

RECRUITMENT PROCESS AND NON - TEACHING STAFF PRODUCTIVITY IN PUBLIC TERTIARY INSTITUTIONS IN EKITI STATE, NIGERIA

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Abstract

This paper investigated the relationship between recruitment process and non- teaching staff productivity in public tertiary institutions in Ekiti State, Nigeria. All non-teaching staff in public tertiary institutions in Ekiti State constituted the population of the study as well as the Heads of units in the Registry and Bursary of these tertiary educational institutions. Five hundred (500) non-teaching staff were selected using proportionate sampling technique from 4 public tertiary institutions in Ekiti State. Two self-designed instruments were used for this research namely 'Recruitment Process Questionnaire (RPQ)' and 'Productivity of Non- Teaching Staff Questionnaire (PNTSQ). The face and content validity as well as the reliability of the instrument were ascertained. The reliability coefficients of both instruments were 0.87 and 0.79 respectively. The study revealed that there was a significant positive relationship between recruitment process and non- teaching staff productivity in public tertiary institutions in Ekiti State, Nigeria. It was concluded that needs assessment, selection and orientation have a positive influence on non- teaching staff productivity in public tertiary institutions in Ekiti State. The study recommended that due process has to be followed when recruiting non-teaching staff in public tertiary institutions, as this will help employing the appropriate person and in turn increase productivity of non-teaching staff.

Keywords: Recruitment Process, Needs assessment, Selection, Orientation, Non-Teaching Staff Productivity

Introduction

Every organisation aims to accomplish its established objectives and goals. and also increase productivity at every point of growth and development. Managers of tertiary educational institutions are not left out of this, as they also desire to optimally utilize all available resources at their disposal to accomplish the goals of the institution. One crucial asset in every institution is the personnel resource as they drive every other resource to actualize their purpose.

World Bank reports that tertiary education is a key tool for fostering prosperity and reducing poverty but also boosting prosperity for all. Graduates of tertiary educational institutions are said to have better understanding of their environment,

engaging in healthier habits, increased civic participation, higher tax revenues because of higher earnings, they raise healthier children, and have moderate family size towards building a stronger nation. The benefits of tertiary education are usually enjoyed not only by the individual but also by the entire nation.

Tertiary education is said to be post-secondary education, which encompasses technical training centres, vocational schools, colleges of Education, polytechnics and universities. A productive group which has been well trained possessing a strong post-secondary training are usually innovative, well educated, readily employable and are usually high-income earners and good conflict managers. This implies that graduates of tertiary educational institutions form the basic active workforce of a particular nation. Adebayo (2011) reiterated that tertiary education is the possible solution to enhancing human capacity that will face global challenges.

Every tertiary educational institution needs the services of non-teaching staff which must be knowledgeable, trained, with high competence, self-motivated, and willing to learn. These attributes can help them effectively and efficiently support the other stakeholders and even academic staff to carry out proper research so that set goals and objectives of the institution is achieved both nationally and globally.

It has been observed that the quality of graduates produced in higher institutions in Nigeria may not be capable of living up to expectations due to the underperformance of non-teaching employees in tertiary educational institutions and this low productivity rate may be linked with improper human resource planning. The problem of ineffective non-teaching employees in tertiary educational institutions has risen from complaints from diverse stakeholders in the system which includes students, academic staff of the institutions, management of the institution, alumni of the institution, parents among others. It has been observed that most non-teaching staff are neither dedicated nor committed to their work and this inhibits their productivity. Productivity is said to be determined by the output of workers within an organization. Output, which is the total unit of success or outcome of production is determined by the input, is the effort exerted on a particular job. The ratio of output to input is a common definition of productivity. In other words, it assesses how effectively production inputs—such as labour and money—are utilised to generate a certain quantity of product. Being productive is said to be a major foundation for sustained economic expansion and healthy competition. Productivity is determined by answering the basic questions of how much and how well? These questions provide answers to the question of how many workers are employed at a particular time and how efficient and effective are the workers

employed. Productivity is measured by using different measures which points at the

optimal use of all available resources available to managers at various levels of leadership in an organization. Productivity is expressed as the proportion of the aggregate outcome to every unit of real input used in the process of production at a specific time.

Raul G. D. B. D. N., Gilberto B. M., & Joaquim M. F.A. N. (2024) pointed out that considering a competitive and dynamic scenario, such as the national scenario, organizations must be in a constant search for strategies that collaborate for their permanence and growth. The recruitment process, often framed as an operational function, is increasingly present in the strategic issues of organizations, assuming an increasingly decisive role in obtaining competitive advantages.

The non-teaching staff in a university system are found in departments of works, bursary unit, library, medical centers, records, unit, they serve as managerial and executive officers, security workers, and personal secretarial assistants, cleaners, or messengers etc. According to Iwuoha (2018), most of these units seems unproductive in their duties to perform at its peak and aid the university system in achieving its goals, particularly in Nigeria's public tertiary education institutions.

The specific task non-teaching staff includes but not limited to: students admission processing, registration of students both new and returning students, proper keeping of records of staff, students and other stakeholders in the institution among others.

The recruitment process, which is a human resource function has loads of activities attached to it like needs assessment, advertisement, interview, selection, orientation, among other responsibilities. Titilola (2013) carried out research on the effect of the selection process on employee turnover in Small and Medium Enterprises (SMEs) in Sunnyside, Pretoria. Descriptive survey design was employed in the study and findings revealed that: factors influencing selection process in SMEs were relevant experience, education, relocation and salary requirement.

This implies identifying where vacancies exist within the institution as well as other needs within the system that need to be filled as well as using the best means of filling the identified vacant positions. The available position's job description position to be filled must be well stated as it will help guide in the selection process. The responsibility of the past employee who left that position must be reviewed for better performance in that position. When the job description has been well defined and the job expectations well analysed, a plan to fill the vacant position must be worked on. This stage must be well managed because it speaks on the outcome of the desired result

in the future. The search for the best hand to fill the position begins. Advertisements

are placed in different platforms to announce the vacant positions and the basic requirement for the position are well defined to enable the applicants have good knowledge and also have access to the job description of the vacant position. The qualification of the best candidate for the position must be well defined. Consultants and experienced hands are employed at this stage to get the best person for the vacant position.

Armstrong (2009) states that recruitment and selection process are done in four stages: defining requirements, attracting candidates, selecting candidates and placing them on the job. Choosing the perfect hand to handle the task is the next step in the process of recruitment. Application for the vacant positions are collated and the human resource experts choose the most competent candidates for the job. At this stage, the qualified candidates are identified and called out of the numerous applications. It should be noted that each of the above-mentioned stages are dependent on one another. Recruiting most suitable candidate for the vacant position(s), Gamage (2014) is of the view that the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization. At this stage of the process, the best candidate(s) can be selected to fill the vacant position and different criteria must be taken into consideration for the selection of the most qualified and viable person for the position. These criteria include: qualification, age, disposition, experience etc. At this stage the quality of a human resource manager that emphasizes not being bias comes to play as the Human Resource manager must at this stage pick the best man for the job considering the basic criteria as mentioned above. At this stage, the successful candidates who were exceptional are identified and screened to fill the vacant position depending on the number of workers needed. The criteria mentioned above are well analysed at this stage. The Human resources managers must analyse critically each criterion to see if the most qualified applicant recruited for the position can fit into the office. There must be perfect correlation among all the criteria mentioned. It should be noted at this stage that the best candidate in terms of academic qualification might not have the best disposition in terms of emotional stability to fill the vacant position. Interview can either be done orally or by writing, as the candidates who pass through the screening stage are invited for further scrutiny. This is to ascertain that recruitment process may have relationship with the level of productivity of non-teaching staff in the universities

Ukpafe (2014) carried out a research on how the process of hiring and choosing

employees affected manufacturing enterprises' productivity in Enugu State, Nigeria. The study adopted a survey approach. The study concluded that, low staff productivity and an inability to adapt to new situations or changes had a detrimental impact on organisational productivity. Also, the research discovered a favourable association between the hiring and selection processes and production. A study on "staff recruitment and selection methods in the construction business in Ashanti Region" was done by Mavis (2014). The research utilized a cross-partial survey design for data gathering and analysis. The research found out that the hiring and choosing procedure of organizations has a correlation with their personnel performance.

Mufu (2015) conducted a study on hiring and choosing employees at the Cameroonian Corporation for National Oil Refining. The chosen study methodology was a descriptive survey. The outcome demonstrated that a company's hiring process was based on appropriate personality and skills of the prospects. According to Ongori, Henry, and Temtime (2009), any business can increase organizational effectiveness and human resource management by putting into use better hiring and choosing procedures. Olatunji and Ugoji (2013)'s investigation on the impact of staff recruitment on organizational growth found that organizational development is determined by personnel recruitment. A research of specific recruitment practices employed in firms was conducted utilising primary data on a sample of Nigerian workplaces, and the results showed that these practices have an impact on employee performance and behaviour. With a questionnaire given to 20 respondents who worked at the Access Bank branch in Lagos, Adeyemi *et al.* (2015) investigated the impact of hiring and hiring decisions on organisational performance. The study's findings indicated that employee referrals, using an employment agency, and publicising open positions to the general public are often the most reliable ways to identify qualified candidates. A correlation between hiring and selecting employees and the productivity of small and medium-scale ventures was also found in Jonathan and Obi (2012), which was conducted in the Kisumu Municipality, Kenya. The study revealed that recruitment and selection accounts for 72.4% of the contributions to the productivity of the SMVs.

Planning for future employment and employee needs, as well as how the business operates within its many tasks, is a crucial component. (Raphael 2010). Also, Marcus (2010) examined the correlation between the choosing process and the effectiveness of government owned institutions in Tanzania and found there is a clear connection in between the two. According to Mustapha *et al.* (2013), the study

demonstrated that an organisation must implement recruitment practises which are

highly reliable and compatible with the purposes and goals of the business in order to attain a firm's effectiveness. Hiring extends beyond simply filling job openings to include individual worker development.

Ekwoaba *et al.* (2015) claimed that hiring and choosing standards had a significant impact on an organization's success, and the more objective the criterion, the better the performance of the organisation. Stephen *et al* (2013) said the influence of recruiting through recommendations was examined using innovative and thorough effectiveness and data collected from nine large organisations in three industries. The results showed that employee referrals enable firms to choose employees who are better suited for specific tasks within the company, and that firms gain from referrals more by choosing employees who are more suitable for the position than by choosing employees who are of higher overall quality. When individuals suggest others, who are like themselves in terms of qualities and behaviour, the study shows that employee referrals enhance supervision and mentoring and make working environments more enjoyable. A study on organizational recruiting and selection methods was undertaken by Djabatey in 2012, the study used a descriptive methodology, and the results showed that selecting and recruiting techniques are quite effective when considering characteristics like work experience, academic credentials, interviews, and tests. A research on the influence of recruitment and selection procedures on retaining teachers at an international primary school in Nairobi County was undertaken by Shuku (2015). The study used primary data and a descriptive research design. His research demonstrates that recruitment channels, particularly personal correlations, institution websites, press media (such as print news), and state agencies, have a real influence on retention in foreign primary schools in Nairobi County. Also, the findings indicate that selection procedures, particularly those including channels like interviews, IQ tests, personality tests, work sample tests, job knowledge and examinations, have a big impact on teacher retention at international primary schools in Nairobi County. According to Adejare (2022), the hiring and posting approach used by the institution, that occasionally results from an informal relationship between organisational goals, job descriptions, and personnel capability is directly responsible for the unproductivity of the majority of employees in the organization.

It's crucial for managers to understand the choice of targets, policies, and methods, claims. Bohlander *et al.* (2001). Most importantly, those in charge of identifying applicants should have enough knowledge. Robbins (2005) is of the opinion that organization's human resource policies and practices represent important forces for

shaping employee behaviour and attitudes. In view of the findings, the study suggests

that in designing and instituting recruitment and selection criteria quality should not be compromised. This is more so as the right type of labour is hard to come by. Wahid & Arif (2019) investigated the impact of Training needs assessment (TNA) on the performance of the employees who were employed in the telecommunication sector in Bangladesh. Primary data were collected from the employees of the commercial department of two telecommunication companies. A total of 136 employees were selected using the Simple Random Sampling (SRS) technique. Ordinary Least Square (OLS) technique was applied to assess the impact of TNA on employees' performance. This study showed that TNA played a positive role in improving employees' performance. Okoh (2001) asserted that using the right selection procedure will enhance, in addition to the notion that organisational selection procedures impact who gets hired, the probability that the qualified candidates will be hired. Whenever the best candidates are selected for the role, productivity increases (Osemeke, 2012). According to Cascio (2016), one advantage of his assertions is that it concurrently relates hiring and choosing, which will assist in creating a clearer status than previous studies have done. The majority of the literature treats recruitment and selection separately, despite the fact that they are linked and interdependent processes that affect one another. The appropriate selection for any particular job becomes quite challenging if the recruitment procedure is ineffective in bringing in a sufficient pool of applicants. The hiring and performance of qualified staff is based on how well human resources departments perform their duties.

Attention has been drawn to the fact that the productivity of non-teaching employees of tertiary institutions in Nigeria has depreciated over time and this may be due to inadequacies and flaws in the recruitment process. Over the years, proper management of human resources seems out of place in most public tertiary institutions in Nigeria when considering staff recruitment in terms of needs assessment, advertisement, selection, orientation.

It has been observed that the needs of the institutions are sometimes not well assessed to find out the positions that are vacant and positions that need additional employees. The needs assessment is sometimes jettisoned and sometimes done with prejudice or ulterior motives. Vacant positions sometimes are not advertised using diverse media. The peculiarity of the position to be filled needs to be assessed to know the proper channel of advertisement either within the institution, outside the institution or both but this is sometimes not done causing an aberration in the recruitment process. Advertisement can be done using mass and social media for wide coverage and wide

publicity, but oftentimes this procedure is skipped and this might be because candidates

to fill vacant positions have been shortlisted already.

The selection process involves collection of application, screening and shortlisting qualified applicants, interviewing qualified applicants either through written or oral exercise. The submission and collation of applications is sometimes done within a short time frame limiting applicants' participation. Interviews are sometimes not done or done without following due process. All these may pose diverse challenges in the recruitment process.

Orientation involves induction and training of new employees are sometimes sidetracked or done without emphasizing key areas which employees needs to understand. Basic conditions of service are meant to be introduced to the candidates but not usually done and new employers may not understand what is expected of them thereby limiting effectiveness and productivity of such worker at their duty post

Consequent upon the above, many of the problems identified leads to a decline in the productivity of non - teaching staff in public tertiary institutions in Ekiti State. Hence, the problem of this research is to determine how proper recruitment process can be used to enhance productivity of non-teaching employees in public tertiary institutions in Ekiti State, Nigeria.

Purpose of the Study

The purpose of this study is to determine recruitment process and productivity of non - teaching staff in public tertiary institutions in Ekiti State, Nigeria. Specifically, it will:

- i. determine how needs assessment can impact non-teaching staff productivity
- ii. show the impact of selection on non-teaching staff productivity
- iii. identify how orientation can influence non-teaching staff productivity.

Research Hypotheses

The following null hypotheses were formulated for this study:

Ho₁: There is no significant relationship between needs assessment and Non - teaching staff productivity in public tertiary institutions in Ekiti State.

Ho₂: There is no significant relationship between selection and non - teaching staff productivity in public tertiary institutions in Ekiti State.

Ho₃: There is no significant relationship between orientation and non - teaching staff productivity in public tertiary institutions in Ekiti State.

Methodology

The descriptive survey research design was adopted for this study. Without changing any of the factors, descriptive research describes the situation as it is. A little portion from a larger entity is looked into in a survey investigation in order to derive conclusions about the traits of the defined group. The properties of survey research, as previously explained, are consistent with this research design. In Southwestern Nigeria's tertiary educational institutions, the survey research offers a methodological as well as conceptual approach for analysing the survey study to provide. relationship between recruitment process and the productivity of non - teaching staff in public tertiary institutions in Ekiti State.

All non-teaching staff in public tertiary institutions in Ekiti State constituted the population as well as the Heads of units in the Registry and Bursary of these tertiary educational institutions.

The study's sample will be made up of 5 heads of units purposively selected and 500 non-teaching staff selected using proportionate sampling technique from 4 public tertiary institutions in Ekiti State which were randomly selected.

The two self - designed instruments were used for this research namely 'Recruitment Process Questionnaire (RPQ)' and 'Productivity of Non- Teaching Staff Questionnaire (PNTSQ)' were used get data needed to achieve success of this research. Both instruments had two sections containing bio data of respondents and questions to elicit information on the topic. A scale of one to four of the Likert type was adopted as follows: 4 points were attached to Strongly Agree (SA), 3 points were attached to Agree (A, 2 points were attached to Disagree (D) and 1 point to Strongly Disagree (SD).

The face and content validity of the instruments validation of all tools for the research named Recruitment Process Questionnaire (RPQ) and Productivity of Non-teaching Staff Questionnaire (PNSTQ) were done by experts in Test and Measurement and Educational Management Following the recommendations of experts the questions in the tools were updated and reorganised.

The reliability of the instruments were verified using the method of split- half. In split-half reliability, the questionnaires were administered at the same time to 50 non-teaching staff outside the sample area. The scores were collated by splitting the responses into equal parts and correlated using Pearson Product Moment Correlation and Spearman Brown Prophecy Formula to determine the reliability coefficient. The Recruitment Process Questionnaire (RPQ) had a reliability co-efficient of 0.87 and the

Productivity of Non-teaching Staff Questionnaire (PNTSQ) yielded 0.79 reliability coefficient. Both instruments, Recruitment Process Questionnaire (RPQ) and Productivity

of Non-teaching Staff Questionnaires (PNTSQ) were distributed by the researcher through the assistance of skilled assistants. They were educated on how to get the best results when administering the instruments.

The result gathered in course study was analysed using inferential statistics. The hypothesis was tested using Pearson Product Moment Correlation (PPMC), All hypotheses were tested at 0.05 level of significance.

Results

H₀₁: There is no significant relationship between needs assessment and productivity of non-teaching staff in public tertiary institutions in Ekiti State.

This table shows that r-cal value of 0.564 is significant at 0.05 level of significant because p-value is 0.0001 and this is less than 0.05. Therefore, the null hypothesis was rejected implying that there is significant relationship between needs assessment and productivity of non-teaching staff in public tertiary institution in Ekiti State.

Variables	N	Mean	SD	R-Cal	P- Value
Needs Assessment	450	80.92	13.09	0.564	.0001
Non-teaching staff productivity	450	26.67	6.22		

P<0.05

H₀₂: There is no significant relationship between selection and Productivity of non-teaching staff in Public tertiary institutions in Ekiti State.

This table shows that r-cal value of 0.336 is significant at 0.05 level of significant because p-value is 0.0001 and this is less than 0.05. Therefore, the null hypothesis was rejected implying that there is significant relationship between selection and productivity of non-teaching staff in public tertiary institution in Ekiti State.

Variables	N	Mean	SD	r-cal	P- Value
Selection	450	16.27	13.09	0.336*	.0001
Non-teaching staff productivity	450	26.67	6.22		

P<0.05

H₀₃: There is no significant relationship between orientation and Productivity of non-teaching staff in public tertiary institutions in Ekiti State.

This table shows that r- cal value of 0.325 is significant at 0.05 level of significant

because p-value is 0.0000 and this is less than 0.05. Therefore, the null hypothesis was rejected implying that there is significant relationship between orientation and productivity of non-teaching staff in public tertiary institution in Ekiti State.

Variables	N	Mean	SD	r-cal	P- Value
Orientation	450	16.34	13.09	0.325*	.0000
Non-teaching staff productivity	450	26.67	6.22		

$P < 0.05$

Discussion

The study revealed that there is significant relationship between needs assessment and non-teaching staff productivity in public tertiary institution in Ekiti State. This implies that needs assessment must be done before recruitment of staff because needs assessment prevents overcrowding and under-utilization of resources in the system and this in turn increase productivity. This is in tandem with Mahmud *et al.* (2019) who investigated the impact of Training needs assessment (TNA) on the performance of the employees who were employed in the telecommunication sector in Bangladesh. Another research by Indeed (2025) reveals that needs assessment reveals an area for improvement, which results in an increase in productivity. The study concluded that training needs assessment contributed positively to raising employee performance.

The study revealed that there is significant relationship between selection and non-teaching staff productivity in public tertiary institutions in Ekiti State. This implies that selection must be done following due processing the recruitment of staff as this will ensure that the right candidate is chosen for the job and in turn increase productivity, this is supported by the findings of Babarinde (2021), that there is a significant positive effect of merit system used in recruitment and selection on the employees' performance of Multi National Enterprises. Also, management of organisations should consider merit in recruitment instead of primordial factors of friendship and relationship. This will undoubtedly facilitate a pool of competent workers in the industry, resulting in good performance outcomes.

The study revealed that there is significant relationship between orientation and non-teaching staff productivity in public tertiary institution in Ekiti State. This implies that proper orientation must be given to new staff for them to understand the operations of the institution and to understand the expectations of the system from

them and what they should also expect from the institution and in turn increase

productivity this is in tandem with Armstrong (1999) as cited in Onuorah *et al.* (2019) said that hard" or work-based competences which are expectations of job performance and the standards of output. Also, Indeed (2025) recommended that giving employees the opportunity to get acclimated with the role and company through the job orientation process can increase their comfort level and encourage them to submit quality work

Conclusion

It can be concluded that there is significant relationship between recruitment process variables such as needs assessment, selection and orientation and productivity of non-teaching staff in public tertiary institutions in Ekiti State.

Recommendations

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

1. Due process has to be taken when recruiting non- teaching staff in public tertiary educational institution, as this will help to the appropriate person in the appropriate position and in turn increase productivity.
2. Needs assessment should be carried out before recruitment will be done in public higher, so that vacancies are advertised and filled based on needs.
3. Proper orientation and trainings must be given to new intake to integrate them into the institution
4. Every employer of labour must pay special attention to their human resource department and ensure that all recruitment procedures are followed as and when due.

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