

Staff Recruitment and Selection in College of Education, Katsina-Ala, Benue State

Benjamin Terzungwe Tough¹ & Patrick M. Agboko²

¹*Department of Public Administration, Rev. Fr. Moses Orshio Adasu University, Makurdi-Nigeria*

²*Benue State University Teaching Hospital, Makurdi*

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Abstract: This study examined staff recruitment and selection process in College of Education, Katsina-Ala, Benue State. The study aimed to assess the effectiveness of recruitment and selection policies and practices from 2010-2020, identify challenges, and determine the performance of staff. The study was anchored on Bureaucratic Theory as the framework of analysis. A mixed-methods approach was used, combining qualitative and quantitative data. The findings revealed that the College recruitment and selection process was plagued by irregular recruitment processes and flawed procedures, coupled with the prevalence of bias, discrimination, inefficient processing of applications, non-conformity with recruitment and selection guidelines, and political interference. The study recommended ways to improve the recruitment process within the period under review, including implementation of a merit-based system, non-interference, fostering a conducive and cordial work environment, adoption of e-recruitment, use of independent recruitment agencies, and ensuring the conduct of written tests, oral interviews, physical and medical tests. By implementing these recommendations, the college can enhance productivity, promote harmony, and ensure that the best candidates are selected for positions.

Introduction

The recruitment and selection of staff in an organization is of paramount importance. This is because, the staff help in the actualization of the vision and mission of an organization. Thus, the objective of any organization to achieve higher productivity can only be realized through the effective co-ordination of the recruitment process and final selection of the required human resource to be able to drive the vision of the organization. The viability and productivity of an organization is largely dependent on the quality and reliability of its employees. As a result, employers often spend significant resources in the recruitment of prospective employees in an attempt to select individuals who are best suited to perform a particular job. Ngu (2006) opines that, a proper

recruitment process is targeted at the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures to attract manpower in adequate numbers in order to facilitate effective selection of an effective workforce that will help to strengthen an organization.

Similarly, Omisore & Okofu (2014) postulate that, for an organization to be able to render the most efficient service that would be able to yield higher productivity, her recruitment and selection policies should be unfettered. It should be able to absorb the most qualified, technically sound, disciplined and committed human resources that would in turn help an organization achieve her objectives. According to Cascio (2005), recruitment programs are fundamental to the capacity of an organization to attain its goals

effectively and develop in a dynamic environment. Furthermore, the effective staff recruitment methods are therefore critical in helping organizations limit the risk of wrong staff hiring decision. In the same vein, Brigs (2007) posits that, genuine staff recruitment process influences employees and organizational productivity as well as organizational performance because the efficiency and effectiveness of any workplace is a function of the calibre of staff of the organization. An effective recruitment and selection process can ensure that an institution hires the right candidate for a particular job or role.

In Nigeria, the development of Colleges of Education has been shaped by the country's educational needs, policies, and historical context. While challenges exist, these institutions play a vital role in producing qualified teachers and shaping the future of education in Nigeria.

Similarly, College of Education Katsina-Ala, Benue State was established to train students in higher and advanced knowledge in the fields of education and other academic disciplines. By virtue of the philosophy that underlies its establishment or creation, the institution is expected to provide middle and high level manpower for all the sectors of the economy with the aim of achieving all round growth and development. Thus, the centrality of this institution in the growth process of the society through manpower training in order to ensure higher productivity cannot be over emphasized.

The general objective of this study is to examine staff recruitment and selection in College of Education, Katsina-Ala, Benue State. The study shall therefore focus on achieving the following specific objectives: to examine the process of staff recruitment and selection in College of Education, Katsina-Ala,

Benue State; to assess the staff recruitment policies and practices in College of Education, Katsina-Ala, Benue State; to examine the conformity of the management of College of Education, Katsina-Ala to the laid down rules of staff recruitment and selection; to examine the effects of recruitment and selection on productivity of staff of College of Education, Katsina-Ala, Benue State.

Literature Review

Conceptual Framework: Recruitment

Recruitment has been variously defined by several scholars and organizational managers alike. Adeyemi et al. (2015) opine that manpower recruitment has become a thing of concern to many organizations and management scholars because it is only through a robust recruitment process and procedure that an organization can get a rightful candidate who can effectively fill a vacant position in the organization, which can help to put it in an advantageous position over her competitors. On the other hand, Nickels et al. (1999) posit staff recruitment as the set of activities used to obtain a sufficient number of the right people at the right time from the right places.

On his part, Croft (1996) defines recruitment as the analysis of a job and the features the organization will look for in a potential employee, attracting them to apply to the organization, and offering various terms and conditions of recruitment to a chosen potential employee. Fatiregun (as cited in Onah, 2003) opines that recruitment is the process of assessing a job, announcing the vacancy, and arousing and stimulating people to apply. Walker et al. (2009) define recruitment as the process of attracting a large pool of qualified people for employment.

In the opinion of Omale (2006), recruitment is

that process which begins with getting an applicant to write an application for a particular job in a particular organization and the process stops when his application has been received by the organization. According to Monday and Noe (2015), recruitment is a process of attracting employable candidates on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest and desire in the organization and encouraging them to apply for jobs within it. The main purpose of recruitment, according to Cole (2002), is to attract sufficient and suitable potential employees for vacancies in the organization. From the above definitions by different scholars, a good recruitment process must be one that encourages and motivates a large pool of qualified candidates to apply for a vacant position in an organization.

In line with the above arguments, Ejumode (2011) argues that while recruitment brings many people or persuades as many as possible to apply for vacant positions in an organization, selection, on the other hand, rejects a good proportion of those who apply. He stresses that selection is a very important process that requires proper planning and objectivity and comprises a series of activities carried out to choose the most qualified applicants from the pool of prospective job candidates.

To Watson (2004), manpower recruitment constitutes the process of soliciting, contacting, and interviewing potential employees and then establishing whether it will be appropriate or suitable to select or appoint them.

The Concept of Selection

Wilson (2015) defines selection as a process of choosing the right person or persons for the right job from a pool of different candidates who applied

for a certain job. This means that the process of choosing the right person has to be effectively constructed in order to achieve the right objective. Schmidt & Hunter (2018) also define staff selection as the process of interviewing and evaluating candidates for a particular job and selecting an individual for employment based on certain criteria. According to Schmidt & Hunter (2018), employment selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. Similarly, Watson (2004) captures the selection process as a means of differentiating between applicants to identify and hire those with a greater likelihood of success in a job. This means that the applicants who do not meet the requirements for the job are usually rejected, and those who satisfy the conditions are hired.

The foremost purpose of a selection procedure is to decide that a candidate has the requirements for a particular job. The entire process of selection starts with a preliminary dialogue with the candidate and ends with a concluding employment choice. Accordingly, it involves decision-making by both the employer and applicant. Organizations make an offer while the applicant evaluates and decides whether to accept or not.

Onwe et al. (2015) posit that recruitment and selection exercises have long been recognized as the most important human resources functions designed to attract and subsequently choose the best applicants to be appointed and placed on job openings in organizations. Similarly, Ekwoaba et al. (2015) argue that recruitment and selection have become essential in organizations because qualified candidates need to be attracted, in sufficient numbers and on a timely basis, to ensure that only the best candidates are

chosen for maximum performance.

Djabatey (2012) argues that, in order for the enterprise to build and sustain the competitive advantage, proper staffing remains a sine qua non. Mullins (2016) buttresses this point by saying that the essence of an effective and efficient recruitment and selection exercise is for the organization to appoint the best applicant with the right ability, temperament, and willingness to align him or herself with the goals and objectives of the organization.

Organizations concentrate on acquiring appropriate human capital because the employees are the most valued and most precious assets of an organization, and it is the individual performance of employees that will converge to form the overall performance of the organization. While recruiting employees, organizations have to devise a strategy to carefully recruit the most suitable employees because they create the competitive advantage for the organizations, and this helps to improve their performance outcomes.

In view of the above, a carefully conducted recruitment and selection process in an organization will culminate in higher organizational performance.

2.2 Theoretical Framework

The theoretical framework of this study is anchored on bureaucratic theory, whose principles are very vital for achieving productivity through a well-defined staff recruitment and selection. Udy (1959) has it that, Max Weber was the founder of bureaucratic theory in the year 1922 via his book titled "The Theory of Social and Economic Organization". According to Weber, bureaucratic organizations operate on the basis of rationality, where decisions are made on the basis of logical and systematic analysis. He argues that the actions of bureaucratic officials are

characterized by rationality and detachment, which are catalysts for productivity, and not by emotions, bias, or sentiments. Bureaucratic organizations have a clear hierarchical structure, with each level having a specific role and responsibility. According to the theory, higher output or productivity can be achieved when there is more control and tight supervision, with severe rules and regulations applied. There is a hierarchy of organizational structure in which information, supervision, and control are easily done. Weber also assumed that tasks are divided into specialized and distinct roles, each with its own set of responsibilities. To him, bureaucratic organizations operate based on impersonality, where decisions are made based on rules and regulations rather than personal relationships. Weber's ideal bureaucratic organizations aim to achieve maximum efficiency in their operations given limited resources. Bureaucratic organizations operate on the basis of set of rules and regulations that govern their operations, technical competence and merit, and with a clear separation between ownership and management, with managers responsible for the day-to-day operations of the organization.

Weber's assumptions in this context are so profound that even today, these are supposed to be reflected in modern organizations and social milieu here and elsewhere.

3.0 Research Design, Population and Sample

This research has made use of the survey design. This is because the information collected through this method is generalizable, tactful, flexible, less costly, and much more effective and productive. By using survey design, the study gathered valuable insights, detailed data, facts, feelings, attitudes, behaviours, and opinions through a designed

questionnaire and observation from the sampled population about staff recruitment and selection in College of Education, Katsina-Ala from 2010-2020.

The study derived its population from the academic and non-academic staff of the College of Education, Katsina-Ala, with a total population of four hundred and fifty-four (454) staff: Two hundred and seventy-eight (278) academic staff and one hundred and seventy-six (176) non-academic staff (Registry Department, 2022).

The study involved a large population; hence, a population sample is used to reduce errors from calculating large numbers and reduce the cost of producing questionnaires to cover the population. The total population of 454 is considered to be relatively too large; therefore, the researcher applies Taro Yamane's formula to derive a sample size from the total population of 454 staff of the institution. The formula is applied thus;

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

Where:

N = Population size

e = Level of significance

n = sample size.

1 = constant

The researcher chose five percent (5%) as level of significance or margin of allowable error. The translation of the formula has been stated hereunder.

$$N = 454, e = 5 \text{ i.e } 0.05$$

$$n = \frac{454}{1 + 454 \times (0.05)^2}$$

$$n = \frac{454}{1 + 454 \times 0.0025}$$

$$n = \frac{454}{2.135}$$

$$n = 213$$

Therefore, the sample size of the study is **213**.

Given the type of design adopted, primary data was used, and the research instrument was questionnaire. The questions were constructed for easy comprehension by the respondent. In order to answer these research questions, a total of two hundred and thirteen (213) copies of questionnaire were distributed to the respondents in the various departments of the College. Out of this number, 206 were correctly filled and returned. It is therefore, based on the 206 respondents that correctly filled and returned the questionnaires that analysis was made. The following scale was used: Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (UD) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. A simple decision rule based on the Mean Scores was adopted with the following perceptions as guides: Mean score above of 3.67 – 5.00 indicates agreement/acceptance, Mean score below 2.34 – 3.66 indicates undecided, and Mean score of 1.00 – 2.33 indicates disagreement/rejection.

4.0 Presentation of Results and Interpretation

The demographic data for this study covers the gender distribution of respondents, their age composition, length of service and educational qualifications. Knowledge of this enhanced the understanding of the respondents and the kind of responses that were generated during the study. This would go a long way in determining the intelligibility of the responses on issues relating to Staff Recruitment and Selection in College of Education, Katsina-Ala, Benue State.

Table 1: Socio Demographic Data of Respondents

Attributes	Frequency (N = 206)	Percentage (% = 100)
Gender		
Male	139	67.4
Female	67	32.6
Total	206	100
Age		
21-30	25	12.1
31-40	57	27.6
41-50	7.3	7.3
51-60	109	53.0
Total	206	100
Length of service		
0-10 years	5	2.4
11-20 years	65	31
21-30 years	15	7.3
31 & above	121	58.7
Total	206	100
Educational attainment		
First School Leaving Certificate	4	1.9
WASCE	7	3.4
Tertiary	195	94.7
Total	206	100

Source: Field Survey, 2024

Table 1 shows that a total of 139 (67.4%) of the respondents were male while 67 (32.6%) were Female. This explains why most of the respondents for the study in College of Education, Katsina-Ala were men. In terms of age distribution, 25(12.1%) of the respondents were between 21-30 years, 57(27.6%) of the respondents were between 31-40 years, while 15(7.3%) of the respondents were from 41-50 years and 109(53.0%) of the respondents were 51-60 years. This implies that working population was almost all approaching retirement age hence the need for injection of new blood. On the length of service, 5(2.4%) of the respondents have served in the college between 0-10 years, 65(31.6%) have stayed in the college from 11-20 years while 15(7.3%) of the respondents have served in the college for a period of 21-30 years and 121(58.7%) have stayed for a

duration of 31 years and above. From the above analysis, it is clear that majority of the respondents approaching retirement age. In the area of educational attainment of respondents, 4 (1.9%) of the respondents were primary school leavers, 7(3.4%) were holders of secondary school certificate while 194 (94.7%) of the respondents were those who graduated from various higher institutions. From the presentation above, the research can aver that most of the respondents were those who attained higher education certificates and are more knowledgeable on issues of recruitment procedures and how it can affect staff productivity in an organization. It implies that the respondents are aware of the “pros and cons” of good recruitment and selection process in an organization, especially at College of Education, Katsina-Ala.

Table 2: Mean Analysis of the process of Staff Recruitment and Selection

S/N	Variable	SA	A	UD	D	SD	Mean Score	Remark
1	Do you agree that recruitment and selection process of staff of COE, Katsina -Ala follow due process ?	114	51	6	25	10	4.14	Accepted
2	Do you agree that College of Education, Katsina -Ala always advertise their existing vacancies before carrying out recruitment?	20	12	4	58	112	1.88	Rejected
3	Do you agree that recruitment and selection process in COE Katsina -Ala is usually fair ?	119	42	00	20	25	4.02	Accepted
4	Do you agree that the College usually carryout advertisement of vacancies among sources of information for her recruitment?	111	40	00	33	22	3.90	Accepted

Source: Field Survey, 2023

The Mean analysis and Decision Rule of the Effect of Recruitment and Selection process in College of Education, Katsina-ala is presented in Table 2. The Mean Scores of 4.14, 1.88, 4.02, and 3.90 were recorded for item 1-4.

On the question of whether recruitment and selection process of staff of College of Education, Katsina-Ala is irregular, it is clear from the table which saw the decision rule accepted with a Mean Score of 4.14, implying that lack of due process in recruitment process as a major concern in the institution. On the issue of whether College of Education, Katsina-Ala usually advertised her existing vacancies before carrying out recruitment, the decision rule shows a negative perception or rejection. It is a significant issue within the institution with a Mean Score of 1.88. The implication is that, there will be a potentially limiting access to qualified candidates seeking to be engaged in the services of the College since the College does not always advertise existing vacancies before recruitment.

Similarly, on the question of fairness of the recruitment and selection process of the College, the Mean analysis has it that it is a prevalent issue which have the decision rule accepted with a Mean Score of 4.02, implying that it can lead to an unfair treatment of candidates who applied for recruitment in the institution. Looking at the question of whether advertisement and other recognized sources of information for recruitment and selection used by the College to get applications for recruitment, the decision rule was accepted with a Mean Score of 3.90 implying that sources of recruitment information are used by the College.

Succinctly, the analysis suggests that, the recruitment and selection process in the College of

Education, Katsina-Ala has several issues, including lack of due process, lack of transparency in advertising vacancies, and lack of fairness. However, the use of multiple sources for recruitment is seen as a positively indicator. Addressing the issues of due process, non-transparency, and fairness could potentially help the school.

Table 3: Staff Recruitment Policies and Practices and its Impact on College of Education Katsina-Ala, Benue State

S/N	Variable	SA	A	UD	D	SD	Mean Score	Remark
1	Does College of Education, Katsina-Ala consider experience and educational qualification as the basis for recruitment and selection exercise?	105	58	3	20	20	4.01	Accepted
2	How efficient is the processing of applications in the college ?	28	14	00	56	108	2.02	Rejected
3	Are the eligible applicants always invited for interview and given fair and a level playing ground?	20	25	00	56	105	2.02	Rejected
4	How will you rate the process of recruitment of the college ?	111	50	2	25	18	4.02	Accepted

Source: Field Survey, 2023

The Mean analysis and Decision Rule of the assessment of Staff Recruitment Policies and Practices and its Impact on College of Education Katsina-Ala presented in table 3. The Mean Scores of 4.01, 2.02, 2.02 and 4.02 were recorded for item 1-4.

On the question of whether the College of Education, Katsina-Ala consider experience and educational qualification during their recruitment and selection exercise, the Mean Score of 4.01 acceptance was recorded implying a positive perception or acceptance of the consideration of relevant factors without bias indicating a potential

impact on the institution. Similarly, the question of how efficient is the processing of applications in the college, a Mean Score of 2.02 with negative perception rejecting the assertion recorded implying inefficiency of the process which often culminate in delays and frustration of applicants seeking recruitment and selection in the institution. On the question of eligibility of applicants always invited for interview and given fair and a level playing ground, a Mean Score of 2.02 with negative perception rejecting the claim was recorded, implying that lack of fairness in the process can potentially result in poor

candidate selection, dissatisfaction among applicants and potential legal issues in the institution. Again, looking at the question of whether the rating process of the college's recruitment policies and practices, Mean Score of 4.02 accepting the assertion was recorded implying that the poor rating of recruitment policies and practices of the college is an indication of a need for improvement.

Summarily, the analysis suggests that while the College is perceived to consider relevant factors in recruitment, there are significant issues with the efficiency and fairness of the process. The poor rating of recruitment policies and practices indicates a need for improvement. Addressing the issues of efficiency, courtesy, and fairness could potentially improve the overall recruitment process.

Table 4: An Examination of the Conformity of the Management of College of Education, Katsina-Ala to the laid down Rules of Staff Recruitment and Selection

S/N	Variable	SA	A	UD	D	SD	Mean Score	Remark
1	Has the College been carrying out its recruitment in line with all the laid down recruitment procedures?	25	40	5	50	86	2.36	Undecided
2	Do Politicians use political interference when it comes to the recruitment procedure in the college?	110	53	00	25	18	4.03	Accepted
3	The interviewing process and other selection instruments such as written test and oral interview are done on neutral bases.	20	20	06	42	118	1.94	Rejected
4	Do recruitment and selection processes have a huge impact on organizational setting of the college?	124	47	04	16	15	4.21	Accepted
5	How will you rate the employee performance of the college?	106	60	00	25	15	4.05	Accepted

Source: Field Survey, 2023

The Mean analysis and decision rule of an examination of the conformity of management of College of Education, Katsina-Ala to the laid down rules of staff recruitment and selection presented in Table 4. The following Mean Scores of 2.36, 4.03, 1.94, 4.21, 2.13 and 4.37 were recorded for item 1-6.

On whether the College has been carrying out

its recruitment in line with all the laid down recruitment and selection procedures, a Mean Score of 2.36 indicating an undecided assertion has been recorded suggesting the need for review and improvement. Similarly, question two from the table which looked at political interference in respect to the issue of recruitment procedure in the college, the

decision rule of a Mean Score of 4.03 was recorded indicating a positive perception or acceptance about political interference and a possible influence on the system with the tendency of lowering the overall standard in the institution. Furthermore, question three from the above table x-rayed the assertion of whether the interviewing process and other selection instruments such as written test and oral interview are done on neutral bases. The Mean Score of 1.94 rejecting the assertion was recorded, postulating a lack of neutrality in the interviewing process of the College, potentially leading to bias in the system.

On question four seeking to know whether recruitment and selection processes have a huge impact on organizational productivity in the college, the decision rule was accepted with a Mean Score of 4.21 indicating a very significant impact of

recruitment and selection in the College. Finally, question five from the table seeks to know the rating process of employee performance of the College. The decision rule was accepted with a Mean Score of 4.37 agreeing that there is poor employee performance at the institution.

The summary analysis suggests that the College of Education, Katsina-Ala is not fully conforming to laid-down recruitment procedures, and there are concerns about political interference in the recruitment process. Respondents agree that the recruitment and selection process has a significant impact on the overall standard of the organizational and that employee performance at the college is very poor. Addressing these issues could help improve the effectiveness of the recruitment and selection process of the college.

Table 5: Examining Staff Recruitment and Selection in College of Education Katsina-Ala

S/N	Variable	SA	A	UD	D	SD	Mean Score	Remark
1	Do you agree that the recruitment and selection process in the college involves credible tools like aptitude tests, interviews and verification of credentials?	55	49	16	41	45	2.86	Undecided
2	Do you agree that the college's recruitment and selection process complies with TETFund, NCCE, and Benue State Government guidelines?	30	20	00	102	54	1.91	Rejected
3	Do you agree that the college has a recruitment policy document?	105	60	00	20	21	4.01	Accepted
4	Do you agree that the selection panel for staff recruitment is competent and unbiased?	45	41	16	49	55	2.86	Undecided
5	Overall, do you agree that the quality of staff recruitment will improve teaching and learning outcomes of students in the college?	114	60	00	12	20	4.15	Accepted

Source: Field Survey, 2023

The Mean analysis and decision rule of an examination of staff recruitment and selection in College of Education, Katsina-Ala as seen in Table 5, shows that the following Mean scores of 2.86, 3.91, 4.01, 2.86, and 4.15 were recorded for items 1-5.

On the question of whether the recruitment and selection process in the college involves credible tools like aptitude tests, interviews, and verification of credentials, the decision rule was undecided, with the Mean Score of 2.86 asserting the likelihood of involvement of such tools or not. Furthermore, on whether the issue of the college's recruitment and selection process complies with TETFund, NCCE, and Benue State Government, the decision rule rejected the assertion with a Mean Score of 1.91, postulating non-compliance. On the question of whether the college has a recruitment policy document, the decision rule was accepted with 4.01 Mean Score indicating that there is a recruitment and selection policy document of the institution. On the issue of competence of the selection panel for staff recruitment, the decision rule was undecided, with a Mean Score of 2.86 indicating the sceptical nature of the respondents. On the question of whether the quality of staff recruited will improve teaching and learning outcomes of students in the college, the decision rule was accepted with a Mean Score of 4.15, agreeing that it will improve the learning outcomes of students in the institution.

4.2 Discussion of Findings

On objective one, which examines the Recruitment and Selection Process of Staff in College of Education, Katsina-Ala, findings revealed that respondents generally perceived the recruitment and selection process in the College of Education, Katsina-Ala as irregular. The high mean score (Mean

= 4.14) indicates that due process is not consistently followed during recruitment exercises. This finding suggests that recruitment activities may be influenced by factors outside established administrative procedures, thereby reducing transparency and accountability. Recruitment irregularities often undermine organizational credibility, weaken public confidence, and increase the likelihood of employing less qualified personnel. One major concern identified by the study is the failure of the College to consistently advertise vacant positions before recruitment (Mean = 1.88).

The rejection of this statement indicates that vacancies are not regularly made public. This finding implies that employment opportunities are not equally accessible to all qualified applicants, thereby violating the principles of openness, equal opportunity, and merit-based recruitment. Failure to advertise vacancies may encourage favoritism, nepotism, and patronage, while simultaneously depriving the institution of the opportunity to attract highly qualified candidates from a wider labour market. The study further found that respondents perceived the recruitment and selection process as unfair (Mean = 4.02). This result demonstrates that many employees believe that fairness is lacking during recruitment exercises. Such perceptions of unfairness may reduce employee trust in management, lower organizational commitment, and create dissatisfaction among both successful and unsuccessful applicants. When recruitment decisions are perceived to be biased, employees may question the legitimacy of appointments, resulting in poor morale and reduced productivity. Interestingly, despite concerns regarding fairness and advertisement of vacancies, respondents

acknowledged that the College utilizes recognized sources of recruitment information such as advertisements and other communication channels (Mean = 3.90).

This finding suggests that although formal recruitment channels exist, they may not be applied consistently or effectively. In other words, the institution appears to possess mechanisms for disseminating recruitment information, but these mechanisms may not always be fully implemented, thereby limiting transparency and equal access. Overall, the findings under Objective One indicate that the College possesses formal recruitment structures but faces significant implementation challenges characterized by irregular procedures, inadequate advertisement of vacancies, and perceived unfairness. These weaknesses have the potential to compromise the quality of human resources recruited into the institution.

On Objective Two, findings under this objective demonstrate that educational qualifications and work experience are considered during recruitment and selection (Mean = 4.01). This positive result suggests that the College recognizes merit-based criteria as important determinants of staff selection. Giving priority to educational qualifications and professional experience is consistent with best human resource management practices because it enhances the likelihood of recruiting competent employees capable of contributing effectively to institutional goals. However, despite recognizing merit-based qualifications, respondents expressed dissatisfaction with the efficiency of application processing (Mean = 2.02). The rejection of the statement implies that recruitment processes are often slow and inefficient.

Delays in processing applications may discourage highly qualified applicants, increase administrative costs, and negatively affect the institution's ability to fill vacancies promptly. Such inefficiencies may also create opportunities for manipulation of recruitment procedures. Similarly, respondents rejected the assertion that only eligible applicants are invited for interviews and that candidates receive equal treatment during the selection process (Mean = 2.02).

This finding suggests that fairness and transparency remain significant concerns. Lack of equal opportunity during interviews may result in the appointment of candidates who are not necessarily the most qualified, thereby weakening institutional performance. Furthermore, perceived discrimination or bias during recruitment may expose the institution to legal disputes and reputational damage. The respondents also agreed that the College's recruitment policies and practices require improvement (Mean = 4.02). This finding reinforces the earlier observations regarding weaknesses in the recruitment system. Although recruitment policies exist, respondents believe that they are inadequately implemented or require revision to align with contemporary best practices in human resource management. Taken together, these findings suggest that while the College acknowledges the importance of qualifications and experience, significant weaknesses remain in the operational aspects of recruitment, particularly regarding application processing, fairness, and policy implementation.

On Objective Three, findings showed uncertainty regarding whether recruitment exercises strictly follow established recruitment procedures (Mean = 2.36). This indecisive result indicates that respondents were uncertain about the consistency of

compliance with institutional recruitment guidelines. Such uncertainty may reflect inadequate communication of recruitment procedures or inconsistent implementation across recruitment exercises. A major finding under this objective is the strong agreement that political interference affects recruitment processes (Mean = 4.03). This suggests that political influence is perceived as a significant factor in staff recruitment within the College. Political interference often undermines merit-based recruitment by prioritizing personal or political interests over competence. Consequently, organizations experiencing political interference may recruit less qualified personnel, thereby reducing institutional efficiency and service quality. The study also established that respondents rejected the assertion that interviews and other selection instruments are conducted on a neutral basis (Mean = 1.94).

This finding indicates widespread concerns about bias during interviews and selection exercises. A non-neutral interview process may compromise objectivity, encourage favoritism, and reduce confidence in the recruitment system. Another important finding is the overwhelming agreement that recruitment and selection significantly influence organizational settings (Mean = 4.21). Respondents recognized that effective recruitment directly affects employee performance, organizational efficiency, and institutional success. Recruiting competent personnel contributes to improved teaching quality, enhanced administrative performance, and better service delivery. Finally, respondents agreed that employee performance within the College is generally poor (Mean = 4.37). This finding may be linked to the identified weaknesses in recruitment, political

interference, perceived unfairness, and poor working conditions. Poor recruitment decisions often produce long-term consequences on employee competence, commitment, and organizational effectiveness. Overall, the findings under this objective demonstrate that recruitment and selection practices are closely associated with organizational productivity. Weak recruitment systems, political interference, and poor work environments collectively contribute to reduced employee performance.

On Objective Four, findings revealed uncertainty regarding whether the College consistently employs credible recruitment tools such as aptitude tests, interviews, and credential verification (Mean = 2.86). This indecisive response suggests inconsistencies in the use of standardized selection techniques. The absence of reliable assessment tools may reduce the institution's ability to accurately identify the most competent candidates for employment. Respondents disagreed with the assertion that the College generally complies with the recruitment requirements of TETFund, NCCE, and the Benue State Government (Mean = 1.91). This finding indicates that the institution failed to demonstrate a reasonable level of compliance with external regulatory frameworks governing staff recruitment. Non-compliance with these regulatory bodies cannot enhance institutional legitimacy and promotes accountability. The respondents also confirmed the existence of a formal recruitment and selection policy document (Mean = 4.01). The availability of such a policy provides a framework for guiding recruitment activities and ensuring consistency. However, the existence of a policy alone does not guarantee effective implementation, particularly considering the earlier findings relating to

irregular recruitment practices. The competence of members of the recruitment selection panel produced an undecided response (Mean = 2.86). This finding suggests that respondents were uncertain about the qualifications, experience, or impartiality of those responsible for conducting recruitment exercises. Questions surrounding the competence of selection panels may undermine confidence in recruitment outcomes. Finally, respondents strongly agreed that recruiting competent staff would significantly improve teaching and learning outcomes within the College (Mean = 4.15). This finding reinforces the strategic importance of merit-based recruitment in educational institutions. Competent academic and non-academic staff contributes directly to instructional quality, research productivity, student satisfaction, and overall institutional performance.

Conclusion

The study concludes that the recruitment and selection process at the College of Education, Katsina-Ala is characterized by significant irregularities, including inadequate advertisement of vacancies, perceived unfairness, political interference, and weak compliance with established recruitment guidelines. Although the institution has formal recruitment policies and recognizes the importance of merit-based criteria, poor implementation has negatively affected employee performance and overall organizational setting. Strengthening transparency, fairness, and adherence to due process is therefore essential for improving institutional effectiveness.

Recommendations

Based on the study's findings, the following recommendations are made: Recommendations

1. The College should strictly adhere to due

process by ensuring that all vacancies are publicly advertised and recruitment exercises are conducted transparently and fairly.

2. Recruitment decisions should be based solely on merit, qualifications, and experience, while eliminating political interference and favoritism.
3. The College should strengthen compliance with the recruitment guidelines of relevant regulatory bodies, including TETFund, NCCE, and the Benue State Government.
4. Recruitment policies should be regularly reviewed and effectively implemented, while members of recruitment panels should receive training to enhance professionalism, objectivity, and competence.

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