

**RECRUITMENT, SELECTION AND PLACEMENT IN PUBLIC SECTOR
ESTABLISHMENTS IN NIGERIA:
A STUDY OF THE FEDERAL POLYTECHNIC, IDAH.**

BY

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CERTIFICATION

I hereby certify that this research paper is a product of a Research work carried out in the Federal Polytechnic Idah by Akoh, Augustine Enejo (PG/M.sc/11/59730) of the Department of Public Administration and Local Government, University of Nigeria, Nsukka, as part of the requirements for the award of Master of Science (M.Sc) in Public Administration and Local Government.

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To my late father, Mr James Akoh Adaji,
for planting the seed.

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ABSTRACT

The research was necessitated by the need to examine the challenges of staff recruitment, selection and placement in Public sector establishments in Nigeria. Based on this, the researcher went into investigation with a view to discovering the effects of political and sociological factors on recruitment; their effects on effective service delivery; and to determine the remedial measures to ensure effective and efficient service delivery in the Institutions of higher learning. Three hypotheses were formulated to guide the study from which eleven questions were drawn up and they formed the questionnaire administered to solicit information from respondents. The Data collected were analysed and from the analyses, it was revealed that political and interpersonal connections, Godfatherism and nepotism are the major criteria for recruitment and placement in Federal Polytechnic, Idah. We noted too that the institution does not advertise vacancies neither does it engage in Manpower planning. It was also found that political and interpersonal connections have resulted to general indiscipline, strained relationship between superior and subordinate officers and declining productivity in the institution. In order to ensure efficient and effective staff recruitment selection and placement in the institution, it is recommended, among others that, due process and competitive examination and interview be put in place for prospective employees; the institution should engage in manpower planning; and in order for employees to be dedicated, disciplinary procedures as spelt out in the Civil Service Rules should be properly implemented. Finally, there should be transparent management which ensures standardization in Policy implementation.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The efficiency and effectiveness of any organisation, whether private or public depend on the tripartite function of Personnel Management which consists of recruitment, selection and placement. The success or failure of any organisation therefore depends to a large extent on how these tripartite functions of Personnel Management are handled. The availability of competent and quality manpower does not depend on a game of chance, but anchored on an articulated and systematic recruitment and selection exercise. Supporting this assertion, Onah (2008:79) Opines that the importance of having efficient and effective procedures for recruitment, can hardly be exaggerated. If organizations are able to find and employ staff who consistently fulfil their roles and are capable of taking on increased responsibilities, they are immeasurably better placed to deal with the opportunities and threats

arising from their operating environment than competitors who are always struggling to build and maintain their workforce. Hence, recruitment has been described as a set of activities used to obtain a sufficient number of the right people at the right time, from the right places [Nickel, 1999:57]. Selection, on the other hand refers to a scientific process of screening as many applicants as necessary so as to pick or select those whose qualifications and qualities fit the job requirements most closely. While placement, according to Akpan [2009:66], refers to fitting the right person in the right job at the right time with the ultimate aim of achieving the goal of the organisation.

From the foregoing, it is clear that the major aim of recruitment, selection and placement of employees is the attainment of organisational objectives. Hence, the need to select those whose abilities and competences best fit/meet the requirements of the workplace becomes very crucial in the value scale of the recruitment process. That is why Briggs [2007:1] noted that a recruitment process begins by specifying human resource requirements viz numbers, skills, mix, levels and time frame which are the results of job analysis and human resource planning activities. Thus, Jones [2000:125] opined that

organisations should devise selection tools to help sort out the relative qualifications and qualities of the applicants and appraise their potentials for being good performers in a particular job. These tools include applications and resumes, interviews, reference check and tests. The essence of these activities, according to Mullins [1996:93] is for the organisation to appoint the best applicant with the right ability, temperament and willingness.

Recruitment, selection and placement of personnel are vital segments of Personnel Management functions in the public sector in Nigeria.

These vital segments of Personnel functions in the Nigerian public service are confronted by a plethora of challenges ranging from political, environmental, economic and sociological factors.

Taking the foregoing backdrop into cognisance, this study will examine the challenges of staff recruitment, selection and placement in the public sector establishments in Nigeria using, Federal Polytechnic, Idah as a case study.

1.2 STATEMENT OF THE PROBLEM

Recruitment, Selection and Placement are crucial tasks of Human Resource Management in the higher institutions of learning and lies in the heart of the problem of Personnel administration. The power of recruitment into the Federal Civil Service lies in the hands of the Federal Civil Service Commission. However, the Commission delegates such powers to Federal Ministries and Extra-ministerial agencies/departments to recruit, select and place their employees. Despite the delegation of responsibility, the Nigerian Federal Civil Service system emphasizes uniformity, standardization, competence, and transparency [Babaru 2003:85]. In recent times, especially in the higher institutions of learning and more specifically at the Federal Polytechnic Idah, recruitment, selection and placement of employees have deviated significantly from the laid down principles of merit, competence and transparency. Other factors rather than competence, capability, merit and intelligent quotient influence recruitment, selection and placement procedures in the higher institutions of learning.

Literatures have shown that sociological factors such as “Man-know-man, connectivity, ethnic considerations, political leanings, Federal

Character, religious inclinations etcetera” have been given significant consideration in the value scale of recruitment, selection and placement in the Nigerian Public Sector establishments, including higher institutions of learning. [Okoli, 2010:18] commented on this development thus: today it is news when an applicant gets a job in any of our public organisations without ‘knowing’ somebody.

The Federal Polytechnic, Idah, being one of the public Institutions cannot absolve itself from some of the problems identified above.

It is this problem of improper recruitment processes occasioned by connectivity, ethnic and religious considerations etc and the attendant inefficiency and ineffectiveness that has prompted the need for this study.

Considering the various challenges mentioned above influencing staff recruitment, selection and placement in higher institutions of learning and the attendant consequences on the public service efficiency and service delivery, this study will address the following problems:

- 1] Does political influence such as political patronage affect staff recruitment, selection and placement in the Federal Polytechnic, Idah?

- 2] What are the effects of sociological factors, such as friends, relatives etc on staff recruitment, selection and placement in the Institution under study?
- 3] In what ways do the political and social factors mentioned above influence and affect the efficiency level of the public service delivery, in the Federal Polytechnic, Idah?
- 4] What are the remedial measures necessary to ensure effective staff recruitment, selection and placement in the Federal Polytechnic, Idah?

1.3 OBJECTIVES OF THE STUDY

The broad objective of this study shall be to examine the challenges of staff recruitment, selection and placement in the Nigerian public sector, using the Federal Polytechnic, Idah as the case study.

More specifically, the study will:

1. examine the effects of politics on staff recruitment, selection and placement at the Federal Polytechnic Idah;
2. identify the extent to which sociological factors such as family, friends and relations affect recruitment, selection and placement in the Institution;

3. examine the effects of the above factors on the efficiency and effective service delivery in the Institution;
4. determine remedial measures to ensure effective and efficient recruitment, selection and placement process that could lead to effective service delivery in the Institution.

1.4 SIGNIFICANCE OF THE STUDY

This study is theoretically and empirically significant.

From the theoretical point of view, the study will fill the gap in literature and expand the frontiers of knowledge in the field under study as it is a contribution to knowledge.

It will also be of immense significance to students in the field of Public Administration and Researchers who may be interested in the topic and related areas.

From the empirical perspective, the study will be of immense significance to policy makers in the public sectors especially institutional managers as the findings and recommendations will enable them to formulate appropriate personnel policies that would ensure the recruitment, selection and placement of the right calibre of employees

that could bring about efficient and effective service delivery in the public sector establishments.

Empirically too, the study will be very useful to the Federal Polytechnic, Idah as the findings and recommendations will help the Institution to put in place a dynamic personnel policy that will make the Institution to recruit, select and place the right calibre of employees in both academic and non-academic fields, to achieve the goals for which the Polytechnic was established.

1.5 SCOPE AND LIMITATIONS OF THE STUDY

This study covers recruitment, selection and placement in the public sector establishments, using the Federal Polytechnic, Idah as a case study. The scope of the study covers the political, environmental, economic and sociological factors and their effects on recruitment, selection and placement in the public sector establishments in Nigeria. The study covers the period 2000 – 2011.

In this study, the major constraints include the reluctance of the employees of the Institution studied to supply the needed information

due to low level of knowledge on the importance of Research to the improvement of the quality of service in the Institution.

Another major constraint was the dearth of materials. There is scarcity of adequate and current literature on the topic in related institutions.

The time limit within which this study had to be completed was another constraint.

Despite these shortcomings, the researcher was able to gather the relevant information from the respondents, relevant textbooks, internet services and worked within the limited time-frame to produce the report that would be useful to the institution and similar establishments.

CHAPTER TWO

LITERATURE REVIEW AND METHODOLOGY

2.1 INTRODUCTION

This chapter deals with the review of related literature and research methodology. The literature review shall focus on the following:

1. Staff Recruitment and Selection: A conceptual analysis;
2. Sources of recruitment and selection in the Institutions of Higher Learning;
3. Recruitment and Selection: The Nigerian Institutions of Higher Learning context;
4. The Federal character Principle: Necessity and workability in Nigeria; and
5. Problems of Recruitment, Selection and Placement in the Nigerian Higher Institutions of learning.

2.1.1 STAFF RECRUITMENT AND SELECTION: A CONCEPTUAL ANALYSIS.

Staff recruitment and selection have been described as the lifewire of any organisation. Thus, the success or failure of any organisation therefore, depends largely on the type and quality of the people that constitute its workforce. According to Ikeanyibe (2009: 77), Selection is part of the recruitment process through which the organization takes out of many who applied, those who are considered best for the job.

Hence, recruitment and selection have been regarded as a crucial function of human resource management as whatever happens at this initial part can make or mar the organisation. That is why Drucker [1988] contended that good organisation structure does not by itself guarantee good performance, unless it is matched with sound and quality personnel. And, as noted by Ogunbanjo [2009:55], recruitment and selection refer to the positive action taken by an organisation to find the right quality and quantity of personnel in order to enable it accomplish its goals. This means that recruitment precedes selection by paving the way for producing the smallest number of candidates who appear to be capable of either performing a task or developing the ability to do within a period of time, duties acceptable to employing organisations.

Recruitment and selection, according to Armstrong [1978:148] is a process of obtaining at minimum cost, the number and quality of staff required to satisfy the manpower needs of organisations. The process of recruitment and selection, according to Nigro [1992:162], mostly take the following steps:

1. the preparation of specialists in the various functional areas of personnel administration;
2. the design and implementation of personnel system and techniques that protect merit principles and support academic, administrative and managerial processes; and
3. the familiarization of line officials with the knowledge and skills that personnel specialist may contribute to the efforts to solve a wide variety of organisational problems.

In the Nigerian institutions of higher learning, recruitment and selection, according to Mukoro [2005:34] assumes the above three basic principles. Mukoro further noted that for recruitment and selection to take place in the Nigerian institutions of higher learning, the concerned institution could use either internal or external sources, depending on the calibre of employees required, subject to the existence of vacancy and need for filling such vacancies. Noting further, Mukoro [2005:35]

said that apart from the existence of vacancies before contemplating recruitment and selection, adequate financial budgetary provisions must be made to ensure that those recruited into the employment of the institution also have their salaries and other remunerations paid. Once these conditions are met, as provided for in the Civil Service [Reorganisation] Decree No. 43 Section g[1]d of 1988, such institution can undertake the appointment, discipline and promotion of its staff under the general and uniform guidelines provided by the federal civil service commission.

Briggs [2007:144] observed that recruitment in the institutions of higher learning is the process through which suitable candidates are induced to compete for appointment into the services of the institutions. And, according to Finer [1949:160], the institutions of higher learning are citadel of learning that requires professionally qualified and competent workforce where knowledge could be imported so as to ensure societal transformation and development. Thus Willoughby [1964:195] noted that the institutions of higher learning are systems that offer equal opportunities to all citizens to enter into the public service, equal pay to all employees doing work requiring the same degree of intelligence and capability, equal opportunities for

advancement, equal favourable conditions and equal participation in retirement allowances and make equal demands upon the employees. The major requirements in the recruitment and selection in the institutions of higher learning, according to Gladden [1948:185] are that employees should be impartially selected, academically, professionally and administratively competent, politically neutral and imbued with the spirit of service to the institution and the community. The key to recruitment and selection in the institutions of higher learning as noted by Denhardt and Denhardt [2006:220] is the notion of position classification which is arrangement of jobs on the basis of duties and responsibilities and the skills required to perform them, derived from a thorough job analysis.

The Nigerian institutions of higher learning place a high premium on recruitment and selection of the right quality of staff, hence Decree 43 of 1988 states that all eligible candidates for appointment shall be interviewed by the appropriate Personnel Management Board or Committee. However, Mukoro [2005:34] noted that competence and job specialization cannot thrive where sentiments are brought to play in the recruitment and selection process. Sentiments such as Federal character, quota system and representative bureaucracy, according to

Ogunmola [2009:145] down plays the merit principle in recruitment and could negatively affect the efficiency level of the higher institutions of learning such as the Polytechnics.

2.1.2 SOURCES OF RECRUITMENT AND SELECTION IN THE INSTITUTIONS OF HIGHER LEARNING.

There are basically two sources of recruitment where applicants can be drawn from for any organisation. Those sources are either internal or external. The extent to which each of the sources is utilized depends upon the specific environment of the organisation and the philosophy in operation, [Briggs 2007:143]. Jones [2000] observed that when using internal source for recruitment, the organisation usually turns to existing employees to fill open vacancies. In this situation, Jones further noted that the employees recruited internally are either seeking lateral movement [job changes that entail no major changes in responsibility or authority levels] or promotions. The major advantages of internal recruitment, according to Briggs [2007:144] include the fact that the employees are already familiar with the system and the organisation also has good information and knowledge about their skills, abilities and actual behaviour on the job. Internal sourcing boosts morale and serves as motivation to employees.

External sourcing, on the other hand, refers to a situation where the organisation gets its needed labour force from outside the organisation.

The need to recruit from external sources, according to Endicott [1986:87] may arise due to the absence of suitable candidates from internal sources.

The various means by which higher institutions of learning can recruit externally include advertisements, private and public employment agencies, employee referrals, academic institutions, professional associations, union and informal networks (Jones, 2000:210). External sourcing of employees, according to Richardson [2010:10] can be grouped into formal and informal methods. The informal method may include retiring former employees and choosing from among these “walkin” applicants whose unsolicited resumes had been retained or filed. This method Richardson observed, is commonly used for recruitment of low and high level employees. This is mostly practiced among the academic staff in the higher institutions of learning where resources are engaged on contract basis. The formal methods of external recruiting, he said, entail searching the labour market more widely for candidates with no previous connection to the organisation.

These methods have traditionally included Newspaper/Journal advertisement, the use of employment agencies and executive search firms and e-recruitment.

As external sources of recruitment, the online applications/recruitment on the net has become the in-thing in modern-day recruitment exercise in institutions of higher learning. Richardson [2010:12] noted that using the internet as a source of recruitment is faster and cheaper than many traditional methods of recruitment, as job can be posted on the internet sites for a modest amount [less than the print media] and are usually available and accessible within 24 hours where prospective employees can access the information and respond electronically. He further noted that seekers of jobs into higher institutions of learning, especially academic and senior non-academic staff are usually people with higher academic and professional knowledge who could access the applications through the net easily.

This source, it is believed, will enable the organisation to obtain applications from many prospective employees and enable the organisation to make choice based on the laid down criteria and those

applicants whose qualifications demonstrate close fit for the job are invited for examination or interview. [Wallace, 2008:38].

2.1:3 RECRUITMENT AND SELECTION: THE NIGERIAN HIGHER INSTITUTIONS OF LEARNING CONTEXT

Prior to the 1988 Civil Service Reforms, the Civil Service in Nigeria was patterned along British traditions. Ademolekun and Gboyega (1979) noted that the organisation of the Nigerian civil service according to British tradition made the civil service apolitical, bureaucratic and conservative, making the structure an ossified system. This same pattern is also applicable in the Nigerian higher institutions of learning. The Nigerian higher institutions have been undergoing gradual and systematic reforms and restructuring. As noted by Babaru [2003:185], apart from the reforms, section 153[1] of the 1999 constitution of the Federal republic of Nigeria has vested in the Federal civil service commission, the power to appoint [recruit] persons to offices of the federal civil service and to dismiss and exercise disciplinary control over such persons so appointed.

Appointments into the federal civil service as contained in the said constitution are done through recruitment, transfer and secondment. In the same vein, section 170 of the 1999 constitution empowers the commission to delegate any of its powers and functions in order to guard against possible delays and allow for the development of administrative powers in view of the common role the commission is expected to play as a regulatory authority of the federal civil service. As noted by Briggs [2007:145] such power of delegation has been vested in the ministries and extra ministerial departments including higher institutions of learning to recruit both junior and senior staff of the respective institutions subject to the supervisory approval of their mother ministry or supervisory agency. Such appointments are expected to be made after duly advertising the posts as the need arises. [FRN, 2000:Rule 12102].

According to Al-Gazali [2006:85], recruitment into the Nigerian federal civil service including higher institutions of learning is determined by three major factors, namely: availability of vacancies; the second factor is the consideration of the qualification of the potential applicants, taking into cognisance the qualification and skills requirements for the

job; and the third factor is the federal character principle. This third factor, according to Babaru [2003:155] is a constitutional matter which is aimed at geographical balancing in the federal civil service. And as Olowu [1997] observed, federal character principle is a political issue which is greatly supported by the disadvantaged states.

2.1.4 THE FEDERAL CHARACTER PRINCIPLE: NECESSITY AND WORKABILITY IN NIGERIA.

The need for representation of the various geopolitical entities in Nigeria was the major impetus for the enshrining of the Federal Character principle in the 1979 Nigerian constitution. The notion of representation metamorphosed from the institutions responsible for policy making such as legislatures to include representative bureaucracy. This became necessary to ensure regional balance in all areas of government.

According to Bergmann, [1966:7], he noted that in many culturally diverse societies [such as Nigeria], it is widely recognized that different blind rules and institutions can cause disadvantages for particular groups, hence a move towards affirmative action aimed at ensuring regional balances would be more appropriate. He further argued that

such affirmative action which should be regarded as the advantages of Federal Character Principle is often defended on the following three grounds:

- [1] to offset past discrimination;
- [2] to counteract present unfairness;
- [3] to achieve future equality.

These three bases for representativeness have been interpreted by Cahn, [2002:13] thus: the first, that is to offset past discrimination, is often referred to as compensation, the second that is to counteract present unfairness means 'a level playing ground' while the third point, that is to achieve future equality, is always referred to as 'diversity'.

Cahn [2002:15] noted that in Nigeria, all three motives for alternative action were implied in the drive for Federal character principle. Cahn further noted that alleged victims of nepotism and tribalism wanted actions to correct past discrimination; champions of ethno-regional interests wanted to counteract present unfairness, while ardent nationalists wanted the stability and effectiveness that would result from promotion of diversity. This culminated into the creation of federal character commission.

In order to give backing to the Federal Character principle, and ensure that there was no predominance of persons from a few states or from a few ethnic or sectional groups in the composition of the government and its agencies, section 14, sub-section 3 of the 1979 constitution stated:

The composition of the government, of the federation or any of its agencies and conduct of its affairs shall be carried out in such a manner as to reflect the federal character of Nigeria and the need to promote national unity, and also to commend national loyalty.

In similar manner, section 135 stipulated that the president must appoint at least one minister from each state, while section 157 compelled the president to take due regard of the federal character in appointing persons to such offices as the secretary to the federal government, ambassadors, permanent secretaries of federal ministries as well as the personal staff of the president. Section 197[2] of the same constitution stipulated that the officer corps and other ranks of the armed forces must reflect the federal character, while section 199 called for the establishment of a body to ensure the composition of the armed forces and other agencies to comply with the federal character principle.

By the provisions of section 150 of the 1989 constitution, many new institutions, such as the governing bodies of universities and other institutions of higher learning were brought under the purview of the federal character principle.

In order to strengthen the application of the federal character principle, Federal Character Commission was established by Decree 34 of 1996, [Ekweme, 2005:12]. The powers of the commission, among others include prosecuting the heads of parastatals for failing to carry out their functions in accordance with the Federal Character principle. The powers conferred on the commission also extend beyond governmental bureaucracies to address the inequalities in social services and infrastructural development, along with the inequalities in the private sector. The commission has also been empowered to work out a formula for the redistribution of jobs and establish the principle of proportionality within the federal service [Federal Character Commission, 1996:30].

However, weakness of the commission's formula of proportionality, according to Jokolo [2005:15] is that it does not ensure that the best candidate from a state is chosen. It was also further argued that the

geo-political quota based on states and zones is explicitly silent about ethnicity and religion. This silence, according to Jokolo [2005:16] works out in favour of the majority ethnic groups spread across states and zones. This singular omission or commission makes the Federal Character to favour the group that has been opportuned to perpetuate their domination over the underprivileged ones. This is why the implementation of the Federal Character principle has been subjected to manipulations by the privileged class in many institutions of higher learning, federal ministries and parastatals.

As the political bureau report [1987:202] noted, the lopsidedness of the application of the federal character principle made the minority groups to complain that they are not satisfied by their relative numbers in the public service as compared with their counterparts who are in the majority. This means that the career positions in the civil service and parastatals including the higher institutions of learning are dominated by the majority ethnic groups.

The report noted further that the federal character principle is not appropriately applied especially as far as appointment and promotions are concerned, resulting in lowering morale and inefficiency of the

public service. As the bureau further reported, even though the provision of the 1979 constitution was designed to ensure orderly and equitable recruitment of all ethnic groups in the federal public service to ensure fairness to all without destroying the merit system, this has been proved to be untrue. This is because, one may not be considered appointable because of his ethnicity or region even when he performs better at the job interview. The consequence of this is inefficiency on the person appointed and low morale on the part of the applicant not found appointable.

2.1.5 PROBLEMS OF RECRUITMENT, SELECTION AND PLACEMENT IN THE NIGERIAN HIGHER INSTITUTIONS OF LEARNING.

Recruitment, selection and placement in the Nigerian institutions of higher learning are faced with plethora of problems. Such problems range from political to sociological factors. Political factors affecting recruitment and selection in institutions of higher learning, according to Ogunmola [2008:125] have negated the principle of merit. The political influence in staff selection in the institutions of higher learning, as Ogunmola noted, has brought about patronage recruitment where consideration for who should be selected is more on political patronage

rather than merit. Thus the desire to maintain political balance becomes dominant at the expense of intelligent quotient, technical and professional competence.

The effect of this according to Gana [2009:25] is that recruitment process lacks transparency and equity, making it difficult to recruit the best candidates for available jobs in the institutions of higher learning. The aftermath of the political pressure on recruitment and selection as Gana further noted is that recruitments are done without due regards to any standard or if there are standards, they are mere expressions on paper for the fulfilment of the parochial interests of some powerful groups within the institution or its supervisory agency.

The sociological factors, on the other hand emanate from the social relations and the multi-ethnic nature of the Nigerian nation. As Ogunmola [2008:127] noted, there are always pressure from the family members, relations, in-laws and friends to be given employment if any member of their family relation or close associate is opportuned to be in position where jobs could be offered in institutions of higher learning. This pressure leads to the perversion of rules in order to satisfy the parochial social interests at the expense of competence and overall

organisational efficiency. Thus ethnicity and 'clannish' consideration always take pre-eminence over meritocracy with the attendant consequences on administrative efficiency and impartation of knowledge in institutions of higher learning.

Other problems affecting recruitment and selection in the institutions of higher learning according to Peters [2009:85] is delegation of authority. Peters observed that the National Board for Technical Education and Federal Ministry of Education delegated their functions and activities to recruit low level workers to respective institutions of higher learning. The Federal Ministry of Education and National Board for Technical Education lack effective control over the institutions of higher learning as they always employ people without adherence to policies and standard procedures thus, leading to recruitment through informal methods. This situation, he observed always bring about ineffective implementation of recruitment plans and effective control mechanism in the Nigerian institutions of higher learning.

The sociological factors, as Peters [2009:90] observed has negatively affected loyalty, discipline and service delivery. Talking more specifically on discipline, Peters argued that employment based on

nepotist and patrimonial logics always weaken normal bureaucratic rules and the non application of such rules brings about indiscipline to the institutions of higher learning. He cited instances where some staff members were left off infractions due to nepotist and patrimonial relations. This situation could result to indiscipline and poor service delivery.

2.2 HYPOTHESES

In order to properly guide the study, the following hypotheses have been formulated for testing:

1. There is a positive relationship between political patronage [God fatherism] and unmeritocratic recruitment, selection and placement in the Nigerian institutions of higher learning.
2. There is a positive relationship between sociological factors such as influence of friends, families and relations and employee indiscipline in the Nigerian institutions of higher learning
3. There is a positive relationship between the mode of recruitment, selection and placement and the efficiency level of employee performance.

2.3 OPERATIONALIZATION OF KEY CONCEPTS

Recruitment: The term 'recruitment' as used in this study refers to the process of assessing a job, announcing the vacancy, arousing interest and stimulating people to apply.

Selection: The term 'selection' as used in this study means the process of sifting applications to get the best candidate as well as the conduct of selection interviews.

Placement: Placement is the process of fitting the right person at the right job or place.

Public Service: The term 'public service' as used in this study refers to the Federal Civil Service, the states, civil service, government owned companies, corporations and parastatals.

Federal Character: The term 'Federal character' as used in this study refers to the government policy which requires the appointment of officers in the Nigerian public service to reflect the geo-ethnic groups in Nigeria.

Elite: A special group of social class of people which have a superior intellectual, social or economic status in the society/organisation.

Personnel: The term 'personnel' as used in this study refers to the manpower employed by an organisation to carry out a specific and assigned task.

Inefficiency: This means the inability to cope with the demands of a job resulting in low output.

Management: All the people who are in charge of making policy decisions in an organisation considered as one body.

Organisation: An organisation is a setup which has people working together or cooperating with a purpose to achieving a stated aim and objectives.

Merit: This means the criteria set up, which permits a reasonable and objective judgement of an applicant's ability to perform a job.

2.4 RESEARCH METHODOLOGY

This section of the work is concerned with the description of the research methods used in the course of this study.

2.4.1 SOURCES OF DATA COLLECTION

The data collected for this work were derived from two main sources viz the primary and secondary sources.

The primary source is made up of the questionnaire designed and administered to the respondents by the researcher, while the secondary sources were made up of information obtained from textbooks, journals, internet Sources, government publications and other documentary sources.

2.4.2 INSTRUMENT FOR DATA COLLECTION

The major instrument for data collection in this study was the questionnaire designed and administered by the researcher. The questionnaire was structured with multiple choice questions to facilitate easy decision by the respondents to freely express their views and opinion on certain issues. Provisions were also made for open-ended responses.

2.4.3 RELIABILITY AND VALIDITY

For the purpose of validity, pilot research was conducted with the instrument for data collection and this was repeated after two weeks to determine the level of consistency of the information so as to prove its validity. Above all, the researcher is a participant observer in the organisation. This gave direct observational advantage.

2.4.4 POPULATION FOR THE STUDY

The population of this study comprised the entire staff of the Federal Polytechnic, Idah which has a total staff strength of 1027 made up 458 academic and 569 non academic staff.

Source: Establishment records as at January 2011

2.4.5 SAMPLING TECHNIQUE

The sampling technique used in this study is proportionate stratified randomization technique. The sampled population was drawn from Academic and Non Academic staff from the various schools and Registry Department thus:

	Academic	Non Academic
School of Business	45	40
School of General and Administrative Studies	54	39
School of Technology	37	36
School of Environment Studies	36	37
School of Engineering	23	31
Registry	-	50
Sub total	193	233
Total		<u>426</u>

Given the formula = $\frac{P}{PS} \times SP$

Where P= Population per school

PS= Population size

SP= Sampled population.

Source: Jelly Mclean, P (1965)

It is believed that since this population cuts across the two main categories of staff in the institution, the information obtained from them will be generalized on the population of the target area.

A total of 426 Questionnaires were distributed and 420 were completed and returned.

2.4.6 METHOD OF DATA ANALYSIS

The data collected were subjected to statistical analysis, using tables and percentages. The bench mark adopted was such that any percentage from fifty and above was taken to be positive and consequential while any percentage below fifty was taken to be negative and inconsequential.

This bench mark conforms to the percentile bench mark analysis by Robin, [2001:395] who said that 50% and above signifies that the majority of the respondents accept or reject a particular opinion.

2.5 THEORETICAL FRAME WORK

The framework of analysis adopted for this work is the Prismatic theory proposed by Fred Riggs. Riggs (1964:78) developed administrative theory for the developing societies based on the peculiar characteristics of administrative practices in the developing world.

Thus, there are proposed models for the conduct of public bureaucracies in both developed and developing nations. The two commonest models are the Weberian or Classical model for the developed societies and the Riggs' Prismatic-Sala model for the developing or 'transitia' societies.

The Weberian model incorporates the essential structural features and behaviour characteristics which are classified as 'near ideal'. Such structural features include hierarchy, differentialism, and merit, while the behavioural characteristics include precision, consistency, rule application and discretion. These features according to Heady

(1966:150) create room for coherent, consistent and productive administration. Heady further observed that the features mentioned earlier provide series of arrangement such as recruitment and selection based on achievement as demonstrated competitively rather than ascription.

The compatibility of the Weberian model to the environment of developing nations led to the development of Prismatic theory by Fred Riggs. Here, the structural and behavioural characteristics vary significantly from the Weberian model. Hence, '*fused*' and '*diffracted*' societies are models constructed deductively by Riggs from contrasting assumptions about the relationship between the structures and the number of functions they perform. The fused model depicts a society where all component structures are highly diffused while diffracted model represents where component structures are highly specific. Designed to represent the 'midway' situation between fused and diffracted ends of the continuum, is the Prismatic model which combines the traits of tradition and modernity.

2.5.1 TENETS OF THE THEORY

According to Riggs (1964:95), any truly scientific study of administration must be comparative and that, to be truly comparative, it must be empirical, nomothetic and ecological. Riggs observed that developing societies are characterised by rapid changes, uncertainty, overlapping and ineffective differential structures. These marked characteristics constitute inherent impediments in the operations of administration in developing societies.

The impact of environment on Public Administration consists of the pressures and influences emanating from socio-cultural, political, economic and interest groups which often constrain the structure, process and output of public administration. These factors though external, greatly impinge upon the administration thereby affecting its efficiency and effectiveness.

The main focus of the Prismatic theory is that administrative operations in any society cannot be divorced from its environment. Thus, Prismatic theory is premised on the fact that:

1. Public bureaucracies are regarded as one of the general basic institutions in a society;

2. Other sub-systems co-exist side by side with the bureaucratic sub-system, and they interact with each other; and
3. In order to understand the structures and functions of bureaucracy, it must be studied in the context of its relation to other sub-systems. Riggs' analysis came up as a critique of the ideal Weberian Model construct which could not fit into the environment of developing societies, where the administrative structures are not in any way autonomous from other social structures.

2.5.2 APPLICATION OF THEORY TO THE STUDY

Drawing from the above tenets of the Prismatic theory, the administrative system in a Prismatic society such as Nigeria is said to be characterised by heterogeneity, formalism, nepotism, poly-communalism, inconsistency and unpredictability. These features are products of the Nigerian environment which according to Psychological theorists such as Pye (1962:220) emanated from the maladjustment on the part of the bureaucrats and other functionaries in the developing societies.

Commenting on the personality disorders arising from the discontinuities in the process of socialization, Pye argued that:

In developing states, the primary socialization process takes place in traditional structures, whereas the secondary socialization takes place within modern structures; the result of this difference in the locus and possibly the content of socialization processes is individual identity crisis which compels the bureaucrats (and other functionaries) to exhibit ambivalent attitudes and diminish their capacity in the art of associating together.

And as rightly observed by Pye in Okoli (2004:95) bureaucrats and other functionaries in developing societies, not only understand fully their responsibilities, especially to their corporate groups, but also they are under constant pressure from these groups and as such, they are prepared to sacrifice organizational norms in order to satisfy the demands of their corporate groups.

It is in realization of the above premise that Pye (1962:251) argued that in developing societies, since the social approval is given to those individuals who manifest commitment to personal ties and obligations, it is to the enhancement of these that their efforts are directed. Hence, the corporate groups expect the bureaucrats and other functionaries in the public sector to use their positions to advance the cause of the group. Here lies the root of the problem of Prismatic theory as it relates

to staff recruitment, selection and placement in the Nigerian Higher Institutions of Learning.

Anchoring on the expectations of the corporate groups, and for the fact that the individual administrator is a bonafide member of the groups (more or less a representative) he perverts procedures and rules to satisfy corporate group interest. This gives rise to side stepping, tailoring or ignoring of rules and procedures to satisfy ethnic, tribal, religious or political interests. Hence, employment could be offered to persons who do not have the relevant qualifications, skills or competencies, and at the same time, staff placement are done without due regard to professionalism and relevant Knowledge.

In applying this theory to the study, one would come to understand that policies such as Federal character, and quota principles as well as representative bureaucracy are all designed to satisfy the interest of the ethnic, tribal, religious or political groups. Typical examples can be found in various government parastatals, agencies, ministries and institutions of higher learning.

Commenting on this negative trend in recruitment, selection and placement in the public service (and public tertiary institutions), Okoli

[2010: 21] opines that examination are no longer considered necessary as test for knowledge and competence. Instead any person can occupy any position whether qualified for it or not in terms of education or professional competence. Evidence abounds in Nigeria today that recruitment, selection and placement in both public and private organisations is mainly (if not totally) on the principle of 'man know man'. He emphasized that the phenomenon is the theory of "Imamadu". The theory, though not tested for empirical validity has wide acceptance by Nigerians and this transforms it into "law".

This "theory" which Okoli (2010) calls cognitive melodrama manifests itself at the micro and macro levels in African public organisation. At the micro level, it affects the individual while at the macro level, it affects the group.

This theory of cognitive melodrama has become the true picture of Nigeria and perhaps in most public and private organisations and even the family unit as well. According to Okoli everything in Nigeria can easily be achieved through this phenomenon. Gone are the days when employment is strictly on the basis of merit through written and oral examination.

According to Okoli (2010), almost all the selection processes are based on the cognitive problem of “whom you know”. Meritocracy is thrown overboard. Consequently Okoli [2010:19] summarized that competent manpower are hardly recruited because the normal routine processes and ethics are completely ignored and bypassed. In some cases, known organisational processes are short changed as applications could be written and submitted after the job has been offered to the applicant. He concluded that based on this practice, appointments could be given to ghost applicants while the others are busy surfing the internet with the hope of being invited for tests and interviews. Meritocracy is thus thrown overboard and the resultant effect is inefficiency and ineffectiveness which is the bane of most public organisations, the federal tertiary institutions, inclusive.

CHAPTER THREE

BACKGROUND TO THE STUDY AREA

3.1 THE FEDERAL POLYTECHNIC, IDAH

The Federal Polytechnic, Idah, came into being in February, 1977, as Idah College of Technology. Its establishment was part of a broad national attempt to solve practical problems facing the Nigerian economy.

The functions of the Polytechnic are as follows:

- ❖ To provide full-time or part-time programmes of instruction and Training in technology, applied sciences, commerce and management and in such other fields of applied learning relevant to the needs of the development of Nigeria in the areas of industrial and agricultural production and distribution and for research in the development and adaptation of techniques as the Council may from time to time determine;
- ❖ To arrange conferences, seminars and study groups selective to the fields of learning specified above; and
- ❖ To perform such other functions which in opinion of the council, may serve to promote the objectives of the Polytechnic.

Source: Student Comprehensive Handbook [2010 Revised Edition]

Though founded in early 1977, the law formally establishing the Polytechnic did not come into force until the 25th of July, 1977 when decree number 33 of 1977 was promulgated. This law changed the name of the institution from the Idah College of Technology to the Federal Polytechnic, Idah. This change in nomenclature is in conformity with the Federal Government's plan to designate all Colleges of Technology in the country as Polytechnics.

The development of the Institution was based on a master plan drawn up by the Federal Ministry of Education in 1977. Under this a total land area of 1,230 hectares spanning parts of Uwowo, Ogbogbo, and Okenya villages was acquired.

3.2 ORGANOGRAM OF THE POLYTECHNIC

3.3 ORGANIZATIONAL STRUCTURE OF THE POLYTECHNIC

There are two distinct sectors of the Polytechnic – the direct academic section and the administrative/service section. The administration of the Polytechnic is headed by the Rector who is the Chief academic and administrative officer of the institution. He is responsible to the Governing Council. To assist the Rector are: the Registrar who handles the day-to-day administrative services; the Bursar who administers the Polytechnic's finances and other Deans/Directors as shown in the Federal Polytechnic, Idah organogram.

3.4 THE ACADEMIC BOARD

Composition

The academic board is composed of

- ❖ The Rector - Chairman
- ❖ The Deputy Rector - Vice chairman
- ❖ All Heads of Department - members
- ❖ The Polytechnic Librarian - member
- ❖ Two members of the Academic staff, other than Heads of Department are appointed by the academic Board as members.

Specific Functions of Academic Board

- ❖ The Academic board is responsible for:
- ❖ The direction and management of academic matters of the Polytechnic, including the regulation of admission of students, issuance of result and the award of certificates and diplomas, scholarships, prizes and other academic distinctions.
- ❖ Making available to the council periodic reports on such academic matters as the Academic Board may think fit or as the council may, from time to time, direct.
- ❖ The discharge of any other function which the council may delegate to it.

3.5 STATUTORY COMMITTEES

The Polytechnic has the following statutory and standing committees:

- ❖ Finance and General purpose committee which has the following:
 - Approval of the Polytechnic annual estimate;
 - Approval of the Polytechnic working budget;
 - Consideration and award of contract of works for suppliers; and
 - Any matter relating to the finances of the Polytechnic.

- ❖ Appointment and promotions committee [Senior Staff]: The committee is responsible for making recommendations to the Governing Council on the appointment, promotion, confirmation, transfer of service, discipline and development of all categories of senior staff. It has a membership of five.
- ❖ Appointment and promotions committee [Junior Staff]: the committee makes recommendation to the Rector on appointment, confirmation, promotion, transfers of service and discipline of junior staff. It has four members.
- ❖ Committee on student affairs: The committee has a total membership of eight with the principal objective of considering any matter which relates to the welfare of students.

3.6 THE RECTORY

The Rector's office is one of the major non academic departments of the institution. It is headed by the Rector who is also the chief Executive of the Polytechnic.

The Department consists of operational units that are headed by unit heads which includes:

- ❖ Main Rector's office
- ❖ Academic Planning unit
- ❖ Central Intelligence unit
- ❖ Internal Audit unit
- ❖ Information and Publication unit
- ❖ Consultancy services unit.

Main Rector's Office

This office is occupied by the chief Executive of the institution.

Academic Planning Unit: This unit carries out the following functions:

- ❖ Liaises with heads of department and unit to ensure that adequate facilities and equipment are readily available for the execution of the academic programmes of the institution.
- ❖ Plans for optimum location of facilities and utilization of limited resources of the institution.
- ❖ Prepares, develops and reviews both annual and long range plans for the institution.
- ❖ Handles the production of basic statistical data on the operation of the institution, including projections.

Central Intelligence Unit: This unit undertakes the following functions:

- ❖ Detection of crimes
- ❖ Prevention of crimes
- ❖ Protection of life and property
- ❖ Apprehension of offenders
- ❖ Enforcement of laws made by the authorities of the institution.

Internal Audit: This unit undertakes the following functions

- ❖ Internal check and control
- ❖ Daily cash survey
- ❖ Verification of payment vouchers
- ❖ Checking of salaries
- ❖ Supervision of payment of salaries – junior staff
- ❖ Post checking of payrolls
- ❖ Bank reconciliation
- ❖ On the spot stores checking
- ❖ Price intelligence

Information and Publication Unit: This unit is responsible for the collection and dissemination of information about the Polytechnic including the production of the Polytechnic news bulletin, or news letter.

It also compiles documents and annual reports.

Consultancy Service Unit: The principal aim of this unit is the provision of business forum whereby pool of academic excellence, professional expertise and material resources can be made available to prospective clients.

3.7 THE REGISTRY:

The Registry Department is the administrative arm of the Polytechnic and is divided into Central Administration [Registrar's office], Academic Affairs Division, and Establishment Division. The mission of the Registry is to ensure academic excellence through effective advice on formulation and execution of policies and provision of other support services.

The Registrar performs the following functions:

Has the overall responsibility, through the Rector, for the day-to-day Administration of the affairs of the Polytechnic. He is the secretary to the governing Council of the Polytechnic, and the Academic Board.

Central Administration:

The Central Administration unit of the Registry is directly under the Registrar and Coordinates the activities of the component division of the registry.

Establishment Division

The establishment division is an arm of the registry department charged with the responsibilities for all staff matters including appointment, recruitment, promotion and discipline, staff welfare and training and other matters relating to conditions of service. The establishment division is headed by a Deputy Registrar who is responsible to the Registrar for the day to day running of the registry department.

Though the establishment division is charged with many personnel functions, the researcher would focus on recruitment, selection and placement functions of the establishment division.

The establishment division notifies the registrar of the personnel needs of the institution based on the submissions from the divisional, departmental and unit heads after a thorough job analysis.

The proposal on staff needs is presented to the governing council for approval. When approved, management will mandate the Registrar to advertise the vacancies in two National dailies. Having obtained enough applications, candidates are short listed and invited for interview. After the interview, successful candidates are short listed. In other words, the establishment division is generally responsible for the recruitment of both senior and junior staff. i.e. identification of vacancies, advertisement, processing of the applications in accordance with the terms of advertisement and short listing of applications for interview and placement of successful applicants. The senior staff appointments, promotions and disciplinary committee takes care of the senior staff matters while the Junior Staff Appointments, promotions and disciplinary committee takes care of the junior staff.

The division is also responsible for providing secretarial and other services for both the senior and junior staff appointments and promotions committees and the staff development committee in

addition to the documentation of all new staff files, leave matters, transfer of services, resignations and confirmation of appointments. It also carries out verification of credentials of staff and handles immigration/passages matters. The division services other departments with administrative, clerical and secretarial staff.

It is however important to note that the above recruitment processes are not normally followed in most cases especially when there are pressing needs for certain categories of staff. In such situation, the institution normally engages staff on temporary appointments, pending the real job interview. It is through this recruitment method that manipulations always take place to favour the privileged group in the institutions.

Academic Affairs Division

The Academic Affairs Division of the Registry which is in charge of all the academic affairs of the institution is made up of the office of the Academic Officer, Admission office, and Examinations and Records office. The Academic office is headed by the Academic Affairs Officer. The Academic Affairs Officer, who is responsible to the Registrar, coordinates and supervises the activities of the two components units (Admission Office and Examinations and Records Office). It is also responsible for the arrangement of all academic board meetings and

assists the registrar in executing policies as spelt out by the Academic Board. The Academic office is the custodian of all originals of signed Polytechnic certificates as well as blank ones.

Admission Unit

The unit coordinates all admission exercises. The admission unit receives and processes all admission forms before they are later sent to the various departments for short-listing. Admission letters are typed in the admission office and dispatched to prospective candidates after they have been signed by the Registrar.

The registration of students is carried out in the admission office. Over the years activities of the admission unit have increased due to the corresponding increase in students' enrolment.

Examination and Records Unit

The main functions of this unit can be summed up as follows:

- ❖ Conducting all Polytechnic Examinations in consultation with the Academic Departments.
- ❖ Issuance of students' results and academic transcripts
- ❖ Maintenance of all students' records.

Student Affairs Division

The student affairs division is responsible for the general welfare of students in the Polytechnic. The division consists of the student welfare and sports units.

The Sports Unit

The sports unit is in charge of the organisation of all sporting activities and competitions. In this respect it ensures that sporting facilities like pitches are provided and maintained. It also procures all sporting wears like jerseys and boots/canvasses, etc. for the use of students. It provides students with adequate training to enable them to participate in sporting competitions. It organizes sporting competitions for the students to facilitate their sound physical development.

3.8 THE BURSARY

The Bursary Department is headed by the Bursar. This Department is responsible for the management and control of the finances of the Polytechnic. It performs its function through the various sections [units] under it.

The bursary maintains full and effective accounting system, thus ensuring the safety of cash, property and stores of the Polytechnic assets.

The annual External Auditors Report on the activities is a testimony of the Department's capability and effectiveness.

3.9 MEDICAL CENTRE

The Medical Centre provides preventive and curative medical services to the Polytechnic community as part of staff and students welfare.

The centre has General out-patient Medical records (Ante-natal and observation wards). The clinic operates 24 hour services throughout the week days. A Doctor is always on call after the clinic hours to attend to emergencies. While experienced Nursing sisters/superintendents and staff nurses work three shifts each day to keep the centre open round the clock.

3.10 PHYSICAL PLANNING DEPARTMENT

The principal objectives of the Department can be enumerated as follows:

- ❖ Formulation of strategies for the physical development of the institution.

- ❖ Design and execution of all physical development projects.

The Department is headed by a Director of Physical Planning who is supported by Architects, Quantity Surveyors and other support staff.

Over the years the department had made immense contributions in Physical development and routine maintenance of the institution.

3.11 WORKS AND SERVICES DEPARTMENT

The Department is headed by the Director of works and services.

The main functions of the Department can be enumerated as follows:

- ❖ Provision of infrastructural facilities for the smooth running of the institution such as portable water, electricity, roads drainage, etc.
- ❖ Maintenance of facilities to ensure their optimum utilization.

The department can be said to be the conduit through which both academic and non academic successes have been achieved in the institution.

3.12 DATA ON STAFF STRENGTH

Staff strength at inception		
❖ Academic	-	11
❖ Non – Academic	-	145
Total	-	255

Staff strength at present			
❖	Academic	-	458
❖	Non-Academic	-	569
	Total	-	1027

Source: Establishment records as at January, 2011.

3.13 DATA ON THE ACADEMIC PROGRAMMES

- ❖ Courses run at inception
- ❖ Civil Engineering
- ❖ Electrical/Electronics Engineering
- ❖ Mechanical Engineering
- ❖ Metallurgy
- ❖ Secretarial Studies

ACCREDITATION STATUS OF COURSES AS AT 2011

❖ Technology based accredited programmes/departments

S/N	DEPARTMENT	LEVEL	REMARKS
1	Electrical/Electronic Engineering	ND/HND	Full accreditation
2	Mechanical/production Engineering	ND/HND	Full accreditation
3	Civil Engineering [structure option	ND/HND	Full accreditation
4	Metallurgical and Materials Engineering	ND/HND	Full accreditation
5	Foundry Engineering	ND/HND	Full accreditation
6	Science Laboratory Technology HND {Biology/Microbiology option HND[Chemistry/Biochemistry HND[Physics/Electronic option]	ND/HND	Full accreditation
7	Food Science & Technology	ND/HND	Full accreditation
8	Mathematics/Statistics	ND/HND	Full accreditation
9	Computer Science	ND/HND	Full accreditation
10	Hotel & Catering Management	ND/HND	Full accreditation
11	Tourism	ND/HND	Full accreditation
12	Architectural	ND/HND	Full accreditation
13	Building Technology	ND/HND	Full accreditation
14	Estate Management	ND/HND	Full accreditation
15	Quantity Surveying	ND/HND	Full accreditation
16	Surveying & Geo-informatics	ND/HND	Full accreditation
17	Urban & Regional Planning	ND/HND	Full accreditation
18	Pre-ND Science	ND/HND	Full accreditation

Non-Technology based accredited programmes/departments

S/N	DEPARTMENT	LEVEL	REMARKS
1	Accountancy	ND/HND	Full accreditation
2	Business Administration and Management Studies	ND/HND	Full accreditation
3	Marketing	ND/HND	Full accreditation
4	Office Technology Management	ND/HND	Full accreditation
5	Public Administration	ND/HND	Full accreditation

3.14 SCHOOLS AND DEPARTMENTS IN THE POLYTECHNIC

The academic work of the Polytechnic is organized on the school system. Altogether [22] departments, Pre-National Diploma, National diploma and Higher National Diploma programmes are administered under the five schools, namely

1. School of Business Studies
2. School of Engineering Technology
3. School of Environmental Studies
4. School of Technology
5. School of General and Administrative Studies

3.15 THE POLYTECHNIC LIBRARY

Established in August 1978, this fast growing library has more than 23,000 volumes in the Science, Technology, Humanities and allied fields. Efforts are still on to acquire more books for the library to meet up with the demands of the increasing student population. The library not only lends books to students and staff on agreed terms, it also reproduces and binds books at the bindery section.

3.16 RESEARCH POLICY

The National Seminar on Applied Research and Adaptive Technology in the Nigerian Polytechnics was held under the auspices of the National Board for Technical Education [NBTE] on the 25th – 29th of September, 1980.

The seminar's major objectives were:

- ✓ To increase the awareness of the Polytechnic staff on the scope and methodology of Applied Research and Adaptive Technology.
- ✓ To enable Polytechnics staff have insight into the status of technological inventions in Nigeria and then contribute more meaningfully to academic journals towards the enhancement of their own professional competence.

Decree No. 9 1977 which established the National Board for Technical Education did not list research as a specific function of the Board. The Education [National minimum standards and establishment of institution Decree No.16] of 1985 is also not specific on the role of research in the Polytechnic.

However, the National Board for Technical Education [NBTE] set out Policy Adaptive Research to:

- ❖ Expand the knowledge and experiences of the individual involved
- ❖ Expand the frontier's of knowledge and solve practical problems of all kinds; and
- ❖ Improve the quality of teaching of the individuals

The research being carried in the Polytechnic consists of pure research, applied research and adaptive research.

The Polytechnic has RED unit which monitors research carried out in the Polytechnic. Though applied research determines the feasibility and the re-productivity of results, it aims at improving the results so as to put them to practical use which includes commercialization.

This leads to the concept of Adaptive research where research is conducted and the results obtained are directed to solving peculiar problems, and that is why the National Board for Technical Education [NBTE] adopted the policy.

Both pure and applied research is carried out along disciplinary lines or may be multi-disciplinary.

Research Funding

The National Board for Technical Education [NBTE] allocates 10% of its annual budget [recurrent expenditure] to research in the Polytechnics while each individual Polytechnic allocates 50% of its annual budget [recurrent expenditure] to Research. The Federal Polytechnic Idah complies with this provision.

CHAPTER FOUR

DATA PRESENTATION, ANALYSES AND FINDINGS

The objective of this chapter is to examine the validity of the research by using the responses received through the questionnaire administered on the staff of the Federal Polytechnic, Idah and the empirical evidence from the relevant secondary data.

The findings of the research would depend on the outcome of the analysis based on the hypotheses formulated.

4.1 DATA PRESENTATION AND ANALYSES

The data obtained from the questionnaire administered on the selected population are presented in a table and analysed using the percentage method according to the hypotheses formulated.

HYPOTHESIS ONE:

The assumption made in hypothesis one was that there is a positive relationship between political patronage [Godfatherism] and Unmeritocratic recruitment, selection and placement in the Nigerian Institutions of higher learning.

In order to test this hypothesis, respondents were asked thus:

Table 1: Advertisement of vacancies before recruitment in the institution.

Does the institution always advertise vacancies in your institution before recruitment?	No. of Respondents	Percentage
Yes	90	21.4
No	270	64.3
Sometimes	60	14.3
Total	420	100

Source: *Field Survey (2012)*

As showed in table one, 90 respondents, representing 21.4% agreed that vacancies are usually advertised; 270 respondents, representing 64.2% did not agree while 60 respondents, representing 14.3% did not know whether vacancies are advertised or not.

Respondents were asked further:

How often are staff recruited in your institution?

Table 2: Frequency of recruitment:

How often are staff recruited in your institution?	No. of Respondents	Percentage
Once in a year	74	17.6
Twice in a year	58	13.8
At any time	256	61
Don't know	32	7.6
Total	420	100

Source: Field Survey (2012)

Table two indicated that 74 respondents, representing 17.6% agreed that recruitment is done once in a year, 58 respondents representing 13.8% contend that management recruits twice in a year; while 256 respondents, representing 61% agreed that recruitment is done at any time the Principal Officers of the institution desire. 32 respondents representing 7.6% had no opinion.

As regards the criteria considered most important in employee recruitment in the services of the institution. The responses are in table 3:

Table 3: Criteria considered most important in employee recruitment.

What are the most important criteria for employee recruitment?	No. of Respondents	Percentage
Competitive examination	63	15
Professional qualification	105	25
Interpersonal/political connection	252	60
Total	420	100

Source: Field Survey (2012)

Table 3 revealed that 63 respondents, representing 15% agreed that competitive examinations are the most important criteria used for employee recruitment in the institution. 105 respondents representing 25% laid emphasis on professional qualification, while 252, representing 60% believe that interpersonal/political connection are the most important in employee recruitment in the institution.

To determine the major considerations in employee placement after recruitment, the responses are as in the table below:

Table 4: Major consideration in employee placement [assignment of duties]

What are the major considerations in employee placement?	No. of Respondents	Percentage
Professionalism	20	4.7
Technical know – how	180	42.9
Interpersonal/political connection	220	52.4
Total	420	100

Source: Field Survey (2012)

Table four showed that 20 respondents [4.7 %] said that professionalism is a major consideration in employee placement; 180 respondents [42.9%] accepted technical knowhow, while 220 respondents (52.4%) agreed that interpersonal and political connections are the major considerations in employee placement in the institution.

HYPOTHESIS TWO

The assumption made in hypothesis two is that there is a positive relationship between sociological factors such as influence of friends,

families, relatives and employee indiscipline in the Nigerian institutions of learning.

In order to test this hypothesis, respondents were asked to assess subordinate/ superior relationships in terms of obedience and loyalty in the institution.

The response is contained in table 5 below.

Table 5: Superior/subordinate relationships in terms of obedience and loyalty.

How is superior/subordinate relationship in terms of obedience and loyalty?	No. of Responses	Percentages
Subordinates are loyal	63	15
Subordinates hardly obey Instructions	336	80
Don't know	21	5
Total	420	100

Source: Field Survey (2012)

As can be seen in table 5, 63 respondents (15%) said that the subordinates are loyal; 336 respondents (80%) said that the subordinates hardly obey instructions, while 21 respondents (5%) expressed no opinion.

Asked further to determine if employees are dedicated to their duties.

Their responses are as in table six.

Table 6: Employees dedication to duties.

Are employees dedicated to their duties?	No. of Responses	Percentages
Yes	84	20
No	294	70
Don't Know	42	10
Total	420	100

Source: Field Survey (2012)

As depicted in table 6, 84 respondents (20%) agreed that employees are dedicated to the duties; 294 respondents (70%) said that the employees are not dedicated to the duties while 42 respondents (10%) had no opinion.

Asked further to determine if the organisation usually disciplines erring staff, the response is presented in table 7 below.

Table7: Discipline/ Sanctioning erring staff.

Does the organization discipline erring staff?	No. of Responses	Percentages
Yes	126	30
No	252	60
Don't know	42	10
Total	420	100

Source: Field Survey (2012)

The above table showed that 126 respondents (30%) agreed that the organisation disciplines erring staff; 252 respondents (60%) opined that the organisation does not discipline erring staff. 42 respondents (10%) expressed no opinion.

Advancing reasons why the organisation does not discipline erring staff, the response is presented in table 8 below.

Table 8: Reasons for not sanctioning erring staff.

Why does the organization not discipline erring staff?	No. of Responses	Percentages
Superior officers don't know how to discipline	42	10
Superior officers don't value work	63	15
Because of inter-personal/political connection	315	75
Total	420	100

Source: Field Survey (2012)

Table 8 indicated that 42 respondents (10%) are of the opinion that the superior officers do not know how to discipline subordinate staff; 63 respondents (15%) affirmed that Superior officers do not value work, while 315 respondents (75%) submitted that the organization cannot discipline subordinate staff because of inter-personal/political connections.

HYPOTHESIS THREE

The assumption made in Hypothesis three is that, there is a positive relationship between the mode of recruitment and the efficiency level or employee performance.

To test this hypothesis, respondents were asked to state whether recruitment based on interpersonal connections and nepotism enhance productivity in the institution.

Table 9: Effect of recruitment based on interpersonal connections and nepotism on productivity.

Does recruitment based on interpersonal connections and nepotism affect productivity?	No. of Responses	Percentages
Yes	105	25
No	294	70
Don't know	21	5
Total	420	100

Source: Field Survey (2012)

As revealed in table 9, 105 respondents (25%) agreed to the fact that employment based on interpersonal relations without recourse to established guidelines on recruitment enhances productivity: 294 respondents (70%) responded in the negative while 21 respondents (5%) had no opinion.

On the negative influence of political patronage on laid down rules for staff recruitment in the institution, the response is presented in table 10 below:

Table 10: Negative influence of political patronage on laid down rules on recruitment.

Does Political patronage have negative influence on laid down rules on recruitment?	No. of Responses	Percentages
Strongly agree	305	72.62
Agree	100	28.81
Undecided	15	3.5
Total	420	100

Source: Field Survey (2012)

Table 10 showed that 305 respondents representing 72.62 percent strongly agree that the influence of political patronage negates the laid down rules on recruitment in the institution; 100 respondents representing 23.81 percent agreed to the same fact while 15 respondents, representing 3.57 percent were undecided.

Respondents were asked to comment on the obvious effects of short-changing the laid down criteria for recruitment on organisational efficiency. The response is on table 11 below:

Table 11: Effects of negating laid down criteria for recruitment on organisational efficiency.

From the open ended question in the questionnaire, table 11 shows the responses as follows:

What is the effect of negating laid down criteria for recruitment on organizational efficiency?	No. of Responses	Percentages
Low morale/declining productivity	350	83
Poor working relationship between superiors and subordinate staff	280	67
Lack of discipline	240	57
Increased productivity and enthusiasm at work	21	5

Source: Field Survey (2012)

From table 11 above, 350 respondents (83%) asserted that not following laid down criteria leads to low morale and declining productivity; 280 others (67%) opined that it leads to poor working relationship between superior officers and their subordinates. 240 respondents (57%) feel that it results in indiscipline while an insufficient 21 respondents (5%) argued that it increases productivity and creates enthusiasm at work.

FINDINGS

Based on the foregoing analysis, the following findings have been made:

- (1) It was noted that the institution does not always advertise vacancies before recruitment;
- (2) The study also revealed that the institution does not engage in man power planning as they recruit at anytime. This has resulted in redundancy and manpower wastage as a good number of employees do not have definite schedules of responsibilities;
- (3) It also revealed that political and interpersonal connection are the major criteria for staff recruitment and placement in the institution. This was evidenced from the data obtained from the personnel unit which showed that about 80% of the employees engaged between 2008-2011 did not pass through any normal bureaucratic process of examination/interview as they were offered temporary appointments;
- (4) The study also revealed that sociological factors such as nepotism and favouritism affect rules and regulations in the institution. The sociological factors brought about 'Sacred Cow' and 'Untouchable' syndrome into the institution as some

employees are regarded as sacred cows who could violate bureaucratic rules with impunity and nobody could penalise them;

- (5) Interpersonal connections in the work place prevent employees from being dedicated to their duties and this results to indiscipline among workers. This could be seen in the level of truancy, lukewarm attitude and lack of commitment to duties demonstrated by some members of staff in the institution; and
- (6) It was also found that political and interpersonal connections have resulted to general indiscipline and declining productivity as well as strained relationship between superior and subordinate officers.

DISCUSSION OF FINDINGS

As shown in finding one, the inability of the institution to follow the normal process of advertisement before recruitment into the institution, negates the cardinal principle of the recruitment and selection process. That is why Ikeanyibe (2009:77) said that selection is part of the recruitment process through which the organization takes out of many

who applied those who are considered best for the job. As noted by Gladden (1948:185), the major requirements in the recruitment and selection process are that employees should be impartially selected, academically, professionally and administratively competent, politically neutral and imbued with the spirit of service. These basic objectives cannot be achieved when vacancies are not advertised to bring about the desired competitiveness in the selection process.

Finding two indicated that the institution does not engage in manpower planning as recruitments are done arbitrarily. If an organization fails to engage in manpower planning, the resultant effect could be underemployment or over-employment. That is why Denhardt and Denhardt (2006:220) contend that recruitment and selection is the notion of position classification which is arrangement of jobs on the basis of duties and responsibilities and skills required to perform, derived from a thorough job analysis.

As showed in findings three, four, five and six, recruitment and selection as well as staff placement in the institution, have been overtaken by patrimonial relationship. This is because sociological and interpersonal connections were the major criteria for consideration. As Mukoro

(2005:30) noted, competence and job specialization cannot thrive where sentiments are brought to bear in the recruitment and selection process. In the same vein, Ogunmola (2009:145) observed that sentiments such as federal character principle, quota system, downplays the merit principle of recruitment and such could negatively affect the efficiency level of the institutions.

As observed in the findings of this study, the lack of dedication to duties, lukewarm attitude among some workers, indiscipline and inefficiency, are characteristics of the institution studied and emanated from the sociological and interpersonal connections which have led to the side-stepping, tailoring or ignoring of rules and regulations to satisfy sociological and interpersonal interests.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

Recruitment, selection and placement are crucial functions of human resource management which determine the success or failure of any organisation, whether public or private. These crucial tasks of human resource management have been handled without due regard to the laid down principles of merit and competence in most public sector organisations, particularly in the institutions of higher learning. Other factors such as Federal character, Quota, political connections, social relations, ethnicity and religious inclinations, etc have dominated recruitment, selection and placement in higher institutions of learning, particularly the Federal Polytechnic, Idah, culminating into inefficiency and ineffectiveness. Irked by the foregoing, this study examined these problems and proffered solutions that could lead to efficiency and effectiveness in the institutions of higher learning.

The research methodology adopted in this study is Survey. This method enabled the researcher to obtain the needed data from the subjects. The data collected were subjected to critical analysis. Findings were made

from the data analysed and these findings were discussed and supported by existing literatures.

The Theoretical Framework of analysis adopted in this work was the Prismatic Theory propounded by Fred Riggs (1964) which was developed to analyse the administrative practices in the developing societies. The Kernel of this theory is that administrative operations in developing societies are characterised by uncertainty, overlapping and ineffective differential structures. This arose from the pressures and influences emanating from socio-cultural, political, economic and interest groups which often constrain the structure, process and output of public administration. These factors though external, greatly impinge upon the administration thereby affecting its efficiency and effectiveness.

As a measure to improve the administrative operations in the higher institutions of learning, far reaching recommendations were made based on the findings of this study.

This research is divided into five main chapters. Chapter one focused attention on the Background to the study which justified the need for

the study, followed by the Statement of the problem. The objectives of the study examined political and sociological factors and the effects on the efficiency of service delivery in the higher institutions of learning. Chapter one also discussed the Significance of the study and was rounded up with the Scope and Limitations of the study. In chapter two, attention was shifted to the Review of related literature and Research Methodology. Far-reaching literatures were reviewed. The major focus of the chapter include a Conceptual Analysis of staff recruitment and selection; Sources of recruitment and selection in the Nigerian institutions of higher learning, The Federal Character Principle; necessity and workability in Nigeria and problems of recruitment, selection and placement in the Nigerian higher institutions of learning. This chapter also took care of the research methodology, hypotheses, operationization of key concepts, Theoretical framework and its Application to the study. In chapter three, we discussed the Study area while in chapter four Data collected in the course of this study were presented, analysed and findings were made. Chapter five contains the Summary, Conclusions and recommendations for recruitment, selection and placement procedures that will ensure efficient and effective operation in the Nigerian tertiary institutions.

5.2 CONCLUSION

The Nigerian Public Service generally, and most tertiary institutions, particularly, the Federal Polytechnic, Idah has not lived above board with regards to the attainment of set objectives because of the quality of its human resources. This is because, the recruitment, selection and placement of employees have significantly deviated from the laid down principles of merit, competence and transparency.

The major cause of this problem is the incursion of political and interpersonal factors in all aspects of the Nigerian National life, the Public Institutions, inclusive. Consequently, it is difficult for anything to be viewed and assessed objectively on its own merit. Recruitment based on political connections and nepotism provides ample opportunities for the political and bureaucratic elite to field in candidates that are square pegs in round holes. This distortion of the personnel policies contradict the assertion by Fashoyin (1986:195) that personnel selection is a scientific process which involves certain carefully chosen criteria allowing for the employment of workers. This is because staff recruitment, Selection and placement has been described as the life wire of any organisation, be it public or private and

its success or failure therefore depends largely on the type and quality of the people that constitute the workforce.

The study revealed that Federal Polytechnic Idah is negatively affected by political and interpersonal connections thereby short-circuiting the laid down procedures. Based on this mode of recruitment, superior officers do not have adequate control over the subordinates who are supposedly more connected and could use these connections to 'pay back' for any disciplinary actions taken against them. This development, it was discovered leads to poor and inefficient delivery of services.

The recommendations contain strategies for engaging in recruitment, selection and placement exercises that will be devoid of interpersonal and political connections so as to have a dynamic, result oriented and purposeful human resources in tertiary institutions in Nigeria, and particularly, the Federal Polytechnic, Idah, Kogi State.

5.3 RECOMMENDATIONS

Based on the study and analysis of the Recruitment, Selection and Placement in the Federal Polytechnic, Idah, the following recommendations aimed at ensuring efficient and effective staff recruitment, selection and placement in the institution have been made:

1. It is recommended that the institution should engage in manpower planning to avoid manpower misapplication, under-utilization and wastage;
2. At any point in time that vacancies exist in the institution, such vacancies should be advertised in National Dailies to attract prospective employees from far and near;
3. In order to ensure that the right qualities of staff are employed into the service of the institution, we hereby recommend that due process of competitive examination and interview be put in place for prospective employees. Thus, political and interpersonal connections should not be allowed to play any role in this direction. In order to minimize political and interpersonal influences, such examinations and interviews should be conducted by Human Resources Management Consultants;

4. It is also recommended that bureaucratic rules of behaviour such as hierarchy and impersonality be strengthened in the institution in order to ensure that employees obey the laid down rules and regulations so as to bring about efficiency of service;
5. In order to make employees to be dedicated to their duties and work with enthusiasm, it is recommended that disciplinary procedures as spelt-out by the public service rules be properly implemented in the institution. This also calls for the application of bureaucratic principle of consistent system of abstract rules without fear or favour; and
6. In order to bring about improved morale and productivity among the workers, it is recommended that there should be transparent management which ensures standardization in policy implementation. This will lead to clarity and predictability among the workers and ensure harmonious working relationship.

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