

## Staff Recruitment Process and Institutional Growth of Government Technical Colleges in osun State Nigeria

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**Abstract:** This study examined the process of staff recruitment institutional growth in Government Technical Colleges, Osun State Nigeria. It also investigated relative influence of staff recruitment process on the institutional growth of Osun State Government Technical Colleges. The descriptive survey research design was used in this study. The population for the study comprised all the nine principals, all 15 staff members of Osun State Board for Technical and Vocational Education (OSBTVE), all the 35 staff of the Osun State Civil Service Commission (OSCSC), 15,000 old students of the colleges (2001-2019), and employers of graduates of the colleges in Osun State. The instrument used for this study titled, 'Staff Recruitment and Institutional Growth Questionnaire' (SRIGQ), was used to elicit information from the respondents. The reliability of the instrument was ensured with a coefficient index of 0.79. Data collected were analysed using descriptive statistics of percentages, as well as regression analysis. The results of the study showed that the process of staff recruitment was normal and that due process was followed in the recruitment exercises. The result also showed that the level of institutional growth was moderate. The results further showed that there was a significant influence of staff recruitment process on institutional growth of Osun State Government Technical Colleges. The study concluded that staff recruitment process significantly influenced the institutional growth of Osun State Government Technical Colleges.

**Keywords:** Recruitment, Institutions, Institutional growth, Staff recruitment

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### I. INTRODUCTION

Institutional growth is an important requirement of any organisation, for it to maintain its standard towards the realisation of its goals and objectives. It also entails the extent to which the staff of an organisation is competent and skillful in their various field. Institutional growth in an organisation is the success of an educational institution being measured by the quality of it qualified and competent staff, quality of students and other parameters like: the number of enrolment yearly, number of students completing the programme every year and the percentage of students that have at least five credits in their national examinations.

The roles of the government and the school managers are to attain the goals of school while the role of staff is to maximize the return for the organisation through achieving the goal and objectives of the organisation. To achieve proper and effective institutional growth in schools, Governments are also expected to furnish each department with the required machines and tools needed for training the students to achieve the goals and objectives of the technical colleges. In order to hire qualified individuals for the position, institutions must use

the proper tools or processes for recruitment and selection. Effective recruitment and personnel selection can help one to save money. While it is acknowledged and accepted that poor selection continues to affect productivity of the organisation and goal attainment, it is best to invest a great deal of time on recruitment and selection practices even though they have one of the most significant impacts on an agency's institutional growth. (Huang, Huang, & Berry, 2021).

Staff recruitment as well as institutional growth, are crucial aspects of ensuring the success and effectiveness of government technical colleges in Osun State, Nigeria. These colleges play a vital role in providing technical and vocational education and training (TVET) to equip students with skills and knowledge required for various industries and sectors. Staff recruitment is concerned with how to obtain and train workers for an organisation. It can be more stated that no element of educational system is more important than the recruitment process policy. Unless the recruitment policy is handled well, there can be little hope for building a first-rate staff (Ornstein, Mann & Malbin 2009). It is also the creation of the large pool of applicants who are qualified and willing to work in an organisation. Proper recruitment process ensures the supply of good and suitable employees which is based on due process. But when there is poor recruitment process, it usually leads to an unsuitable staff, lowering of institutional growth and eventually leads to failure to achievement of the organisational goals and objectives. Some of the steps that can be taken to ensure good staff recruitment are; Job description, Personnel specification, Attracting and enlisting a field of candidates and Choosing among the best candidates.

It is clear that vocational or technical education is becoming a multifaceted endeavor that aims to impart academic skills to students in order to better prepare them for both the working world and postsecondary education as well as occupational skills to students who wish to seek employment directly. As a result, more students will probably have a wider range of possibilities when deciding on and choosing their professions.

According to Okoye and Onyenwe (2016), technical education as outlined in the Nigerian National Policy on Education, focuses on the development of high-quality technological human resources with the goal of creating a national pool of competent and independent craftsmen, technicians, and technologists in education and training. This type of education according to Adeogun (2007) had been in existence since the time immemorial when children were made to learn the occupations of their parents. The formal technical and vocational education started in Nigeria in 1895 with the establishment of Hope Waddell training institute and Blaise memorial industrial school both in Calabar and Abeokuta respectively by the Missionaries. Technical education has since grown tremendously in numbers as many of such institutions were established across the country by both the colonial and indigenous governments.

The Nigerian National Policy on Education (2014) outlines the following roles for Technical and Vocational education: to provide manpower in engineering and science, technology, and business, particularly at sub-professional levels; to provide the technical expertise and occupational skills required for agricultural, industrial, promotional, and economic development; to provide people who can apply scientific knowledge to the improvement and correct answers to problems; providing instruction and imparting knowledge and abilities that will produce artisans, technicians, and other skilled workers who will be enterprising and self-sufficient; and empowering young people to have a sophisticated understanding of the growing complexity of technology.

However, looking at the functions stated above, it is clear that technical and vocational education have not been annexed to reduce hunger, poverty and chronic unemployment that plagued the country. As opined by Eze (2014), the objectives of technical and vocation education have not been achieved purposely because of the various challenges confronting this sector of education. As such, the progress or concrete growth that had been witnessed in technical and vocational colleges in Nigeria could not match the public expectation and the very objectives of their establishment. Such challenges which impinge on the growth of technical colleges in Nigeria as documented by Oranu (2004) include but not limited to: under-funding or lack of funding from the government, brain drain, staff issues such as training and recruitment and staff retention, curriculum of technical

education, inadequate facilities and apathy from the political office holders. Meanwhile, According to Momoh (2012), the government's lack of support for technical education and insufficient financing have hurt technical education in Nigeria. For this reason, although general education enrollment is steadily increasing while technical institution enrollment is declining.

In Osun State, technical and vocational education has grown significantly in terms of number and courses offered since the first of its kind was established in 1958: Government technical college, Osogbo. More than eight other such institutions had since been established by the government, they are located in strategic centres of the state.

Generally, it can be said that the attention given to technical education in the state varies from one government administration to another. It has been noted that some administration paid lip services or non- challant attitude to technical education while some during their period in Osun State paid greater attention to technical education. As such, technical education can be said not to have received an optimum attention from the government and this has affected the growth of the institutions. As a result, technical and vocational education has failed to meet its goal of promoting perfect sustainable development among others in the state. To that end, the researcher investigated the processes of staff recruitment in technical colleges, as well as their influence on the growth of the institutions in the study area.

### **Statement of the Problem**

The place of institutional growth of any organization depends so much on the quality and competence of the staff of such organization. In any organisation the staff have to be competent and be able to discharge their duties effectively and efficiently before the organisation can have a meaningful institutional growth which may depend on the influence of the recruitment process of the institution, since the organisation cannot rise beyond the quality of its staff. The effectiveness and efficiency of any organization are greatly influenced by the quality of its employees. The availability of a pool of qualified and competent employees is not a coincidental occurrence; it necessitates a well-organized recruitment process. This eventually leads to the hiring of competent workers. However, it is a well-known fact that in order for any organization to succeed, employees with a track record of competence are required. The greatest proponent of bureaucracy, after realizing the importance of competence in organizations, Max Weber stated that applicants for positions within an organisations must be chosen on the basis of technical qualifications.

But in the case of Nigeria, it appears that hiring decisions are frequently dependent on who you know in positions of power. There is a serious deficiency on the meritocracy issue. Consistent political office holders' interference led to this manifestation. Regardless of whether they are qualified or not, politicians do get engaged in recruiting procedures and make sure that their candidates get employed which often result to employers ending up hiring people that are frequently incompetent which leads to non-performance in most cases. Therefore, attention must be paid to the hiring process of staff at the Technical Colleges in Osun State.

As a weak and mediocre player cannot be miraculously transformed into a super star, neither can a weak staff member be "trained and developed" out of their mediocrity. The key to the quality of an instructional programme and growth of any educational institution is the competencies of its professional staff. The dwindling fortunes of technical colleges being manifested in the decline in vocational jobs and workshops in the recent years compare to what it used to be in the 70's through early 90's may not be unconnected with the quality of personnel at the helm of affairs of these institutions. To boost the fortunes of technical colleges and restore its lost glory, it is necessary to look at the process of staff recruitment and institutional growth of Osun State technical colleges, hence the study.

### **Purpose of Study**

- (a) The primary goal of this research was to investigate the process of staff recruitment and institutional growth of Osun State government technical colleges. The study's specific objectives were to: examine the process of staff recruitment in Osun State Government technical colleges;
- (b) assess the level of institutional growth in Osun State Government Technical Colleges;
- (c) examine the relative influence of the staff recruitment process on the institutional growth of Osun State Government technical colleges.

### **Research Questions**

The following are the research questions for this study:

1. What is the process of staff recruitment in Osun State Government technical colleges?
2. What is the level of institutional growth of Osun State Government technical colleges?
3. What is the relative influence of staff recruitment process on the institutional growth of Osun State Government technical colleges?

### **Research Hypothesis**

The research hypothesis used to guide study;

- H<sub>01</sub> Staff recruitment process does not have any significant influence on the institutional growth of Osun State Government Technical Colleges.

## **II. Methodology**

The study adopted the descriptive survey research design. The population for the study comprised all the nine principals, all 15 staff members of Osun State Board for Technical and Vocational Education (OSBTVE), all the 35 staff members of the Osun State Civil Service Commission (OSCSC) and 15,000 old students of Technical Colleges from (2001-2019) and employers of graduates of Government Technical Colleges in Osun state. The sample size consisted of 204 respondents which were selected through the multistage sampling procedure. Head of all the nine Technical colleges in Osun State using purposive sampling technique, 105 old Students were randomly selected from (2001- 2019), 40 Employers of graduates of Technical Colleges were purposively selected. All the 5 Staff members of Osun State Board for Technical and Vocational Education (OSBTVE) and all 35 Staff members of Osun State Civil service Commission (OSCSC) were selected using purposive sampling.

The instrument used for the study titled "Staff Recruitment and Institutional Growth Questionnaire" (SRIGQ) was used in eliciting information for the study. Data collected were analysed using frequency counts and percentage scores as well as regression analysis. The research questions was answered using frequency count and percentages while the hypothesis raised was tested using regression analysis.

## **III. RESULTS**

1. **Research Question One:** What is the process of staff recruitment in Osun State Government technical colleges?

To answer this question, the responses to the items that are related to the process of staff recruitment were analysed using frequency and percentage. The items were coded as Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1) for positively worded items, while items that were negatively worded were reversed. The questionnaire items were responded to by the staff of the State Civil Service Commission, their counterparts at Board of Technical College and The Principals. The result of the analysis is presented in Table 4.1.

**Table 4.1:** Process of Staff Recruitment in Osun State Government Technical Colleges.

S/N	Items	Agree	Disagree
1.	Public advert was made when there was vacancy in Technical Colleges.	41 (82.0%)	9 (18.0%)
2.	Short listed candidates were from those that applied	46 (92.0%)	4 (8.0%)
3.	Vacant positions are initiated by the politicians	15 (30.0%)	35 (70.0%)
4.	Vacant positions are advertised due to job demand and the need to fill the position	40 (80.0%)	10 (20.0%)
5.	Due process was followed but candidates of the politicians were selected	26 (52.0%)	24 (48.0%)
6.	Interview was conducted for candidates	41 (82.0%)	09 (18.0%)
7.	Due process was followed and only merited candidates were selected	30 (60.0%)	20 (40.0%)
8.	Selection and employment were done based on competence of candidates	34 (68.0%)	16 (32.0%)
9.	Recruitment and selection are based on Candidates that are certified and qualified	35 (70.0%)	15 (30.0%)
10.	Recruitment and selection are influenced through ethnicity, nepotism etc. and others.	23 (46.0%)	27 (.0%)
11.	Employees were given orientation after Being employed	24 (48.0%)	26 (52.0%)

Table 4.1 shows the responses of the staff of Civil Service Commission, The Principals and Staff of Board for Technical Vocational Education in Osun state to the questions on the processes of staff recruitment in Osun State Government Technical Colleges. It shows that 41 (82%) of the respondents agreed that public advertisement was made when there was vacancy in Technical Colleges while 9 (18%) of them disagreed with the statement. Also, 46 (92%) of the respondents agreed that Short listed candidates were from those that applied as only 4 (8%) of the respondents indicated otherwise. Furthermore, only 15 (30%) of the respondents agreed that vacant positions were initiated by the politicians whereas 35 (70%) of said that the vacant positions were not initiated by politicians. In addition, 40 (80%) of the respondents said that vacant positions were advertised due to job demand and the need to fill the position, whereas 10 (20%) said the opposite. Also, 26 (52%) revealed that due process was followed but candidates of the politicians were selected while 24 (48%) said that it was the opposite that happened. Furthermore, 41 (82% of the respondents agreed that interview was conducted for candidates before they were employed whereas 9 (18%) said that they were not interviewed before employment. Also, 30 (60%) of the respondents affirmed that due process was followed and only merited candidates were selected while 20 (40%) believe that this was not the case. In addition, 34 (68%) of the respondents said that selection and employment were done based on competence of candidates while 16 (32%) disagreed to the statement. Also, 35 (70%) of the respondents believed that recruitment and selection were based on Candidates that were certified and qualified while only 15 (30%) said otherwise. Finally, 23 (46%) of the respondents agreed that recruitment and selection were influenced through ethnicity, nepotism and the so on, whereas 27 (54%) of the respondents said that this was not the case.

It was therefore concluded that public advertisement was made before the staff were employed into technical colleges, only those that applied for the post were considered for employment, advertisement was made based on demand, the shortlisted candidates were interviewed before employment, selection and employment was done based on the candidates' competence, only certified candidates were selected and recruited into the

colleges, all employed candidates were given adequate orientation before being deployed to the colleges. We can therefore say that due process was followed before the staffs were employed into Technical Colleges in Osun state.

**Research Question Two:** What is the level of institutional growth in Osun State Government technical colleges?

To answer this question, responses to the items that are related to level of institutional growth were analysed using frequency count and percentage score. The items were coded as High (3), Moderate (2) and Low (1) for positively worded items, while items that were negatively worded were reversed. The questionnaire items were responded to by employers of labour of graduates of Technical Colleges in Osun State and Old Students of Osun State Government Technical Colleges. The questionnaires were scored and values were awarded. The minimum and maximum scores were 15 and 31 respectively while the mean and standard deviation were 23.91 and 4.03 respectively. Respondents whose rated score were between 15-19 were adjudged to be low level, those with scores between 20 to 25 were adjudged moderate while those with scores from 26 to 31 were adjudged to be high.

Table 4.2: Level of Institutional Growth of Osun State Government Technical Colleges.

Level of Institutional Growth	Frequency	Percentage (%)
Low (15-19)	20	14.8
Moderate (20-25)	69	51.1
High (26-31)	46	34.1
<b>Total</b>	<b>135</b>	<b>100.0</b>

Table 4.2 shows that 20 (14.8%) of the respondents said that the level of institutional growth in Government Technical Colleges in Osun state was low. Also, the respondents also indicated that the level of institutional growth in the Colleges is moderate 69 (51.1%). Finally, the respondents indicated that the level of institutional growth of the technical colleges was high 46 (34.1%). Hence the results from the Table shows that the level of institutional growth of Osun State Government Colleges was moderate during the period under study.

**Hypothesis One:** Staff recruitment process does not have any significant influence on institutional growth of Osun State Government Technical Colleges.

To test this hypothesis, the responses of the Staff members of Civil Service Commissions, The Principals and Staff members of Board for Technical Vocational Education on process of staff recruitment was compared with the responses of employers of labour of graduates of Government Technical College and the old students' on the level of institutional growth of Osun state Government Technical Colleges with the institutional growth serving as the dependent variable and staff recruitment process as the independent variable using Regression Analysis as the tool for analysing the data. The result of the analysis is presented in Table 4.3



**Table 4.3:** Regression Analysis of Influence of Process of Staff Recruitment on Institutional Growth of Government Technical Colleges in Osun State

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	33.255	.712		48.463	.000
Staff Recruitment process	.018	.066	.013	.239	.001

a. Dependent Variable: Institutional Growth

Table 4.3 shows the result of regression analysis of the influence of process of staff recruitment on institutional growth of Government Technical Colleges. The Table shows that there was a significant influence on institutional growth of Osun State Government Technical Colleges at  $p < 0.05$  of influence of process of staff recruitment on institutional growth of the Colleges  $\beta = 0.013$ ,  $p = 0.001$ . The Hypothesis is therefore rejected. That is, there was a significant influence of the process of staff recruitment on institutional growth of government technical colleges in Osun State.

#### IV. Discussion

The results of the study showed that the process of staff recruitment was not far from the generally acceptable norms being experienced in the national, private and international organizations. The reason for these results might be related to the fact that the State government followed due process in the recruitment exercise mirroring the actions of the Federal government. The result also aligned with the studies of Dessler (2006), Ornstein and Lunenburg (2008), Peretomode (2009) and Ornstein (2012) that job placement, advertising or public advert, written and oral interviews were part of recruitment processes being used by organisations to recruit competent workers into their domains, and that the process of recruitment and selection starts with evaluation of applicants' suitability to the existing position and unsuitable ones are dropped. It is only those who meet the laid down requirement and are capable of contributing maximally and effectively to the goals of education that are selected. This is done with the aid of application form, which is usually well detailed in order to serve its purpose. In the education enterprise and other organisations, test at times can be administered before the oral interview. The oral interview is a selection technique aimed at getting more information on how suitable a candidate is for the position she/he is seeking. The result however contradicted the findings of Onwe, Abah and Nwokwu (2015) who revealed that politics is a regular feature in the Nigerian public service recruitment's exercise.

The results showed that the level of institutional growth of Osun State Government Technical Colleges was moderate. The reason for this result might be as a result of the fact that the government contribute and commit more money to this level of education. The findings supported the conclusions of authors like Berry, Petrin, Gravelle, and Farmer (2011) that technical and vocational education, which provide manpower in applied science, technology, and commerce, particularly at sub-professional levels to provide the technical knowledge and vocational skills necessary for agricultural, industrial, commercial and economic development; to provide the technical knowledge and skills necessary for the development of small businesses; and to provide an understanding of the relationship between technical knowledge and skills and the development of small businesses, give an understanding of this relationship, train and impart the needed competencies that lead to the development of artisans, professionals, and other skilled personnel who will be enterprising and self-reliant and

enable young people to have an intelligent understanding of the world around them. The result also aligned with the findings of Ezeani (2006) that personnel planning, which identifies areas in the organization where there are limitations of personnel to recruit in order to satisfy expected employment needs, is where the process of recruiting and selection starts.

The results further investigate the influence of process of staff recruitment on institutional growth of Government Technical Colleges in Osun State. The results showed that the process of staff recruitment have significant influence on the institutional growth of Government Technical Colleges in Osun State. The result is in line with the submission of Ornstein and Lunenburg (2008), who opined that no matter the level of training subsequently given to employees, as mediocre cannot be trained to suddenly become a super star. The result also confirmed the study of Osemeke (2012) and Sinha and Thaly (2013) whose findings revealed significant influence of staff recruitment on employee's performance in an organization. The result is consistent with Gemade's (2014) results, which said that there is evidence to support a positive and significant association between hiring and an enterprise's performance. The outcome supports Rauf's (2007) finding that complex recruitment and selection processes are positively correlated with organizational effectiveness. The third research question, which concerned the influence of the hiring procedure on the institutional expansion of Government Technical Colleges in Osun State, was addressed by this study.

## **V. Conclusion**

The study concluded that due process was followed in the recruitment of the staff of the Technical Colleges in Osun state. It also concluded that the level of institutional growth was moderate. It also concluded that the institutional growth of the Osun State Government Technical Colleges was being influenced by the process of recruitment of the staff into the Colleges. Ultimately, staff recruitment process along with institutional growth, are vital for the success and effectiveness of government technical colleges in Osun State, Nigeria. By recruiting qualified staff, providing opportunities for professional development and industry partnerships, these colleges can thrive and contribute to the country's workforce development and economic growth

## **Recommendations**

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

Adequate process should be followed in the employment of staff into the technical colleges. This will ensure that the students are placed into the right hands which will in turn produce students who can practice on their own whatever they must have learnt in the schools whenever they leave the schools. Those saddled with the responsibility of recruitment should be men and women of integrity. Competent, quality and qualified candidates be given preference above any other, Adequate and regular training should be given to those at the helm of recruitment of staff, Government or her representatives should stay clear of recruitment exercise by not interfering with recruitment exercise.

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