

## The Impact of Recruitment on Academic Staff Development in the State Higher Educational Institutions of Borno State

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### Abstract

A big challenge of higher education in Nigeria and Borno State in particular is the shortages of academic staff in the state higher education. The study raised one questions to determine: The impact of recruitment on academic staff development. Hypotheses was formulated and tested in line with the objectives of the study. Related literatures were reviewed based on the stated objective. Survey method was employed for the study. The population of the study were all academic staffs of the State higher educational institutions. The sample of the study comprised all academic staff from the three selected institutions using closed questionnaires. The collected data was presented by the use of simple frequency and percentages, and later analysed using Chi-square statistical technique. The finding reveals there is a significant relationship between recruitment and academic staff development. The study concluded that recruitment influence academic staff development. It is recommended that the state government should recruit adequate number of academics both in quantity and quality to adequately handle the fast-rising numbers of the students for qualitative performance.

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### **Background to the Study**

For any State and National development academics are the founding fathers, academic staff development is a necessity for they not only invent but trained the individuals to lead the nation. The frequent replacement of those going both in quantity and quality is a necessity for maintenance of standard. Priorities are given to academic staff development to boast their qualitative performance for maintenance of standard.

### **Statement of the problem**

A big challenge of higher education in Nigeria and Borno State in particular is the shortage of academic staff in the state higher educational Institutions which has drastically affected the academic achievements of the Institutions in both quality and quantity, for they determine the success or failure of any educational policy. An embargo on recruitment which was imposed since 2009 banning all forms of recruitments couple with annual retirements and death, these has created serious a shortage of academics. The study explores the impact of recruitment on academic staff development in the State higher educational Institutions.

### **Research Question**

Does the State Government recruit academic staff in the State higher educational Institutions?

### **Hypothesis**

The study is guided by one research hypothesis:

H<sub>0</sub>. There no significant relationship between recruitment and academic staff development in the state higher educational institutions.

### **Objectives of the Study**

The study seeks to examine the impact recruitment on academic staff development in the State higher educational institutions.

### **Literature Review and Theoretical Framework**

Different scholars have offered different definitions for what recruitment stand for these include those of Monday and Noe (2005) According to them “recruitment is a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it”. Gold (2007) Recruitment is the process of generating a pool of capable candidates applying to an organization for employment. Jovanovic (2004) also argued that recruitment is a process of attracting a great pool of higher applicants to select the best among them. According to Eze (2002) recruitment is the process of finding or attempting to attract job candidates who are suitably qualified and therefore capable of finding vacancies in job positions effectively. Butler et al, (1991) defines recruitment as “encompassing the array of organizational practices and decisions used to affect the number or types of individuals who are willing to apply for, or to accept, employment in a given vacancy”.

Surely for maintenance of standard the quantity and quality of the academics are always of great importance. Investing much in the educational system of higher is what is expected of every government particularly Borno State for our educational backwardness not only but to have a solid foundation that guarantee its future as stressed by Ajayi and Ekundayo (2006) who submitted that the funds allocated to higher education should not merely be considered as an expense but a long-term investment, of benefit to society as a whole. Any national developments of any given country be it in Europe or Asia has its roots from the higher educational performance of the country been the pillars of any development as pointed out by Blanchard (2004) affirms that good performance in higher education will lead to positive growth. Effective knowledge delivery will facilitate skill acquisition and entrepreneurship development which will bring about poverty reduction especially in developing countries one of which is Nigeria.

Mapesela and Strydom (2004) are of the view that institutions must ensure that they deliver, in accordance with the required standards, to ensure their survival within the highly demanding environment. No higher Institution can deliver without having adequate number of academics in each of the department with required qualification expected of them as rightly pointed out by Ukeje (1996) without adequate number of inspiring, well-informed teachers, fully prepared to meet their responsibilities in our schools set objectives cannot be achieved. This view is also supported by Asiyai (2013) stressed that the attainment of good quality in higher educational institutions requires teaching staff of adequate quantity and quality. The existing embargo on recruitment in the State has not only invited work overload but poor-quality performance because the existing workforce cannot support the fast-growing number of Students. Altaf and Atif Awan (2011) Work overload is the main cause of many job-related attitudes i.e. stress, anxiety, resulting in poor performance and job dissatisfaction. The attainment of academic excellence of students through making them portray better academic performance is the foremost motive of academic institutions (Adeyemo, 2001). Shortage in the number of academics in State higher has created over workload which is always accompanied by compromise of standard not only that but dissatisfaction and the desire to leave for were organization.

For instance, in 2018 we had total number of about 447 academic staff with about 7346 students' number in Ramat Polytechnic Maiduguri, while in 2023 the number of academics drop to about 331 while students number increased to about 10,980 telling academic staff workload has badly increased despite their number seriously decrease. Akpochafo and Filho (2008) the shortage of staff (both in quantity and quality) means high student-lecturer ratio which will have impact on the teaching learning process. Few academics with massive workload. Work overload as defined by the Encyclopedia of Health (2008) as when a job demand exceeds an individual's ability to deal with, that is, exceeding the time and resources available. Work overload may be seen as having too much work to do in the time available. Lynch and Wright (2019) indicated workload will bring stress to the employee and this will impact employee performance and in the same time workload is one of the factors that will affect job satisfaction among employee in negative way.

According to Poulsen et al. (2016) workload will lead toward fatigue and error at the work because workload may lead toward emotional exhaustion. Whenever one is working under pressure one is bound to make errors. This is supported by Yang et al. (2016) who indicate that workload will play an important role in emotional exhaustions. When one is working under pressure, he is bound to make a lot of errors the target is to finish but not quality that matters, and one gets exhausted under such a situation this is supported by Yang et al. (2016) where they stated that workload will play an important role in emotional exhaustion. In any organisation employees put in their best when conducive atmospheres are created but work overload and other related factors hinder organizations from achieving their set objectives, as stressed by Chirchir, and Chebon (2019) who stated that there are several factors that may influence the level of job satisfaction among employees ranging from the level of salary, number of workloads and to the extent of the market competition, work overload seems to become common issues in the workplace. Lynch and Wright (2019) indicated workload will bring stress to the employee and this will impact employee performance and in the same time workload is one of the factors that will affect job satisfaction among employees. Mazloum et al., (2008) quantitative work overload was found to be the source of stress which has been induced by time pressure and work difficulty.

### **Human Relation Theory**

The researcher adopted human relation theory to guide the study, which was founded by Elton Mayo (1935-1950) Human relation theory is concerned with people, workers of organizations, workers feelings, interest and emotion of workers. Elton Mayo (1945) there is a good leader behind every successful task and the tool of every successful leader is good human relationship. according to Mayo (1945) a successful manager listens to his employees and in accordance with the theory the managements of higher educational institutions should always leave their door open to receive, act and share the problems of the academics which may directly or indirectly affects student's performance. Human relation theory believes that higher productivity could be gained by good communication and emotional connection between workers and the management. Creating the opportunity for professional development, establishing a communication line, showing them affection and sharing their concern will help boost their morale in any organizational settings and these helps achieve organizational objectives.

### **Empirical Review**

A study by Bruggen (2015) found that employee performance will decrease if the number of workloads is high, but the employee will show the high level of performance if there are moderate levels of workloads. Farooqi (2014) researched on effects of workload on job satisfaction, effects of job satisfaction on employee performance and employee engagement in public sector University of Gujranwala Division and found that work overload had significant negative relationship with job satisfaction A study by Pelzer et al. (2005) indicated that 55% of South African educators intend to leave the education profession due to stress in the workplace. Alrawahi et al. (2019) found in their study other than homework interface, role ambiguity and performance pressure the other factor that may affect job satisfaction was workload pressure.

## Methodology

Survey method and purposive sampling technique was adopted. In this section, survey method and purposive sampling technique were adopted, the data collected were analyzed using simple inferential statistic converted to a frequency distribution and percentages involving the use of chi-square formula. A total number of two hundred and seventy-four (274) academic staff taken as sample out of one thousand four hundred and ten (1410) which constitute the entire population of academics in the nine State higher educational institutions as at February 2018 when the study was first conducted. The advantage of purposive sampling technique is that it ensured a fair representation of the target population.

**Table 1:** Distribution of academic staff and students' numbers for the year 2018 and 2023 in Ramat Polytechnic Maiduguri.

S/no	Year	NO. of Academic staff	NO. of Students
1	2018	447	7346
2	2023	331	10,980

**Source:** Field survey 2023

The above table 1 shows fast rise in students' numbers and sharp fall in academic staff numbers to demonstrate increase in academic staff workloads.

**Table 2:** Distribution of respondents' opinion on impact of recruitment on academic staff development in the State higher Education

Statement	SA	A	U	D	SD
Academic Staff recruitment are regularly done in the State Higher Education	44(16.1)	47(17.2)	30(10.9)	111(40.5)	42(15.5)

**Source:** Field survey 2018

## Data Analysis

Data collected in the field were carefully analyzed using simple percentage and Chi-square statistical tool to draw relevant inferences and conclusion

## Discussion of Results

In table 1 in 2018 we had total number of about 447 academic staff with about 7346 students' number in Ramat Polytechnic Maiduguri, while in 2023 the number of academics drop to about 331 while students number increased to about 10,980 telling academic staff workload has badly increased despite their number seriously decrease. The above questionnaire reveals that 44 or 16.1% of the respondents strongly agreed that recruitment is regularly done, 47 or 17.2% agreed, 30 or 0.9% are undecided, 111 or 40.5% disagreed, while 42 or 15,3% strongly disagreed

**Question:** Academic Staff recruitment is regularly done in the State higher Education.

**H<sub>0</sub> Hypothesis**

H<sub>0</sub>- There is no significant relationship between recruitment and academic staff development in the state higher educational institutions

**Table 3:** Chi-Square Test

	Value	df	Asymp. sig. (2-sided)
Pearson Chi-square	548.000 <sup>a</sup>	4	.000
Likelihood Ratio	472.535	4	.000
Linear- by-Linear Association	273.000	1	.000
N of Valid Cases	274		

The results of chi-square test conducted to assess, relation between academic staff recruitment and academic staff development in the state higher education. A chi -square value of 548.000 at 16 degree of freedom (df) is significant at P = 0.000, that is, P<0.05, indicate that there is significant relationship between recruitment and academic staff development in the state higher education, therefore null hypothesis is rejected.

**Findings**

In table 2 it is revealing that 111(40.1) respondents disagreed, that the State government regularly recruits academic staff in the State higher education. This is what has created the shortage of the academics in the State higher education. The result from the above Chi-square test indicate that there is a significant relationship between recruitment and academic staff development in the state higher education, therefore null hypothesis is rejected.

**Conclusion**

The study concluded that lack of investment into the educational sector for the provision of adequate manpower in quality and quantity in the State higher education for the maintenance of standard will affect the brighter future of the state developments, and will force the academics to search for alternative work place instead of remaining to build the State.

**Recommendations**

1. The Stare Government to allocate more funds to the education sector.
2. The State Government to lift the embargo imposed to recruit more academic Staff in the State higher education.
3. The State government to create a favourable atmosphere to receive and act on the needs of academics.
4. The State government/managements of higher educational institutions to provide the equipment's and others needed for qualitative teaching and learning.

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