HUMAN RESOURCES SELECTION POLICY AND EMPLOYEE COMMITMENT IN DIAGNOSTIC FIRMS IN SOUTH-EAST, NIGERIA

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Abstract: *The study examined Human Resources Selection Policy and Employee Commitment in Diagnostic Firms in South-East, Nigeria. The specific objectives of this study were; To examine the effect of job analysis on employee commitment of diagnostic firms in South East, Nigeria. To determine the relationship between job testing and employee commitment of diagnostic firms in South East, Nigeria. To analyze the effect of job interview on employee commitment of diagnostic firms in South East, Nigeria. To determine the relationship between job placement and employee commitment of diagnostic firms in South East, Nigeria. To examine the effect of induction on employee commitment of diagnostic firms in South East, Nigeria. Five research objectives and hypotheses were formulated inline with the stated objectives of the study. The study is anchored on The resource-based theory . The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered among the staff of the selected diagnostic center in South East. The population of the study was 384, while sample sizes was still 384 because is not up to 1000. The hypotheses were tested using ANOVA at 0.05% level of significance. The findings of the study revealed that; Job analysis has no significant impact on employee commitment of diagnostic firms in South East, Nigeria T=1.051 p= 0.012. Job testing has a significant impact on employee commitment of diagnostic firms in South East, Nigeria T=2.014 p= 0.000. Job interview has a significant impact on employee commitment of diagnostic firms in South East, Nigeria T=2.112 p= 0.001.The study recommends that The management and human resource managers, should at all times describe and specify the jobs of the organizations before they are carried out by employees in order to ensure a holistic development of the companies' corporate performance. The job interview process should be such that is fair and bias free and ensure that candidates chosen are qualified for the job applied for. Appropriate placement should be carried out in organizations in accordance with the expertise of employees, as this will go a long way in improving employee performance.*

Keywords: *Human Resources, diagnostic firms, job analysis, employee commitment, Job interview*

1.1 Introduction

Every successful business needs a human resource selection policy because hiring the proper people enhances and maintains organizational performance (Ekwoaba, Ikejie & Ufoma, 2015). Any organization's bottom-line business outcomes, such staff loyalty and productivity, are impacted by its selection policy. One of the main responsibilities of the human resources department in any organization's operations is selection, and this process is one of the first steps in enhancing an organization's ability to compete (Nkamare, Takon, Ubi, Nwosu & Umana, 2021). An organization's success can be significantly influenced by its human resource selection policies if it can hire employees who have the necessary aptitudes, knowledge, and skills now and who can accurately anticipate their future performance (Joda, 2022).

Policies for the selection of human resources are crucial for guaranteeing worker performance and favorable organizational results (Oboma 2022). It's a common misconception that hiring decisions are made primarily on the basis of a candidate's commitment to the company and ability to perform well, rather than just filling positions left by departing workers or expanding the workforce (Ballantyne, 2019). Due to increased competition, which makes it important to find qualified applicants who can effectively fill open jobs, human resource selection policies have become crucial and a cause of concern for many firms (Adeyemi, Dumade, and Fadare, 2015). This is especially crucial for diagnostic companies, as dedication, devotion, and confidentiality serve as the fundamental selection factors, giving the business an advantage over rivals (Zirra et al., 2017).

 Finding competent workers is a major organizational task that involves hiring and choosing workers who have the necessary qualifications and skills (Priyanath, quoted in Ekwoaba, Ikeije, and Ufoma, 2015). Appropriate personnel is essential for organizations, including diagnostic firms, to establish, grow, and maintain a competitive advantage. This demonstrates how important it is for companies to identify and pick the best candidate for a position, and how important it is for them to create hiring processes for the best candidates in order to efficiently and successfully attract the right combination of competent, motivated, and ideal candidates. The concept of employee selection as it exists now was born out of World War II. It developed as a result of the shortages in the workforce caused by the call for men to serve in the armed forces. Numerous openings in the workplace led to the establishment of staffing companies. . Imperial exams were a way of recruiting Civil Service candidates during the Han Dynasty era, around 1500 BC. These were considered one of the toughest assessments for centuries and often termed 'exams from hell' by the British (Mohammed, Ango, & Bolawa 2021).

The personnel are the lifeblood of every organization, and this is covered by the human resource selection policy. These are the operations around which the organization's other resources are centered and overseen. This is a crucial component of any organization in order for it to survive. Therefore, a company, whether private or public, cannot afford to play around with the implications of bad hiring decisions because they could have dire consequences, including loss. In this context, Ikeanyibe (2019) states that the selection function's goals are to find, assess, and secure prospective hires' commitment to fill open roles within an organization. As opposed to the selection process, recruitment's main goals are to find the right candidate for the organization. The two main parts of any company are its material and human resources. Any organization's goal will be challenging to accomplish without appropriate and sufficient human and material resources. The system processes inputs from both human and material resources to generate the desired outcome. Because they make up the organization's workforce, human resources are crucial (Aminchi, Amina, and Andrew, 2014).

The methods that give an organizational structure flesh are its human resource selection policies for workers. It entails evaluating applicants and choosing the most fit people to fill open jobs since good recruitment and selection processes are essential to the growth of any firm (Ifenowo, 2014). A crucial step in any organization's success is selection. According to Gomez-Mejia, Balkin, and Candy (2014), selection is the process of picking the best applicant from a pool of qualified applicants for a certain position. The procedure entails identifying the qualities necessary for efficient performance and evaluating

applicants based on these qualities. Olalekan (2016) also pointed out that the goal of recruitment is to draw in eligible applicants for a position that has been posted. He emphasized further that only candidates who meet the minimum requirements for the position should be the focus of recruitment efforts in order to prevent financial waste. Stated differently, the recruitment process gives the company access to a pool of possibly qualified job seekers, from whom positions can be filled with careful selection. Appropriate employment planning and forecasting is the first step toward successful recruiting.

1.2 Statement of the Problem

An organization's success is directly impacted by recruitment, hence a human resource selection policy is essential to improving the quality of services a business offers. This idea, however, has shown to be a tool for discrimination that destroys quality, which finds and hires the individuals required for the firm to endure and prosper in the short- to medium-term. Actually, encouraging more and more applications to the organization is the primary objective of recruitment in order to enable the selection of the most qualified individuals for the post (Elwood and James, 2016). One of the most important responsibilities of the human resources department in Nigeria is personnel selection. The selection procedure places a strong emphasis on consistency, standardization, and openness when choosing eligible candidates.

Notwithstanding these policies, it is thought that the hiring process is unfair and opaque, which makes it difficult or impossible to choose the best applicants for the available position and, consequently, negatively impacts the productivity and reputation of the company. The sources of locating potential applicants, the transparency and independence of the recruiting authority, and "inadequate and invalid standards for evaluating candidates (as a result of absence of job analysis)" are some of the factors Briggs (2017) attributes to the perceived problems related to selection procedures in organizations. Environmental issues including "political, social, technological, and economic factors can also lead to problems that affect the organization's selection process."

1.3 Objectives of the study

The main objective of this study is to examine the Human resources selection policy and employee commitment in diagnostic firms in south-east, Nigeria. The specific objectives are to:

i. To examine the effect of job analysis on employee commitment of diagnostic firms in South East, Nigeria.

ii. To determine the relationship between job testing and employee commitment of diagnostic firms in South East, Nigeria.

iii. To analyze the effect of job interview on employee commitment of diagnostic firms in South East, Nigeria.

iv. To determine the relationship between job placement and employee commitment of diagnostic firms in South East, Nigeria.

v. To examine the effect of induction on employee commitment of diagnostic firms in South East, Nigeria

1.5 Research Hypotheses

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

Ho_1: Ho_1: Job analysis has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

Ho_2 Job testing has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

Ho_3: Job interview has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

Ho_4: Job placement has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

Ho_5: Induction has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

REVIEW OF LITERATURE REVIEW

2.2 Theoretical Review
The Resource-Based theory

According to the Resource-Based View, companies can achieve a lasting competitive advantage if they have a pool of human resources that their competitors cannot duplicate or replace. The Resource-Based View states that in order to maintain a competitive advantage, businesses should continuously assess their workforce to make sure the right people are placed in the right positions with the correct abilities (Barney, 2011). Any company's strength or weakness is largely determined by the quality of its workforce and the interactions that they have at work. Resource-based thinking is centered on determining what is most valuable and safeguarding it via "barriers to imitation".

According to Boxall (2018), companies that hire and keep great people might gain a competitive edge in their human capital. Nevertheless, he points out that "human capital advantage" and "human process advantage" should be distinguished from one another. The former comes from hiring individuals with knowledge and skills—many of which are tacit—that are competitively useful. The latter, however, is the result of the company establishing extremely sophisticated, hard to replicate procedures like executive development and interdepartmental collaboration.. In which case, the use of human resource management systems is necessary for firms to gain a competitive advantage. Sparrow et al., (2012) noted that, technology and capital can be acquired by most firms at any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees.

As a result, in order to stand out, businesses must exercise extreme caution during the hiring and choosing process. Thus, "selecting highly skilled individuals" would need to be emphasized in the Company's HR procedures. According to Boxall and Purcell (2008), hiring new employees is a crucial tool for achieving overall corporate goals since they are eager to learn, always engaged, and easily able to adjust to a new work environment. Given that training and development can be highly expensive, it would be preferable to identify the ideal candidate early in the hiring process rather than waiting to teach them. Here is an example of how the competitive strategy and the HR strategy work together. Employers should strive to select candidates who have the knowledge, skills, abilities, or other attributes (KSAOs) necessary to carry out the job most successfully, according to

Catano et al. (2010). According to them, the most qualified applicants should be found through the recruiting, screening, and selection processes in the framework of prearranged equity initiatives.

2.2 Empirical Review

Nchey-Achukwu, et al. (2021) investigated the impact recruitment and placement on corporate organization in Port Harcourt. A systematic questionnaire was utilized in the study to collect data from 172 employees across various organizations involved in the investigation. Version 23.0 of the Statistical Package for Social Sciences (SPSS) was used to analyze the data. The study's conclusions showed that when employees are appropriately hired and assigned to positions for which they are suited, they typically perform well and make significant contributions to the organization's goals and objectives. Additionally, it demonstrated that the efficacy and goal of the hiring program cannot be met in the absence of a thorough and explicit study of the work that the new hires are expected to perform.Among other things, it was suggested that management perform a proper job placement before starting the hiring and selection process.

Nwakoby, Ihediwa, & Chukwurah, (2021) examined enlistment and organizational effectiveness with reference to Anambra state civil service commission Awka from 2010 to 2015. The research employed survey methodology. 5,468 employees of the Anambra State Civil Service Commission in Awka make up the study's population. People with resources were used. The data was analyzed using chi-square statistical approach and simple percentages. According to the report, applying to the Anambra State Civil Service Commission does not promote the appointment of candidates who would improve the organization's ability to provide services. The Anambra State Civil Service Commission in Awka's sound enlistment and organizational success are related, the study also discovered. The survey also discovered that the Anambra State Civil Service Commission in Awka has trouble hiring competent workers due to political influence, ethnicity, and corruption. The study recommends amongst others that issues that favouritism should be avoided while selecting applicants, without recourse to the personality involved.

Ukpabi and Salaudeen (2021) examined recruitment process and employee performance in University of Ibadan, Nigeria. The University of Ibadan's teaching and non-teaching staff, both male (mean = 26.39, SD = 4.47) and female (mean = 26.73, SD = 5.63), comprised the study population. Due to the COVID-19 epidemic, participants have to complete an online survey via Google Form. The study revealed a noteworthy correlation between recruitment, selection, placement, and employee performance. Additionally, the joint impact of recruitment, selection, and placement on employees' performance was found to be significant. Furthermore, there was no significant independent influence of recruitment and selection on employee performance, but placement and employee performance were found to have a significant independent influence. The University of Ibadan needs to come up with ways to make sure that the most productive employees are hired, chosen for jobs, and then assigned to various departments and groups within the institution. The process for choosing and assigning the prospective personnel ought to be exhaustive, impartial, and free of bias. The most qualified applicant should be given priority over candidates based on their gender or any other characteristics that could skew

the selection process. Gender consideration for employment into establishments should be avoided..

Clifford and Nwaeke (2020) examined the effect of recruitment practices and organizational performance. The inadequate execution of recruitment procedures in postsecondary healthcare facilities necessitated the study. The purpose of the study was to investigate how hiring procedures affect organizational performance, particularly in Nigeria. The literature review was built on a few carefully chosen research factors. To guide the investigation, two research questions and two hypotheses were developed. A cross-sectional survey approach was employed, utilizing a sample size of 354 for data analysis and a population size of 3,059 overall. The study's sample size was established using Taroyamene's estimation formula. The instrument for gathering data was a structured questionnaire. Version 20 of the statistical program for social sciences (SPSS) was used to analyze data and test hypotheses at 0.05 significance levels using the Pearson Product Moment Correlation. The analysis' findings showed that there is a highly significant and favorable correlation between organizational success and recruitment techniques. Based on the aforementioned data, it was discovered that the level of organizational performance was influenced by the caliber of hires. Version 20 of the statistical program for social sciences (SPSS) was used to analyze data and test hypotheses at 0.05 significance levels using the Pearson Product Moment Correlation. The analysis' findings showed that there is a highly significant and favorable correlation between organizational success and recruitment techniques. Based on the aforementioned data, it was discovered that the level of organizational performance was influenced by the caliber of hires.

Ele, Makama, Okongo (2020) centered on the imperative implications of job analysis on organizational performance of public sector organizations in Cross River State. The study used a method that was theoretically grounded. Information was gathered from textbooks, journal articles, online resources, etc. The study found that organizational performance of the state's public sector organizations is significantly impacted by job analysis. The study also showed that job descriptions have a big impact on how committed employees are to the State's public sector organizations. The study also found that job descriptions and assessments had an impact on how committed employees are to state-run public sector companies. It was suggested that managers, directors, and political office holders (politicians) evaluate the positions and candidates before hiring them to ascertain the candidates' suitability for the positions' performance. of the public sector organizations in Cross River State.

Olanipekun, and Akinlabi (2021) examined job analysis and employees performance in Julius Berger Nigeria plc as a construction firm in Nigeria. The foundation of this study was the job characteristics model (JCM) developed by Hackman and Oldham. The study's 675 participants are workers of Julius Berger Nigeria plc in Ijora, Lagos State. A total of 217 employees, comprising 147 junior, 83 middle, 40 senior, and 25 management level personnel, made up the sample size. In the investigation, basic random procedures and stratified sampling approach were applied. The results showed that there was a direct relationship between job analysis, job description, and job specification and employees' performance; additionally, job analysis was positively significant with employee

performance. As a result, there was a positive significant effect of job analysis, job description, and job specification on employee performance at Julius Berger Nigeria Plc. in Lagos State.

Melletu, (2020) examined the Impact of Induction on Employees Performance in an Organization (A Study of Abia State Polytechnic, Aba). The questionnaire's data were analyzed using basic percentage methods and displayed in frequency distribution tables. For these tests, the Statistical Package for Social Sciences (SPSS) was utilized. The effect of induction programs on employee productivity at Abia State Polytechnic Aba and the effect of induction programs on employee effectiveness were the two goals that were tested. The findings demonstrated a high positive association between induction programs and employee profitability ($r=0.662$, $p=.000$), as well as a significant positive relationship between organizational profitability and employee profitability ($r=0.144$, $P = 0.000$). These findings led to the rejection of the null hypothesis and the acceptance of the alternative. Therefore, we suggested that the human resources department host seminars and workshops on the value of a systematic approach to induction and the correct protocol to follow when detecting skill gaps in the various departments. Department heads need to be made aware of how crucial it is to send the appropriate person for training and induction.

Adeyemi, Dumade and Fadare (2015) assess the influence of recruitment and selection on organizational performance. The purpose of the study was to ascertain the policy or practice pertaining to recruitment and selection, the impact of the recruitment and selection process, the difficulties related to the recruitment and selection practice, and strategies for enhancing human resource planning and development. Using a questionnaire, the study collected data from twenty (20) respondents who worked at the Access Bank branch in Odogunyan. The findings showed that the most common methods for finding new hires include posting job openings online, using an employment agency, and getting recommendations from current workers. it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance, the study revealed that the recruitment and selection process is also characterized by lots of challenges.

METHODOLOGY

Adams (2010) described research design as a number of decisions which need to be taken as regards the collection of data even before the data are collected. It serves as a schematic manual to help the researcher solve research challenges. In this study, a survey research design was used to ask respondents for convenience and clarifications. The five states of Abia, Anambra, Ebonyi, Enugu, and Imo in the geographical region of southeast Nigeria comprise the research area. The researcher uses both primary and secondary sources of data for this study. The questionnaire and in-person interviews are the key sources of data; periodicals, magazines, textbooks, and the internet are the secondary sources. The population for the study comprised the staff of the selected diagnostic center in south east, Nigeria such as Anambra state (110), Enugu state (95), Imo state (80), Abia State (57), Ebonyi state (42). The study uses stratified sampling because stratified random sampling allows for the impartial selection of each respondent across all states.A structured questionnaire was used as the data gathering tool in this

investigation. Employees of the chosen institution were asked to complete a structured questionnaire, the contents of which were created to elicit accurate answers. The study of personal attributes included statistics, including frequency counts and percentages, and multiple regression analysis was used to assess research hypotheses. The significance level for the research hypotheses was set at 0.05. With the use of the Statistical Package for Social Sciences, analysis was completed (SPSS).

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

Table 4.1: Respondents' Demographic Variables

4.1.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	172	49.4	49.6	49.6
Valid	Female	175	50.3	50.4	100.0
	Total	347	99.7	100.0	

Source: Field Survey 2023

The above table reveals that the one hundred and seventy-two of the respondents which represents 49.4 persons were male respondents, while one hundred and seventy-five (175) respondents which represent 50.4% were female respondents. By implication, female respondents were more than male respondents by 3 respondents in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 Statues

		Frequency	Percent	Valid Percent	Cumulative Percent
	Married	252	72.4	72.6	72.6
Valid	Single	95	27.3	27.4	100.0
	Total	347	99.7	100.0	

Source: Field Survey 2023

In the table above, out of the three hundred and forty-seven (347) respondents, two hundred and fifty-two (252) of the respondents were married, while ninety-five (95) respondents which represent 27.4 percent are single. It is therefore glaring that the majority of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, and married, and respondents that answered the distributed questionnaire.

Table 4.1.3 level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
	OND	29	4.4	4.7	8.6
Valid	BSC/HND	157	22.6	45.2	41.7
	MSC/MBA	174	50.6	50.1	93.2
	Total	347	98.3	100.0	

Source: Field Survey 2023

The table above indicates that twenty-nine (29) respondents which representing 4.7% percent maintain to acquired WAEC OR NECO while 45.2% percent of the respondents which represents one hundred and fifty-seven (157) have BSC/HND. However one hundred and seventy-four respondents which represent 50.1 percent either have MSC or MBA. This as the one of demographic item helps us to identify the education qualification of the respondents.

4.1.4 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	29	9.1	9.6	9.6
	26-33	118	22.9	34.2	33.8
	34-40	104	32.6	29.9	68.2
	41-50	28	8.8	9.3	77.5
	51-above	68	21.3	19.5	100.0
	Total	347	94.7	100.0	

Source: Field Survey 2023

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 9.6% of the respondents are between the age brackets of 18 to 25 years while 34.2% respondents are within the age bracket of 26-33 years. On the same note, 29.9% of the respondents are within the age bracket of 34 - 40 years. On the same note, 9.3% of the respondents are within the age bracket of 41 - 50 years, while the remaining respondents representing 19.5% are within the age bracket of 51 years and above.

4.2 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.2.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.698[a]	.587	.579	1.10305	.487	64.704	5	341	.000	1.920

a. Predictors: (Constant), JAN, JOT, JOP, JIN, IND
b. Dependent Variable: EPC

Table 4.2.1 shows that R^2 (Coefficient of determination) which measures the strength of the effect of independent variable on the dependent variable have the value of 59%. This implies that 59% of the variation in employee commitment is explained by variations in job analysis, testing, placement, interview and induction. This was supported by adjusted R^2 of 58%.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.920 in table 3 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 4.4.2: ANOVA Result

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	393.637	5	78.727	64.704	.000ᵇ
	Residual	414.905	341	1.217		
	Total	808.542	346			

a. Dependent Variable: EPC
b. Predictors: (Constant), JAN, JOT, JOP, JIN, IND

The f-statistics value of 64.704 in table 4.5 with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variables that is, job analysis, testing, placement, interview and induction, can collectively explain the variations in employee commitment. .

Table 4.2.3 Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.2.3 T-Statistics and Probability Value from the Regression Result

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.311	.121		8.632	.060	-.990	.020
	JAN	.074	.059	.083	1.051	.012	.430	.623
	JOT	.159	.053	.194	2.014	.000	.491	.711
	JOP	.091	.054	.128	2.112	.001	-.014	.219
	JIN	.110	.052	.140	3.004	.000	-.031	.200
	IND	.079	.087	.114	3.564	.000	-.315	-.065

a. Dependent Variable: EPC
Source: Author's Compilation from SPSS Version 21.0

Table 4.2.3 shows the coefficient of the individual variables and their probability values. Job analysis has regression t-value of 0.074with a probability value of .1.051. This implies that job analysis have a positive but insignificant effect on employee commitment. Job testing has a regression t-test of 2.014 with a probability value of 0.000 implying that job testing s has a positive and significant effect on employee commitment.
On a similar note, job placement has a t-test value of 2.112 and a probability value of 0001. This shows that job placement has a positive and significant effect on employee commitment.
Furthermore, job interview has a regression coefficient of 3.004 with a probability value of 0.000. This implies that job interview has a positive and significant effect on employee commitment
Lastly, induction has the value of T-test as 3.564 with a probability value of 0.000. This implies that induction has a positive and significant effect on employee commitment.

4.3 Test of Hypotheses

Here, the five hypotheses formulated in chapter one was tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables.

Test of Hypothesis One

HO_I: Job analysis has no significant impact on employee commitment of diagnostic firms in South East, Nigeria

Job analysis has a t-statistics of 1.051 and a probability value of 0.012 which is statistically insignificant. Therefore, we reject the alternative hypothesis and accept the null hypotheses which state that job analysis has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

Test of Hypothesis Two

HO_1: Job testing has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

In testing this hypothesis, the t-statistics and probability value in table above is used. Job testing has a t-statistics of 2.014 and a probability value of 0.000 which is statistically significant. Therefore, we reject the alternative hypothesis and accept the null hypotheses which state that Job testing has a significant impact on employee commitment of diagnostic firms in South East, Nigeria

Test of Hypothesis Three

HO_3: Job interview has no significant impact on employee commitment of diagnostic firms in South East, Nigeria

Job interview has a t-statistics of 2.112 and a probability value of 0.001 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that job interview has a significant impact on employee commitment of diagnostic firms in South East, Nigeria.

Test of Hypothesis Four

HO: Job placement has no significant impact on employee commitment of diagnostic firms in South East, Nigeria

Job placement has a t-statistics of 3.004 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that job placement has a significant impact on employee commitment of diagnostic firms in South East, Nigeria

Test of Hypothesis Five

HO: Induction has no significant impact on employee commitment of diagnostic firms in South East, Nigeria.

Induction has a t-statistics of 3.564 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that induction has a significant impact on employee commitment of diagnostic firms in South East, Nigeria

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of the findings

This study examines Human resources selection policy and employee commitment in diagnostic firms in south-east, Nigeria. In this research the following research findings were made:

1. Job analysis has no significant impact on employee commitment of diagnostic firms in South East, Nigeria T=1.051 p= 0.012.
2. Job testing has a significant impact on employee commitment of diagnostic firms in South East, Nigeria T=2.014 p= 0.000.
3. Job interview has a significant impact on employee commitment of diagnostic firms in South East, Nigeria T=2.112 p= 0.001.
4. Job placement has a significant impact on employee commitment of diagnostic firms in South East, Nigeria T=3.004, p= 0.000.
5. Induction has a significant impact on employee commitment of diagnostic firms in South East, Nigeria T=3.564, p= 0.000.

5.2 Conclusion

Employee commitment has been seen to increase as a result of human resources selection policies' broad scope and ability to bring in specialized personnel. This study's conceptualization and empirical investigation of the human resources selection policy and employee commitment in diagnostic enterprises in southeast Nigeria was based on this premise. The study's conclusions show that, aside from job analysis, the employee commitment of diagnostic firms is positively correlated with other aspects of workforce diversity that were considered in the research, including job testing, job placement, job analysis, job testing, job interview, and induction. The study's conclusion, drawn from these data, is that, when implemented correctly, human resources selection policies significantly increase diagnostic enterprises' staff commitment.

5.3 Recommendation

Based on the findings of the study, the following recommendations were made;

1. The management and human resource managers, should at all times describe and specify the jobs of the organizations before they are carried out by employees in order to ensure a holistic development of the companies' corporate performance.

2. The job interview process should be such that is fair and bias free and ensure that candidates chosen are qualified for the job applied for.

3. Appropriate placement should be carried out in organizations in accordance with the expertise of employees, as this will go a long way in improving employee performance.

4. The study also recommends that organizations should strive to make the new employees feel that they are indeed valuable members of the organization during the induction. This will enable them to settle quite easily in their roles in the organization and make them mentors for future employees

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