



STAFF RECRUITMENT AND MANAGEMENT IN NIGERIAN EDUCATIONAL INSTITUTIONS

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ABSTRACT

Staff recruitment and management in Nigerian educational institutions is critical for the standard of education to improve and remain competitive at the global level. Relevant qualifications from credible individuals, with applicable experience, who are willing and capable of contributing to teaching and learning process, research and community service is required in the education sector. In order to achieve this, the right and proper measures need to be considered by human resources managers during recruitment and selection process bearing in mind the various challenges that may hinder such process. Therefore, this paper examines “staff recruitment and management in Nigerian educational institutions”. Also, the paper highlighted the meaning of staff recruitment and management. It went further to discuss staff selection process, staff management process, planning on recruitment of staff in the school and the bottlenecks of staff recruitment in Nigerian educational institutions. Based on the content of the paper, the writer recommended amongst others that Government through the Ministry of Education should consider reviewing its recruitment and selection policy as stipulated in Labour Relation Act in order to rectify the shortcomings that is associated with the current policy. By so doing, the issue of transparency in relation to recruitment process will address the scourge of nepotism, cronyism and favouritism.

Keywords: Staff Recruitment, Staff Management, Selection Process, Planning, Recruitment.

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INTRODUCTION

The principal function facing human resource management in schools has to do with staff recruitment and management. The education sector today, are repeatedly facing troubles in recruiting and managing effective teachers and school leaders for students. Recruiting and managing high-quality staff has usually been problematic for rural and urban schools. Staff recruitment is the process of attracting, selecting and appointing suitable individuals

or personnel for temporary and permanent jobs in an institution. It has to do with choosing people for different kinds of positions in an organization to carry out a particular function or tasks, which at the end of the task or a particular period of time those individuals, may be rewarded.

In education, staff recruitment is the complete process of attracting, selecting and appointing appropriate applicants for educational job in the educational sector. In other words, it is an act of finding, hiring and initiating competent individual in an educational institution for the drive of teaching, administration, community service and research. Furthermore, staff management has to do with management of subordinates in an institution or in an organization for the attainment of the objectives and goal of that organization. Many a time, prominent organizations have many of these roles carried out by a special department such as Personnel or Human Resources Department, but all line managers are required to monitor and administer the activities, and ensure the well-being, of the staff that report to them.

Staff management in education is the function of managing staff personnel in an institution, including the development of staff skills through training and other forms staff capacity development programmes available for staff. Staff include: teaching and non-teaching staff working under the same institution. Thus, this paper presents staff recruitment and management in educational institutions in Nigeria with major focus on staff recruitment and selection process, staff management process, planning on recruitment of staff in the school, and bottlenecks of staff recruitment and management.

CONCEPTUAL REVIEW

Staff Recruitment and Selection Process

Staff recruitment and selection processes is centered on attracting qualified individuals, disregarding the unqualified candidates and absorbing the successful ones as effective staff. Notwithstanding the perfect correlation between the recruitment and selection processes each of the process needs expertise of separate range of skills that may in practice be fulfilled by different staff members and agencies (Rees & French, 2010). For instance, the recruitment process, but not the selection decision, may be outsourced to an external recruitment agency. Thebe and Waldt (2014) highlight that the recruitment and selection processes typically consists of a sequence of steps that need to be followed to ensure that the best possible job applicant is appointed in terms of relevant knowledge, skills and capabilities.

The process adopted to ascertain the source of manpower to meet the requirements of staffing schedule is known as recruitment. It involves the employment of effect measures for attracting the right labour force in their good number to facilitate effective selection of an efficient workforce in an organization. Filippo (1980) defines recruitment as the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. The effectiveness of recruitment in an organization is when it stimulates people to apply for jobs to increase the hiring ratio; that

is, the number of applications for job. In education recruitment of staff is fragment of educational planning that looks out the right methods of assembling staff who are competent and into the system to mind and take charge of other aspect of educational activities especially when it has to do with resources.

Recruitment is seen by Obisi (1996) as a systematic and organized procedure whereby potential employees are obtained for selection and placement in the organization. He explains that recruitment, selection and placement go hand in hand. According to him every organization begins by recruiting a certain number of workers and the next step is selection whereby some would be eliminated. According to Monday and Noe (2005), recruitment is a process of attracting persons on a timely basis, in adequate numbers with suitable qualifications, developing their interest in an organization and encouraging them to apply for jobs within it. In other words, this simple indicates visibly that recruitment drills are not all year round carried out but at a particular period of time and there is need for it.

During recruitment the following should be put in consideration in order to meet the expected result. These requirements include: individual skill, ability, knowledge, education, and experience and all that is necessary to attract the competent and qualified personnel. Note, in any organization there are two sources of recruitment obtainable for them, which are internal and external sources of recruitment.

Internal source of recruitment has to do with organizational expansion that allows an organization to look within its human resources in order to meet its manpower needs as stipulated in the policy of such organization. The opening for the need of new workers may be due to vacancies through lay-offs, transfers, resignations, retirement, retrenchment and termination of employment. Such vacancies found within such organization can be filled internally by workers who are already working in the system. The advantages of internal recruitment according Onwe (2008):

- Boost the morale of the employees elevated or promoted;
- Save cost. The huge amount of money that should be used in recruitment process from advertisement to selection and interview is saved. Good recruitment is seen as being expensive, which internal recruitment reduces to minimal;
- Internal recruitment is a motivational force to employees. They are encouraged to do more, knowing that their efforts and contributions will be rewarded; and
- Enable the workers to stay and build a career within the organization. This compels the employees to be loyal to the organization with the understanding that they will build their future there (p.13).

Also, external source of recruitment consists of recruiting qualified employees from outside the organization. This source of recruitment gives room for inflow of personnel or workers in the system with creative and innovative ideas. External source of recruitment give opportunity for fair play and equal chance for individuals who meets the requirement for the job to apply. Advantages of external recruitment include:

- It destroys mediocrity and injects new blood, new ideas and innovation in the organization;
- The new intakes stimulate healthy competition in the organization;
- Economy of training and development is enhanced and new employees must have acquired certain level of training and development from the organization they are coming from.

The Selection Process

Selection process inclines to be negative because, only the best and qualified hands are picked or selected while a good number of those who apply are rejected. After selection, those selected would be placed on the job. It is necessary for an educational institution to appreciate the fact that recruitment, selection and placement constitute one of the most critical aspects of personnel functions. They also, constitute the foundation on which the institution is built. The selection process begins with short-listing names of qualified candidates. Bratton and Gold (2007) defined selection process as an act by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), guided by organizational objectives and legal requirements.

In turn, Boxall and Purcell (2008) argue that selection is the process of making fair and relevant assessments of the strengths and weaknesses of applicants with the intention to hire them. From the point of view of this scholar, what determines the selection decision of the panel or organization is the strengths or weaknesses the applicant or candidate. Basically, selection process uses different blend of techniques to eliminate unqualified applicants and to finally identify the most eligible ones. Selection from a pool of candidates is necessary since not every applicant is qualified for the advertised post (Beardwell & Wright, 2004).

Furthermore, the step after the recruitment process is the selection process and its tenacity is to look at the job applicant pool and pick the candidate in a manner that will suit the objectives and goals of the organization within the ambit of the law. The selection process includes activities such as structured interviews, psychometric testing, skills analysis, competence mapping, biodata, reference checking, background checking and credit checks (Armstrong, 2006; Gusdorf, 2008).

Basically, interviews are of three different kinds, namely probing interview, directed interviews and non-directed interviews and probing interviews. Also, factors such as intelligent quotient of the applicant, aptitude, ability and personality are assessed through psychometric tests. It is observed that in identifying the right and qualified personnel ability to perform in a job or the tendency to fit in well in a particular position, a rigorous, valid and sophisticated selection process is required. Boxall and Purcell (2008) emphasized that the core issue in selection process is to make the selection process more reliable. In other words, appropriate definition of performance expectations, and the use of techniques that improve the organization's ability to predict which individuals will be good performers is required. So many prominent organizations use

different blends of measures in the selection process, to assess and identify the most qualified individual for the position they advertised in their institution, which is dependent on the job description, person specification and management practices.

According to Victoria State Government Education and Training (2019), there are principles that need not be neglected in the selection process; rather they should be adopted to enhance the selection procedures:

- Selection criteria should be free from bias. It should be documented and made available to all applicants and consistent with any core elements for the relevant classification set out in the organization policy;
- Applicant's skills, knowledge and abilities, relevant to the work to be performed, should be fairly assessed;
- Selection methods should be relevant to the work to be performed;
- Decisions and processes should reflect and provide procedural fairness;
- Decisions should be documented and capable of review;
- Appropriate confidentiality should be maintained;
- All applicants should receive fair and equitable treatment without regard to age, breastfeeding, career status, disability, employment activity, gender identity, industrial activity, lawful sexual activity, marital status, parental status, physical features, political belief or activity, pregnancy, race (including colour, nationality, ethnicity and ethnic origin), religious belief or activity, sex, sexual orientation, an expunged homosexual conviction or personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the above attributes (p.12).

In addition, during assessment of any applicant, selection panel members must ensure that they do not discriminate directly or indirectly. Factors such as individual bias, assumptions and stereotyping which may impede the selection of the best candidate for the job should be checked. Panel members should take note of the various lanes of experience and approaches which male and female applicant may bring to the place of interview and to the workplace, including individuals of different cultural and linguistic backgrounds and persons with disability. This multiplicity should be observed as an attribute and should in no way retard the mindset of the panel assessment of the applicant's suitability for the job.

Finally, panel members who are saddled with the responsibility to select candidate are to avoid any actual, potential or perceived conflict of interest in the selection process including the selection decision. Notwithstanding, conflict may arise where it is apparent that a panel member is swayed by the private interest of facilitating employment (for instance the employment of a relative or friend). In a situation where such perception of possible favouritism and bias exist, to alleviate the risk the panel member should remove his or herself from the selection process and/or selection decision. A panel member who

noticed that they may have a conflict of interest must announce the conflict of interest in time and any steps that can be taken to circumvent such.

Staff Management

The accomplishment of any organizational objectives and goal is the ability of such organization leadership to have a firm grasp of management of staff in all of its entity. The school leadership is burden with the worrisome responsibility of managing the school facilities, managing the relationship between the school and the community, managing and preparing the students for academic excellence and most importantly managing the staff. The optimal accomplishment of educational objectives cannot be achieved through single individual (headmaster, principal, rector or vice chancellor), but through a collaborative effort of other members of the school such as the staff.

Staff management requires an effective and efficient process. It constitutes one of the major strategies to enhance and improve work performance. Staff management helps the organization such as the school to tap efficiently talents which will help to integrate both the individual and organizational goals. This therefore minimizes some of the problems associated with low productivity, absenteeism and labour turn-over or attrition. These reasons have made staff management to be a major arrangement preoccupation in organizations.

Management is the process of planning, organizing, coordinating and controlling both human and material resources to achieve organizational goals (Olaewaju, 2010). From this definition, staff management in education is process of planning, organizing, coordinating and controlling human resources to achieve educational goals at all levels. Thus, staff management is a comprehensive effort of a sole individual in dealing with the staff practices. It is the dynamic side of education. It deals with staff personnel of educational institutions right from the schools and colleges to the secretariat. It is concern with administrative human element alone. The administrative human elements include; teaching staff, non-teaching staff administrators and other supporting staff. Staff management can be seen as the process of getting things done in educational institutions with the intervention staff personnel or by coordinating and harmonizing the staff personnel activities towards the accomplishment of educational programmes with a view to achieving the educational objectives of the institution.

The corner stone of growth and development of any organization to some extent lies in the ways the staff are managed. To provide quality education requires effective management of material and human resources in the industry. To be able to actualize this, the school organization must properly manage the staff to enhance retention as well as effective administration of the school. Staff management is very important for a successful organization. The importance of staff management approach to effective administrative personnel, school and the community as stated by Bainbridge and Kvens in Ijaya and Okorie (2005) are as follows:

- Staff management builds up trust, staff moral and promotes team work;

- It gives a feeling of involvement in working towards common goal;
- Staff management improves communication and a higher degree of trust;
- Staff members expand their horizons by participating in decision making process in all areas of the school environment, thereby enhancing their professional development;
- Staff management generates a feeling of ownership and a high level of commitment as people have invested in the success of the decision.

Processes for Effective Staff Management

Staff show less commitment or leave an organization for many reasons especially in educational organization; often times these reasons are unknown to their employers. Employers need to listen to employees' needs and implement management strategies to make employees feel valued and engaged in the discharge of their task. These management processes can have a significant and positive impact on an organization's turnover rate. According to Branham (2005) 88% of staff leave their jobs for reasons other than pay. However, 70% of managers think employees leave mainly for pay-related reasons. He noted that there are seven main reasons why employees leave an organization:

- Staffs feel the job or workplace is not what they expected.
- There is a mismatch between the job and person. There is too little coaching and feedback.
- There are too few growth and advancement opportunities.
- Staff feel devalued and unrecognized.
- Staff feel stress from overwork and have a work/life imbalance.
- There is a loss of trust and confidence in senior leaders.

From the above reasons, it is clear that staff management plan is very crucial and paramount to keep staff turnover low and to enhance effective administration of the organization. Therefore, the following have been identified as processes and strategies of addressing the numerous challenges that are associated with poor staff management.

Induction: The rational and most vital step in human resource management process especially in educational institutions is induction. This staff management process begins from the period where the newly recruited staff is taken round the school offices, factory as well as introduced to the infrastructures/amenities available. This process ensures that newly recruited staff are provided with necessary information and assistance needed to enhance their performance. Also, induction can be perceived as the process of receiving newly workers or staff at the early stage of work, familiarizing them to members of the organization, as well as informing them of the activities, customs and traditions of the institution. Armstrong (2003) and Ogunbameru (2004) opine that the objective of any induction process is to facilitate the transition of new employees into the working

environment and enable them to respond effectively to new responsibilities. An effective induction programme goes a long way to help new employees feel assured and comfortable in the new work environment. New staff induction programmes assist new and beginning staff become competent and effective professionals in the classroom and work environment (Chapman, 2006).

Orientation: The process of assisting newly recruited staff in school to make plans and adjustments regarding school policies is known as orientation. It helps staff get used to their new social surrounding. In other words, make them better adjusted. Orientation activities could be for a newly recruited staff, transferred staff or old staff, depending on the purpose of the programme. In a general view, orientation programmes are planned activities, which are geared towards at helping the newly recruited staff to understand the school or work environment and structure, the staff reference groups, and the school rules and regulations. This include: information of their basic roles and the various types of records, which staff are supposed to keep, and how they are to be kept.

Training: Training is a very key strategic tool for effective individual and organization performance, thus, organizations are spending money on it with confidence that it will earn them a competitive advantage in the world of business. The process of educating individuals to bring out their talents, potentials and innate abilities for the service of the organization is known as staff training. It is an act of strengthening the skills, knowledge, competencies, and abilities in an individual to adapt and thrive in the fast changing world. Staff training involves the provision of new skills, knowledge and attitudes to the educational staff for grappling with their jobs. It entails the training of the live wire of every institution. Staff of any organization needs to be trained for them to perform well as well as participate in the day to day activities and functions of the organization.

Thus, staff training is an arrangement that is intended to assist the workforce of an organization such as the school, to acquire relevant, desirable and expertise knowledge, ideas, skills and competencies that will enable them to perform effectively and efficiently in achieving the goals of that organization. The developmental training makes them be of value in life of that organization, and at the same time, permit them in meeting both organizational and individual needs.

Staff training is of great significance in any organization, and the school system is not an exception. In that sense, the Federal Republic of Nigeria (2014) states in the National Policy on Education that, no education system can rise beyond the quality of the teachers who operate it and the teachers must be encouraged to acquire professional competencies to meet the needs of the society for individual and national development. When school staff are trained, the goals of education are easy to be actualized. Hence, it helps to improve on the quality and standard of student's education.

Organizational productivity is increased when staff are trained. It enables the workers to effectively manipulate material resources accruing to the organization to achieve its set-objectives and goals. It equips staff members with current ideas and methodologies to make the school system more attractive and worthwhile. Staff training

processes are ways and methods that enable them to carry out their responsibilities as effectively as possible. This included all activities intended to increase the skills and capabilities of teaching personnel. Staff training strategies are at times employed within and outside the school organization. This is done to ensure that the teachers as well as the non-teachers, within the most suitable environment are encouraged by equipping them to attain the goals of education, expected of them by the society.

Mentoring: A mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationship within an organization and is a solid foundation for employee or staff retention and growth (Wingfield, 2009). With the aim to equip and develop specific competencies, provide performance feedback, and design an individualized career development plan, an institution or organization can pair a staff with more experience in a discipline with someone less experience in a similar area, this process is known as mentoring program.

The concept 'Mentoring' is derived from a tale about Mentor, the friend of Ulysses who was entrusted with the care of Ulysses' son before he embarked on epic voyages. Mentor took all-round care of the son developing him morally, spiritually, emotionally and mentally into a responsible individual. Mentoring is the process of facilitating the development of a fellow who is relatively new by another who is comparably more knowledgeable and experienced through mutual trust and sharing. In educational setting, mentoring is seen as a tool to equip newly employed or recruited teachers as well as improving teaching and teacher education with the hope that experienced teachers would not only model and socialize professionally with the newly recruited but also help them acquire new pedagogies.

However, mentoring in teaching is very important for newly recruited teachers during their induction year (induction is the process of joining a profession; in education it is typically the first year of teaching). Sweeny (2001) defines mentoring during induction as a complex and developmental process which mentors use to support and guide their protégé through the necessary early career transitions which are part of learning how to be an effective, reflective educator and career-long learner. This nurturing process in which a more skilled or experienced staff teaches, sponsors, encourages, counsels, serves as a role model, and befriends a less skilled or experienced staff for purposes of promoting the professional and personal development as well as to enhance effective administration in the organization.

Supervision: The process of staff supervision is paramount to the attainment of effective administration in any organization. Supervision is an inevitable variable in the education system because the process helps in the actualization of the overall school and educational objectives as it helps both the teaching and the non-teaching staff to achieve both qualitative and quantitative service delivery. According to Nwaogu (2006), supervision involves the stimulation of professional growth and the development of teaching and non-teaching staff, the selection and revision of educational objectives, materials of instruction and methods of teaching and evaluation of instruction. The aim of

supervision in an organization such as the school is for improvement of teaching and learning. A basic evidence regarding supervision is that a teacher's instructional behaviour affects learning outcome.

Supervision as a process of staff management is projected to achieve improvement in instruction, resolution of school constraints, maintenance of superordinate-subordinate cooperation, professionalism and autonomy of staff and achievement of intrinsic motivation. When supervision is improved in any organization especially in the school system, it makes the achievement of the goals of education much easier. This becomes more imperative and pressing as the cry all over the federation presently is about degeneracy in the education sector.

Communication: Another veritable to successful staff management is a flow of information to and from administrators and employees. Open communication predicts more openness to change. It also influences the management relationship with staff. No matter what the size of the organization or an educational institution, communication is central to building and maintaining credibility as well as to improving productivity. Many employers get communication to "flow up" through a staff advisory council (or similar group) which solicits and/or receives employees' opinions and suggestions and passes them on to upper management. It's also important for staff or employee to know that the employer is really listening and responds to (or otherwise acknowledges) employee input. However, staff or employee having a voice in crucial matters is meaningful as it creates involvement and enhances effective communication within the system.

Motivation: Motivation as part of staff management process is associated with productivity. It is a process by which individuals in organization are managed to satisfy their basic drives, perceived needs and personal goals, which trigger off human behavior, personal development and commitment to service. Motivation may also be seen as the readiness to exert high levels of commitment towards organizational goals conditioned by the efforts to satisfy the needs of some individuals. In the field of education, motivation is a management function that arouses staff to undertake laid down institutional goals for effective administration and sustainable development.

Motivation of staff in the educational sector is a tactical force that will bring about reduction of tension, stress, worries and frustration arising from the work environment for quality service delivery. It enhances teaching and non-teaching staff functions for effective curriculum implementation in all level of education. Iyeke (2013) sees motivation as a management function that stimulates individuals to accomplish laid down institutional goals. Offering things like competitive salaries, profit sharing, bonus programmes, pension and health plans, paid time off, and tuition reimbursement sends a powerful message to staff about their relevance at the work place. The rewards given to staff must be meaningful in order to impact their perception of the organization and therefore have a marked influence on its retention efforts. Moreover, if an organization promises a reward, it should keep that promise (Gberevbie, 2008).

Staff should be rewarded at a high level to motivate higher performance. The use of cash payouts could be used for on-the-spot recognition. These rewards have enormous motivational power, especially when given as soon as possible after a great achievement. It is very important for employers to say “thank you” to employees for their efforts and find ways to recognize them. Though it may seem simple, something as free lunch can go a long way towards making employees feel valued and get more committed in improving productivity.

Delegation of Responsibility and Authority: Delegation of responsibility and authority to other staff in an organization have observed to be a relevant tool in the staff management. It has brought about involvement and participation in the decision making process in the school. It brings everyone together to work for a common purpose. When responsibilities are delegated to other members or staff of an organization, it brings about unity of purpose and as well fast track output. Therefore, school administrators should always delegate and give a certain amount of clout to others so as to aid effective service delivery within the school.

Provision of Growth Opportunities: An organization should provide workshops, software, or other tools to help employees or staff increase their understanding of themselves and what they want ‘from their careers and enhance their goal-setting efforts (Branham, 2005). When staff are provided with adequate job challenges that will expand their knowledge in their field, it goes a long way in improving the quality of service delivery. It has been observed that staff are more likely to stay engaged in their jobs and committed to an organization that makes investment in them and their career development through the provision of professional growth opportunities.

Work/Life Balance: Another process or strategy of managing staff in an organization is by offering a work/life balance to them. It is important to match work/life benefits to the needs of staff. This could be in the form of offering nontraditional work schedule (such as a compressed work week, telecommuting, and flextime) or extra holidays. When work-life balance is structured properly in the schools there will be a harmonious and smooth working relationship between the staff and the administrators. For instance, the employer will experience a higher productivity in the work place because staff will be less stressed, healthier, and thus, more productive. When staff are encouraged by their employers to set work/life goals, such as spending more time with their children that communicates to them that such employer really wants them to have a life outside of work and achieve a healthy work/life balance.

Planning on Recruitment of Staff in the Schools

Considering the increasing numbers of staff carrying out their duties appropriately for school development, it is the responsibility of schools to plan and manage staff. The recruitment, appointment and management of staff are the considerable effort and

responsibility of the schools. Planning is a rational process of staging individual or group activities for proper actualization of positive results (Nwabueze, 2014). It provides the opportunity for active incorporation of rules and letdowns principles for the achievement of organizational objectives and goal.

Planning on recruitment of staff in school has to do with the aspect of educational planning. The modern educational management and administration is an inseparable part of educational planning. It is basically concerned with the basis of educational policy-making and the translation of policy into practice. Educational planning is focused towards the attainment of educational objectives and goals for an individual growth and national development. According to Okeke (2001), planning is a rational process concerned with social goals, means and ends, process and control. It is a cohesive force intended to coordinate and direct the social, economic, political and legal components of educational system. In other words, it coordinates various sectors and levels of education system policies and decisions. Planning as the basic management function, involves the base of organizing, influencing and controlling functions of managers. Thus, this means that managers have to formulate their plan to define how they can structure and establish control over their organization, as well as place its people properly.

The process of planning of recruitment of staff includes: analysis of level of skill in the organisation (skill inventory), analysis of current and expected vacancies due to retirement, discharges, transfers, promotions; sick leaves, leaves of absence or other reasons and analysis of current and expected expansions (Onwe, 2008). This also means that adequate plans have to be put on ground internally by the Department of Human Resources in the area of publically advertising job opening(s), recruiting and hiring new personnel. An innovative human resource planner must respond properly to the speedy changes in the society and must go beyond projecting to all aspects of staff management. Nevertheless, planning involves the process of assessing an organizational staff needs regarding their goals and changing conditions within the organization as well as making plans to ensure that a qualified, capable, stable workforce is recruited.

The specific objectives of human resource planning are stated as follows:

- It is a major tool for assessment of policies. It helps to point out deficiencies between alternatives.
- It creates better and greater awareness of the relevance of human resource planning.
- It is aimed at bringing into limelight the competencies, talents, and skill gaps of workers in undertaking tasks and roles in future as allotted to them.
- It equips individuals for carrying out different roles, jobs and tasks allocated to them. This ensures optimum use of staff presently employed.
- Staff planning enables and enhances organisational planning and development (Onwe, 2008, p. 20).

Furthermore, Armstrong (2005) outlines the aims of human resource planning in the organization as follows:

- It enables organization obtain and retain the number of staff it needs with skills, expertise and competencies.
- It helps organization to make the best use of its human resources.
- To gives room for organizations to develop a well-trained and flexible workforce, that will contribute to undefined and changing environment.
- Human resource planning helps organization to be able to anticipate the problem of potential surpluses or deficits of people.
- It enables organization to reduce its dependence on external recruitment when key skills are in short supply - this means formulating retention, as well as employee development strategies.

Therefore, human resource planning is crucial and cannot be undervalued especially, during challenges times, to ensure that employers have right quality of staff and required number at a particular period of time. This invariably means that, effective long-term staff planning can help to address bottlenecks associated with staff planning. It propels employers of labour to create a clear and unambiguous links between their business and human resource plans and as well incorporate the two more efficiently. It provides the existing profile of the staff regarding their gender, race, and disability, which is very important for moving towards equal opportunities organization. It equally offers organizations with an understanding of their areas of capability, which they can embark on. More so, levels of training, development and management development programmes are determine through it. This enables employers to know the skills and attitude mix in the organization and map out strategy for personnel development (Onwe, 2008).

BOTTLENECKS OF STAFF RECRUITMENT IN NIGERIAN EDUCATIONAL INSTITUTIONS

It is common culture for any organization to search for recruitment of new employees. But before and during the recruitment process, there are a lot of challenges that are being encountered or that may mar the process. These bottlenecks are as follows:

Cost of advertising vacancy: Considering the means where people can source for information, advertising is carried out in order to have a greater pool of applicants from which to select. It is a law in Nigeria as well as many institutions policy to advertise for vacant posts. Advertising on the internet, social media platforms, print media such as newspapers and journals and on television is costly and expensive. It is observed that most schools, companies and organizations in Nigeria use the media house such as the television and radio and print media (i.e. newspaper and journals) for advertising job vacancies because they consider it to be less expensive. Other platforms which seem to

be fast accessible by the public are neglected or provision for it is not made by the recruiters due to the cost of running advertisement. This has hinder applicants in getting information in time regarding job opportunities, and the employers in getting the required number or the right applicants needed. For example, an applicant who lives very far away in the rural areas, where access to communication is a problem, may not be reached because of poor communications problem. This leaves the human resources personnel with no option but to consider other applicants that are reachable and available to them. The use of internet widens the recruitment pool. So many organizations and the schools are unable to do E-recruitment because it is sophisticated, competitive and expensive as they are able to have a large coverage of targeted market.

Geographical location of an institution: Another bottleneck of staff recruitment is geographical location of an institution. The geographical location of institutions (for instance tertiary institutions) in Nigeria may be a big challenge for recruitment because where the institution is located very far away from urban centres or security challenged states just like we have in some the Northern states in Nigeria, the expectation of greater pool of applicant can be limited. Possibly competent, qualified and experienced job seekers may not want to be relocated to places far away from their families and friends.

Political intrusion of the recruitment process: In an economy like Nigeria where government control almost all the parastatals such as the educational sector, recruitment process in this area is faced with a lot of challenges. Political interference and polarization has spilled over into schools. It has become evident from research that sometimes during recruitment of staff in schools, politicians influence the recruitment and selection process by referring individuals for appointment to vacant positions. The human resources personnel without hesitation usually oblige for fear of losing their own jobs or positions they occupy. Many times these results in the institution appointing under qualified candidates at the expense of qualified and experienced individuals. Political intrusion just like nepotism has led institutions appointing individuals on the ground of their political affiliation. This is a challenge which prospective applicants and recruiters face. This situation has caused many employers to experience a dilemma as from which political background or party should prospective staff be selected because of the political polarization and interference.

Brain drain and lack of competent and experienced candidates in the local pool: An organization just like the educational institution can be forced to recruit from far afield because of a lack of qualified personnel in the locality. Sometimes they go beyond their national borders to recruit. The costs linked with international or regional recruitment could lead organization to recruit unqualified or inexperienced individuals who they may have to incur extra expenses to train. The economic instability of Nigeria and global economic crunch which is experienced as a result of Covid-19 may see so many qualified and experienced people leaving the country to look for greener pastures may be in the same educational sector in neighbouring countries in the region and abroad. This

situation poses challenges of recruitment and selection for the human resources personnel. In some other professions, organizations are compelled to recruit less qualified and experienced individuals or to recruit expatriates who are very expensive to manage.

Over qualification syndrome in Nigeria: the high level of unemployment has not only led to brain drain but also in the presence of over qualified individuals. The labour market of the educational sector may be flooded with highly qualified and experienced people chasing few job vacancies. Job shortages in this area have led so many applicants to accept any job that is away from their field. Also, due to their high qualification a good number of individuals shun or quit the schools or the educational system as soon as they get a better job resulting in a high labour turnover. This will then oblige the school or the board in charge of recruitment to go through another recruitment and selection process. This process of recruitment and selection as we know take a whole lot of time and financial resources.

Outdated and inadequate job descriptions: Changes and innovations in technology are very rapid. Changes and innovation in technology may affect how a job in schools is carried out and the provisions required for that job may also vary. This has a huge impact on recruitment and selection as the job description of the vacant position might be outdated or inadequate. In order to ensure relevance of the job requirements and specifications, a constant review of the vacant job description must be carried out. Take for instance there might be situations where a school may be venturing into a new area and new jobs are created. This implies that that there may be no frame of reference for formulating new job descriptions or requirement in such conditions. The school might not have adequate knowledge of the background and experience required for the new jobs. Then trial and error becomes the recruitment and selection process.

In addition, Mdletye and Hlongwane (2019) in their study identified the under listed as major challenges relating to staff recruitment and selection process in the educational system. They include:

- Cronyism, nepotism and favouritism for vacant positions.
- Absence of transparency and fairness during selection process.
- Invalid and unreliable personnel selection techniques.
- Unclear process of authenticating qualifications.
- Preferential treatment of external job applicants.
- Less recognition of tertiary qualifications.

Onwe (2008) noted that the issues associated with recruitment of staff are of two types; internal and external recruitment problems. According to him, issues emanating from the internal recruitment include:

- Absence of innovations and new ideas. Since new individuals outside the organization are not allowed into the system because it has to do with internal recruitment there is no room for change and innovations. Therefore, new ideas are being hindered.
- Lack of competent staff in the system. The door of the organization is shut against competent personnel from outside the organization considering the fact that it is an internal recruitment. Here, seniority becomes a determinant factor for promotion to the expense of competency or qualified personnel.

The aspects of external recruitment include:

- Time for adjustment: A lot of time is required for newly staff to adjust to the new institution mode of operation, environment and culture.
- Undue subjection to outside interference and manipulation. The issue here becomes a matter of “who you know” not “what you know”. The prerequisite factors expected from new employees like skill, knowledge, experience and competence are compromised. These undue influences from outside in terms of those who are connected to the institution’s leadership tend to defeat the whole essence of the recruitment process.

CONCLUSION

Staff recruitment and management is a very sensitive aspect of human resources management that need not to be toil with. It is crucial for the prosperity and for the competitive advantages of global education business environment. The process involves putting the right individuals in the right position at the right time as well as devising every good and reputable means to retain them in such positions which they have been selected. This is what can enhance the effectiveness of an educational institution or any other organization. This process must stimulate qualified individuals to apply for work and encourage them to remain in the job. However, it has been identified that there are bottlenecks that hinders the smooth operation of this process in educational institutions which is not supposed to be so. Therefore, government and all relevant agencies should ensure that recruitment and selection process conform to legal requirements as dictated by Labour Relation Act or should fall with the ambit of the law.

Recommendations

Based on the bottlenecks hindering the effectiveness of staff recruitment in the educational institutions, the following recommendations have been put forward to address them; and they include:

- Government through the Ministry of Education should consider reviewing its recruitment and selection policy as stipulated in Labour Relation Act in order to

rectify the shortcomings that is associated with the current policy. By so doing, the issue of transparency in relation to recruitment process will address the scourge of nepotism, cronyism and favouritism.

- The Ministry of Education should enforce a change of attitude to strategic human resource policy that can support recruitment, selection and retention process in institutions of learning and at the same time create awareness to school managers on the importance of effective staff management.
- Government should increase its budgetary allocation for education sector to accommodate and strengthen the use of e-recruitment and job advertising process. This will help to check the interference of politicians who may want to mar the selection process.
- The government should work hand in glove with the panel that are set up for recruitment to ensure that clear process and procedure are established to verify thoroughly the qualifications of successful job applicants.
- The school management should work with the Ministry of Education or the panel in charge with the recruitment and selection process to ensure that internal staff who are competent and qualified are considered for the advertised positions. This is a staff management strategy that will help to retain staff in their job.
- The government through the Ministry of Education and School Managers should ensure relevance of job requirements and specifications. This can be done through a constant review of the vacant job description.
- The Ministry of Education, as well as other professional bodies in the education sector, should develop a strategic plan on training and mentoring newly recruited staff for effective service delivery.

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