

Competency-Based Employee Interview Process and Employee Performance in Public Sector Organization in Nigeria

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Abstract: The study examined the effect of competency-based employee interview process on workers' performance in tertiary health institutions in Anambra State as the study area. The literature was partitioned into four main sections namely; conceptual review, theoretical framework, theoretical exposition and empirical review. The design of the study was descriptive survey and an item structure instrument of modified five (5) point Likert scale was designed and used by the researcher to elicit information from the respondents. Statistical tools of analysis were summary statistics, Pearson correlation and multiple regression analysis. Preliminary results indicate that regression model was statistically significant, stable, valid and fit for predictions. Major findings were that competency of logical thought and that of accurate self-assessment have positive and significant effects on employee performance in the organization. The study concludes that competency-based employee interview process was more effective than the conventional interview process of mere question and answer. The study recommended among others that management must endeavour to make use of competency-based interview process during recruitment exercise because it enables easy detection/identification of inherent abilities in the prospective employees.

Keywords: Competency-based Interview Employee Performance, Public sector organizations and Recruitment.

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I. Introduction

Background of the Study

Organizations have been having great concern for the performance of their employees, concern to meet the complex and increasing demands of their clients/customers and greater demand for errorless production of goods and services. But a key challenge facing organizations in the 21st century is how to continue to deliver sustained competitive advantage in the short-term whilst at the same time preparing for longer-term success (Graton, Hailey, Stiles and Truss, 2009). The success of sustained competition for many organizations lies in people and processes being capable of delivering the customer's/client's delight or rapid innovation and which places them ahead of their competitors.

Palmer (1998) noted that people who work in an organization are the most important resource of that organization adding that "an organization is only as good as the people who work in it." Therefore, it is very essential to ensure that the right kind of people who can work together to achieve the organization's objective are engaged. Onukogu (2006) did not agree less with the above opinion expressed by Palmer when he observed that the employees are the brain box, the nerve center, the creative and excellent forces in any organization. He highlighted their innate abilities to include; competencies, skills, enthusiasm, willingness, creativity and innovativeness, team spirit, thirst for result, capacity to learn, adjust, accomplish and ready to face challenges as they come.

Achieving in today's globalized work environment comes with additional challenges to human resource (HR) functions by creating an environment where one must create and sustain competitive advantage. To function constructively and to play critical roles more effectively, HR professionals must master the necessary competencies and the mastery of HR knowledge comes only from being familiar with the concepts language, logic and practices that are the result of research and training (Choi, 2009). The mastery of the said abilities comes from being able to apply the knowledge within specific business setting (Chio, 2009). Based on the increased interest in the relationship between human resource management and organizational performance, researchers have heightened interest in the kind of competencies employees should possess in order to add value to their organizational performance. In the light of the above, the study focuses on the effect of competency-based interview process on employee performance in tertiary health institutions in Nigeria, using those one located in Anambra State as the focus of the study.

Statement of the Problem

Tertiary health institutions in Nigeria have always been centers of excellence where most critical health issues of the citizens and foreign nationals are addressed. In recent times, the story is no longer the same. The decay which is ravaging most public sector organizations in Nigeria has not spared the sector. The consequence has been low productivity and poor service delivery. The hospitals in the sector have been described as mere consulting clinics and many factors including lack of competent personnel, essential drugs, equipment and other consumables have been fingered as the cause. Studies in this area have presented conflicting results. While one of them found that the process of competency-based interview model has significant effect on employee performance in the organization the other found that the process does not translate to effective performance of employees in the organization. Rather, performance is achieved through discipline and sheer-hard work. Thus the need for another study that will mediate between the conflicting reports has become necessary to establish the place of competency-based employee interview process in human resource management program.

Objectives of the Study

The broad objective of the study was to examine the effect of competency-based interview process on employee performance in public sector organizations in Nigeria, using tertiary health institutions in Anambra State as the focus of the study. But specifically, the study intends to:

- (i) Examine the effect of competency of logical thought i.e., placing event in causal sequence, being orderly and systematic, on employee performance.
- (ii) Evaluate the effect of competency of accurate self-assessment i.e., having realistic view of oneself, on employee performance.

Research Questions

The following research questions were considered to be very germane to the study and as such, they were raised to guide it:

- (i) How does the possession of competency of logical thought affect employee performance in the organization?
- (ii) How does the possession of competency of accurate self-assessment affect employee performance in the organization?

Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and strengthen the analysis:

- (i) The possession of competency of logical thought does not positively and significantly affect employee performance in the organization.
- (ii) The possession of competency of accurate self-assessment does not positively and significantly affect employee performance in the organization.

Significance of the Study

The study has both theoretical and empirical significance. Theoretically, the study will add to the existing stock of literature thereby expanding the frontiers of knowledge in this area of study. From the empirical perspective, the policy dialogue which will emanate from the findings, will be of immense benefit to different categories of people namely; the management, employees, general public and students/researchers in the following ways:

1. The management will be adequately enlightened by the policy dialogue on the need for and benefits of competency-based interview process.
2. The employees will be given insight on how to acquire the various competencies necessary for a successful career in both public and private sector organizations.
3. The general public will benefit from the efficiency that will follow from the recommendations on how to improve on service delivery in the institutions.
4. The students/researchers who might want to carry out further studies on the area will find the report very interesting because it will serve as a good starting point.

Scope of the Study

The study focuses on the employees of tertiary health institutions in Anambra State. The research covered the effect of competency-based interview process on employee performance in the organizations with particular reference to the effect of competency of logical thought on employee performance and the effect of competency of accurate self-assessment on employee performance in the organization.

II. Review Of The Related Literature

Conceptual Review

Trafford (2007) noted that a conceptual framework is a map of the territory on which the researcher has chosen to study. It is analogous to a journey, a research journey which highlight concepts, theories, beliefs, expectations and assumptions in that particular study. Competency framework can be described as an essential mechanism that has been researched and designed for the integration of human resource practices and strategic human resource management involving recruitment, selection, training and development as well as performance management and reward (Torrington, 2005). He noted that it helps to define the level of skills required and used in reaching an objective judgement and selective decision. To Marchington and Wilkison (2006), it has its origin in Latin word "Competentia" which means "is authorized to judge" as well as "has the right to speak."

Campin (2006) observes that the competency approach to human resource management is new. The early Romans practiced a form of competency profiling in an attempt to detail the attributes of a "good Roman Soldier." McClelland (1976) cited in Ogbu (2017) describes competency as the characteristics underlying superior performance. He is credited with introducing the idea of competency into the human resource literature; in his effort to assist the United States' Information Agency to improve its selection procedures. Boyatzis (1982) defined competency as the underlying characteristics of an individual, which are causally (changed in one variable cause change in another) related to effective performance.

On the other hand, Okunribido (2015) defined employee performance in terms of quantifiable outcomes of work behaviour and in terms of behavioural dimensions (e.g., work related communication, decision making, attention to detail) that are less quantifiable. In other words, it can be defined solely in terms of task performance related to the activities that support the technical core of the organization and are formal part of the relevant job description but can also be defined as contextual performance related to the activities that support the social and psychological environment of the organization and its employees. He insists further that it can be defined as the result of a person's activities in terms of performing the assigned duties at any given time, meeting the predictive criteria or key benchmarks in the presented framework.

Theoretical Framework

The study was anchored on Boyatzis (1982) Model of Effective Job Performance. Boyatzis had postulated that an individual's competencies represent capability that the individual brings to the job situation as required by the responsibilities of the job. The job requirements can be considered as the job demands on an individual. To him competencies are certain characteristics or abilities of an individual/employee that enables him/her to demonstrate appropriate specific actions. Effective job performance is the attainment of specific results or outcomes required on the job through specific actions while maintaining or being consistent with policies, procedures and conditions of the organizational environment, he stated. He concluded by remarking that the job demands component of the model primarily reveals what an individual is capable of doing; it reveals further why they may act in certain ways than had been expected. The diagram below illustrates further.

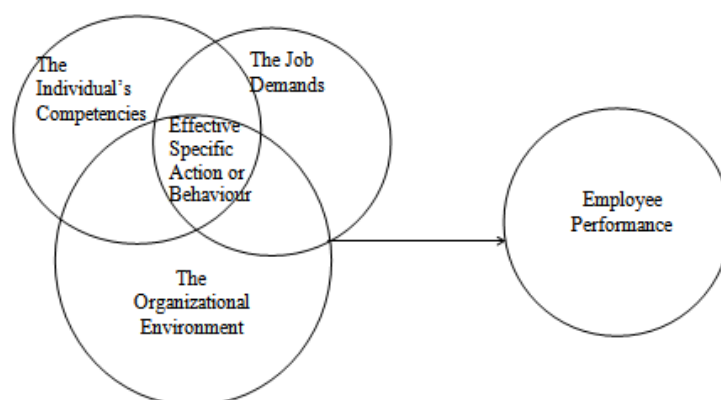


Fig 1 : A Model of Effective Job Performance

Source: Boyatzis (1982). New York: Business and Economics.

Theoretical Exposition

The use of competencies by organizations is becoming widespread and it cuts across various aspects of human resource management. One main use of it is in the behaviour interview questions. In general, the purpose includes recruitment and interviewing, performance management, career development, training needs analysis and evaluation and succession planning. Others include talent profile and talent management (Simonson and Smith, 2007). They observe further that competency-based human resource systems ensure that the people who

get hired have the potential to succeed. (Simonson and Smith, 2007) stressed that the cost of hiring a wrong person is 1.5 times higher than the person's annual salary excluding the frustration of an individual who is trying to succeed in a wrong job.

Hyton and Mcevoy (2006) agreed that competencies are important because they help to communicate what an organization or individual stands for or what the expectations are. They remarked that in a rapidly changing world of work, the use of competencies to describe what it is that the organization expects people to focus on will continue to be in place. Eze (2006) did not agree less with the above opinion when he noted that the difference between an organization that is doing well and those that are failing may indeed be found on the different levels of competency of their human resource performance. Smedley (2007) noted that one of the steps organizations can take to promote effective performance of the employees and sustainability is to translate thinking into leadership qualities and competencies.

Such competencies like the power of logical thinking i.e., being able to place events in causal sequence, being orderly and systematic as well as the competency of accurate self-assessment i.e. having realistic view of oneself, as the basis of our analysis in this exercise, cannot be out of place while assessing the relevance of competency-based interview process to the performance of the personnel in a service delivering institution. Tertiary health institutions are meant for service delivery to the people and the competency of the employees matter most in the process.

Empirical Review

Choi (2009) examined the vital competencies of HR professionals in the manufacturing firms in Malaysia. The design was content analysis and it was found that the top nine ranking competency factors are from the domain of personal credibility and HR delivery. The study concluded that competencies such as business knowledge and the power of logical thinking were the most useful. In another study, Ukogu (2008) determined the relevance of competency-based interview in UNICEF, Nigeria. The design of the study was content analysis and the result showed that the level of awareness in UNICEF is quite high and that organizational objective is considered a critical factor in the interview process. It was concluded that competency-based interview process is a strong people recruitment model which can predict a high quality employee performance in the organization.

In a similar study, Abdulkadir, Isiaka and Adedoyin (2012) conducted empirical research, examining the effects of some HRM practices such as competency-based interview process, performance appraisal process and participation in decision-making on organizational commitment, using 14 banks in Nigeria. The design was descriptive survey and the result indicated that there was a significant effect on commitment. The study concluded that strategic management process is key to organizational success. Similarly, Bodnarchuk (2012) carried out a study on the role of job description and competencies on organizational performance in an international organization. The design was content analysis and the result revealed that the application of job description and use of competency-based process enhances organizational performance. The study concluded that the use of job description and competency-based process are essential elements of human resource management practice.

Rehmah and Syahida (2010) did a work on competency-based employee interview process to determine the impact on workers' performance in Malaysian private sector organizations. The study was designed as a descriptive survey and the analysis showed that workers' competence has significant influence on their performance. The study concluded that human capital development and workers' characteristics determined their performance in the sector. Sutherland (2011) carried out a study to determine the effect of competency-based interview on employee performance. The design of the study was descriptive survey. The result showed that positive and significant relationship exists between the competencies of the hired employees and their performance. The study concluded that competency-based employee recruitment reflects the mission and vision of an organization in terms of performance of employee and goal achievement in the organization.

Finally, Raisova (2012) did a study that compared the effectiveness of competency-based interview process and behavioural event interview, in some selected organizations in Czech Republic. The design of the study was descriptive survey. The result showed that the managers selected/recruited through competency-based interview achieved significantly better than those selected/recruited through behavioural event interview process. It was concluded that competency-based interview process is superior to the behavioural event interview process.

III. Methodology

Research Design

The study adopted descriptive survey design because it made use of primary data in the analysis principally and the result would be generalized for the entire population of interest. Besides this reason, Obasi (2000) notes that

the use of survey is always adopted because it provides an important means of gathering information, especially when the necessary data cannot be found in statistical records in form of secondary data (Official Statistics).

Area of the Study

The study took place in Anambra State, Nigeria. The issues under investigation were the evaluation of effect of competency-based interview process on employee performance in the organization. Specifically, the influence of logical thinking and accurate self-assessment were considered.

Population of the Study

The population of the study consist of the senior employees of Nnamdi Azikiwe University Teaching Hospital, Nnewi and those of the Chukwuemeka Odumegwu Ojukwu, University Teaching Hospital Awka, both in Anambra State, Nigeria. A total of 601 and 309 of this category of workers were respectively identified in the institutions. Thus the population of the study is 910 senior employees of the institutions.

Sample and Sampling Technique

Sample size for the study was determined through the application of a statistical formula developed by Yaro Yamane for determining sample size from a finite population. The procedure is as follows:

$$n = \frac{N}{1+N(e)^2} \text{ --- (1)}$$

Where:

- n = Sample size to be determined
- N = Entire population of interest
- e = error margin (0.05)
- 1 = Constant (unity)

Substituting in the formula, we have:

$$n = \frac{910}{1 + 910 (0.05)^2}$$

$$= 277.86259542$$

$$n = 278(\text{Nearest whole number}).$$

Table 1: Population and Sample Distribution

| S/N | Institution | Population | Sample Allocation | Percentage of Total |
|-------|--|------------|-------------------|---------------------|
| 1. | Nnamdi Azikiwe University Teaching Hospital, Nnewi | 601 | 185 | 66.7 |
| 2. | Chukwuemeka Odumegwu Ojukwu University Teaching Hospital, Awka | 309 | 93 | 33.3 |
| Total | | 910 | 278 | 100.0 |

Source: Field Survey, 2019

As could be seen from Table 1, the sample was distributed proportionately according to the population of staff in each institution. Concerning the sampling technique, systematic sampling method was used in selecting the units of observation given its ability to spread the sample evenly across the population.

Instrument for Data Collection

An item structured instrument designed to reflect the modified five (5) point Likert scale was used by the researcher to elicit information from the respondents on various issues surrounding the subject matter of the study.

Validity and Reliability of the Instrument

The instrument was both face and content validated through the contributions of senior colleagues in the department. On the other hand, the reliability was determined through the method of test re-test. With the application of Spearman rank order correlation coefficients of 0.90 and 0.80 were estimated for the two research questions respectively thus showing an average coefficient of 0.85 which means that the instrument is 85 percent reliable.

Method of Data Collection and Analysis

The researcher adopted direct questionnaire distribution in collecting the data. The method afforded the researcher the opportunity of assessing whether the respondents actually understood the questionnaire items. It also reduced the volume of non-response which often associate with surveys of this nature. Out of the 278

copies of the instrument issued out, 265 were completed and returned thus showing a response rate of 95.3 percent which we considered very adequate for the study. With respect to the method adopted for the analysis, Parametric Statistics of Pearson correlation and multiple regression analysis were used in analyzing the data. All tests were carried out at 0.05 level of significance.

Model Specification

The functional relationship of the variables (dependent and independent) were specified as follows:

$$EP = f(CLT, CASA) \quad (2)$$

Specifying econometrically, we have:

$$EP = \alpha_0 + \alpha_1 CLT + \alpha_2 CASA + \mu_t \quad (3)$$

Where:

- EP = Employee performance
- CLT = Competency of logical thought
- CASA = Competency of accurate self-assessment
- α_0 = The intercept
- μ_t = Stochastic error

The expected signs of the coefficients or a priori are:

$$\alpha_1 > 0 \text{ and } \alpha_2 > 0$$

or

$$\alpha_i > 0$$

The a priori or expected signs as presented above shows that a unit increase in any of the independent variables will be accompanied by a given percentage in the dependent variable.

IV. Data Presentation And Analysis

Test of Hypotheses

Hypothesis is the tentative answer to the problem of the phenomenon understudy and it is an answer which has no evidence supporting it until a full investigation is carried out. In the light of the above, the hypotheses formulated to guide the objectives of the study and strengthen the analysis were restated and tested in this section of the analysis.

Re-Statement of the Hypotheses

1. H₀₁: Possession of competency of logical thought has no positive and significant effect on employee performance in the organization.
2. H₀₂: Possession of competency of accurate self-assessment has no positive and significant effect on employee performance in the organization.

Table 2: Correlation Matrix

Correlation Matrix

| Variables | | Employee Performance | Competency of Logical Thought | Competency of accurate self-assessment |
|--|-------------------------------------|----------------------|-------------------------------|--|
| Employee Performance | Pearson Correlation Sig. (2-tailed) | 1 | .718** | .691** |
| | N | 265 | 265 | 265 |
| Competency of Logical Thought | Pearson Correlation Sig. (2-tailed) | .718** | 1 | .587** |
| | N | 265 | 265 | 265 |
| Competency of accurate self-assessment | Pearson Correlation Sig. (2-tailed) | .691** | .587** | 1 |
| | N | 265 | 265 | 265 |

** Correlation is significant at 0.05 level (2-tailed).

* Correlation is significant at 0.01 level (2-tailed).

Table 2 presents the correlation matrix of the variables. The result of the analysis shows there is no presence of multicollinearity or orthogonal in the data. Therefore, the Ordinary Least Squares (OLS) multiple regression analysis can be performed on the data without any fear of having spurious results.

Table 3: Summary of Analysis of Variance (ANOVA)

ANOVA^b

| Source of Variation | df | Sum of Squares | Mean Square | F-ratio | Sig. |
|---------------------|----|----------------|-------------|---------|-------------------|
| Regression | 4 | 87.623 | 21.906 | 19.182 | .000 ^a |
| Residual | 45 | 51.400 | 1.142 | | |
| Total | 49 | 139.023 | - | | |

- a. Predictor: (constant), Competency of logical thought and competency of accurate self-assessment
- b. Dependent variable: Employee performance

From Table 3, the F-ratio is 19.182 and the probability level is .000 which is less 0.05. Therefore, the model is statistically significant, stable, valid and fit for predictions.

Table 4: Summary of Regression Results

| Model | R | R ² | Adjusted R ² | Standard Error of the Estimate |
|-------|--------------------|----------------|-------------------------|--------------------------------|
| I | 0.854 ^a | 0.791 | 0.710 | 0.62387 |

- a. Predictor: (constant), Competency of logical thought and competency of accurate self-assessment

As could be seen from Table 4, regression coefficient represented by 'R' has the value of 0.854 and it means that 85.4 percent relationship exists between the dependent variable and independent variables. Similarly, the coefficient of determination which is represented by 'R²' has the value of 0.791 and it means that 79.1 percent variation in the dependent can be explained by the predictors.

Table 5: Summary of Variable Coefficients, t-value and the Significance Level

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--|-----------------------------|------------|---------------------------|-------|------|
| | β | Std. Error | Beta | | |
| 1(Constant) | -.152 | .206 | - | -568 | .382 |
| Competency of Logical Thought | .521 | .059 | .695 | 3.641 | .000 |
| Competency of accurate self-assessment | .445 | .047 | .728 | 2.846 | .000 |

- a. Dependent Variable: Employee performance

Interpretation of Results

The analysis in Table 5 were used to validate the hypotheses to facilitate decision rules on the results of the regression coefficients based on the t-values and the significant level.

Accordingly, the value of coefficient competency of logical thought represented by α_1 is .695 and it means that when the competency of logical thought is increased by one unit, employee performance will increase by 69.5 percent if other variables in the model are held constant. The t-value of 3.641 and the significance level of .000 shows that the coefficient is significant because 0.05 is greater than .000. Consequently, the null hypothesis was rejected while the alternative hypothesis which suggests that possession of competency of logical thought affects employee performance positively and significantly, was accepted.

Similarly, the coefficient of competency of accurate self-assessment represented by α_2 is .728 and it means that when competency of accurate self-assessment is increased by one unit, employee performance will increase by 72.8 percent when other variables in the model are held constant. The t-value of 2.846 and its corresponding significance level of .000 shows that the coefficient is significant because, 0.05 is greater than 0.000. As a result of this, the null hypothesis was rejected while the alternative hypothesis which suggests that competency of accurate self-assessment has positive and significant effect on employee performance was accepted.

Discussion of Research Findings

The discussion carried out in this section of the analysis was based on the results of the test of hypotheses carried out in the cause of the analysis. The result of the first test of hypothesis showed that competency of logical thought i.e., competency of placing events in casual sequence, being orderly and systematic while on duty, has positive and significant effect on employee performance. It implies that employees who possess this type of competency attributes are usually high performers in their duty. Again, orderliness connotes high sense of articulation which abhors half-measure and negative work attitude. It is equally a mark of integrity that is, walking one's talk in his job/work relationship with colleagues. Such

employees hardly ignore routine and as such, times that would have been wasted on corrections are saved and utilized elsewhere in the organization.

The result of second test of hypothesis indicates that competency of accurate self-assessment has positive and significant effect on employee performance in the organization. This result is supported by the opinions raised by the respondents that having firm grip of oneself, grounded view of oneself in terms of seeing personal strengths and weaknesses, can actually enhance performance, especially in the service sector. Accurate self-assessment implies being able to know one's ability and limitations which really makes for objective judgement of oneself. It also means that employees are able and willing to take initiative without necessarily waiting for directives from the superior. It is clear that such self-assessment can objectively influence work environment for good. Finally, an employee with the attribute of accurate self-assessment can be trusted with multiplicity of tasks thereby increasing productivity.

Summary of Findings

Preliminary results from the analysis of data showed that data did not contain multi-collinearity or orthogonal relationships between the variables. Regression result, from the point of view of F-Statistic of 19.182 showed that regression model is statistically significant, stable, valid and fit for predictions. The coefficient of 0.854 shows that 85.4 percent relationship exists between dependent and the independent variables. Similarly, the coefficient of determination represented by 'R²' with a value of 0.791, shows that about 79.1 percent variation in the dependent variable can be explained by the independent variables. More specifically however, the results are summarized as follows:

- (1) Competency of logical thought has positive and significant effect on employee performance in the organization.
- (2) Competency of accurate self-assessment has positive and significant effect on employee performance in the organization.

V. Conclusion

The study examined the effect of competency-based employee interview process on workers performance in tertiary health institutions in Anambra State, Nigeria. The results of the study showed that competency-based employee interview process is more effective in enhancing employee performance in the organization. This is because it has proved to be more efficient than the conventional interview/behavioural event based interview process. Identification of the inherent competencies in the prospective employees at the point of interview helps the organization to appropriately select and place employees where their comparative advantage is highest so that the desired level of performance may be achieved in the organization.

Competencies such as logical thought which has orderliness, sequence and systematic approach to work ethics and that of accurate self-assessment whose elements are realistic views, understanding of personal strengths and weaknesses as well as knowing ones limitations, are the high points of competencies examined in relation to performance in this study. Their effects on employee performance are quite obvious. Indeed, it is difficult to find an employee with an attribute of accurate self-assessment failing on any assigned duty.

VI. Recommendations

Based on the findings and the conclusions which we have made from this study, we are recommending the following:

1. Employees with the competency of logical thinking have shown to be veritable instruments in the organization, especially the service providing organizations such as health institutions. Employers of labour should always adopt the competency-based interview process so that the capabilities may be identified right during such exercises for effective deployment upon selection.
2. Accurate self-assessment is a wonderful competency that employers of labour should be looking for in the prospective employees because it has proved to be a very potent tool for achieving effective employee performance in the organization. This makes it mandatory for organizations to always make use of competency-based employee interview process from where the competencies can be identified in the individuals.

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APPENDIX I

Competency of Accurate self-assessment and Employee Performance

| S/N | Item | Alternative Responses | | | | | Total |
|-----|--|-----------------------|---|---|----|-----|-------|
| | | SA | A | D | SD | UND | |
| 1. | Having firm grip of oneself, grounded view of oneself in terms of seeing personal strengths and weaknesses can enhance performance | | | | | | |
| 2. | Accurate self-assessment implies being able to know one's ability and limitations and it makes for objective judgement. | | | | | | |
| 3. | Self-assessment means that employees are able to take initiative without necessarily waiting for directives from the superior. | | | | | | |
| 4. | Such self-assessment can objectively influence work environment. | | | | | | |
| 5. | An employee with the attribute of accurate self-evaluation can be trusted with multiplicity of tasks. | | | | | | |
| | Total | | | | | | |

Note: (SA: Strongly agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided)

Competency of Having Logical thought and Employee Performance

| S/N | Item | Alternative Responses | | | | | Total |
|-----|---|-----------------------|---|---|----|-----|-------|
| | | SA | A | D | SD | UND | |
| 1. | Logical thought means placing events in causal sequence, that is, being orderly and systematic and its possession enhances employee performance. | | | | | | |
| 2. | Employees who possess this type of competency attribute are usually high performers in their field of endeavour. | | | | | | |
| 3. | Orderliness connotes high sense of articulation that abhors half-measure and negative work attitudes. | | | | | | |
| 4. | It is a mark of integrity that is, walking one's talk in his job/work relationship with colleagues. | | | | | | |
| 5. | An employee with logical thought competency attribute hardly ignores routine and as such, times that would have been wasted on corrections are saved. | | | | | | |
| | Total | | | | | | |

Note: (SA: Strongly agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided)

APPENDIX II

RELIABILITY TEST FOR THE INSTRUMENT

Reliability test was carried out to ascertain the adequacy and suitability of the questionnaire designed to facilitate data collection from the respondents. In the light of this, the study being an empirical one, adopted a test re-test method of reliability test. Spearman rank order correlation coefficient was used to analyze the first and second responses from the 50 respondents selected for the test. The formula for Spearman rank order correlation coefficient is given as:

$$r = 1 - \frac{6 \sum d^2}{n(n^2 - 1)} \quad (4)$$

Where:

- r = Coefficient of Correlation
- n = Number of response options
- d = Difference in rank
- 1 and 6 = Constant

The value of the coefficient (r) ranges from -1 to +1

Estimation of Reliability for Research Question I

| Response Option | Result of 1 st Interview (x) | Result of 2 nd Interview (y) | Rx | Ry | Rx - Ry (d) | d ² |
|-------------------|---|---|----|----|-------------|----------------|
| Strongly agree | 20 | 18 | 1 | 2 | -1 | 1 |
| Agree | 18 | 22 | 2 | 1 | 1 | 1 |
| Disagree | 6 | 3 | 3 | 4 | -1 | 1 |
| Strongly disagree | 4 | 5 | 4 | 3 | 1 | 1 |
| Undecided | 2 | 2 | 5 | 5 | 0 | 0 |
| Total | 50 | 50 | | | | 4 |

$$r = 1 - \frac{6(4)}{5(5^2 - 1)}$$

$$r = 1 - \frac{24}{120} = 0.80$$

Estimation of Reliability for Research Question II

| Response Option | Result of 1 st Interview (x) | Result of 2 nd Interview (y) | Rx | Ry | Rx - Ry (d) | d ² |
|-------------------|---|---|-----|-----|-------------|----------------|
| Strongly agree | 19 | 23 | 2 | 1 | 1 | 1 |
| Agree | 22 | 18 | 1 | 2 | -1 | 1 |
| Disagree | 5 | 5 | 3 | 3 | 0 | 0 |
| Strongly disagree | 2 | 2 | 4.5 | 4.5 | 0 | 0 |
| Undecided | 2 | 2 | 4.5 | 4.5 | 0 | 0 |
| Total | 50 | 50 | | | | 2 |

$$r = 1 - \frac{6(2)}{5(5^2 - 1)}$$

$$r = 1 - \frac{12}{120} = 0.90$$

Ogbu K. C., " Competency-Based Employee Interview Process and Employee Performance in Public Sector Organization in Nigeria" IOSR Journal of Business and Management (IOSR-JBM), Vol. 21, No. 11, 2019, pp. -21-30