just says that there is more' to rewarding people than throwing money at them, or as Mullins and Watson cited in Armstrong (2008) puts it, "the monetary value in the compensation package still matter but they are not the only factor". They also draw attention, that compensation policies are “based building a much deeper understanding of the employee agenda across all elements of reward". The compensation management process was summed up by work force (2008) as follows: Creating a fun, challenging empowering work environment in which individual are able to use their abilities to do meaningful jobs for which they are shown appreciation is likely to be a more certain way to enhance motivation and performance even though creating such an

environment may be more difficult and take more time than merely turning the reward lever.

According to Ojo (2006) there are three components of employees' compensation in an organization which are (i) the basic pays (ii) the fringe benefits and (iii) performance incentives or bonus. The basic pay is the basic wage in form of salary; fringe benefits are supplementary compensation awarded to employers over and above the basic wage or salary. Since the coming of the term "Fringe Benefits" during World War II, the scope of employees' benefits has widened markedly in both developed and developing countries. Such benefit covers a wide range of rewards which provides security, deferred remuneration and various services for employees. The significance of the subject matter, Compensation emanate mainly from the fact that it provides income to workers and constitutes an important cost item to the employers, the largest single cost item for many organizations. For the workers, wage provides the means of satisfying their wants and needs. They described compensation as all rewards (direct financial payments plus indirect payments/benefits pay incentives individuals receive in an organization plus non-compensation rewards), all those aspects of the pleasant work environment that serve to enhance their sense of respect and esteem by others.

Myer and Smith (1997) observed that compensation and employee satisfaction drive productivity, indirectly creating profit for an organization. To them, these are also prerequisites for staff retention. They also observed that organizations with higher staff retention rates are naturally better at retaining knowledge, which can lead to better performance and profit for the business. According to Smith and Myer (1997) compensation variables improve employee satisfaction, reduce the cost of staff turnover, build brand loyalty with staff and position the company as an employer of choice that attracts talented people to the organization. In another set of related research studies find

out the use of monetary or other financial incentives in the classic work performance paradigm is based primarily on reinforcement theory the study used Reinforcement theory, they explained, focuses on the relationship between target behavior (work performance) and its consequences (pay). This is premised on the principles and techniques of organizational behaviour modification. Organizational behavior modification is a framework within which employee behaviors are identified, measured and analyzed in terms of their functional consequences (existing reinforcements) and where an intervention is developed using principles of reinforcement (Hoerr. 2000).

Gant (1919) In his effort to use compensation as a yard stick for improving employee performance, introduced performance and bonus system, payment system where performance below what is called for on the individual instruction card still qualified the person for the day rate, but performance of all the work allocated on the card qualified individual for a handsome bonus. Gant discovered that as soon as any one worker found that he can achieve the task, the rest quickly followed,

Furthermore, researchers have argued that compensation management system can create and sustain a competitive advantage for organizations (Milkovich and Newsman, 2002 in Isma'eel 2013), he further states that, human resources model of compensation generally assume that higher performance requires greater effort or that is in some other ways associated with disutility on the part of workers. In order to provide incentives, these models predict the existence of reward systems (Ismaeel. 2013).

2.5.1 Compensation Strategy

Compensation strategy defines what the organization intends to do in the longer term to develop and implement reward policies and process that will further the achievement of

its business goals. It establishes priorities for developing reward plan that can be aligned to' business and human resources strategies.

According to Brown in Armstrong (2008), compensation strategy is ultimately a way of thinking that you can apply to any reward Issue arising in your organization, to see how you can create value from it. To him, it is necessary to recognize that effective compensation strategies have three components: first; they need clearly define goals and a well-defined link' to business objectives. Secondly, there is need to have well designed pay and reward programs tailored to the needs of the organization and its people and consistent and integrated with one another. Thirdly Perhaps most important and most neglected, the need to be effective and supporting human resources and reward process in place.

2.6 Concept of Training

Training is a systematic approach that enables employees to attain knowledge and skills in order to accomplish their tasks effectively with the resultant improvement in the behavior (Armstrong, 2006). Training and development contribute positively towards organizational growth. Training refers to the methods used to develop skills in the employees required to perform the job (Dessler, 2008). Most organizations considered training and development as an important factor of the human resource activity.

Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training program. According to Flippo, ―Training is

the act of increasing the knowledge and skills of an employee for doing a particular job. Training involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behavior of those trained and to enable them to do; their jobs better. Training makes newly appointed workers fully productive in the minimum of time. Training is equally necessary for the old employees whenever new machines and equipment are introduced and/or there is a change in the techniques of doing the things. In fact, training is a continuous process. It does not stop anywhere. The managers continuously engaged their subordinate in training. They should ensure that any training program should attempt to bring about positive Changes in the (i) Knowledge, (ii) skills, and (iii) attitudes of the workers. The purpose of training is to bring about improvement in the performance of work. It includes the learning of such techniques as are required for the better performance of definite tasks.

2.6.1 Objective of the Training

The objective of training is to achieve a change in the behavior of those trained. In the industrial situation, this means that the trainees acquire new techniques skills, problems solving abilities and develop proper work attitude. The trainees apply the newly acquired knowledge on the job in such a way as to keep them in the achievement of organizational goals and targets. Training is a necessary activity in all organization; it plays a large part in determining the effectiveness and efficiency of the organization. Training is must for all. A training program enables the trainee to achieve the reasonable level of acceptable performance, to achieved improved performance and increase productivity, quality and profitability, change Organizational climate and culture, to improve health and safety and possibility and personal growth and development. (Flippo 2007)

Training enables the employees to get acquainted with jobs and also increase, their aptitudes and skills and knowledge. It makes newly recruited employees fully productive in the minimum of time. Even for the old workers, it is necessary to refresh them and to enable them to keep up with new methods and techniques as well as new machines and equipment for doing the work. Thus, training is not a _one-step process', but it is a continuous or never- ending process because it increases the knowledge and skills of new employees in performing their jobs and serves as a refresher course for the old employees. Training job will never be finished as long as the organization remains in operation. At any given time, the different phases of training program will be found at practically every stage of progress. Men may be learning by their own experiences and by trial and error methods. Training does not disappear from any organization merely because its presence is ignored. The purpose of training is to bring about improvement in the performance of workers. It includes the learning of such techniques as are required for the intelligence performance of definite task. (Flippo 2007)

2.6.2 Types of Training:

Various types of training can be given to the employees such as induction training, refresher training, on the job training, vestibule training, and training for promotions.

2.6.3 Some Commonly Used Training Programs

2.6.3.1 Induction Training: Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.

2.6.3.2 Job Instruction Training: This training provides an overview about the job and experienced trainers demonstrates the entire job. Addition training is offered to employees after evaluating their performance if necessary.

2.6.3.3 Vestibule Training: It is the training on actual work to be done by an employee but conducted away from the work place.

2.6.3.4 Refresher Training: This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.

2.6.3.5 Apprenticeship Training: Apprentice is a worker who spends a prescribed period of time learning particular skills under a supervisor.

2.6.3.6 In-service Training: This is type of training is carryout outside the working environment. It is usually conducted in the class rooms of universities, colleges of education, polytechnics and other tertiary institutions.

2.7 Training and Employee Performance

Training can be used as a tool to increase employee's performance by developing knowledge and skills. Training can be described as an avenue to develop additional competencies needed today or in future in order to increase the level of employee's performance, several research studies have established the fact on the relationship between training and employee performance i.e Jackson and Schuler, (2000), Training can be used as a tool to increase efficiency and effectiveness of employees in order to increase organizational performance. Cook and Hunsaker, (2001), Extensive training programs are conducted by employer to improve the employee's performance in order to achieve strategic position over competitors. Brown (2005) Training programs play a significant role in achieving organizational goals. A desired change can be attained in employee's performance by providing them proper training.

Human resources are the most important asset and backbone of every organization and it is also the main resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. Performance is a major multidimensional construct aimed to achieve explains that performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals, the question arises that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization. Therefore, employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience (Houselid 2005);

2.8 Theoretical Review of the Related Literature

With regard to theoretical perspective the theories and models that are related to our research study we explored, Two Factor theory, Expectancy theory, and Organizational Support Theory was chosen as theoretical framework of the study.

2.8.1 Content Theory of Motivation: s

2.8.1 (a) Herzberg Two Factor, Theory of Motivation.

The two-factor model of satisfiers and dissatisfiers was developed by Herzberg *et al* (1957) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report

accurately the conditions that made them satisfied and dissatisfied with their jobs. Accordingly, the subjects were asked to tell their interviewers about the times during which they felt exceptionally good and exceptionally bad about their jobs and how long their feelings persisted. It was found that the accounts of 'good' periods most frequently concerned the content of the job, particularly achievement, recognition, advancement, autonomy, responsibility, and the work itself. On the other hand, accounts of 'bad' periods most frequently concerned the context of the job. Company policy and administration, supervision, salary and working conditions more frequently appeared in these accounts than in those told about 'good' periods. The main implications of this research, according to Herzberg, are that:

The wants of employees divide into two groups. One group revolves around the need to develop in one's occupation as a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. The fulfillment of the needs of the second group does not motivate the individual to high levels of job satisfaction and to extra performance on the job. All we can expect from satisfying this second group of needs is the prevention of dissatisfaction and poor job performance.

These groups form the two factors in Herzberg's model: one consists of the satisfiers or motivators, because they are seen to be effective in motivating the individual to superior performance and effort. The other consists of the dissatisfiers, which essentially describe the environment and serve primarily to prevent job dissatisfaction, while having little effect on positive job attitudes. The latter were named the hygiene factors in the medical use of the term, meaning preventive and environmental.

2.8.2 Process Theories of Motivation

In process theory, the emphasis is on the psychological processes or forces that affect motivation, as well as on basic needs. It is also known as cognitive theory because it is concerned with people's perceptions of their working environment and the ways in which they interpret and understand it. According to Guest (1992), process theory provides a much more relevant approach to motivation than the theories of Maslow and Herzberg, which, he suggests, have been shown by extensive research to be wrong. Process or cognitive theory can certainly be more useful to managers than needs theory because it provides more realistic guidance on motivation techniques. (Armstrong 2008).

2.8.2(a) Expectancy Theory of Motivation, Victor vroom (1973)

Vroom expectancy theory assumes that behavior result from the conscious choice among the alternatives whose purposes it is to maximize pleasure and minimize pain. Vroom realized that an employee's performance is based on individual factors such as personal skills, knowledge, experienced and abilities. He stated that effort, performance and motivation are linked in person motivation. He used the variables Expectancy, instrument and valence to account for that.

2.8.2 (b)Expectancy

Is the belief that increase effort will lead to increase performance i.e if employee work harder than this will be better. This is affected by such things as; having the right resources available, having the right skills to do the job, having the necessary support to get the job done (e.g supervisor support or correct information on the job)

2.8.2 (c)Instrumentality

This is the belief that if you performed well that a valued outcome will lead to the second level outcomes. Let's if I do a good Job, there is something in it for me. This is affected

by such things; clear understanding of the relationship between performance and outcomes- e.g the rule of the reward game, Trust in the people who will take the decision on who get what, outcomes and transparency of the process that decide who get what outcomes. According to expectancy theory employee are motivated to perform at a high level only if they think high performance will lead to (or is instrumental for attaining) outcomes such as pay, Job security, interesting Job assignment, increasing autonomy, bonuses or a feeling of accomplishment. In other word instrumentality has to be high for motivation to be high.

2.8.2 (d) Valence

Is the Importance that the individual place upon the expected outcomes.for the Valence to be positive the person must prefer attaining the outcome to not attaining it. For example, he or she might not value offers of additional time off.

2.9 Empirical Literature Related to the Study

The phenomenon of human resources management practices and its influence on employee performance have caught the attention of many nation states, organizations and managers nationally and internationally over the years. The topic attracted the attention of many Researchers and Scholars with a view to make their own contribution in addressing the problems. Many researches were conducted within and outside the Nigeria in an attempt to provide solution, examine the impact or assess the effects of practices of recruitment, compensation, training and their effect on employee performance. Different researchers, academicians and institution bare their mind and opinions on their understanding and some on their research findings.

RafinDadi (2014). In his work ‘Effect of Civil Service Reforms on Personnel Performance in Nigerian Civil Service’ The general objective was to examine the effect

of civil service reforms on personnel performance in Nigerian civil service while specific objective includes, to determine to which extent the civil service reforms affect the performance of civil service despite their emphasis on training and development, to determine the extent to which politicization of civil service by the reform lowered the performance of Nigerian civil service. Simple random sampling techniques were used to select 300 senior civil servants from 10 federal Civil Service Organization. Questionnaire and interview instrument were administered to collect data. Information collected was analyzed using simple percentage and chi-square statistical tool for inference. The findings show that; professionalism was enhanced as a result of the change brought by the reform, it also indicate that the introduction of Management by Objective "MBO", PPBS and PM among others did not improve performance level of the civil service, the techniques were not implemented in many department and agencies or are strongly affected by the vertical and lateral relationship of the civil servant and thus made them unresponsive which affect the meritocracy, neutrality, proper coordination and control which civil service are known for. The research recommends the need to promote sound recruitment policies, training and retraining of personnel for effective service delivery.

Bacwayo, E. K. (2002) in her Research work 'The Quest for Efficiency; Role of Human Resources Management in Public Sector Reforms in Uganda", both qualitative and quantitative approach to research paradigm was use, The General objective of the work was to examine the view that private sector enterprises are more efficient than public enterprises because private sector employ management practice that that are considered superior to public organizations, while specific objective of the study is to find out whether there is difference in the way in which private and public organization manage their employee and if the practice are those associated with effective management of human resources, The study find that the difference of ownership style of organization

has no effect on the effectiveness of management strategy but determine by the value of managers and labour market condition, ownership is not a determinant that exist in practice of organization, it also show that public sector reforms is part of worldwide trends that seeks to reduce the role of state involvement in the economy while increasing that of the market base on neo-liberal ideas popularized by main international aid agencies. It also recommend that need for changing the approach to public enterprises reform with emphasis not only on the effective management of finance and physical resources but also on one of the internationally recognized important resources of the company, 'its employee", workers need to be recognized as valued contributor in organization and activities to manage them, improve their skills knowledge, competences so that they show much commitment toward organizational goals, The study emphasized on need for employee content inclusion in public sector reforms process and left a wide gap for this study to delve in to on the effect of reform on employee performance.

Ismaeel A. (2013) conducted a research on "Compensation and Employee Performance in Public sector Nigeria" the objective of the study includes; finding out the particular compensation package that motivate employee to highest degree of performance, to find out different compensation packages that exist in public sector, (Nigerian port authority), to find out the impact of these package on employee performance, to also find out perception of employee concerning compensation packages. The study employ survey research design, questionnaire was administered to 100 employee of Nigerian port authority using stratified sampling technique. The data collected was analyzed using simple percentage. Chi-square was also used to test the hypothesis. The findings show that Nigerian port authority as a public organization has a well-organized and efficient compensation management system which is applicable to, compensation management has a great impact on employee performance at Nigerian port Authority, that employee

performance can also be determined through the use of some factors which are not monetary inclined, like motivation, control, leadership style, communication in relation to compensation management.

Nkoli A. (2011), in his research work 'Human Resources Management and Productivity in Nigerian Public Sector" the study dealt with issue on How Human resources management effect productivity in Nigerian public sector. To determine the effect of Motivation and compensation on the productivity of public sector organizations, the study made emphasis on the role of Compensation and motivation and their effect on work attitudes, ethics, recruitment and selection. It creates gap to our Study which seek to find out how does the human resources management practice of recruitment, compensation, and training effect employee performance in Kano Electricity Distribution Company.

Another research study conducted by Sunday, Aba &Nwoku (2015) on "Politics of Recruitment and Selection in Nigerian Civil Service-Ebonyi state experienced", The study clearly posits that, effective and efficient performance of organization depend on the caliber of the work force recruited in the organization. The findings show that recruitment process in Nigerian civil service have been politicized, politics has encroached and permeated the recruitment process in Ebonyi state civil service. It shows some instances where recruitment process is based on God fatherism or compensation of party loyalist which is the breach of coherent recruitment process which in turn affect the productivity of the civil services. The study recommends that recruitment and selection are core-human resources management practice and should be completely handle by expert in the field of Human resources. Therefore, civil service commission should be composed of professional in human resources management to reposition the commission to effectively play its personal functions. This study left a gap for our research to delve in to, it centered on politics of recruitment and selection while our research study

emphasizes on how Recruitment, compensation and training practices affect employee performance in the Kano electricity Distribution Company.

Briggs, R.B (2007) In his research study "Problems of Recruitment in Nigerian Civil Service" the main objective of the study is to identify the problems of recruitment in Nigerian public service and to determine the extent of which job specification and Job description is utilized in recruitment process. The study adopts survey research design which allow the use of interview, observation and questionnaire as instrument of data collection, stratified random sampling technique was use to draw a sample of 190 respondents from 5 federal ministries. The findings show among others: increasing pressure for employment, utilization of informal source of recruitment, federal character principles as the prevalent reason why job description and specification was not used in the recruitment process. The study recommends that informal recruitment should be de-emphasizes and insist on the use of rational sources for recruitment of employee.

A research was conducted by Okeke and moggi (2015) "Public Sector Recruitment, Policies Efficiency, Effectiveness and Consequences". The research highlight the challenges facing the public sector professionalism and attribute it to environmental context, the findings shows that recruitment in Nigerian public sector shifted from principle of meritocracy toward factors such as Nepotism, patronage and ethnicity. Thus, lead to fallen of Nigerian public sector organization below expectation in terms of service delivery. The study recommends the need for efficient workforce as a pre-condition for achieving short and long term organizational objective

Houselid M. A (2005) conducted a research "Impact of Human Resources Management Practice on Turnover, Productivity and Corporate Financial Performance" The study evaluate the link between system of high performance work practice and firm

performance, the findings indicate that these practices have an economically and statistical impact on both intermediate employee outcomes, turnover and productivity and longtime measures of corporate financial performance of the firm.

Hameed Et-al (2014) conducted a study "Impact of Compensation on Employee Performance; An Empirical Evidence of Banking Sector in Pakistan"; The study used both primary and secondary sources of data from selected Bank in Pakistan to determine the relationship of compensation packages like salary, bonus and other forms of indirect reward on employee performance, correlation and regression analysis was used to find the extent of the relationship between Independent variables and dependent variable. Findings show that compensation has positive impact on Employee Performance. This study analyzed the impact of compensation in Banking sector in Pakistan, which provide gap for our study to evolve, since their study centered on banking sector in Pakistan. Our study concentrated on the privatized electricity Distribution Company specifically Kano Electricity Distribution Company.

Rahman, H. (2014), In his paper "Training and job satisfaction for organizational effectiveness: A case study from the banking sector" made correlation between the training and development programs and job satisfaction of employee. His findings show that training and development is the most important component of organizational effectiveness in commercial bank in India.

2.10 Gap of the Study

This research work emerged at a time when the organization under study (KEDCO) is at the peak of transition from state owned enterprises to private sector management practice through privatization, and the sector is ripe for government to evaluate the performance of Distribution Companies at the end of five-year term, as agreed by Bureau of public

enterprises and the private investors. Most of the research study conducted on Human resources management practice pays more emphasis on Private sector organization. There is still a gap in research studies concerning the effect of human resources management practice of; compensation, recruitment and training on employee performance in public sector organization or organization that are considered to be on transition. An important observation made here is that what so ever the objective an organization intends to achieve will be hinge on the performance of the human resources who carry out the task directly or indirectly to ensure that organizational objectives are fully achieved.

The organization under study is said to be under reformation which one of the reforms objective is the need to for achieving efficiency, effectiveness and economy through the change of ownership from public enterprises to private owned enterprises or application of private sector management techniques in the area of recruitment technique, training and compensation is directly or indirectly targeting employee performance. This research study is set to bridge the gap by assessing the effect of human resources management practice with emphasis in examine the significant relationship between recruitment, compensation and training on employee performance in Kano Electricity Distribution company.

2.11 Theoretical Framework.

The study adopted Organizational Support theory (OST) Propounded by Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, (1986). The theory opined that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, if employee felt their

affective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increases in in-role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover. The theory is an application of social-exchange theory to the employer–employee relationship. As such, Organizational Support Theory (OST) maintains that, based on the norm of reciprocity, workers trade effort and dedication to their organization for such tangible incentives as pay and fringe benefits and such socio-emotional benefits as esteem, approval, and caring (Eisenberger et al. 1986).

The central construct within OST, is perceived organizational support (POS), which refers to the degree to which employees believe their work organization values their contributions and cares about their wellbeing (Eisenberger et al. 1986; Rhoades and Eisenberger 2002). In 2002, Rhoades and Eisenberger published the first review of the POS literature, which comprised more than 70 studies published between the introduction of POS in 1986 and 2000. Since then, scholarly attention to POS has dramatically increased. Several factors may explain this surge in scholarly interest in POS, including (a) its relationships with organizationally relevant outcomes such as citizenship behavior and turnover, (b) its relevance across occupational contexts, (c) its highly reliable measurement using Eisenberger et al.'s (1986) Survey of Perceived Organizational Support, and (d) its strong grounding in OST, which has focused scholarly advancement, based on this principle. POS will be more effectively enhanced if employees view organizational rewards and favorable; job conditions such as pay, promotions, job enrichment, and influence over organizational policies as voluntary behaviors of organizations (Eisenberger et al., 1986). Eisenberger found that POS has three main categories of antecedents: fairness, favorableness of organizational rewards and job conditions (which includes such job aspects as training, autonomy, and role stressors), and supervisor support, (Lynch, Eisenber&Arnelli 1999).

The theory also depicts the consequences of POS if they are sufficiently taken care of as Commitment, Performance, Organizational Citizenship Behavior, strain and reciprocity norm. Employee who perceived Organizational Support fell obligated to reciprocate towards organization. Second Organizational perceive support help to fulfill Socio-emotional needs such as need for esteem, approval and affiliation leading to organizational membership and role status becoming part of one social identity and helping to reduce occupational strain and enhance employee wellbeing (Rhodes and Eisienbergr 2000). Reciprocation wariness can be caused by events that are perceived as not being beneficial to the employee, for example, not receiving payment seemed necessary, or not receiving a good payment for the appropriate length of time, (Cobb 1976). Authors Lynch and Armeli wrote that "fewer companies today than in the past implicitly guarantee long-term employment, provide generous pay increments and comprehensive health benefits, or subsidize general education courses." Examples like these are possible sources for reciprocation wariness to bloom amongst employees, potentially lowering their perceptions of organizational support. Organizational support theory (OST) discovered that; when an employee perceives support from the organization and then feels indebted to the organization and begins to seek ways through which he or she can restore balance in the employee–organization relationship; the result will be increase in overall employee Job satisfaction, (Eisenberger 2000). The theory has three important steams that includes; Organizational reward and Job Condition which determined Perceived Organizational support and lead to Job related outcomes.

The relevance of the theory to our research is that; all the basic construct of organizational support theory and perceived organizational support (Job Condition, Compensation, training and fairness) are part of the central activities of human resources management practices. Therefore, it clearly shows directly that human resources management practice of fair and equitable recruitment of employees, adequate training and employee development

encompasses with sufficient compensation are necessary instrument of ensuring employee performance to achieving organizational objectives.

The theory also posit; employees who are well trained with valuable technical skill, knowledge and also motivated with sufficient forms of compensation by their working organization are consider as asset to the organization and those employee will feel satisfied with the condition of the job and obliged to reciprocate the gesture they were given by the organization, they will perceived organizational support and the outcomes will be; increase in effort, Increase in commitment, increases in Performance and organizational Citizenship behavior. The outcomes will be general increase in employee performance and consequently organizational performance.

The three construct of POS which appear to be the bedrock of the theory are considered supportive in achieving employee performance within the organization; Eisenberger found that POS has three main categories of antecedents: fairness, favorableness of organizational rewards and job conditions (which includes such job aspects as training, autonomy, and role stressors), and supervisor support, (Lynch, Eisenber&Arnelli 1999). In the same vein an organization under study (KEDCO) has really strived to motivate and compensate its teaming employee through bonuses, health benefit and adequate training as discovered in our investigation. The outcomes of organizational increase financial performance as cited in Appendix (V-IX) can best be described as employee's reciprocation of the perceived organizational support the enjoyed.

Investigation revealed that in March 2018, KEDCO awarded the sum of 300ml as bonuses for performance to all employees in the organization, for their wonderful performance in revenue collection. This show the commitment of the leadership of the organization to support,

encourage and boost morale of their teeming workforce and in conformity of the literature of organizational support theory.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discuss the research methodology adopted in conducting the research and the research design, population and sample size as well as, sampling techniques, method of data collection, instrument of data collection and method of data analysis. It also gives insight into the statistical instruments used for testing hypothesis as well as decision rule.

3.2 Research Design

This research study adopted mixed method design that method allows the researcher to systematically collect data from both quantitative and qualitative forms. This research made use of both primary and secondary data. Primary data was collected from a sample of the population, through administering a questionnaire. A sample was carefully selected to represent the characteristic of the population and the sample size was chosen using appropriate tools, while secondary data were used from organization financial performance record, Bulletin, journals and Textbook and interview. These provide the researcher with the opportunity to make generalization of his findings to the whole population.

This research is designed to assess the Effects of Human Resources Management Practice on Employee Performance in the Kano Electricity Distribution Company. The researcher used questionnaire and interview to collect data from respondents and to determine the validity of this research hypothesis drawn. Chapter One of the study also explain the relationship among the variables of the study, such as recruitment, compensation, training and employee performance in the Kano Electricity Distribution Company.

3.3 Population and Sample Size of the Study

The population covers all the employees of the Kano Electricity Distribution Company, which has regional offices at various location of Kano, Katsina and Jigawa state. The population is heterogeneous. The assessable population consists of

1) Kano Regional Offices
2) Jigawa Regional Offices
3) Katsina Regional Offices
4) KEDCO Head Quarters.ss

Therefore, the population consists of all the employees of Kano the Electricity Distribution Company, as presented in the Table below:

Table 3.1 Population Distribution of the Study

Category of population	Population size
KEDCO Headquarters	487
Kano Regional Office	1075
Katsina Regional Office	556
Jigawa Regional Offices	300
Total	**2418**

Sources: Researchers Computation from the Field survey 2018

Table 3.1 presents the population distribution of the Kano Electricity Distribution Company employees. It shows that KEDCO headquarters has a population of 487 employees, Kano regional office 1075, Katsina 556 and Jigawa 300, employees. This shows that the Kano Electricity Distribution Company has total staff strength of 2418 at the time of filing this research work.

Table 3.2 Population Distribution Percentage of the Study

Category	Population size	Sample Size	Percentage in relation to entire population
KEDCO Headquarters	487	67	20%
Kano Regional office.	1075	147	45%
Katsina Regional office	556	76	23%
Jigawa Regional office	300	41	12%
Total	**2418**	**331**	**100%**

Sources: Field Survey by the Researcher, 2018

Table 3.2 above presents the sample size of the population from the regional office and KEDCO headquarters. It shows that the headquarters is 67 (Krejcie& Morgan 1970), representing 20% of the population. The sample size of Kano Regional Offices is 147 (45%), The sample size of Katsina regional offices is 76 (23 %), While the sample size of Jigawa regional office is 41 (12%).

3.4 Sampling Technique

For the purpose of this study, Multi-stage sampling technique was used. Thus the majority of the sample size of the population of the Kano Electricity Distribution Company was found in offices spread across the KEDCO Headquarters and regional offices spread across; Kano, Katsina and Jigawa Regions. Those regions were divided to three clusters using cluster sampling technique to ease the selection of respondents from the sample size, while individual respondent was selected using simple random sampling technique.

Having selected the sample size of each regional office and head office, the study used simple random sampling technique to distribute questionnaires to both junior staff and

middle level managers to participate in the research, while judgmental sampling technique was adopted to select the management staff in conducting personal interviews.

3.5 Sources of Data

The research study used both primary and secondary sources. The nature of the data consists both what was found in the process of the research enshrined in research design.

3.5.1 Primary sources of Data

The primary sources of data used in this study were collected through questionnaire and personal interview to elicit respondent opinions in understanding the effects of electricity sector reforms in employee performance in the Kano Electricity Distribution Company

3.5.1 (a) Questionnaire

The questionnaire was structured using closed-ended Likert scale of strongly disagree, disagree, undecided, agree and strongly agree to find out the degree of respondents feeling and understanding. This is for easy aggregating respondent opinion. This questionnaire was designed with guided answers from where respondents would choose the most appropriate answer for ease of response. The questionnaire was structured into two section A contains the Bio-data of the respondents such as educational qualification, years in the service, gender and marital status. Section B, consists of research question directly related with research variables.

3.5.1. (b) Interview Instrument

To complement the questionnaire as the primary source of data, personal interview was conducted to some selected management staff of the Kano Electricity Distribution Company. This is to allow us to sources some important information that might not be got through the questionnaire or from the junior staff of the organization.

3.5.2. Secondary Sources of Data

The secondary sources of data for this research was generated from textbooks, newspapers, journals, circulars, gazettes, revenue collection records and information from theses, dissertations, articles and annual reports.

3.6 Method of Data Presentation and Analysis

The study used two analytical methods in the presentation and analysis of the responses collected from the field questionnaire. First descriptive statistics was used in summarizing the information, frequency distribution table and simple percentage were used to present the data. This is for easy analysis. The information from the frequency distribution table were presented in hierarchical percentages. Characteristics of the data were analyzed on using a tabulated method to determine the relationship of research questions and hypothesis. Responses from the schedule interview was also used to support or argue on the major findings

Secondly, inferential statistical tools were used to draw inferences on the sample population of the study. Multiple regression analysis was also used in testing hypotheses and measuring the degree of the relationship between (IV) independent variables on (DV) dependent variables in testing the hypothesis using the following Multiple regression formula.

$$Y=EP = 1.045 – 0.69RP – 0.47CP – 0.049\ TP + \varepsilon$$

Where:

EP = Employee Performance

RR = Recruitment Practice

CR = Compensation Practice

TR = Training Practice

Decision Rule

All the parameters were judged on the basis of their respective probability values, which was denoted as Sig. in SPSS output. Where the p-value is less than 0.05, irrespective of the size or direction of the coefficient of the parameter, the parameter is said to be significant at the 5% level of significance or the 95% confidence level, the null hypothesis is rejected and the alternate accepted. However, where the p-value is greater than 0.05, the parameter is said to be insignificant at the 5% level of significance and the null hypothesis is accepted.

CHAPTER FOUR

MANAGEMENT STRUCTURE OF KANO ELECTRICITY DISTRIBUTION COMPANY AND NATIONAL POLICY OF RECRUITMENT, COMPENSATION AND TRAINING.

4.1 Management Structure and Operational Pattern of Kano Electricity Distribution Company

Kano Electricity Distribution Company "KEDCO" became a Public Liability company on November 7 2005, after the implementation of the Electricity Sector Reform Act of 2005. The Company had started in earnest. Until November 1st2013 when the company was physically taken over by the core investor, the Company has a geographical coverage area of Kano, Katsina and Jigawa. It was said to be the largest among the Distribution Company in terms of Customer population and network coverage. The company has operational pattern and management structure as follows;

4.1.1 The Board of Directors

The management structure of Kano Electricity Distribution Company is made up of Board of Directors which membership is drawn from the representation of Shareholders of Fsive companies that made up Sahelian Power SPV and representatives of Bureau of public enterprises, the board is headed by the Chairman with legal advisor of the company serving as a secretary of the board and chief executive officer Managing Director serving as a member of the Board.

The Board served on part time basis to the organization, they meet annually, biannually or quarterly, depending on the need and urgency of their meeting. The board considers being the highest decision-making body of the organization. It decides on policy issues and gives appropriate directives in line of actions to be taken on any issue above the limit of the Management team.

4.1.2 MD/CEO

This is the chief executive officer of the company who has the final authority at management level. He is a member of Board of directors; he executes the management responsibilities of the organization on behalf of the board. He is the engine room of the organization whose approval and consent must be consented before any actions are executed in the organization. He set the target for the organization and the management team to ensure that those targets are achieved.

4.1.3 The Management

The management is the next level of authority. It was headed by the executive officer Managing director of the company, it gives appropriate advices to both the executive chairman and the Board on all issues related to the improvement of the of organizational performance and stability.

The management team of KEDCO is made up of a crop of seasoned and experienced professionals. The team is charged with the responsibility of assisting the Managing Director/Chief Executive Officer in the day-to-day running of the company. The management team comprises of six head of unit who go by the title “chief”, each head of department has a number of units under his/her direct supervision they are all under the direct supervision and authority of Chief Executive Officer Managing Director

The various departments are

4.1.4 Technical Services

This unit or department is headed by Chief Technical officer; the unit is responsible for the maintenance of all electricity networks across KEDCO geographical network coverage area. They are also responsible for erection and extension of new electricity network, fault clearing, technical maintenance and stability of the network. The unit

communicates with regional technical Officers to coordinate the maintenance and supervision of electricity network.

4.1.5 Customer Relations

Customer relation unit is also headed by the chief customer relation officer and has his subordinates across all the regional offices that go with the tittle regional customer relation officers. The unit is responsible for cash drive through bill distribution, meter reading, cash and management of customer's related complaint, such as change of tariff, change of code, meter processing, disconnection, reconnection and other customer related complaints.

4.1.6 Revenue Assurance

The primary objectives of electricity Distribution Company is distribution and maintenance of electricity to customers and finally collecting of revenue for the utility used by electricity consumers, Revenue assurance unit is established to ensure proper billing of utility and assure that particular amount billed was collected, they direct and monitor revenue control management, identifies weakness and inadequacies of revenue generation and collection process. They also monitored and appraise performance of cash generation centers with an aim for suggestion on how to improve.

4.1.7 Finance & Account

This unit is responsible for control and financial management of the organization; they served as avenue where all the financial transaction of the organization is monitored, control and coordinated, under the direct supervision chief Finance officer. The units are responsible for providing and interpreting financial information, monitored and interprets cash flow, analyzed market and industry financial industry change and advised

accordingly, liaised with other department for cost reduction opportunities and managed company's budget.

4.1.8 Corporate Services

This unit served as Human resources department to the organization, their responsibilities includes, organizational administrative services, recruitment, promotion, facility or estate management, the unit also oversee issue related to organization correspondence, transfers, new posting, protocol, logistic and security. They work with Organization design and development unit in managing employee training and development, employee performance and bonuses

4.1.9 The Chief Operating Officer (COO)

This position is one of the key players and member of the management team who served as a liaison officer between regional offices and Chief executive officer managing Director MD/CEO he supervises the day-to-day operations of the regional offices, he is also in charge of regulatory compliance and risk management activities of the Company.

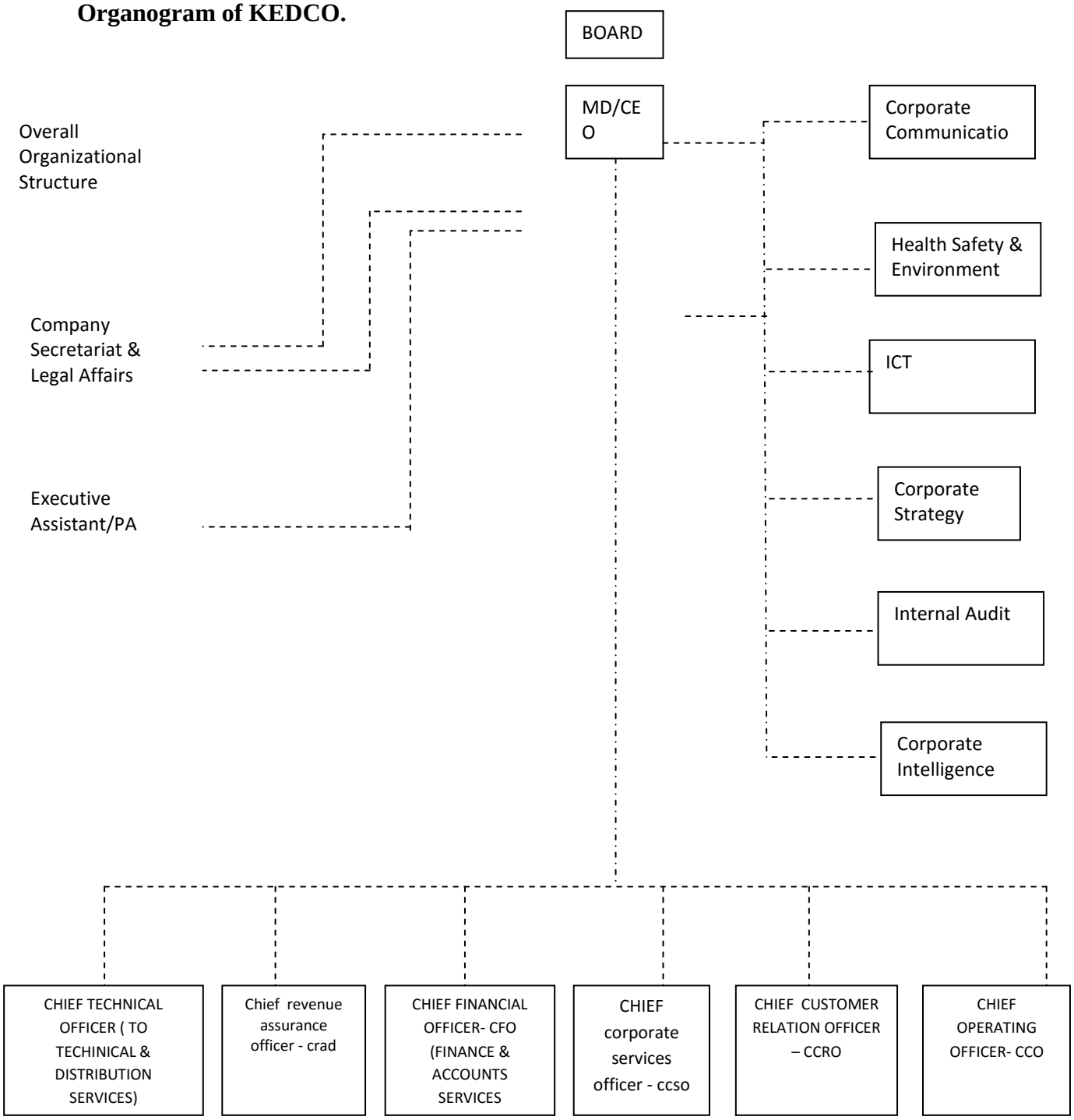
Furthermore, there are other sub units that are directly reporting to the Chief executive offices managing director, including; Organizational design and development, intelligence unit corporate communication all under the MD/CEO's direct supervision. The unit provides communication support to the management. The Head of corporate communication runs the unit. Still under the MD/CEO is an Executive Assistant (EA) to the Managing Director/Chief Executive Officer. He assists the MD/CEO to get organized in handling the dynamic nature of that office.

Other units under the supervision of the MD/CEO include: Information and Communication Technology (ICT); Health, Safety & Environment (HSE) and Internal

Audit with respective heads overseeing the operations of the units. These units provide technological support, safety-management policies and internal operating controls, processes and practices to the management respectively.

Figure 4.1

Organogram of KEDCO.



Source: KEDCO ORG Bulletin, 2018

4.2 National Policy on Personnel Recruitment.

Federal Civil service commission of Nigeria is the highest authority with regard to Human resources management in the service of the federation. The commission is responsible for all policies related to recruitment, promotion of both public and civil service of the federation.

020201 - "Recruitment" means the filling of vacancies by the appointment of persons not already in the Public Service of the Federal Republic of Nigeria. It, however, excludes the transfer of officers from other Public Service in the Federation to the Federal Public Service

According to section 1 of the public service rule; 020101 - Appointments to public offices in the Federal Civil Service are made on the authority of the Federal Civil Service Commission. These appointments are made either:

(a) by letter written under the direction of the Federal Civil Service Commission; or(b) by formal agreement between the officer and the Federal Government or its appointed agents. Subject to Rules 020205, 020206 and 020207 - Permanent Secretaries/Heads of Extra-Ministerial Offices are authorized to appoint eligible candidates to posts in respect of which the powers of appointment have been delegated to them. 020102.

(i) The Federal Civil Service Commission shall make appointment to posts graded GL.12 - 17. Such appointment shall be made as the need arises into the available vacancies after advertisement. Officers intending to transfer their services shall take part in the annual Public Service Examinations for post GLS 07-

(ii) Subject to modalities to be prescribed by the Federal Civil Service Commission from time to time, each Ministry/Extra-Ministerial Office shall select from the pool of successful candidates at the Civil Service Examination prescribed in Rule 020102.

*(iii)*This shall be handled by the appropriate committees of each Ministry with the representatives of the Federal Civil Service Commission and Head of the Civil Service of the Federation at the meeting of the committees

*(iv)*There shall be an annual competitive Civil Service Entry Examination for posts graded GL. 07-10 for new entrants and serving Officers wishing to transfer from other scheduled services. This examination shall be conducted by the Federal Civil Service Commission in conjunction with the Office of the Head of Civil Service of the Federation, Administrative Staff College of Nigeria, and the Public Service Institute of Nigeria.

(v) To qualify for this examination candidates must possess an Honors Degree or Higher National Diploma not below upper credit in relevant disciplines as provided for in the Schemes of Service. Final selection shall be made by the line Ministries/Extra Ministerial Offices in

line with their requirements.

020103 (a) Each Ministries/Extra Ministerial Office shall appoint Junior Staff on GL. 06 and below. This shall be handled by the Junior Staff Committee of each Ministry/Office, with a representative of the Federal Civil Service Commission and the Head of the Civil Service of the Federation at any meeting of the committee, subject to the approval of the Permanent Secretary/Head of Extra Ministerial offices,

(b) Appointment in the Federal Ministries/Extra-Ministerial Offices in the States shall be from the residents of that State who possess the qualifications prescribed in the approved Schemes of Service;

- Each Ministries/Extra-Ministerial Office shall work out the actual establishment or requirements for each State Office. The Junior Staff Committee (Local) shall

conduct the interview to appoint the officers, subject to approval of the Permanent Secretary/Head of Extra Ministerial.

4.3 National Policy on Employee Compensations

There is other National Assembly act that consist issues related to monetary wages and non-financial compensation, such as Employee compensation act 2010, national minimum wage act 2014 as reviewed 2019.

Compensation policy in Nigeria can be terrace through different policy blue print that by law described the manner in which employees are set to be compensated as a reward for their effort and contribution to their employee. The Employee Compensation Act 2010 (ECA, 2010) define Compensation "Any amount payable or service provided under this Act in respect of a disable employee and include rehabilitation. Those document consist both Monetary and no monetary aspect of employee compensation in the federal republic of Nigeria, such as;

4.3.1 Employee Compensation Act (2010)

Nigerian Employee compensation act, is an act repeal the workmen compensation act Cap. W6 LFN 2004. It was intended to make to make provision for compensation for any death, injury, Disease or disability arising out or in the course of employment and for related matters. section 2 and 70 of the act provide that; this act shall apply to all employees and employers in the public and private sector in the federal republic of Nigeria.

The Nigerian social insurance trust fund is mandated as a board with the power to implement this act and the fund established under section 56 of this act. The board will source its fund from the employer's monthly contribution to the board, take off grant from the federal government, and proceeds of investment of the fund (ECA, 2010).

4.3.2. (a)The Objective of the Employee compensation act are to-

a) Provide for an open and fair system of guaranteed and adequate compensation for all employees or their defendants for any death, injury, disease or disability arising out or in the cause of employment.
b) Provides related rehabilitation to employees with work related disabilities as provided in this act.
c) Provide and maintain a solvent compensation fund managed in the interest of employee and employers.
d) Provide for fair and adequate assessment of employee.
e) Provide an appeal procedure that is simple, fair and accessible with minimal delay.

4.3.3 National Minimum Wage Act

The National Minimum wage act (2011) is an Act that further amends the wage Act 2004 with and aim to revise the minimum wage and realistic penalty regime for the violation of the provision of the act.

The act provides new revised amount of national minimum wage in its section 1(1) as follows;

"As from the commencement of this act, it shall be a duty of every employer Except as provided under the principal act as amended, to pay a wage of not less than national minimum wage of N18,000 per month to every worker under his establishment".

The Act was reviewed again in 2019 to prescribed a National minimum wage and provide a Legal framework for seamless review of Minimum wage for workers and for related matters. Section 1 of the act states;

1) Every employer shall pay a National minimum wage of Not less than N30,000 per month to every worker under his establishment except otherwise provided under this Act National Minimum Wage Act (2019).

4.4 National Policy of Training

The need for training institution in Nigeria can be traced back to 1886 when some educated person in Lagos proposed the establishment of a training college and industrial institute. Though the idea was supported by British government, it was not ready to make financial commitment. The inadequacy of financial commitment on its part and inability of the major actors to raise fund required lead to demised of the idea. The post-independence effort to develop training system in the civil service can be traced to Prof. CP Wolles survey of 1967 on the training needs for federal civil service (Erero and Olu 2005).

The federal government then commissioned the Institute of Administration University of Nigeria Nsukka, to carry out the survey on the training need of the federal civil service. The study was conducted and the report was submitted. The federal government came out with a white paper on the report in April1969. The document titled "State of Federal Government policy on staff Development" and has the following Key element (Erero and Olu 2005)

- The appointment of development training with the responsibility for assessing staff development needs, preparing and implementing the programs that meet the need.
- The re-organization of the federal ministry of establishment to give greater priority on training.
- Establishing of standing committee on staff development.

- Encourage of every large ministry department to establish training unit commensurate with its size and function.
- Establishment of the Administrative Staff College of Nigeria (ASCON).

Despite the previous effort and recognition for training needs, the public service reform committee of 1974 noted the deficiency in training programs throughout the public service. To this end substantive section of the report was devoted to training among others, it recommends the reactivation of the standing committee on staff development, Administrative Staff College (ASCON), Centre for Management Development under its light today we have more than 85 federal universities, polytechnics, college of Education, health technologies, Nursing and other Monotechnic colleges with modified programs to accommodate training need for public and private sector demand.

According to Public services training document, all arms of public service are strongly advised to approach the polytechnics and Universities particularly those of technology with specifies request to design courses that are special, relevance and necessary for their professionals. In recognition of this Federal government established department of public Administration and local government studies in Ahmadu Bello University Zaria (ABU), ObafemiAwolowo University Ife (OAU) and University of Nigeria (Nsukka).

According to revised civil service guidelines for training in the federal civil service, a key goal of the extent staff training and manpower development policy is to "lend a systematic approach to training effort in the service and by so doing enable government to derived higher benefit from the massive investment in manpower development" This is in consonance with various public service reforms which has sought to use training as one of the vehicle for making civil service professionals, operationally effective and more result oriented as well as using it as one of the criteria for assessing of officers for

promotion. The document ad that; As a means of coordinating and directing training effort in the service and in consonance with the extant arrangement that training is a shared responsibility between office of establishment and management service in the presidency and extra ministerial department. The following general principles are to guide training effort in the ministries and extra ministerial department.

- Officers should, as a first step be posted to areas of their expertise before they are sponsored on training programs that will enable them function more effectively.
- Officers should not be releases for or sponsored on a course simply to enable them acquire certificate or qualification, rather training should be systematic, progression and aimed primarily at developing skills, knowledge and attitude necessary for performing specific schedule of duties
- On the job training and in house method of training should be used extensively by ministries and department, especially in the training of junior staff as they tend to be cheaper and more effective.
- Officers newly recruited in to the service should attend the local induction courses within four weeks of appointment. An arrangement should be made for those recruited or promoted in to GL 07-10 to attend centralized induction course organized by the office of the establishment and management services in the presidency within three months of their appointment or promotion
- After the training an officer should be deployed to a post to which the training undertaken applies so that maximum used of skills and knowledge acquired can be made and the service can derive full benefit from the investment made in the office.
- In designing and identifying the courses, effort should be made to keep course period to a shortest possible time within which the set objective can be achieved.

- In implementing training programs, ministries and department should whenever desirable; feel free to utilize the service of reputable private management consultancy firms, such firms and their principal should be registered members of recognized professional bodies.
- On Funding policy, each ministry or extra ministerial department enjoined to make annual budgetary allocation of at least 20% of its personnel cost for training and staff development. In Addition, requisite capital provision is to be made in the budget.

CHAPTER FIVE
DATA PRESENTATION AND ANALYSIS

5.0 Introduction

This chapter presented and analyzed the data collected from the respondents. It discussed the information collected from the questionnaires in relation to the hypotheses postulated in chapter one. Data collected are presented in tables and analyzed using frequency tables and percentages, the responses of the interviewees complemented the responses from the questionnaires. The chapter also tests the hypotheses earlier postulated in chapter one using Multiple Regression analysis of SPSS computer package (Version 20.0) in order to draw inferences and establish relationship and or degree of magnitude between the dependent or criterion and independent or predictor variables, major findings of the study were also discussed.

5.1 Data Presentation

The total of 331 questionnaires were distributed to the employees of the Kano Electricity Distribution Company, out of which 67 questionnaires were distributed to the employee at KEDCO Head quarter office, 59 of the questionnaires were filled and returned successfully out of which 4 of the questionnaires missing and 6 questionnaires returned invalid. Another set of 147 questionnaires was distributed to employee of Kano regional offices, out of which 135 were successfully filled and returned and 5 questionnaires missing and 7 questionnaires were returned invalid. In Katsina regional offices, 76 questionnaires were distributed, 61 of the questionnaires were filled and returned and 4 questionnaires missing and 11 questionnaires return invalid. The remaining set of 41 questionnaires were distributed to employees of Jigawa regions out of which 33 were successfully filled and returned, remaining 5 are invalid. The total of 288 questionnaires

are successfully filled and returned from KEDCO Headquarters, Kano, Katsina and Jigawa regions. Data obtained using interviews to the management staff of Kano Electricity Distribution Company were used to complement the data from the questionnaires. The rate of return of the questionnaires by each category of respondents under study was presented in table 5.1 below.

Table 5.1 Rate Questionnaires Return

Questionnaires	**Number**	**Percent**
Administered	331	100%
Retrieved	311	91.9%
Unreturned	11	8.1%
Valid	288	85.5%
Invalid	32	6.1%
Total	331	100%

Source: Survey Research, 2018

Table 5.1 above shows the number of questionnaires distributed. It shows that 331(100%) questionnaires were distributed, out of which 311(91.9%) are retrieved, 288(85.5%) of the questionnaires returned valid, 32(6.1%) of the questionnaire return invalid and 11(8.1%) of the remaining questionnaires unreturned.

Table 5.2: Summary of the Interview Responses

Category	**Number of Respondents**	**Percentage**
KEDCO Headquarters	10	50%
Kano Regions	4	20%
Katsina Region	3	15%
Jigawa Region	3	15%
Total	20	100%

Table 5.2 above shows that 10 management staff were interviewed in KEDCO Headquarters, 4 management staff were interviewed in Kano regional offices and also 3 staff from each Katsina and Jigawa region management offices. The respondents were selected purposely as members of management staff. Their opinion is critical to this study because of the strategic position they held in the management of the organization.

The data collected from regional offices as well as KEDCO Headquarters were merged, presented and analyzed. Both regional offices were under the control of KEDCO Head quarter, their recruitment, compensation, and training are directly under the control of KEDCO head quarter. The responses from the questionnaires presented and interviews opinions are moving toward the same direction, which means the information from the questionnaires responses is factual evidences as the data from the interview corroborate. The data collected from the secondary sources with regards to recruitment, compensation, and training was also supporting the same findings.

Bio Data of the Respondents

Table 5.3 Length of Service of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5year	188	65.3	65.3	65.3
	6-10 years	57	19.8	19.8	85.1
	11-15 years	28	9.7	9.7	94.8
	16-Aboved	15	5.2	5.2	100.0
	Total	288	100.0	100.0	

Sources; Survey Research, 2018

Table 5.3 above shows the number of years spent by the respondent in the service of Kano electricity Distribution Company. It shows that 188(65.3) have been in the service for the last 5 years, 6-10 year category 57(19.8) have been in the service for the last 10years and 11-15 years category 28(9.7 %) were in the service for the last 15 years, 15(5.2 %) of the respondent have been in the service for the last 16 years and above. This show that majority of the respondent are in critical years of the service and findings shows that almost 100 % of the respondent have witnessed or experienced some sort of transformation in human resources management practice in one way or the other which they can easily attest to.

Table 5.4: Educational Qualification of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE/Equivalent	22	7.6	7.6	7.6
	NCE/Diploma	74	25.7	25.7	33.3
	Degree/HND	109	37.8	37.8	71.2
	Postgraduate	83	28.8	28.8	100.0
	Total	288	100.0	100.0	

Sources; Survey Research, 2018

Table 5.4 above shows the level of educational attainment of the respondents, it shows that 109(37.8%) of the respondents are Degree or HND holder, 83(28.8%) of the respondents are holders of various Postgraduate certificate, 74(25.7%) of the respondents are NCE or Diploma holders, 22(7.6) of the respondents are holders SSCE or its

equivalent. This shows that majority of the respondents are well educated and has the capability to provide answers to question asked in the questionnaire.

5.2.1 Data presentation on Hypothesis 1

Analysis for the data on hypothesis which state that *'There is no significant relationship between Human Resources Management Practice of Recruitment and Employee performance in Kano Electricity Distribution Company'*

The data was collected and analyzed as follows:

Table 5.5 Vacancies are identified before the commencement of recruitment in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	47	16.3	16.3	16.3
	Disagree	39	13.5	13.5	29.9
	Undecided	51	17.7	17.7	47.6
	Agree	112	38.9	38.9	86.5
	Strongly agree	39	13.5	13.5	100.0
	Total	288	100.0	100.0	

Sources: Survey Research 2018

Table 5.5 above present the response on the question statement Which says "Vacancies are identified before commencement of the recruitment process in this organization" 112(38,9%) of the respondents agreed, 51(17.7%) of the respondents undecided, 47(16.3%) strongly disagreed, 39 (13.5%) disagreed, 39(13.5%) strongly agreed. Finding

from the majority of the respondent (52.4%) agreed that vacancies are identified before commencement of the recruitment process in Kano Electricity Distribution Company.

Complementing these views, responses from the interviews conducted with the management of Kano Electricity Distribution Company. Majority of the interviewers believe that vacancies are identified before commencement of the recruitment process. Some interviewers also opined that vacancies exist continuously due to constant employee turnover within the organization. This indicate that KEDCO usually asses the position of its human resources to ascertain if there is any vacant position that need immediate replacement within or from outside of the organization.

Table 5.6: Rationale sources of recruitment are used to attract employee in KEDCO

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly disagree	4	1.4	1.4	1.4
	Disagree	47	16.3	16.3	17.7
	undecided	71	24.7	24.7	42.4
	Agree	164	56.9	56.9	99.3
	Strongly agree	2	.7	.7	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

Table 5.6 above present the response on the question statement that says employees are source for recruitment through rational established process in KEDCO 164(56.9%) of the respondent agree, , 71(24.7%) of the respondents undecided, 47(16.3%) of the respondents disagree, 4(1,4%) strongly disagree and 2(.7%) of the respondents strongly agree. The study found out that majority of the responses which constitute 166(57.6 %)

strongly agreed that employees are source for recruitment through rational established process.

However, the responses from interview conducted to the management staff of KEDCO head quarter and regional offices in Kano, Katsina and Jigawa agreed that employees are sources through established rational process, some of the employees says they are recommended for the job by the co-employee, some are sources through online advert/ Human resources consulting firm, some are also source internally from the inherited manpower of the defunct power holding company of Nigeria. Therefore, interview and questionnaire responses indicate that employee in Kano Electricity Distribution Company are source through established rational process such as Internal sources, HR consulting firm, online avert, employee recommendation among others, for recruitment.

Table 5.7 Interview and aptitude test are common Instrument of employee selection in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.0	1.0	1.0
	Disagree	48	16.7	16.7	17.7
	Undecided	47	16.3	16.3	34.0
	Agree	188	65.3	65.3	99.3
	Strongly agree	2	.7	.7	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

Table 5.7 Presents responses on the question statement that says interview and aptitudes test are common instrument of employee's selection in KEDCO. 188(65.3%) of the respondents agreed, 48(16.7%) of the respondent disagreed, 47(16.3%) undecided,

3(1.0%) strongly disagreed, while 2(0.7%) of the total respondent strongly agreed. Findings revealed that majority of the responses which constitutes 200(66%) agreed that interview and Aptitude tests are common instrument used to select employee for recruitment in Kano electricity Distribution Company.

However, the responses from Interview conducted affirmed the view collected from the questionnaire respondents. Where majority of the interviewees agreed those employees are selected through interview and various form of aptitudes test. Some of the interviewees further elaborate that technical men are given artisan aptitude test to ascertain how equipped they are with the skills needed for the job while others are subjected to oral interview to verify the authenticity of their academic qualification and working experience attached in their resume before finally selected for the job. Therefore, both the opinions of questionnaires and interviews affirmed those employees are rigorously selected through Aptitude test and interview.

Table 5.8: Qualified candidate are selected and absorbed for the job in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	8.3	8.3	8.3
	Disagree	54	18.8	18.8	27.1
	Undecided	57	19.8	19.8	46.9
	Agree	120	41.7	41.7	88.5
	Strongly agree	33	11.5	11.5	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

Table 5.8 above Presents the responses from the question statement that says “qualified candidates are finally selected and absorbed for the Job” 120(41.7%) of the respondents agreed, 57(19.9%) undecided, 54(18.8) disagreed, 33((11.5%0) of the respondent strongly agreed while 24(8,3%) strongly disagreed. Findings revealed that majority of the

respondent which constitutes 153(53.2%) agreed that. qualified candidate are finally shortlisted and absorb for the Job in Kano Electricity Distribution Company.

Therefore, responses from interview with the management staff of human resources department of KEDCO headquarter goes along the opinion of majority of responses from questionnaire. Majority of the interviewees indicate that qualified candidates are finally recruited. Moreover, the data of those are qualified and cannot make the list of the recruitment due to limited number of vacancies were also documented and booked by Human resources department for future manpower anticipation.

Test of Hypothesis I

H_{01}: There is no significant relationship between human resources management practice of recruitment and employee performance in Kano Electricity Distribution Company.

The coefficient of "Human resource management practice of recruitment" stood at 0.69 which is statistically significant and positive. This implies that a unit increase in human resources management practice of recruitment would lead to an increase in Employee performance by about 69% in Kano electricity Distribution Company. However, the significance of this can be judged from the *t* statistics and its significance.

The *t* statistics of "Human resources management practice of recruitment" stood at 2.531 with a p-value of 0.02. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study does not have enough statistical evidence to accept the null hypothesis. Therefore, alternate hypothesis is withheld.

Based on the above analysis, the study rejects the null hypothesis H_{01}, which states that there is no statistically significant relationship between human resources management

practice of recruitment and employee performance in Kano Electricity Distribution Company.

5.2.2 Data presentation on Hypothesis 2

Analysis of the data collected for hypothesis two which states that, *"There is no significant relationship between human resources management practice of compensation and employee performance in Kano Electricity Distribution Company"* The data were analyzed and presented as follows;

Table 5.9: Compensation policy is good enough to attract and retain employees in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	25	8.7	8.7	8.7
	Disagree	53	18.4	18.4	27.1
	Undecided	48	16.7	16.7	43.8
	Agree	135	46.9	46.9	90.6
	Strongly agree	27	9.4	9.4	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

Table 5.9 present the responses on whether the compensation policy is good enough to attract and retain the employee in KEDCO 135(46,9%) of the respondents agree, 53(18,4%) of the respondent disagreed, 48(16.7%) undecided, 27(9,4) of the total respondent strongly agree while 25(8.7%) of the total respondent strongly disagreed, Findings from the majority of the respondent 163(56,3%) agreed that the compensation policy of the organization is good enough to attract and retain employees,

Complementing these views, the responses from the interview with the Management of KEDCO headquarters, majority of the interviewee has hinted that; a part from Salary which they say is sufficient and triple of National minimum wage, there are also other forms of welfare packages and incentive that can attract and retain employee, such as free medical service, salary upgrade and bonuses paid as compensation for excellent performance.

Therefore, majority of the interviewees goes with the opinion of the majority of the respondents from the questionnaires. This simply indicates that there is adequate compensation policy that can attract and retain employee in Kano electricity Distribution Company.

Table 5.10: The salary is good enough to ensure employee standard of living and earning stability in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	50	17.4	17.4	17.4
	Disagree	72	25.0	25.0	42.4
	Undecided	65	22.6	22.6	64.9
	Agree	93	32.3	32.3	97.2
	Strongly agree	8	2.8	2.8	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

The above table 5:10 present response on the assertion that says “The salary is good enough to ensure employee standard of living and earning stability” 93(32,3%) of the respondents agreed, 72(25%) disagreed, 65(22.6%) of the respondents undecided, 50(17,4%) strongly disagreed, while the remaining 8(2.8) of the respondent strongly agreed. Investigation discovered that majority of the responses 122(42,4,%) disagreed,

that the salary is good enough to ensure employee standard of living and earning stability in Kano Electricity Distribution Company.

However, corroborating with the findings above large portion of the interview's respondents from KEDCO regional offices and Headquarter management concurred with questionnaires responses where majority of the responses disagreed that the salary can ensure employee earning stability. Some of the interviewees bare their mind on how they spent more than a year collecting only one-month salary after every two months and at one point they were only paid 60% of their total salary because of what management described as poor performance of the revenue collection. More over the salary was slashed same stated 60% of the previous total salary paid.

Therefore, based on these submissions we can say that the salary does not ensure earning stability and employee standard of living in KEDCO.

Table 5.11: There is established criteria used for employee promotion and better compensation in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	3.1	3.1	3.1
	Disagree	49	17.0	17.0	20.1
	Undecided	114	39.6	39.6	59.7
	Agree	106	36.8	36.8	96.5
	Strongly agree	10	3.5	3.5	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

Table 5.11 above present the view of the respondent that there is established criteria used for employee promotion and better compensation. 114(39.6%) of the respondent

undecided, 106(36.8%) of the respondent strongly agree, 49(17.0%) of the respondents disagree, 10(3.5%) of the respondent strongly agree, 9(3.1%) of the total respondents strongly disagree. Findings shows that majority of the responses 126(40.3%) agreed that there is established criteria used for employee's promotion and better compensation.

Moreover, majority of the responses from interview conducted with the management of KEDCO Headquarter opined that promotion are selected through rigorous criteria such as employee performance, qualification, working experience, award for excellence in discharging duties then finally employee are selected for written interview, on better compensation the management also opined that employee are upgraded when excel for performance and thus increase 8% of his salary permanently above those are in the same salary level. Therefore, this simply indicates that KEDCO has a criterion used to promote and compensate its teaming employee.

Table 5.12: Welfare packages and bonuses are good incentives of enhancing employee performance in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	30	10.4	10.4	10.4
	Disagree	55	19.1	19.1	29.5
	Undecided	43	14.9	14.9	44.4
	Agree	127	44.1	44.1	88.5
	Strongly agree	33	11.5	11.5	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

The table 5.12 above present the response on the assertion that says 'The welfare packages and bonuses in KEDCO are good incentives to enhancing employee performance' 127(44.1%) agreed, 55(19.1%) disagreed, 43(14.9%) undecided, 33(11.5%)

of the strongly agreed while 30(10.04%) of the total respondent strongly disagreed, The findings revealed that majority of the responses 160(55.6%) agreed that bonuses and welfare packages are good incentives to enhancing employee performance in Kano Electricity Distribution Company.

Moreover, complementing this view from the interview conducted with the management staff of KEDCO headquarter and regional offices show that majority of the interviewee opined that the bonuses are paid for employee performance. It went further to state that in April 2018 that; N2.9 billion revenue target was given to employee and at the end of the month almost N2.6 billion was achieved. Thus lead to the award of N30 million bonuses, which were shared to all employees in Kano electricity Distribution Company for their performance. On welfare packages the interviewees assert that employees are enjoying free medical service which is fully paid by the organization.

Furthermore, the information extracted from the KEDCO monthly revenue collection records cited in (**Appendices v-ix**) shows that, the organization at the point of taking over from the defunct PHCN, in November 2013 collected the sum of **N758,421, 083,33**. In the subsequent coming month of December 2013 the revenue generated fells **to N725,190,950.82**, while in march 2015 the revenue collection status rises to **N2.6 billion** and **by April 2018 N964,601,627.69.** At the month of June 2018 the revenue collection status of Kano Electricity Distribution Company multiply **to N1,696,740,586,66**. Therefore we can simply conclude that there is increase in employee performance which can be attributed to effective human resources management practice of; bonus and incentives receive by the employee in Kano electricity Distribution Company.

Test of Hypothesis II

H_{02}: **There is no significant relationship between human resources management practice of compensation and employee performance in Kano electricity Distribution Company**.

The coefficient of "Human resources management practice of compensation r" as an independent variable stood at 0.47 which is also statistically significant and positive. This implies that one-unit increase in Human resources management practice of compensation would also lead to an increase in Employee performance by about 47% in Kano electricity Distribution Company. However, the significance of this can also be judged from the t statistics and its significance. The t statistics of "Compensation" stood at 4.025 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is also significant at 95% confidence level. This implies that we don't have enough statistical evidence to accept the null hypothesis.

Based on the above analysis, the study rejects the null hypothesis H_{02}, which states that there is no significant relationship between human resources management practice of compensation and employee performance in Kano electricity Distribution Company and alternated Hypothesis was accepted.

5.2.3 Data presentation on Hypothesis 3

Analysis of the Data collected from the Hypothesis that state "*There is no significant relationship human resources management practice of training and employee's performance in the Kano Electricity Distribution Company"*

Table 5.13: Does the Training Policy and Programs exist in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	3.8	3.8	3.8
	Disagree	33	11.5	11.5	15.3
	Undecided	29	10.1	10.1	25.3
	Agree	152	52.8	52.8	78.1
	Strongly agree	63	21.9	21.9	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

Table 5.13 above presents the responses on the question statement that says 'Does the training policy and programs exist in KEDCO. 152(52,8%) of the respondents agreed, 63(21.9%) of the respondents, strongly agreed, 33(11.5%) disagreed, 29(10.1%) undecided, 11(3.8%) strongly disagreed, While the remaining. The findings reveled that majority of the responses 215(74.7%) agreed there is training policy and programs in Kano Electricity Distribution company.

Furthermore, interviews conducted with the management staff of Kano Electricity Distribution Company regional offices and headquarter reveled that majority of the respondent accept that Training is made routine and mandatory to all caliber of employee in the Kano Electricity Distribution company. It also revealed that all employees are subject to orientation and induction courses immediately after recruitment, while those within the service are usually sent to attend capacity building workshop, on the job and other in-service training.

Table 5.14: Do you agree that Needs Assessment Criteria is Observed for Selection of Trainees in KEDCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	6.9	6.9	6.9
	Disagree	89	30.9	30.9	37.8
	Undecided	77	26.7	26.7	64.6
	Agree	93	32.3	32.3	96.9
	Strongly agree	9	3.1	3.1	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

The above table 5:14 presents the Data responses on Question that says 'Need assessment is the criterion is observed for selection of trainees in KEDCO. 93(32.3%) agreed, 89(30.9) disagreed, 77(26.7%) undecided, 20(6.9%) strongly disagreed, , while 9(3.1%) of the total respondent strongly agreed. Investigation discovers that majority of the responses agreed that need assessment criteria are observed when selecting trainees in KEDCO, those who agreed with the statement are 102(35.4%) of the total responses, Though the number is not that substantive due to percentage of those are undecided. This shows that employees are not that conversant with the criteria use for training selection.

The interviews conducted to the Management staff of KEDCO regional offices and headquarter revealed that training are made routine and compulsory, while employee are selected from all regional unit and head office to acquire the knowledge and skills on how to improve their performance on the job, the interviewee assert that from 6^{th} -17^{th} august 2018 a training on occupational safety and health administration was organized to over 1700 employee of the organization batch by batch. Therefore, from the above analysis

from both questionnaires and interviews we can conclude that need assessment criteria are not fully observed for selecting employees training.

Table 5.15: Do you Agree that Employees are Trained Specifically with their Job Designation in KEDCO.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	33	11.5	11.5	11.5
	Disagree	55	19.1	19.1	30.6
	Undecided	96	33.3	33.3	63.9
	Agree	83	28.8	28.8	92.7
	Strongly agree	21	7.3	7.3	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

The above table present information from the responses of the question statement that says 'employees are trained specifically on their job designation' 96(33.3%) undecided. 83(28%) agreed, 55(19.1%) disagreed, 33(11.5%) strongly disagreed, while 21(7.3%) of the total respondent strongly agreed. The finding shows that majority of the respondent 104(36.1%) agreed that employees are train in line with their Job designation in Kano Electricity Distribution Company.

Complementing the opinion of the questionnaire respondent with interview conducted with management staff of KEDCO headquarter and regional offices, Majority of the interview state that employee are train in line with their job designation, the interviewee also explain that technical staff are selected to attend training on how to improved skill related to artisan Job such as; fault clearing, meter connection and maintenance of electricity transformers while marketing staff are train on how to improved revenue collection, meter reading and customer relationship.

Table 5.16: Do you Agree that; Training Programs are Relevant to Enhancing Employee Performance in KEDCO?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	4.2	4.2	4.2
	Disagree	26	9.0	9.0	13.2
	Undecided	41	14.2	14.2	27.4
	Agree	172	59.7	59.7	87.2
	Strongly agree	37	12.8	12.8	100.0
	Total	288	100.0	100.0	

Sources: Survey Research, 2018

Table 5.16 above present the view of the respondent that training programs are relevant and can enhance employee performance. 172(59.7%) agreed, 37(12.8%) of the respondent strongly agreed. 41(14.2) undecided, 26(9,0%) disagreed, while remaining 12(4.2%) of the total respondents strongly disagreed, Information discovered from majority of the respondent 209(72.5%) agreed that training programs are relevant to enhancing employee performance in Kano Electricity Distribution Company.

However, Information from the Interview conducted with the management of KEDCO head quarter and regional offices revealed that majority of the interviewee accept the opinion that training boost employee morale as they are exposed to modern techniques and work method, safety assurance and other approaches to job enrichment, which consequently improve the organization performance.

Testing of Hypothesis III

H_{03}: There is no significant relationship between human resources management practice of training and employee performance in Kano Electricity Distribution Company.

From the model of multiple regressions analysis shows the coefficient of "Human resources management practice of training" stood at 0.49 which is also positive. This implies that one-unit increase in human resources management practice of training would also lead to an increase in Employee performance by about 49% in Kano electricity Distribution Company. However, the significance of this can also be judged from the t statistics and its significance.

The t statistics of "Training" stood at 6.326 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is also significant at 95% confidence level. This implies that the study does not have enough statistical evidence to reject the null hypothesis.

Based on the above analysis, the study rejects the null hypothesis H_{03}, which states that there is no significant relationship between human resources management practice of training and employee performance in Kano Electricity Distribution Company.

5.2.4 Multiple Regression Analysis

Table 5.17 Regression Output 1

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.200	3	15.067	33.396	.000[b]
	Residual	128.130	284	.451		
	Total	173.330	287			

a. Dependent Variable: Employees' Performance

b. Predictors: (Constant),

Training.

Compensation.

Recruitment.

Source: *SPSS Output, 2018*

Table 5.17 Shows, the results from the multiple regression analysis, which tests the effects of the independent variables on EP is shown. The F-statistic which measures the adequacy and fitness of the model used in the study stood at 33.396 with a p-value of 0.000^{b} which is significant at 5%; this shows that the model is fit for the data. And the variables are not wrongly selected. Hence, we can proceed with the regression analysis.

Table 5.18 Regression Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.611[a]	.661	.453	.67168	1.383

a. Predictors: (Constant), Recruitment Compensation, Training,

b. Dependent Variable: Employees' Performance

Source: *SPSS Output, 2018*

Table 5.18 shows the summary of the multiple regression analysis. The empirical findings show that R, the multiple correlation coefficient stood at 0.611 which indicates a moderate correlation. R^2, the multiple coefficient of determination of the variables stood at 0.661 indicating that about 67.1% of the total variation in Employee performance in Kano Electricity Distribution company is explained by variations in the 'independent variables captured in the study. The adjusted R^2 being 0.453 also indicates that the independent variables will still explain 66.1% of the variations in Employee performance in Kano Electricity Distribution Company even if other variables were added to the study.

Table 5.19 Regression Coefficient.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.045	.661		4.013	.000		
	Recruitment	0.69	.067	.139	2.531	.012	.866	1.155
	Compensation	0.47	.059	.219	4.025	.000	.880	1.137
	Training	0.49	.055	.339	6.326	.000	.904	1.106

a. Dependent Variable: Employees' Performance

Source: *SPSS Output, 2018*

Table 5.19 above shows the coefficient value of human resources management practice of recruitment stood at 0.69. This value is statistically significant and positive at 0.5% level of significant. This implies that a unit increase in human resources management practice of recruitment process will lead to increase in employee performance by about 69%. The table also shows the coefficient value of Human resources management practice of compensation which stood at 0.47, this value is statistically significant and positive at 0.5% significant. This implies that a unit increases in human resources management practice of compensation reform will lead to increase in employee performance by about 47%. The same thing goes to coefficient value of human resources management practice of training which stood at 0.49, this value is also statistically significant and positive at about 5% significance. This implies that a unit increase in human resources management practice of training will lead to increase of employee performance with about 49%.

5.3 Discussion of Findings

The study investigated the effects of human resources management practice of recruitment, compensation and training on employee performance in the Kano Electricity Distribution Company. Presentation and data analysis signify important findings, especially as related to recruitment, compensation and training. Thus the following findings were discovered:

1) Human resources management practice of recruitment has positive and significant effects on employee performance in the Kano Electricity Distribution Company. The findings are in affirmation with the recommendation of Rafindadi (2014) in his research work, "Effect of civil service reforms on personnel performance in Nigerian civil service." The work recommended the need to develop sound recruitment policies for effective employee performance. Our investigation revealed that the recruitment process often commenced in KEDCO with the identification of existing vacancies which usually occurred due to constant employee turnover or the expansion of service outlets. It also shows that employees recruited in the Kano Electricity Distribution Company are sourced through a rational established process. The interviews conducted also revealed that employees were sourced through internal existing manpower of the organization, HR consulting firm, online advert unsolicited applicant and employee recommendation. Despite the outcry from some candidates, recommendation and unsolicited applicants were given much priority in the recruitment process but employees are usually selected through the use of interview, aptitude test and structured interview, as affirmed in the work of Testra and Rozel (1993), "For recruitment to become strategic HR practitioner must find effective

answer to the following questions; when to recruit Who to recruit, where to recruit, what recruitment sources to use and what message to communicate."

Therefore, the KEDCO recruitment strategy was in affirmation of the HR practice literature and has a tendency to absorb qualified and expert employees on board who can improve the state of employee performance. The company was able to maintain some part of the existing manpower inherited from the defunct Power Holding Company of Nigeria Limited. Those employees who have superior knowledge about the organizational culture and practice who can impact on others are retained and promoted.

2) In the 2015 recruitment conducted by the Financial Institution Training Centre (FITC), about 600 qualified candidates were selected and finally absorbed. It also revealed that after the absorption of the existing number of vacancies, the remaining list of those that qualified enough but were not absorbed due to limited number of vacancies are kept for future manpower anticipation. This was in affirmation with the findings of Gamage (2014) in his work, "Recruitment and selection practices in Small and medium enterprises in Japan", which was an analysis of the link with business performance. And also it affirmed the recommendation of Briggs (2004), in which he advocated for the need of fairness in selecting employees during the recruitment process. Further information also shows that KEDCO usually trained NYSC graduates, posted for primary assignment and prepared them for future recruitment. Those corps members were scientifically trained in their area of specialization and exposed to perform roles and responsibilities the same way with the permanent employees of the organization. In 2016, about 50 NYSC Corps members were absorbed in the organization after the completion of their one-year mandatory service,

which made them well acquainted with the work method and culture of the organization as a trainee before they were recruited. This finding was in affirmation with the organizational support theory, which posits the need for fairness and equity in treating employee within the organization. Employees who are fairly treated and recruited based on merit and competency will be obliged to reciprocate such perceived organization support through hard work, loyalty and enthusiasm towards increase in performance.

3) The study also found out that the human resources management practice of compensation has a positive and significant effect on employee performance in the Kano Electricity Distribution Company. Further investigation revealed that the KEDCO compensation policy is good enough to attract and retain employees. Information presented in Table 5:11 shows that majority of the respondents (163 or 56.3%) agreed with the assertion. This simply concludes that employees of the organization are so contended with the compensation package used to reward the teeming workforce. Compensation packages include free healthcare services to employees and four members of his family, which is fully paid by the organization. Similarly, the minimum amount of salary paid by the organization has tripled the amount paid as the national minimum wage paid by public sector organization. However, there are additional bonuses and incentives paid for higher performance to all the employees and salary upgrade awarded to those individual employees who excel in their performance. The salary upgrade awarded an 8% increase salary to the beneficiary, ahead of those who are in the same salary Grade level, as a reward for recognition of his excellence performance. Despite their agreement with the compensation packages, majority shown in table5:12 disagreed that the salary is good enough to ensure employee earning stability and standard of living. This is due to the

fact that, at the point of taking over in November 2013, the incoming private investors paid the salary at the end of every two months. This was continuously obtained by the teeming workforce throughout two years of transition. There is also some instance where KEDCO employees are paid 60% of their monthly salary due to shortfall in revenue which is attributed to poor employee performance.

4) The findings also revealed that the compensation packages of the organization have helped in boosting the morale and performance of employees despite all the odds. Information from the data presented in Table 5:14 shows that majority of the respondents (160 or 5.6%) agreed that the welfare packages and bonuses are good incentives in enhancing employee performance. Similarly, available data show that the revenue collection figure of the organization has geometrically increased as cited in (Appendices-IX). In November 2013, the monthly revenue collection rate of KEDCO was **N758,201, 083,33**. In December 2013, the revenue collection rate fell **to N725,190,950.82** but in March 2014, the revenue collection status rose to **N964,601,627.69** and as at June 2018 the revenue status of the organization multiplied **to N1,696,740,586,66**. Therefore, we can simply conclude that the increase in employee performance can be attributed to the perceived organizational support enjoyed by the teeming employees through bonus, incentive, adequate training and fairness in recruitment exercise, as propounded by Rhoades and Eisenberger in their literature of Perceived Organizational Support and later organizational support theory. This finding is affirmative with the findings of Myer and Smith (1997). They observed that compensation and employee satisfaction drive productivity, indirectly creating profit for an organization.

5) Findings also show that the human resource management practice of training has a positive and significant effect on employee performance in the Kano Electricity

Distribution Company. Investigation revealed that majority of the responses (215 or 74.7%) from the data presented in Table 5:15 agreed that training policies and program exist in KEDCO. It also shows that training is made routine and compulsory to all caliber of employees in the organization, as part of their efforts to motivate workers and also pre-requisite for promotion. Training was made open to all (see **Appendix X)**. The findings were affirmative to Edwin Flippo (2007) contribution to the literature on the importance of training "Training is must for all. A training program enables the trainee to achieve the reasonable level of acceptable performance. To achieved improved performance and increase productivity, quality and profitability. Change organizational climate and culture to improve health and safety and possibility and personal growth and developments

6) We also found out that need assessment criteria were not fully observed in selecting employees for training. This is due to the attempt to give equal opportunity to all employees to acquire knowledge and skills rigorously and timely. While employees are selected and fully trained in line with their job designation in order to keep them abreast with modern techniques and trends of work method that will help to improve their morale and organizational performance in general.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presented the summary of the study and conclusions reached based on the study findings. It also contains the recommendations offered by the study aimed at enhancing the effects of the human resources management practices on employee performance in the Kano Electricity Distribution Company.

6.2 Summary

This research work was carried out to assess the effects of Human Resources Management Practice on Employee Performance in the Kano Electricity Distribution Company from 2013-2018. The study specifically attempted to find out the extent to which human resources management practices recruitment, compensation and training effect employee performance. The study has summarily discovered that the human resources management practice of recruitment, compensation and training in has a positive and significant effect on Employee Performance in Kano Electricity Distribution Company in the period under study. It also found that improvement in the human resources management practice of recruitment leads to the procurement, selection and retention of qualified, competent and skillful employees during the period under study, as cited in the second item on the discussion of findings list.

The findings show that improvement in human resources management practice of compensation and training has a substantial impact on employee performance during the period under study. This can be measured with the substantive increase in revenue generation witnessed in the Kano Electricity Distribution Company from 2013-2018, as

cited in the Appendices **V-IX** from the monthly performance of revenue generation in the organization under study.

The human resources management practice of recruitment, compensation and training is the basic instinct used by the management of the Kano Electricity Distribution Company to support employees and ensure perceived employee support within the organization. As such, employees who feel supported, treated with equity, fully compensated and trained will work harder to increase performance and help to achieved organizational objectives, as explain by Essienberger (2002) in his organizational support theory.

6.3 Conclusion

This dissertation comes at the time when the organization under study is undergoing a transformation from being state-own enterprises to a private sector management style. The change in management is still encompassed with a change of the human resources management practices of recruitment, compensation and training. Employees are still apprehensive about the continuity, consistency and stability of the organization under the new regime, Electricity Distribution Company, said to undergo performance measurement, at each five years' term, for possible license renewal.

After a review of various literatures and analysis of data generated for the purposes of inference, the research arrived at certain fundamental findings on the effects of the human resources management practice on employee performance in Kano Electricity Distribution Company. Suggestions were made that some certain levels of success have been achieved with regard to new approach of recruitment, compensation and training in KEDCO. The Findings revealed that recruitment in KEDCO is highly effective. It also attracts, selects and absorbs qualified candidates. Investigation revealed that the bonuses and welfare packages are good enough to attract and retain employees. It's also a good

incentive to enhancing employee performance but still there are certain lapses that made some employees feel jittery with regards to compensation, delay in promotion and salary earning stability among human resources practices that need attention to achieve improved employee performance in the organization. The research concludes that if human resources management practices of recruitment, compensation and training are to be kept in perpetual practice in KEDCO there is the tendency to increase employee performance in the organization and the outcomes will remain meaningful, effective and prove much existing literature with regards to human resources management practices.

6.4 Recommendations

Based on the findings and conclusions of the study, the following recommendations were offered for the effective human resources management practice of recruitment, compensation and training reforms in relation to employee performance in KEDCO.

I. To maintain the standard of recruitment exercise, the organization should extensively advertise the available vacancies, instead of concentrating on unsolicited applicant and employee referral as source. This is to give equal opportunities to all eligible candidates to apply and compete for the job.

II. The organization should also maintain its gesture of training apprentices (NYSC members) to be well equipped with the knowledge and skills in their area of specialty and prepare them for future challenges or finally absorbing them as permanent staff in the organization. It’s pertinent to encourage the use of interviewers’ data recording for future human resources planning. This will go a long way to provide the organization with qualified and readymade manpower at its door.

III. Even though the research finding shows that there is a significant relationship between Human Resources Management Practice of compensation and employees performance, responses from the questionnaire and interview indicate that employees are very apprehensive about the unstable salary earning. Deliberate and concentrated efforts should be made to ensure that salary earning is stable at when due. This will help to retain employees and boost employee morale to enhance organizational performance in general.

IV. The management should also expedite action to ensure employees who meet the criteria of the eligibility to attain upgrade for excellence performance and promotion for merit are duly awarded and promoted to the appropriate grade level. This will help to retain the beneficiaries and motivate the remaining underperforming employees to strive and emulate their colleagues who benefited with the bonus and upgrade.

V. The management of Kano Electricity should sensitize its employees about the nature of their training policies and objective of the training and its essence in enhancing employee performance and organizational productivity.

VI. The management should ensure that need assessment criteria are judiciously applied in selecting employees for training. This will help to bridge the gap of knowledge and skill among employees, especially between what they know to do and what they need to know.

Recommendation for further studies

1- This research study covers only Kano electricity Distribution Company. Therefore, further studies should be conducted to cover more Electricity Distribution Companies with comparative analysis on the effects of human resource management practice on employee performance.

2- Assessment of effect of electricity power sector reforms on employee turnover should also be given attention. This is to find out the reason behind constant employee turnover in Electricity Distribution Companies.

3- The Human resources management Challenges of Nigerian power sector reforms in Kano Electricity Distribution Company

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Appendix I

QUESTIONAIRE FOR THE RESPONDENTS

Department of public Administration,
Faculty of Administration,
Ahmadu Bello University,
Zaria.

Dear Respondent

I am a Student of Masters of Science Degree (MSc) in the department of public Administration, Ahmadu Bello University, Zaria undertaking a research on the topic **"Assessment of the Effect Of Human Resources Management Practices on Employee Performance in Kano Electricity Distribution Company"**

I will be grateful if you can fill the attach questionnaire. Your personal and objective view will be appreciated. Please be rest assured that all information provided by you will be used for academic purposes and nothing more.

Thanks for your anticipated cooperation.

Yours faithfully,

AbuabakarTafidaJibril

BIO-DATA

1. Length of service:

(a) 1-5 year ( ) (b) 6- 10 years ( ) (C) 11-15 years ( ) (d) 16 and Above years

2. Highest Educational qualification:

(a) SSCE or Equivalent ( ) (b) NCE/Diploma ( ) (C) Degre/ HND ( )

(d) Postgraduate ( )

3. Gender:

Male ( ) (b) Female ( ) (C)LGTBQ ( )

4. Marital status

(a)Married ( ) (b) Single ( ) (C)Divorce ( ) (D) Separated ( )

HYPOTHESIS 1

Recruitment

5. Do you agree that Vacancies are identified before the commencement of recruitment process in KEDCO?

A. Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

6) Do you agree that rationale sources of recruitment are used to attract applicants in KEDCO?

A. Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

7) Do you agree that Interview and aptitude test are common Instrument use to select Employee for recruitment in KEDCO?

A. Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

8) Do you agree that qualified applicants are selected and absorb for the Job in KEDCO?

A.Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

Hypothesis 2

Compensation

9. Do you agree that compensation policy is good enough to attract and retain workers in KEDCO?

A, Strongly Disagree ( )

B Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

10. Do you agree that the salary is good enough to ensure employee standard of living and earning stability in KEDCO?

A. Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

11 Do you agree this organization has established criteria for employee promotion and better compensation in KEDCO?

A. strongly disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

12. Do you agree that welfare package and Bonuses in this organization are good incentives to enhancing employee performance?

A. Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

HYPOTHESIS 3: TRAINING

13. Does the training policy and programs exist in KEDCO?

A. Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

14. Do you agree that needs assessment criteria is observed for selection of trainees in KEDCO?

A. Strongly Disagree ( )

B. Disagree ( )

C. Undecided ( )

D. Agree ( )

E. Strongly Agree ( )

15. Do you agree that employees are trained specifically on their job designation in organization?

a. Strongly Disagree ( )

b. Disagree ( )

c. Undecided ( )

d. Agree ( )

e. strongly agree ( )

16. Do you agree that the training programs are relevant to enhancing employee performance in KEDCO?

a. Strongly Disagree ( )

b. Disagree ( )

c. Undecided ( )

d. Agree ( )

e. Strongly Agree ( )

APPENDIX II

PERSONAL INTERVIEW SCHEDULE

My name is AbubakarTafidaJibril a research (MSc) student conducting a research titled An "**Assessment of the effect of Electricity sector reforms on employee performance in Kano Electricity Distribution Company"**

May I know your position/rank and where you are working?

1) How can you describe the human resources strength of this organization?
2) Do you think the human resources in this organization are adequate?
3) Did the vacancies usually exist before commencement of Recruitment in this organization?
4) Do you believe that rational established sources of recruitment such as;

   HR consulting firm, online Media, News paper advert, Employee referral, recommendation are properly used during recruitment process

   IF yes which of the sources is given more priority?
5) How does the interview and aptitude test are use as instrument of selection process?
6) Do you consider those finally selected for the Job as the most qualified among the applicant?
7) How fairest, can you described the recruitment process in this organization?
8) How can you assess the compensation policy of this organization?
9) Do you think the compensation package is good enough to attract and retain employee?
10) What are the criteria used employee promotion and better compensation in this organization?

11) How can you relate welfare package as incentives to enhancing employee performance?
12) Is the salary good enough to ensure employee earning stability?
13) What are the shortcomings in relation to employee earning stability and better compensation in this organization?
14) Do you believe that this organization has training policy and programs?
15) To what extent does the training need assessment criteria is observed among employee in this organization?
16) Are those employees trained in line with their Job designation?
17) How can you Described the relevance of the training programs on employee performance?

APPENDIXlll

Krejcie and Morgan Table for Determining Sample Size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10,000	370
150	108	750	254	15,000	375
160	113	800	260	20,000	377
170	118	850	265	30,000	379
180	123	900	269	40,000	380
190	127	950	274	50,000	381
200	132	1000	278	75,000	382
210	136	1100	285	1,000,000	384

Note: N=Population size,
S=Sample size,
Source: Krejcie and Morgan, 1970

Appendix IV

KANO ELECTRICITY DISTRIBUTION COMPANY PLC

VALUE ADDED TAX AND TOTAL COLLECTION COMPUTED FOR THE MONTH OF NOV, 2013

STATION	COLLECTION	Non-billing	Net Cash collection	Vat
NASSARA	136,270,508.64	186,900.00	136,083,608.64	6,480,171.84
SABON	26,854,647.68	347,000.00	26,507,647.68	1,262,268.94
SHARADA	193,209,578.60	247,000.00	192,962,578.60	9,188,694.22
DALA	22,713,819.77	3,000.00	22,710,819.77	1,081,467.61
KUMBOT	150,485,964.26	154,400.00	150,331,564.26	7,158,645.92
DAKATA	96,169,119.39	123,675.00	96,045,444.39	4,573,592.59
DUTSE	17,292,384.69	75,300.00	17,217,084.69	819,861.18
HADEJIA	14,188,480.87	6,800.00	14,181,680.87	675,318.14
KATSINA	67,974,791.44	292,000.00	67,682,791.44	3,222,990.07
FUNTUA	32,860,787.99	162,200.00	32,698,587.99	1,557,075.62
TOTAL	**758,020,083.33**	**1,598,275.00**	**756,421,808.33**	**36,020,086.11**

Appendix V

KANO ELECTRICITY DISTRIBUTION COMPANY PLC

VALUE ADDED TAX AND TOTAL COLLECTION COMPUTED FOR THE MONTH OF DECEMBER 2013

STATION	COLLECTION	Non-billing	Net Cash collection	Vat
NASSARAWA	127,500,906.90	358,500.00	127,142,406.90	6,054,400.33
SABON GARI	22,219,478.95	422,750.00	21,796,728.95	1,037,939.47
SHARADA	146,602,269.58	738,000.00	145,864,269.58	6,945,917.60
DALA	22,280,126.58	19,000.00	22,261,126.58	1,060,053.65
KUMBOTSO	149,593,621.43	114,400.00	149,479,221.43	7,118,058.16
DAKATA	85,451,856.38	73,100.00	85,378,756.38	4,065,655.07
DUTSE	26,850,978.07	37,300.00	26,813,678.07	1,276,841.81
HADEJIA	16,769,642.20	47,000.00	16,722,642.20	796,316.30
KATSINA	78,568,821.59	288,500.00	78,280,321.59	3,727,634.36
FUNTUA	49,353,249.14	331,270.00	49,021,979.14	2,334,379.96

Appendix VI

KANO ELECTRICITY DISTRIBUTION COMPANY PLC

VALUE ADDED TAX AND MONTHLY COLLECTION COMPUTED ON ELECTRICITY SALES FOR THE MONTH Of March 2014

STATION	COLLECTION	Non-billing	Net Cash collection	Vat
NASSARAWA	141,059,012.93	668,465.00	140,390,547.93	6,685,264.19
SABON GARI	31,635,368.01	191,500.00	31,443,868.01	1,497,327.05
MARIRI	15,922,577.23		15,922,577.23	758,217.96
SHARADA	225,723,046.30	731,000.00	224,992,046.30	10,713,906.97
KABU6A	22,485,273.43	44,000.00	22,441,273.43	1,068,632.07
DALA	27,165,830.74	89,000.00	27,076,830.74	1,289,372.89
KUMBOTSO	179,672,968.18	99,700.00	179,573,268.18	8,551,108.01
DAKATA	108,153,375.69	318,400.00	107,834,975.69	5,134,998.84
DUTSE	31,272,218.04	8,000.00	31,264,218.04	1,488,772.29
HADEJIA	15,587,770.37	3,000.00	15,584,770.37	742,131.92
KATSINA	112,637,322.07	343,000.00	112,294,322.07	5,347,348.67
FUNTUA	53,286,864.70	281,000.00	53,005,864.70	2,524,088.80
TOTAL	**964,601,627.69**	**2,777,065.00**	**961,824,562.69**	**45,801,169.65**

Appendix VII

KANO ELECTRICITY DISTRIBUTION COMPANY PLC MARCH 2018

VALUE ADDED TAX AND MONTHLY COLLECTION COMPUTED ON ELECTRICITY SALES FOR THE MONTH OF JUNE 2015

BUSINESS	MD	N-MD	PPM	TOTAL REVENUE FROM	VAT DEDUCTED	ACTUAL CASH COLLECTI	OTHERS INCOME	GROSS AMOUNT
DAL	11,723,5	8,380,03	5,422,06	25,525,604.	1,215,50	24,310,099	523,845.00	26,049,449.
SHA	237,769,	8,435,29	7,358,42	253,562,802	12,074,4	241,488,38	237,500.00	253,800,30
KUM	161,888,	8,410,80	767,820.	171,066,961	8,146,04	162,920,91	184,040 00	171,251,00
DAK	107,008,	9,305,24	5,639,96	121,953,448	5,807,30	116,146,14	302,400.00	122,255,84
NAS	127,485,	7,594,69	21,149,1	156,229,012	7,439,47	148,789,53	412.161 50	156,641,17
SAB	13,065,6	6,190,71	2,685,96	21,942,319.	1,044,87	20,897,446	81,700.00	22,024,019.
KAB	5,469,52	5,726,91	3,650,55	14,846,984.	706,999.	14,139,985	664,050.00	15,511,034.
MAR	6,713,46	3,460,98	3,938,85	14,113,309.	672,062.	13,441,247	84,500.00	14,197,809.
DUT	12,951,7	14,638,4	3,775,05	31,365,278.	1,493,58	29,871,693	10,000.00	31,375,278.
HAD	7,901,01	7,958,98	949,400.	16,809,400.	800,447.	16,008,952	5,000.00	16,814,400.
KAT	147,795,	18,187,8	5,770,06	171,753,340	8,178,73	163,574,60	200,500.00	171,953,84
FUN	20,946,4	20,385,2	1,852,68	43,184,334.	2,056,39	41,127,937	179,000.00	43,363,334.
DAU				-				
TOT	860,717,	118,675,	62,960,0	1,042,352,7	49,635,8	992,716,94	2,884,696.5	1,045,237,4

TOTAL Cash Collected N995,601,646.14

Appendix VIII

BUSINESS UNIT	MD	N-MD	PPM	TOTAL REVENUE FROM ELECTRICTY SALES	VAT DEDUCTED	ACTUAL CASH COLLECTION	OTHERS INCOME	GROSS AMOUNT
DALA	10,547,7	10,529,3	6,892,27	27,969,431.	1,331,87	26,637,553.9	71,500 00	28,040,931.
SHARAD	232,601,	9,740,58	10,877,9	253,220,265	12,058,1	241,162,157.	624,000 00	253,844,26
KUMBOT	160,974,	12,244,0	1,025,57	174,244,160	8,297,34	165,946,819	21,000.00	174,265,16
DAKATA	82,557,7	10,597,4	8,735,88	101,891,028	4,851,95	97,039,075.1	2,262,900.00	104,153,92
NASARA	97,305,1	17,946,4	24,719,1	139,970,805	6,665,27	133,305,529	22,000.00	139,992,80
SABON	19,519,8	11,848,4	12,496,9	43,865,297.	2,088,82	41,776,473.3	168,900.00	44,034,197.
KABUGA	12,715,5	9,538,22	6,549,80	28,803,596.	1,371,59	27,431,996	1,281,540.00	30,085,136.
MARIRI	5,558,04	7,314,00	3,926,76	16,798,811.	799,943.	15,998,868	15,500.00	16,814,311
DUTSE	24,159,8	16,154,4	4,861,92	45,176,189.	2,151,24	43,024,942	23,000.00	45,199,189.
HADEJIA	6,644,27	7,674,63	896,650.	15,215,556.	724,550.	14,491,005.7	4,000.00	15,219,556
KATSINA	115,181,	25,603,5	9,244,95	150,030,056	7,144,28	142,885,767.	192,000.00	150,222,05
FUNTUA	16,671,1	21,633,6	2,394,73	40,699,517.	1,938,07	38,761,445.0	161,000.00	40,860,517.
DAURA	-	-	–					–
TOTAL	784,437,	160,824,	92,622,6	1,037,884,7	49,423,0	988,461,635.	4,847,340.00	1,042.732.0
Actual cash collected						993,308,975.26		

VALUE ADDED TAX AND MONTH;Y COLLECTION

Appendix IX

ANALYSIS OF CASH COLLECTION AND COMPUTATION OF VAT

For the month of June 2018

BUSINESS UNIT	Post Paid (MD)	Post Paid (NON-MD)	Pre-Paid Meter	Sales of Electricity	REC. FEE & OTHER	TOTAL CASH COLLEC	Vat	NET REVENUE
	A	B	C	D=(A+B+C	E	F=(D+E)	G	H=(D-G)
Kano	438,854,15	28,590,90	25,852,88	493,297,94	564,000	493,861,9	23,490,37	469,807,5
Kano	209,800,75	16,717,91	6,255,510.	232,774,17	87,500.	232,861,6	11,084,48	221,689,6
Kano	377,047,07	116,713,02	88,186,61	581,946,71	1,855,2	583,801,9	27,711,74	554,234,9
Kano	155,679,53	31,192,74	21,551,12	208,423,40	741,100	209,164,5	9,924,924.	198,498,4
Jigawa	10,976,484	15,061,41	2,628,150.	28,666,054	73,500.	28,739,55	1,365,050.	27,301,00
Jigawa	20,426,666	15,866,09	4,172,330.	40,465,096	332,500	40,797,59	1,926,909.	38,538,18
Katsina	13,059,387	46,385,01	16,176,70	75,621,112	29,000.	75,650,11	3,601,005.	72,020,10
Katsina	19,926,948	24,428,48	5,933,280.	50,288,718	160,000	50,448,71	2,394,700.	47,894,01
Katsina	354,571.74	15,641,97	535,800.0	16,532,346	44,850.	16,577,19	787,254.6	15,745,09
TOTAL	1,246,125,	310,597,58	171,292,3	1,728,015,	3,887,7	1,731,903,	82,286,45	1,645,729,

Appendix X

KANO ELECTRICITY DISTRIBUTION COMPANY TRAINING SCHEDULES

Dear RCSOs,

Kindly make training scheduled for the following trainings:

1. Know Your Customer training
2. Revenue Protection training

CSP supervisors are to attend the two trainings, while Sales Representatives are to attend one each. Please ensure that not more than two Sales Representatives are picked per day from a particular CSP. Please find below breakdown of participant's number per region.

MG TRAINING SCHEDULED			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	**TOTAL PER REGION/HQ**
KANO INDUSTRIAL	89	89	**178**
KANO CENTRAL	191	191	**382**
KANO EAST	117	118	**235**
KANO WEST	72	72	**144**
HEAD OFFICE	15	15	**30**
TOTAL	**484**	**485**	**969**

Table 1

The please find below breakdown of total number per training, per batch and per region.

The total number of batches is 8.

NUMBER OF PARTCIPANTS FOR BATCH 1 (MONDAY 5TH NOVEMBER)			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	
KANO INDUSTRIAL	14	14	**MONDAY 5TH NOVEMBER**
KANO CENTRAL	26	26	**MONDAY 5TH NOVEMBER**
KANO EAST	17	17	**MONDAY 5TH NOVEMBER**
KANO WEST	13	13	**MONDAY 5TH NOVEMBER**

NUMBER OF PARTCIPANTS FOR BATCH 2 (TUESDAY 6TH NOVEMBER)			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	
KANO INDUSTRIAL	14	14	**TUESDAY 6TH NOVEMBER**
KANO CENTRAL	26	26	**TUESDAY 6TH NOVEMBER**
KANO EAST	17	17	**TUESDAY 6TH NOVEMBER**
KANO WEST	13	13	**TUESDAY 6TH NOVEMBER**

NUMBER OF PARTCIPANTS FOR BATCH 3 (WEDNESDAY 7TH NOVEMBER)			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	
KANO INDUSTRIAL	14	14	**WEDNESDAY 7TH NOVEMBER**
KANO CENTRAL	26	26	**WEDNESDAY 7TH NOVEMBER**
KANO EAST	17	17	**WEDNESDAY 7TH NOVEMBER**
KANO WEST	13	13	**WEDNESDAY 7TH NOVEMBER**

NUMBER OF PARTCIPANTS FOR BATCH 4 (THURSDAY 8TH NOVEMBER)			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	
KANO INDUSTRIAL	14	14	**THURSDAY 8TH NOVEMBER**
KANO CENTRAL	26	26	**THURSDAY 8TH NOVEMBER**
KANO EAST	17	17	**THURSDAY 8TH NOVEMBER**
KANO WEST	13	13	**THURSDAY 8TH NOVEMBER**

NUMBER OF PARTCIPANTS FOR BATCH 5 (FRIDAY 9TH NOVEMBER)			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	
KANO INDUSTRIAL	14	14	**FRIDAY 9TH NOVEMBER**
KANO CENTRAL	26	26	**FRIDAY 9TH NOVEMBER**
KANO EAST	17	17	**FRIDAY 9TH NOVEMBER**
KANO WEST	13	13	**FRIDAY 9TH NOVEMBER**

NUMBER OF PARTCIPANTS FOR BATCH 6 (MONDAY 12TH NOVEMBER)

NAME REGION	KNOW YOUR CUSTOMER	REVENUE PROTECTION TRAINING	
KANO INDUSTRIAL	14	14	**MONDAY 12TH NOVEMBER**
KANO CENTRAL	26	26	**MONDAY 12TH NOVEMBER**
KANO EAST	17	17	**MONDAY 12TH NOVEMBER**
KANO WEST	13	13	**MONDAY 12TH NOVEMBER**

NUMBER OF PARTCIPANTS FOR BATCH 7 (TUESDAY 13TH NOVEMBER)			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	
KANO INDUSTRIAL	14	14	**TUESDAY 13TH NOVEMBER**
KANO CENTRAL	26	26	**TUESDAY 13TH NOVEMBER**
KANO EAST	17	17	**TUESDAY 13TH NOVEMBER**
KANO WEST	13	13	**TUESDAY 13TH NOVEMBER**

NUMBER OF PARTCIPANTS FOR BATCH 8 (WEDNESDAY 13TH NOVEMBER)			
NAME REGION	**KNOW YOUR CUSTOMER**	**REVENUE PROTECTION TRAINING**	
KANO INDUSTRIAL	14	14	**WEDNESDAY 14TH NOVEMBER**
KANO CENTRAL	26	26	**WEDNESDAY 14TH NOVEMBER**
KANO EAST	17	17	**WEDNESDAY 14TH NOVEMBER**
KANO WEST	13	13	**WEDNESDAY 14TH NOVEMBER**