HUMAN RESOURCE MANAGEMENT AND EMPLOYEES' PERFORMANCE OF SELECTED LOCAL GOVERNMENT IN OSUN STATE, NIGERIA

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Abstract
The study dealt with the effect of human resource management on the performance of employees of selected local government areas in Osun State. Specifically, the study objectives are to; determine how recruitment and selection influence the performance of employees, examine how training and development affect the performance of employees' and analyze how compensation and benefits affect the performance of employees in the local government. A survey research design was adopted with primary source of data from the respondents through the administration of questionnaire to 100 selected respondents out of which 80 questionnaires were validly returned and used for the study. Logit regression analysis was used to test the stated hypotheses of the study. It was discovered that human resource recruitment and selection exercise, training and development and compensation and benefits policy bring improved and sustained performance. The result of the study showed that recruitment and selection positivelyaffect the performance of employees' in the selected local government areas. This assertion was premised on the fact that the p-value of the LR-statistics computed for the test of 0.0000 was less than the critical value of 5%. It was discovered that training and development influenced performance of employee of the local governments positively. This inferred was based on the fact that the p-value of the LR-statistics computed for the test items of 0.0000 was less than the critical value of 5% with significant LR-statistics value of 99.83. Furthermore, it was observed that compensation and benefits affected the performance of employees in the local governments negatively. This showed that the compensation and benefits the local governments paid to their employee were not substantial to encourage improved performance. The study concluded that recruitment and selection as well as training and development influenced the performance of employee positively in the selected local government areas. It can be also concluded that compensation and benefits affected the performance of these employee negatively. The studyrecommended that The study recommended that the authority of the selected local government areas must ensures that the selection and recruitment process should be objective. The training and development should not be done without training need analysis by the human resource department. The studyalso recommended that compensation and benefits of employee in the local governments should be void of political interference and manipulation.

Keywords: Compensation and benefit, employee performance, human resource management, recruitment and selection training and development.

1.0 Introduction

Every organisation is focused on achieving effectiveness, particularly in the current challenging economic climate and amidst intense global competition. Organisational effectiveness should be a priority for all members within the organisation. According to Watson (2010), people represent

the most valuable resource available to organisations. Employees are not merely another production factor for reaching objectives; rather, they embody a wealth of knowledge and skills that must be nurtured and developed to ensure the organisation's survival and growth in an increasingly complex environment.

Human resources management refers to the strategy aimed at enhancing quality, efficiency, and productivity within an organisation. Human resources are crucial to corporate success. The success or failure of any organisation largely hinges on the quality of the individuals performing the tasks, as well as their motivation and commitment. Human resources management is integral to the overall management of an organisation. For instance, Drucker posited that a manager is uniquely tasked with providing vision and enabling others, or subordinates, to perform effectively (Dessler, 2022). A key responsibility of the manager is to cultivate talent and to guide, motivate, and train subordinates. Consequently, human resources management encompasses recruitment and selection, training and development, compensation and benefits, among other aspects of the workforce, in various ways to optimize the productive capacity of the workforce. This approach aims to ensure the most efficient use of employees to meet organisational objectives. It is, in fact, an investment in human resources. Effective human resource management (HRM) has a positive impact on organisational performance by attracting, developing, and retaining a skilled and motivated workforce. Robust HRM practices result in improved productivity, greater employee satisfaction, and sustained competitive advantage (Ogbonnaya & Valizade, 2023).

People are the most valuable of all the factors of production and that is the reason why many organisations invest huge sum of their funds in the development of human resources to achieve the organisation aims and objectives. Most of the employees in local government of Osun State were not up to the tasks given to them, while many of them were incompetent on the job. The reason for this is ineffective human resource management that were put in place in the council which resulted to low performance from recruitment and selection process which was based on political decision to lack of training and development practice up to low level of compensation and benefit among employee of local government.It is therefore becomes important to evaluate the effectiveness of human resources management variables with regards to the performance of employees in selected local government areas, Osun State.

Research Questions

i. Does recruitment and selection influence the performance of employees in selected local government areas, Osun State?
ii. Does training and development have effect on performance of employeesin selected local government areas, Osun State?
iii. How does compensation and benefits affect the performance of employees in selected local government areas, Osun State?

Objectives of the Study

i. Determine the influence of recruitment and selection on performance of employees in selected local government areas, Osun State.
ii. Examine how training and development affect the performance of employees in selected local government areas, Osun State.

iii. **A**nalyse effect of compensation and benefits on the performance of employees in selected local government areas, Osun State.

Hypotheses of the Study

H_{o1}: Recruitment and selection does not have any significant influence on the performance of employees in selected local government areas, Osun State.

H_{o2}: There is no significant relationship between training and development and the performance of employees in selected local government areas, Osun State

H_{03}: Compensation and benefits have no significant effect on the performance of employees in selected local government areas, Osun State.

2.0 Literature Review

Human Resource Management

According to Fajana (2002), human resource management encompasses concepts, policies, plans, programs, strategies, procedures, rules, and regulations that are essential for the recruitment and effective utilization of personnel aimed at achieving organisational objectives. This endeavor allows us to present some of the necessary tools involved in human resources management.

The evolution of Human Resources Management has led to numerous definitions, reflecting the perspectives of various experts in the field, and it is referred to by different terminologies. For instance, in certain public enterprises, it may be termed personnel administration, employee relations, or manpower development. Essentially, human resource management focuses on the optimal utilization of human factors within a business. Byers and Rue (2000) in Iroanwusi (2022) posited that human resource management constitutes that segment of management dedicated to providing for and coordinating the workforce within the organisation. Without the appropriate manipulation and management of these resources by human resources, plants, equipment, and all other assets utilised by a modern organisation remain unproductive and ineffective.

Obikoya (2002) stated that human resource management process is that segment of the management process that specializes in the management of individuals in the workplace. Human resources management involves various operational functions related to recruiting, maintaining, and utilizing a labor force in a manner that ensures the objectives for which the company was established are achieved efficiently and effectively. Defining Human resource management can yield two distinct interpretations; firstly, Human resource management may be characterized as a process of managing individuals within organisations in a structured manner that pertains to the human resource management functions of staffing, employee retention, compensation management, performance management, change management, and managing exits from the company to complete the activities. This is the traditional definition of human resource management which led some experts to define it as a modern version of the Personnel Management function.

Also, Human resource management could be viewed as encompassing the management of people in organisations from a macro perspective such as managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the human resource management function. This means that the human resource function in contemporary organisations is concerned with the notions of enabling people, developing talents and a focus on making the “employment relationship” fulfilling for both the management and employees (Al Halbusi, Williams, Mustafa & Obeidat, 2023). In essence,

Human Resource Management is concerned with all aspects of how people are employed, and managed and developed in organisations.

Byars & Rue (2004) in Ogbonnaya and Valizade (2023) see HRM as "activities designed to provide for and coordinate the human resources of an organisation. Boxall and Purcell (2000) argues that "Human resource management includes anything and everything associated with the management of employment relationships in the firm." The word anything and everything in the definition explains the wider range of issues comprising policies such employment contract and ways in which employees may be involved and participate in areas not directly covered by the employment contract thus ensuring suitable work life. Further, it goes beyond employment relations or industrial relations, which personnel management would not have been able to render in organisations.

Training and Development

According to Reina, Rocco, and Danila Scarozza (2020), management training is defined as the process of enhancing managers' knowledge, skills, and attitudes through instruction, demonstration, practice, and planned experiences to address both the current and future requirements of the organisation.Training is intended to complement education by developing or enhancing the knowledge, skills, and attitudes that an employee has gained from their educational background, thereby enabling the employee to apply these skills, attitudes, and knowledge in specific work or practical contexts.Training and development are crucial factors that influence employee performance in response to organisational changes. Employees gain a competitive advantage for the organisation when their skills, knowledge, and abilities are kept up to date with the latest technology.

Recruitment and Selection

Recruitment and selection constitute a significant component of an organisation's comprehensive resourcing strategies, aimed at identifying and securing the personnel essential for the organisation's survival and success in the short to medium term. Recruitment involves the identification, screening, short listing, and hiring of potential human resources to fill positions within the organisation. It serves as the core function of human resource management. The recruitment process focuses on selecting the appropriate individual for the right position at the right time. When conducting recruitment, it is crucial to consider the educational qualifications, experiences, abilities, and skills of the candidates. This process encompasses attracting, selecting, and appointing potential candidates to fulfil the needs and requirements of the organisation. Selection, on the other hand, refers to the act of choosing the most suitable candidates for the job. It includes interviewing candidates and assessing their qualities that are necessary for a specific role, followed by the selection of the candidates (Hameed & Mohammed, 2017).

Compensation and Benefits

Compensation and benefits are vital in drawing, inspiring, and keeping skilled employees within a company. Compensation encompasses the financial rewards, both direct and indirect, that employees earn in return for their work and services. This includes the base salary or wage that employees receive for their standard job duties. Benefits, on the other hand, are non-financial rewards offered to employees as part of their total compensation package. These benefits aim to improve the well-being and job satisfaction of employees. Employers may provide various

combinations of compensation and benefits based on factors such as industry standards, company size, and the competitive environment. These elements are crucial for attracting and retaining qualified personnel, enhancing job satisfaction, and ensuring employee welfare. Effective practices in compensation and benefits within human resource management are necessary for attracting and retaining top-tier employees, fostering job satisfaction, and creating a positive workplace atmosphere (Cooke, Schuler & Varma, 2020). Human resource professionals collaborate closely with organisational leaders to develop and implement these programs, ensuring they are in line with the organisation's strategic goals and address the needs of its workforce.

Employees' Performance

Employee performance is a central concept in organisational behavior, human resource management, and strategic management research. It represents the degree to which employees achieve assigned goals and contribute to the overall success of their organisation (Armstrong, 2023). High-performing employees enhance organisational productivity, innovation, service quality, and competitiveness, while poor performance can lead to inefficiencies, increased operational costs, and reduced customer satisfaction. In today's dynamic work environment, characterized by technological advancement, hybrid work models, and competitive pressures, understanding and effectively managing employee performance has become even more critical. Recent literature emphasizes not only the outcomes of performance but also the processes, behaviors, and contextual factors that shape performance (Organ, 2022; Ogbonnaya & Valizade, 2023).

Employee performance can be defined as the extent to which an employee executes job roles, responsibilities, and tasks efficiently and effectively to achieve organisational goals (Dessler, 2022). It is often conceptualized through three interrelated dimensions namely task performance which is refers to as the core activities that are part of an employee's formal job description. It includes the quality, quantity, accuracy, and timeliness of work outputs. Secondly, contextual performance which involves extra-role behaviors that contributes to the organisational environment, such as helping colleagues, demonstrating initiative, and showing organisational citizenship behavior (Organ, 2022). Thirdly, adaptive performance which is rapid changing environments, employees must display flexibility, problem-solving skills, and the ability to learn new tasks collectively referred to as adaptive performance (Guan & Frenkel, 2023).

Theoretical Review

AMO theory and KSA theory

Another theory that has gained much support is the AMO theory. The idea is that human resource practices influencing the employees Abilities, Motivation and Opportunity to participate are the practices that will have an impact on employee performance. This is very similar to what some researchers call KSA theory (e.g. Huselid, 1995). It is advocated that the use of human resource practices that increase the employees' knowledge, skills, and abilities (KSAs), motivate them to leverage their KSAs and empowering them to do so, will consistently create growth and prosper for its organisations.

Human resource management is believed to contribute to a strong psychological contract between the employer and the employee, with reciprocating characteristics and expectations.

According to Snape and Redman 2010, citing Hackman & Oldham, 1980, the core characteristic of autonomy/discretion produces a "critical psychological state" of experienced responsibility for the work, which in turn leads to improved work effectiveness. For example, many human resource practices, such as those focused on building employee skills and abilities, empowering the employees, and involving the employees, may contribute to increase the level of discretion employees have in their role.

Empirical Review

Oloruntuyi, Fajuyagbe and Alayo (2020) examined the effect of human resource management on organisational performance. Specifically, the study examined the effect of recruitment and selection on performance, investigated the effect of training and development on performance, and analysed the effect of staff appraisal on performance of Polaris Bank Plc. The study employed survey research design. The primary source of data was used via questionnaire to obtained information from the respondents. The population covered the entire staff of Polaris bank in Akure. The study revealed that there is a positive association between recruitment and selection, training and development and staff appraisal on the performance of Polaris Bank Plc in Akure. The regression result also proved that there is a significant positive relationship between recruitment and selection, training and development and staff appraisal on the performance of Polaris Bank Plc in Akure. The study concluded that human resources management has positive effect on organisational performance.

Alshammari (2020) investigated the mediating role of knowledge management for organisational performance (OP), and human resource management (HRM) practices and the moderating role of organisational learning (OL) on the relationship between organisational performance and knowledge management capability (KMC). This sample was drawn from 215 out of 250 human resource managers from service sectors of the Kingdom of Saudi Arabia. The concepts of human resource management practices, knowledge management capabilities, organisational culture, organisational performance, and organisational learning have been implemented in the area of research on human resource management. This study employs structural model estimates to address the hypotheses. The model was suggested by the previous research and is interlinked with human resource management practices. The findings of this study explored a significant effect of human resource management practices on knowledge management capabilities, organisational culture, organisational performance, and organisational learning in Saudi Arabia during 2019. The collected data have been clustered from the non-industrial sector of the Kingdom of Saudi Arabia. The attributes of the selected companies may be varied from the other areas of the countries. This study is based on conceptual framework an employees factor analysis and structural estimate model to make it unique and different from the previous research.

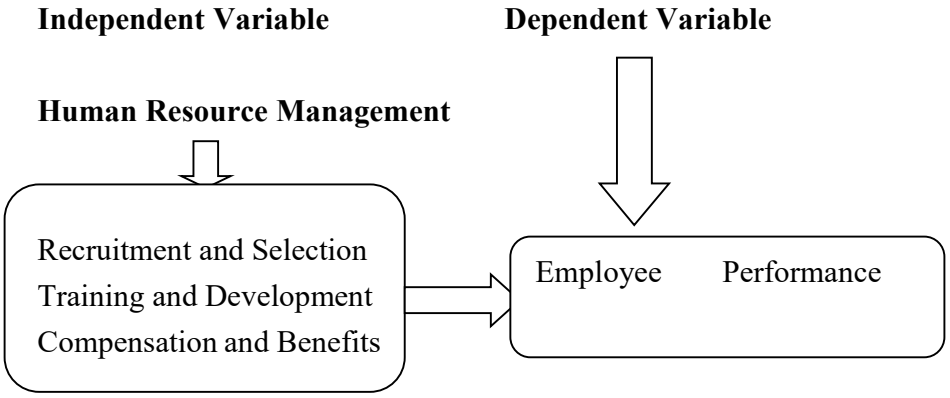
Iroanwusi (2022) explored human resource management and organisational performance in Nigeria. Human resource management has become extremely popular over the past decades, and it's currently a standard characteristic for nearly all larger firms and many of smaller emerging organisations. The human resource department manages variety of challenging fundamental functions in an organisation and it is important that all labour legislation, record keeping, recruitment and training processes, compensation plan, relational assistance and help in managing explicit performance problems are complied with to drive productivity and high performance to the organisation. One in every explanation for quality is the assumption that

human resource management could be a supply for competitive advantage and can influence the organisational results and performance in a positive direction. The paper considers the relationship between human resource management and organisational performance. Human resource practices affect employees' attitudes and behavior, which affects the operational performance, like productivity, quality, and innovation that successively have a positive impact on the monetary and market performance. Empirical proof supports such a positive relationship between human resource management and organisational performance

Ishimwe and Narayan (2024) examined effect of Human Resource Management Practices on the performance of International Training & Motivation Ltd Company. The focus was on examining the effect of human resource planning and training and development on the company's performance. The study employed a descriptive survey design, utilizing both quantitative and qualitative approaches. A sample of 242 respondents was chosen, and data were collected through questionnaires and interviews. Data analysis was carried out using the Statistical Package for Social Sciences (SPSS) version 21. The findings revealed that human resource planning and training and development significantly affect organisational performance at International Training & Motivation Ltd Company. The adjusted r2 value indicates that the multiple linear regression models could explain up to 73% of the variations in the organisation's performance. In conclusion, there is a positive and high correlation (r=0.708, p=0.000) between Human Resource Management Practices and organisational performance at International Training & Motivation Ltd Company. The researcher suggests that employees should increase their commitment to their jobs whenever the employer complies with human resource practices to motivate them. They can do this by using a feedback mechanism to show their employer their level of satisfaction or dissatisfaction with their jobs

Conceptual Framework

The conceptual framework that will show the effect of organisational culture on business performance investigated in this study.



Source: Authors' Compilation, 2025.

3.0 Methodology

The research design used for this study was descriptive. Descriptive research design is normally intended to describe and report the way things are. The population consist on 30 local government areas in Osun State and The study made use of two-stage sampling technique. Firstly, purposive sampling technique was used to select five local government areas namely Osogbo, Iwo, Ilesa West, Ifedayo and Ife central. Secondly, random sampling was used to select 20 respondents from each of the five selected local government areas. Therefore, the sample size of the study was 100 respondents. The information gathered on all relevant variables was analysed using logit regression analysis and E-VIEW statistical tool.

Data Presentation, Interpretations and Discussion of Findings

This section dealt with the presentation and discussion of results. From 100 copies of questionnaires distributed to the respondents only 80 copies of questionnaires were validly returned and used for the study. This gave 80% completeness. In addition, both descriptive and inferential statistics tools of data analysis were deployed to analysis this study.

Perception of respondents on recruitment and selection and performance of employee

Table 1:

Distribution of Respondents' Perception On How Recruitment and Selection Influence Employee Performance

s/n	Variables	SA (%)	A(%)	UND(%)	D(%)	SD(%)	Mean	Std
1	My Local Government places the right person in the job.	45(56.25)	23(28.75)	6(7.50)	4(5.00)	2(2.50)	4.31	0.99
2	Selection of a candidate in my LG is strictly based on his/her merit	50(62.50)	20(25.00)	6(7.50)	4(5.00)	-	4.45	0.84
3	Selection interview process is based on applied knowledge from the expert in the vacant position	44(55.00)	26(32.50)	4(5.00)	4(5.00)	2(2.50)	4.33	0.94
4	Recuitment excerise are based on who you 1know (man no man)	12(15.00)	8(10.00)	6(7.50)	34(42.50)	20(25.00)	2.48	1.35
5	Due process is always observe in the recruitment excercise	34(42.50)	26(32.50)	12(15.00)	5(6.25)	3(3.75)	4.04	1.07

Source: Fieldwork, 2025.

From the table 1, 56.25% of the respondents strongly agreed that their local government placed the right person to the right job while 28.75% of the respondents agreed with this test item. Also, 7.50%, 5% and 2.50% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This showed that sufficient number of the respondents agreed that their local government areas placed the right person in the right job. The mean and standard deviation obtained for this test item confirmed that the test item was significant.

Also, 62.50% of the respondents strongly agreed that selection of a candidate in their local governments was strictly based on his/her merit while 25% of the respondents agreed with this test item. On the other hand, 7.50% and 5% of these respondents were undecided and disagreed

respectively with this test variable. This implied that enough respondents agreed that selection of a candidate in their local governments was strictly based on his/her merit. The mean and standard deviation computed for this test item of 4.45 and 0.84 showed that the test was significant.

It was discovered that 55% of the respondents strongly agreed that selection interview process was based on applied knowledge from the expert in the vacant position while 32.50% of the respondents agreed with this test variable. Meanwhile, 5%, 5% and 2.50% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. This showed that 87.50% of the respondents agreed with this test item. The mean value obtained for this test item of 4.33 was greater than the acceptable mean of 3.00. This showed that the test item was significant.

More so, 15% of the respondents strongly agreed that recruitment exercises were based on who you know while 10% of the respondents agreed with this test item. Resultantly, 7.50%, 42.50% and 25% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This implied that substantial numbers of the respondents disagreed with this test item. On this basis, it was reasonable to state that 67.50% agreed that their recruitment process was not based on who you know. The mean value obtained for this test item of 2.48 indicated that recruitment exercises in the selected Local Government Areas were not free from preferential treatment or who you know syndrome.

It was found that 42.50% of the respondents strongly agreed that due process was always observed in recruitment exercises while 32.50% of the respondents agreed with the test variable. On the other hand, 15%, 6.25% and 3.75% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This indicated that substantial number of the respondents agreed that due process was always observed in recruitment exercises. The mean and standard deviation computed for this test item of 4.04 and 1.07 respectively confirmed that the test statement was significant.

Test of Hypothesis One

H_0: Recruitment and selection does not have any significant influence on the performance of employees.

Table 2:

Results of Logit Regression for the Null Hypothesis One

Variable	Coefficient	Standard Error	Z-calculated	p-value
C	-19.26223	6.010653	-3.204682	0.0014
RS	5.973692	1.790884	3.335611	0.0009
	OTHER	**TEST**	**STATISTICS**	
McFadden R-squared	0.517799		Mean dependent var	0.487500
S.D. dependent var	0.502997			
Akaike info criterion	8.718171		S.E. of regression	0.326292
Restr. Deviance	110.8535		Restr. deviance	53.45366
LR statistic	57.39988		Restr. Log likelihood	-55.42677
Prob(LR statistic)	0.000000		Avg. Log likeihood	-0.334085

Source: Authors' Compilation, 2025.

Looking at the result from the table, it was discovered that the p-value of the z-statistics computed for recruitment and selection of 0.0009 was less than the critical value of 5%. This revealed that the null hypothesis which stated that recruitment and selection was not significant on performance of employee was rejected. It was saved to assert that recruitment and selection was significant on the performance of the employee of the selected local governments. The regression coefficient computed for the test variable of 5.97 was positive with significant z-statistics of 3.34. This revealed that there was a significant positive relationship between recruitment and selection and employee performance in the selected local government. Hence, a 1% increase in ensuring that the recruitment and selection process of the local government was free from manipulation of any form could result in 5.97% improvement in employment performance. Thus, an effective recruitment and selection process might be a determinant of employee performance.

The result of the McFadden R2 obtained revealed that approximately 52% of employee performance in these local government areas was influenced by effective recruitment and selection process. Thus, recruitment and selection were good predictor for employee performance. The p-value of the LR-statistics computed for testing the significant of overall null hypothesis of 0.0000 was less than the critical value of 5% with significant statistics of 57.40. This indicated that the joint null hypothesis which stated that recruitment and selection did not have any significant influenced on the performance of employees was rejected. It was evidence to assert that recruitment and selection influenced employee performance greatly. The result of the Akaike information criterion, Schwarz criterion and Hannan- Quinn criterion showed that without recruitment and selection employee performance might be difficult to assess in the selected local governments. Thus, recruitment and selection might influence the direction of employee performance seriously in the local governments.

Table 3:
Distribution of respondents' perception on the extent training and development had affected the performance of employee

s/n	Test Variable	SA (%)	A(%)	UND(%)	D(%)	SD(%)	Mean	Std
1	Adequate taining are always given to new staff when need arises	20(25.00)	45(56.25)	5(6.25)	4(5.00)	6(7.50)	3.86	1.09
3	The training need of the employees in our LG are assessed on the basis of their performance appraisal	30(37.50)	40(50.00)	3(3.75)	4(5.00)	3(3.75)	4.13	0.89
4	The contents of the training programs organized are always relevant to the changing needs of our jobs	21(26.25)	44(55.00)	6(7.50)	7(8.75)	2(2.50)	3.94	0.94
6	We are encouraged to participate in various seminars, workshps and conferences	27(33.75)	33(41.25)	10(12.50)	7(8.75)	3(3.75)	3.93	1.05
10	Training programs are centered on competency and skills aquisition.	26(32.50)	42(52.50)	4(5.00)	5(5.00)	3(3.75)	4.04	0.97

Source: Fieldwork, 2025.

Looking at the result from the table above, it was found that 25% of the respondents strongly agreed that adequate training were always given to new staff when need arise while 56.25% of the respondents agreed with this test item. Also, 6.25%, 5% and 7.50% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. This showed that adequate number of the respondents agreed that adequate training were always given to new staff when need arise. The mean value computed for this test item of 3.86 confirmed that the test statement was significant.

More so, 37.50% of the respondents strongly agreed that the training needs of the employees in their local government were assessed on the basis of their performance appraisal while 50% of the respondents agreed with this test variable. Consequently, 3.75%, 5% and 3.75% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This indicated that sufficient number of the respondents agreed that the training needs of the employees in their local government were assessed on the basis of their performance appraisal. The mean and standard deviation obtained for the test were 4.13 and 0.89 respectively. These values indicated that the test item was significant.

Furthermore, 26.25% of the respondents strongly agreed that the contents of the training programs organized were always relevant to the changing needs of their jobs while 55% of the respondents agreed with this test statement. Meanwhile, 7.50%, 8.75% and 2.50% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. The mean value computed for this test item of 3.94 was better than the acceptable mean of 3.00 with a standard deviation of 0.94 that showed a slight variation from the mean.

The result in the table further revealed that 33.75% of the respondents strongly agreed that they were encouraged to participate in various seminars, workshop and conferences while 41.25% of the respondents agreed with this test variable. In continuation, 12.50%, 8.75% and 3.75% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. This showed that sufficient number of the respondents agreed that they were encouraged to participate in various seminars, workshop and conferences. The mean value obtained for the test item of 3.93 confirmed that the test item was significant.

Finally, 32.50% of the respondents strongly agreed that training programs were centered on competency and skills acquisition while 52.50% of the respondents agreed with this test variable. In addition, 5%, 5% and 3.75% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. This indicated that substantial number of the respondents agreed that training programs were centered on competency and skills acquisition. The mean value obtained for the test statement of 4.04 confirmed that the test item was significant.

Test of Hypothesis Two

H_{O2}: There is no significant relationship between training and development and the performance of employees of the local government.

Table 4:
Logit Regression Result for the Null Hypothesis Two

Variable	Coefficient	Standard Error	Z- calculated	P – value
C	-29.75869	19.84650	-1.499443	0.1338
T DEV	9.589902	0.996073	9.62771	0.0000
	OTHER	**TEST**	**STATISTICS**	
McFadden R-squared	0.942859		Mean dependent var	0.782178
S.D. dependent var	0.414824		S.E. of regression	0.097245
Akaike info critetion	9.099504		Sum squared resid	0.936205
Schwars criterion	12.151288		Log likelihood	-3.04929
Hannan – Quinn criter.	11.120467		Deviance	6.049858
Restr. Deviance	105.8757		Restr. Log likelihood	-52.93786
LR statistics	99.82586		Avg. Log likelihood	-0.029950
Prob (LR statistic)	0.000000			

Source: Authors' Compilation, 2025.

From the table, the p-value of the z-statistics computed for training and development (TDEV) of 0.0000 was less than the critical value of 5%. This showed that the null hypothesis which stated that training and development was not significant on employee performance was rejected. It was being noted that adequate training enhanced the performance of employee. The regression coefficient computed for this test item of 9.59 was positive with significant z-statistics of 9.63. This indicated that there was a positive and significant relationship between training and development and performance of employee in the selected local governments. Therefore, 1% increase in training and development of employee of these local governments might result in 9.59% improvement in employee performance.

The result of other test statistics computed for the hypothesis confirmed that training and development might be a good predictor of employee performance. For instance, the McFadden R^2 obtained for the test of 0.94 showed that approximately 94% of employee performance might be as a result of adequate training and development the local government designed for their employee. Also, the p-value of the LR-statistics computed for the test of 0.0000 was less than the critical value of 5%. This implied that the joint null hypothesis which stated that there was no significant relationship between training and development and the performance of employees' of the local government was rejected. It was reasonable to infer that there was a significant relationship between training and development and the performance of employees' of the local government. The result of the Akaike criterion, Schwarz criterion and Hannana- Quinn obtained revealed that training and development provided better information on employee performance. It was needful to state that training and development might be determinants of employee performance in the selected local governments.

Table 5:
Distribution of respondents' perception on how compensation and benefits affect the performance of employee

s/n	Test Variable	SA (%)	A(%)	UND(%)	D(%)	SD(%)	Mean	Std
1	We are being paid adequately for the work we do	4(5.00)	12(15.00)	10(12.50)	23(28.75)	31(38.75)	2.19	1.23
2	Pay increments offered by my LG are satisfactory	4(5.00)	5(6.25)	6(7.50)	28(35.00)	37(46.25)	1.89	1.10
3	Mt LG makes all payment due to us in time	7(8.75)	8(10.00)	3(3.75)	56(70.00)	6(7.50)	2.43	1.05
6	We are satisfied with the benefits we recieve	8(10.00)	6(7.50)	4(5.00)	34(42.50)	28(35.00)	2.15	1.26
7	Rewards in our LG are strictly linked to employee performance	5(6.25)	4(5.00)	10(12.50)	37(46.25)	24(30.00)	2.11	1.09

Source: Fieldwork, 2025.

From the table, 5% of the respondents strongly agreed that they were being paid adequately for the work they did while 15% of the respondents agreed with this test item. Also, 12.50%, 28.75% and 38.75% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. The implication of this was that sufficient number of the respondents agreed that they we not being paid adequately for work they did. The mean value obtained for the test item of 2.19 confirmed that the test item was not significant in these local governments.

Also, 5% of the respondents strongly agreed that pay increments offered by their local government were satisfactory while 6.25% of the respondents agreed with this test item. Conversely, 7.50%, 35% and 46.25% were undecided, disagreed and strongly disagreed respectively with this test statement. This showed that sufficient number of the respondents disagreed with the test item. The mean value obtained for the test item of 1.89 confirmed that the pay increment offered by sufficient number of these local governments were not satisfactory to their employee.

It was found that 8.75% of the respondents strongly agreed that their local government made all payment due to them in time while 10% of the respondents agreed with this test item. In effect, 3.75%, 70% and 7.50% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. The implication of this was that the selected local government had not made all payments due to employee in time. The mean value computed for the test item of 2.43 confirmed that sufficient number of the local governments had not made all payments due to employee in time.

In addition, 10% of the respondents strongly agreed that they were satisfied with the benefits they received while 7.50% of the respondents agreed with this test item. Conversely, 5%, 42.50% and 35% of the respondents were undecided, disagreed and strongly disagreed respectively with the test item. This showed that sufficient number of the respondents disagreed with this test item. The mean value obtained for the test item of 2.15 indicated that the test statement was not significant.

Moreover, 6.25% of the respondents strongly agreed that rewards in their local governments were strictly linked to employee performance while 5% of the respondents agreed with this test statement. Also, 12.50%, 46.25% and 30% of the respondents were undecided, disagreed and strongly disagreed respectively with the test item. This implied that sufficient number of the respondents were not in support of this test item. The mean value obtained for the test item of 2.11 confirmed that this test variable had not been adopted in these local government areas of Osun State.

Test of Hypothesis Three

H_{O3}: Compensation and benefits have no significant effect on the performance of employees in the local government.

Table 6:

Logit Regression Result for the Null Hypothesis Three

Variable	Coefficient	Standard Error	Z- calculated	P – value
C	-3.903635	4.430946	-0.765156	0.4562
CB	-1.403709	0.675389	-2.078371	0.0377
	OTHER	**TEST**	**STATISTICS**	
McFadden R-squared	0.765110		Mean dependent var	0.262500
S.D. dependent var	0.442769		S.E. of regression	0.430327
Akaike info critetion	10.126349		Sum squared resid	14.44414
Schwars criterion	13.185900		Log likelihood	-43.05327
Hannan – Quinn criter.	11.150225		Deviance	86.10794
Restr. Deviance	92.10490		Restr. Log likelihood	-46.05245
LR statistics	5.996960		Avg. Log likelihood	-0.538175
Prob (LR statistic)	0.014331			

Source: Authors' Compilation, 2025.

Looking at the result from the table 6, it was found that the p-value of the z-statistics computed for Compensation and benefits (CB) of 0.0377 was less than the critical value of 5%. This implied that the null hypothesis which stated that compensation and benefits were not significant on employee performance in the selected local governments was rejected. It was reasonable to assert that compensation and benefits was significant on the performance of employee. The regression coefficient computed for this variable of -1.40 was negative with significant z-statistics value of -2.08. This revealed that there was a significant negative relationship between compensation and benefits in the selected local governments and employee performance. This further indicated that the benefits and compensation offered by the local government to their employee were not substantial enough to enhance employee performance. Thus, 1% increase in compensation and benefits in the selected local governments lead to 1.40% in the performance of employee. This scenario was due to the fact that the increase in compensation and benefits was not sufficient enough to encourage better performance from the employee.

The result of the other test statistics obtained showed that compensation and benefits might be a determinant of employee performance in any organisation. For example, the McFadden R2 computed for the test of 0.77 showed that 77% of employee performance could be as a result of compensation and benefits. Moreover, the p-value of the LR-statistics calculated for the test for testing the significant of the joint null hypothesis of 0.0000 was less than the critical value of 5%. This revealed that the joint null hypothesis which stated that compensation and benefits had no

significant effect on the performance of employees in the local government was rejected. It was saved to assert that compensation and benefits had significant effect on the performance of employees in the local government. The result of the Akaike, Schwarz and Hannan- Quinn criterions obtained indicated the fact that compensation and benefits were good predictors for the employee performance in the selected local government areas of Osun State.

5.0 Conclusion and Recommendation

The result of the study showed that to great extent recruitment and selection affected positively the performance of employee in the selected local government areas. This assertion was premised on the fact that the p-value of the LR-statistics computed for the test of 0.0000 was less than the critical value of 5%. It was discovered that training and development influenced performance of employee of the local governments positively. This inferred was based on the fact that the p-value of the LR-statistics computed for the test items of 0.0000 was less than the critical value of 5% with significant LR-statistics value of 99.83. Furthermore, it was observed that compensation and benefits affected the performance of employees in the local governments negatively. This showed that the compensation and benefits the local governments paid to their employee were not substantial to encourage improved performance from these employees.

Based on the results of the finding obtained, the study concluded that recruitment and selection influenced the performance of employee positively in the selected local government areas. Training and development affected the performance of employee of the selected Local Government positively. Thus, improvement in training and development might result in better performance from these employees. It can also be concluded that compensation and benefits affected the performance of these employee negatively. The implication of this was that existing compensation and benefits in the local governments were not significant enough to enhance serious performance from the employee.

Recommendations

The study recommended that the authority of the selected local government areas must ensures that the selection and recruitment process should be objective.
The training and development should not be done without training need analysis by the human resource department.

The study compensation and benefits of employee in the local governments should be void of political interference and manipulation. This is necessary in order to be able to get the best employee on board.

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