

**RECRUITMENT POLICY AND STAFF PERFORMANCE:  
A CASE STUDY OF HAWUL LOCAL GOVERNMENT AREA OF  
BORNO STATE**

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## **DECLARATION**

I Ibrahim Mohammed Dikko Reg. No. MPA/MT/05/0313 do hereby declare that all parts of this final essay has been researched and written by me except where I indicated otherwise and duly acknowledge in my references.

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Declarant Signature

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Date

## **CERTIFICATION**

This research work presented by Ibrahim Mohammed Dikko has met all the requirement for the award of masters degree in Public Administration of the Federal University of Technology, Yola Nigeria and is approved for its contribution to knowledge.

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## **DEDICATION**

This work is dedicated to my wife Habiba Ibrahim Dikko and my children, Munirat and Salma Ibrahim Dikko.

## **ACKNOWLEDGEMENT**

I am indebted to so many people for so many forms of aid, all of which I cannot name here.

I wish to mention a few people. Firstly, I am indebted to my Accountant Mallam Lukman Danjuma for his untiring effort in assisting me to carryout this course. Secondly, my supervisor Mallam Ejika Sambo who took his time to go through the manuscript, to correct, criticize and offer construction advise I wish them the best of luck in their field of endeavour. I also owe special thanks to all my lecturers, Head of Department, My Internal Examiner, my external examiner, my colleagues in the department, whose inter-related discipline prepared me to embark upon this project.

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## **ABSTRACT**

The success of any organization such as local government depends on the type of personnel recruited to manage the affairs of that organization. Any recruitment that is politically, socially, tribally or religiously undertone other than technical or skill competence is bound to fail. It is also important to note that recruitment process is so diverse that it needs some degree of knowledge to ensure its success. Therefore to achieve this objectives a research is carried out using interview method. The research involve some staff from different department of the Local Government, some problems were identified during the interviewing there is a problems of politics and religion in recruiting of staff and sharing of duties in the Local Government. This research discovered that 70% of the staffs were recruited base on politically and religiously. Base on this finding the research recommend any recruitment be it Local Government, State Government or Private Organization must be on the basis of technical competence and with particular reference to 1998 Civil Service Reforms and the 1976 Local Government Reforms.



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

This research work attempts to examine the recruitment policy and staff performance of Hawul Local Government and the performance of its workers using the principle guiding the Nigeria Civil Service with particular reference to 1998 Civil Service Reforms and the 1976 Local Government Reforms.

We cannot deny the fact that for any organization (be it private or public) to exist, function and achieve its goals effectively, it must have a recruitment policy, a selection procedure and knowledge of placement of workers at different jobs and tasks. With all these in place, optimal performance can be recorded which in turn leads to high productivity. In essence, the success of any organization is determined by the right caliber of personnel being recruited and selected into that organization.

However, due to complexity of recruitment procedure and its inherent problem that surrounds it, which may occur as a result of bad recruitment exercise, it is necessary for such organization to design a standard recruitment programme and selection respectively, so that any recruitment that should be carried out must be on the basis of technical competence. The

administration of that organization is saddled with the responsibility of carrying out all of these (recruitment and placement).

It is in view of all these prevailing circumstances and the need for bringing the government close to the people that the federal government had several reforms at the local government level for the purpose of improving the status and standard of local government personnel in the country.

It should be noted that for people at the grassroot to know and assess their problem, rights and decide which issue is more important and solve them successfully, such staff must be in place where such staffs are active as a medium between the government and the local communities, which is one of the objectives of the 1976 local government reforms which states thus;

"To provide a two-way channel of communication between the local communities and the government"

The participation of members of the public in their local issues is one of the objectives of the 1976 local government reforms. The effectiveness of any local administration depends on the personnel employed into that organization for the management of affairs of such local government. It is in the light of the above that the prosperity of an organization largely depends on the type of personnel formed in the service of the local government.

Similarly, the history of Nigeria witnessed several reforms, which among others include the 1976 local government reforms, the 1988 Civil Service Reforms and the 1999 constitution. The aims of these reforms are essentially to establish grassroots democracy at all levels of our society in such a way as to make the idea and practice of government more meaningful and purposeful to majority of population.

Therefore, it is in view of the aforementioned circumstances that the importance of instrument has been emphasized at the local government level.

Hawul local government was created on 24<sup>th</sup> September, 1991 out of former Shani Local Government Area of Borno State with headquarters at Azare. The local government was named after River Hawul which took its sources from Alagamo valley in the spheres of Gujba Local Government Area of Yobe state. The local government covers an area of 2,439 square kilometers. It shares boundaries with Askira uba, Chibok to the East, Adamawa State to the Southeast, Shani and Kwaja-kusar to the West as well as Biu Local Government Area to the North. Hawul Local Government has a population of approximately 180,000 as per 1991 provisional census. The people in the area speak the languages of Bura, Fulani and Hausa.

The major occupations of the people are faming, fishing, cattle

rearing, weaving and blacksmithing. The area is also naturally blessed with the following crops; Tomatoes, Rice, Maize, Onion, Guinea com, Millet, Pepper, Groundnut, Mangoes, Guava and many cash crops. It is also blessed with many minerals such as Cortex, black and white and dark colours, Potash, Uranium, red and white Clay. Tourism attraction include, Marana mountain, Dzar Dlamah falls.

## **1.2 STATEMENT OF THE PROBLEM**

In a nutshell, this research work intends to examine the general method of recruitment that is practiced in the local government under study.

Unfortunately, on the ground, despite the importance of recruitment, it has been repeatedly stressed that its standard rules and modern regulations have been put under carpet by successive regimes in the local government. Also, it is no doubt that when one looks at the recruitment at all levels of cadres in the local government, one discovers that it has been politicized thereby neglecting the Weberian concept of recruitment which is based on technical competence. That is why the researcher decided to undergo a research on this important issue and write centering on and with emphasis on recruitment which will serve as a model for adoption in future.

### **1.3 OBJECTIVES OF THE STUDY**

The general reason behind this research work is to study the recruitment policy of the local government in relation to its significance to the organization that is based on technical competence and the overall performance of its staff.

The specific objective for carrying out this work is to look into the recruitment procedure within the context of the 1988 Civil Service Reforms, which states that;

" ... no factors is more vital in the development of local government than the provision of a qualified and experienced staff"

(Ademolakom, 1972:92)

It is on this ground that this research work on recruitment is going to be considered. All relevant concepts of recruitment, how recruitment that is based on technical competence is important to an organization, which will consequently lead to performance of staff of such organization. Final solutions to problems that will be found in the course of this study.

### **1.4 HYPOTHESIS**

All the writings on recruitment so far recorded in this research work assume that, the success of any organization largely depends on the right

caliber of personnel recruited into the services of that organization, based on the following questions shall guide this work:

E<sub>0</sub>: Is it true that recruitment which is not based on technical competence and qualification will not achieve the desired organizational goals, in other words affects organizational productivity?

H<sub>1</sub>: Is it true that recruitment is based on social cleavage such as ethnicity, tribalism, nepotism, sectionalism and others would affect the efficiency of such organization?

## **1.5 SIGNIFICANCE OF THE STUDY**

The research work is important to the local government in the following respect.

Firstly, this research project which widely treats recruitment will serve as an important model for adoption of the local government as an organization to ensure productivity and efficiency.

Secondly, the 1988 Civil Service Reforms spoke much on recruitment, as this research project shall complement the 1976 local government reforms.

Thirdly, the local government will witness efficiency when this model is applied. The research work will also open up ways for further study on the subject matter thereby enhancing knowledge for development.

## **1.6 SCOPE AND LIMITATION OF THE STUDY**

The research work is limited only to Hawul Local Government from the period of 1991-2006; and the topic for discussion is limited to the concept of recruitment, placement as it related to the performance of staff of the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

The origin of Nigerian Civil Service can be traced back to the period of Lord Lugard, who was Governor General of the amalgamated administration of the Northern and Southern protectorates of Nigeria from 1914 - 1919. The real nucleus of the service, as it is now known evolved under Sir Hugh Clifford who succeeded Lord Lugard. It was styled by Governor of the Nigeria where he established a Central Secretariate in Lagos in 1921. In 1939, similar secretariats were established in the three regional headquarters of Ibadan, Enugu and Kaduna respectively.

According to Oshionebo (1992), the colonial administration whose basic purpose was the maintenance of law and order in its territory made some attempts between 1941 and 1947 at reforming and recognizing the Nigeria Civil Service, but those exercises were concerned primarily with the review of salaries and wages.

However, others can revolve around the structure, finance, administrative and particularly the series of local government reforms, as is going to be discussed in this chapter.

Since the local government reforms of 1976, successive military



regimes have shown a strong commitment to the evolution of a democratic and effective local government in Nigeria. This has resulted in major changes in local government structuring, staffing, manpower training and development and condition of service. It also serves as an effective instrument for the systematic promotion of overall development in urban and rural communities. In an effort to attend the status and condition of service in local government and that country in general, several reforms were introduced, which among others include:

- (1) The 1976 Local Government Reforms;
- (2) The 1988 Civil Service Reforms;
- (3) The 1999 Constitution.

The 1976 Local Government Reforms that was introduced was to correct the well known defects such as lack of autonomy, encroachment upon of local government function by state government, inadequate funding, lack of adequate qualified manpower, low staff morale and decreasing productivity. The problem of recruiting the right caliber of personnel, which is one of the obstacles of the development at the local government, is an endemic phenomenon The 1988 Civil Service Reform has accorded to each local government the power to make their own recruitment. The reform has

this to say;

"Staff recruitment by most local government is essentially restricted to individual local government area"

(Report of the Technical Committee, 1988:12).

The objective of the Federal government in carrying out the reforms can also be achieved at the local government through a selective rather than a wholesome application of the reforms to the local government. The reforms have also professionalized the local government service in the sense that it forbids posting of officers from one ministry to another. This concept is not applied to the local government officers on grade level 01-06.

Nevertheless, 1988 Civil Service Reform has given each local government the power to make recruitment of staff on grade level 01-06 under the delegated powers as provided by the implementation guidelines on local government reforms. Not only authority was given to local government to make their own recruitments, but the reform has given an appropriate pre-entry qualification in the scheme of service for local government employees. In the case of officers on grade level 01-06, the appointment are given to applicants who possess either Primary and Secondary School Certificates or Teachers Grade II; level 07 and above, the applicants must have a minimum qualification of either National Certificate

of Education (NCE), Higher Diploma (HD), Higher National Diploma (HND), or Degree.

In carrying out recruitment exercise into the local government council, it is both the local government and the local government service commission that take full account of the geographical and socio-economic diversities of the local government area. This is to enable the local government area to have and even distribute appointment to each ethnic group in the local government area.

Every local government employee who fulfils the laid down rules and regulations for advancements can rise to the topmost post in the local government service either to that of the Director or Secretary. There exists in each local government Personnel Management Board for senior staff management committee. Personnel Management Board at the local level will be responsible for the recruitment of staff on grade level 01-16; while the recruitment of staff on grade level 07 and above should be left in the hands of the Local Government Service Commission.

However, it is necessary to point out here that, before the junior staff committee makes any appointment, it must obtain necessary establishment approved from the Ministry of Local Government and Chieftaincy Affairs. In the same view, the appointments on grade level 07 and above must be

made by advertisements to the general public, and copies of such advertisements must be sent to all the local government within the state. The recruitment into the vacation part-time or temporary appointment post has been decentralized. The reform has also approved the recruitment made either on the basis of acting recruitment of the disable person and contract appointments.

## **2.2 RECRUITMENT METHOD OF THE LOCAL GOVERNMENT**

The role of human resources in an organization cannot be overemphasized. This is due to the fact that without human resources, no organization can achieve its desired objectives. That is why Peter S. said that;

"While making recruitment into the local government, the Local Government Service Commission shall take account of the geographical spread and socio-economic diversification of the local government".

In consonance with these edicts, the local government has to conform to the reform in terms of geographical diversities. On the question of theories of recruitments, Cascio et al (1990; 244) have enunciated two theories of recruitment planning. The first approach is referred as the

"prospecting theory". This prospective considers recruitment as a one-way process. That is, when there is need for an organization to expand or replenish available personnel, they go searching for prospective employees.

Second approach, which is considered more realistic, is reference to as the "Mating theory" of recruitment. The theory holds that in practice, prospective employees seek out organization just as organization seeks out prospective employees to replenish their organization to bring about dynamic equilibrium.

Cascio et al also pointed out that the success of recruitment planning depends on one major factor; mainly the timing of organizational recruitment and application job search. The two must meet else, recruitment from the organizations perspective and job search success from the application perspective are most suitable and capable of doing the job. This explains why selection often follows immediately after recruitment.

Selection is the process of identifying from the pool of those recruited, the applicants with the best requirements from the job and choosing the best individual for the job. The importance of good recruitment and selection exercises have been articulated by Mullins (1976; 669-670). He stated that;

"Whatever the nature of the organization, the effectiveness of its

operations and functions inevitably depends largely upon the staff it employed".

When one really thinks about it, the important function in any organization is effective recruitment and selection. Everything comes back to people. If you do not appoint staff with the right ability, temperament and willingness, all these fancy theories of motivation, empowerment and commitment etc are not likely to be achieved.

### **2.3 SELECTION PROCESS**

A good selection process involves ten identical stages;

Setting up selection criteria.

Screening applicants (shortlisting). This involves rejecting applications that do not meet the minimum requirements for the job.

3. Inviting the short listed candidates for interview.

4. Testing before interview.

5. Calling for referees reports on the appointable candidates.

6. Receiving and analyzing the reports.

7. Managements approval.

8. Sending out appointment letters, indicating the conditions of the appointment.

9. Medical examination and subsequent assumption of duty of successful in the medical examination.
10. Placement on the job.

## **2.4 SETTING UP SELECTION CRITERIA**

Usually, the recruitment advertisement stipulates the minimum qualifications in terms of skills, abilities, aptitudes, educational qualifications, job related experience and salary requirements for the job. Given favourable application, minimally acceptable standards are set. This is made available to the selection team at these stages, and the team members are expected to acquaint themselves with their requirements.

## **2.5 INITIAL SCREENING**

It involves identifying and eliminating the obviously unqualified candidates from the pool of applicants for the job. As Nwachukwu (1988) observed, it is expected that prospective employees responding to advertisements should have the minimum advertised qualification before they apply for the job. Nevertheless, sometimes this is not the case. Even applicants who are aware that they are not qualified still like to try their chances.

So they apply. It is because of such people that initial screening has become inevitable. Here applicants with inadequate training or formal educational qualifications skills, job related experience and who do not meet statutory requirements are eliminated. They are screened out.

Recruitment, selection and human resource management, since much has been discussed on recruitment policy in various organization in this research writing, it should be noted that recruitment cannot take place in isolation. Where there is recruitment, human resource must come in. in this context, the position of Human Resource Management in relation to recruitment is vital. Also, if Human Resource Management is concerned with the development of an integrated package of policies towards the management of people, then recruitment and selection represents the most vital stages in the determination of which employees will be able to benefit from such policies. Watson (1994;185) refers to the recruitment and selection as;

"The process by which organizations solicit, contact, and interest potential appointees and then establish whether it would be appropriate to appoint any of them."

Watson goes on to note that, it is the task of management to influence this process to the advantage of the organization, but other parties involved



may have different interests. We have already mentioned that under different labour market conditions, power in this process will swing towards the buyers or sellers of labour, employers and employees respectively. It is therefore important to understand that the dimensions of powers will always be present in recruitment and selection even in organizations that purport to have 'soft' HRM orientation. This, in the 1990's there have been more graduates entering the labour markets but the number of "graduate" jobs has not kept pace with a consequent, reducing in the power of many new graduates to find employment on terms to their advantage (IPD, 1997:30).

It is also reported that many employers have reservations about employing graduates for "non graduate" jobs. Why do you think this might be happening? Much will depend on the extent to which the overall management philosophy supports and reinforces an approach to Human Resource Management that focuses on the utilization and development of new employees once they have gained entry to an organization.

Throughout this work, I have referred to the Human Resource Management Cycle as a representation of HRM activities. While the activities will be designed to achieve particular organization targets and goals, those activities will also provide an opportunity for individual needs to emerge and be satisfied. This view assumes that organization targets,

goals and individual needs can coincide, with mutual benefit for both sides of the employment relationship. While many commentators would doubt that such mutuality could ever occur on the basis of equality and that organization needs, as determined by senior management, would always take precedence. I had already argued that through Human Resource Management activities, individual needs may influence the perception of organization needs. Recruitment and selection process will therefore aim at attracting and admitting those whom management views as 'right' people for such approach. Who are the right people and what do organizations expect of them?

At a general level, we can use the literature to point to the outcomes a Human Resource Management approach is intended to achieve and work backwards to gain some understanding of the kind of employees organizations with a Human Resource Management strategy may be seeking to attract.

## **2.6 COMMITMENT**

In recent years, there has been a great deal of attention paid to the concept of commitment, particularly organizational Commitment. Motta (1988: 468) views organizational as

"An effective response resulting from an evaluation of the work situation which link or attaches the individual to the organization"

In his review of the literature on commitment, Mottas groups the factors which determine this attitude into two categories, individual characteristic and organizational characterizes. Individual characteristics might consist of demographic or status variables such as age, tenure, education and gender, personality factors such as work values and expectation. Organizational characteristics include factors such as task characteristic pay, promotion opportunities and social emolument.

However, there seemed to be little overall agreement on the relative impact of the factors on commitment. Mottas goes on to establish and test a model of organizational commitment based on the notion of exchange, where individuals attach of themselves to an organization on the basis of their work values composed of specific skills desires and goals in return for work rewards the extend to which individual can use their skills satisfy desires and achieve goals. The model therefore focuses attention on the individual characteristic (values) and organizational characteristics (rewards) where organizational Commitment IS determined by the degree of fit between values and rewards.

## **2.7 FLEXIBILITY**

In the 1990s, flexibility is the key outcome which highlights the contribution of Human Resource Management to organization performance. The ability to respond to and deal with rapid change is essential in an environment of uncertainty and even chaos. In particular, the term "functional flexibility" implies the recruitment of employees to form a core group that process flexibility or is willing to learn and adopt. Flexible employees have the potential to learn new skills continuously that is to broaden the range of skills possessed and deepen understanding and performance in existing areas of work performance.

The multi-skilled work force, often working in teams, gives rise to the new form of organization structure and job design implied in human resources management organizations.

## **2.8 ATTRACTION**

Whatever the image projected an organization's commitment for its human resources management processes will form part of its working value system and make it even more attractive for those seeking employment.

## 2.9 SELECTION

As we have seen, it is usual for an organization that wishes to recruit new employees to define criteria against which it can measure and assess applicants. Increasingly, however, such criteria are set in the form of competence composed of behavioural characteristics and attitudes which cannot easily be measured. Rather than trust to luck, organizations are usually more 'sophisticated'. Organizations have become increasingly aware that making good selection decisions involves a number of costs; the cost of the selection process itself including the use of various instruments, the future cost of inducting and training new staff and cost of labour turn over if selected staff are not retained.

It is also crucial to remember that decisions are being made by both employers and potential employees and the establishment of potentially agreed expectations during selection forms part of a psychological contract, which will strongly influence an employee's attitudes and feelings about the organization (Herroitz et al, 1997; 152). In the same vein, according to Herroitz et al, underlying the process of selection and choice of techniques; there are five key principles:

1. **Individual Difference:** Attracting a wide choice of applicants will be of little use unless there is a way of measuring how people

differ. People can differ in many ways such as intelligence, attitude, social skills, physical characteristics experience and so on.

2. **Prediction:** It is the recognition of the way people differ must be extended to a prediction of performance in the work place.

Selection techniques will meet these principles measuring differences and predicting performance of varying degrees. Increasingly, organization may use a variety to techniques and statistical theory needed to give credibility to techniques that attempt to measure people. Some commentators would suggest that this credibility is pseudo-scientific and that many limitation remain with selection techniques.

What do you think about the implications and difficulties with such values might be? We are reminded once again that power is an important consideration in making discussion about the employment of people. Selection instrument have an image of neutrality and objectivity, but the criteria built such instrument which allow the selection and rejection of applicant make up a knowledge base, which give power to the organization and its agents.

Two statistical concepts have been of particular importance in selection, reliability and validity reliability. Reliability refers to the extent to which a selection technique achieves consistency in what it is measuring

over repeated use.

For example, if two managers for a job in two separate interviews were interviewing you, you would hope that the interviewers agreed with each other about you as an individual. While validity refers to the extent to which a technique of selection actually measures what it sets out to measure. There are different forms of validity, but in selection, the most important criteria validity, which measures the result of a technique against criteria may be the present success of existing (current validity), or future performance of new employees (predictive validity)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

The method of data collection used in this research work is purely secondary source of data.

Where the secondary source of data is all relevant information related to topic gathered from various department of the local government, newspaper, journals, published-book e.t.c.

#### **3.1 RESEARCH DESIGN**

Once an appropriate field of candidate has been attracted, the next task is to pencil out the individual who will be both willing and able to perform the job to the organization requirements. There are a number of tools that can assist a personnel officer. The selection is every important part of recruitment because the result of taking the right candidate will lead to the organization prosperity. The most important method or approaches of doing this is to check the individuals who possess the necessary skills, abilities, personalities etc to successfully fill specific jobs in that organization.

The first step in the selection process is to ensure that the most important information has been gathered from the applicants. The elements in the selection process include:



- Job description and specification
- Screening
- Notice of vacancy
- Testing and finally interview

**(a) Notice of Vacancy:** The notification of vacancy is the first step in the selection process. It is the role of personnel/administration department to initiate this process, others can come from outside, which means the political office holders can bring in this request in order to fulfill their political promises.

**(b) Screening:** This stage is where the applicant will undergo practical interview as regard his working experience, qualification and the reason for why he applied for the job. Adherence to these procedures are important in assisting the personnel department to assess the candidate capacity and capability to perform the job.

**(c) Job Description and Specification:** There are a number of different ways of approaching the setting up at a job description and drawing up the synopsis that the job does. The job description techniques provide an accurate reflection of what the job holder is called upon to do. However, in an attempt to evolve an appropriate format of a

description, two basic approaches can be identified. These are Open approach and a Classified approach.

An approach carries an information concerning job title, such as to whom should the newly recruited employed report to and be responsible for, its job location, the main purpose of the job, duties to be performed and the social and economic condition. While considering the Classified approach, it contains all the information under the Open approach and they are listed here as methods, moneymen, materials and machine.

Once the precise nature of the job has been defined, the next step is to analyze the attributes in the person who is to fit in, such as physical, health, strength, appearance, educative qualification, experience, general intelligence and finally, interest.

**(d) Testing:** It is another step in the selection procedure which can be used to gather information about candidates. This will help the organization to assess what a candidate can do. Tests are of three types namely;

- (i) Performance test
- (ii) Knowledge test and
- (iii) Aptitude test.

- (i) **Performance Test:** These are tests to measure a specific skill required for the job.
- (ii) **Knowledge Test:** These are designed to assess what the applicant knows about a subject relevant to the job. For example, if a candidate is a holder of B.ed., he should be tested to what extent he knows teaching.
- (iii) **Aptitude Test:** This is designed to assess whether candidates have the basic ability to develop a particular skill or knowledge in the future. This aptitude test can further be classified into three forms and it includes;
  - General aptitude test
  - Trainability test
  - Intelligent test

**e. Interviewing:** It is meant to throw more light on whether the candidate can do the job or not.

The following points are important to bear in mind if selection is to be successful in recruitment procedures. The numbers that is going to be recruited should be known, what the candidate will be expected to do should known.

The officer in charge with his recruitment exercise must be familiar with the job description. It is from this job description that the officer responsible for the recruitment exercise will be able to find out the skills, qualification and training equipment in each job, the duties and responsibilities involved in the work.

### **3.2 POPULATION OF THE STUDY**

It is essential to note that for any study to be successful, there must be a certain number of items chosen on whom the research work will be directed. In view of this, the population chosen for this study is the Hawul Local Government Staffs.

### **3.3 SAMPLE SIZE**

The sample size represents a portion of the larger population. Therefore, the sample size of this study is recruitment policy and staff performance of Hawul Local Government because they have similar characteristics with other local government all over Borno state in their mode of government.

### **3.4 SAMPLING TECHNIQUE**

The sampling technique used in collecting the data is stratified random sampling. This method was used for easy accessibility for gathering accurate information which the researcher sorts to analyze.

### **3.5 METHOD OF DATA COLLECTION**

The data and information for this essay were obtained through personal interviews.

Some staff of Hawul Local Government were interviewed. These include officials of different ministries. A total of thirty five (35) staff from different ministries were picked at random and were interviewed, in addition, books, journals and others, publication were consulted. Below are the information collected through interviewing of some selected staff of different department of Hawul Local Government.

- From 1998 to 2006, 30 staffs were employed in Administration Department and 34 were promoted.
- In Finance Department 27 staffs were employed and 43 were promoted .
- Primary Health Care Department, 50 staff were employed and 38 were promoted.

- Agric and Natural Resources Department 34 staff were employed and 15 were promoted and total number of forty (40) staff received training on the period of seven years under study from different school i.e. polytechnics, College of Education, Colleges of Agric, School of Health Technology and Universities respectively.

### **3.6 TECHNIQUES FOR DATA ANALYSIS**

In this chapter, a theoretical analysis of recruitment policy is going to be examined. In examining the organization's ability to recruit various types of employers that may be required is one of the major aspects of personnel department of any organization. A shortage of the right kind of employee may result in a failure to meet all the aims and objectives of that organization. It is again not easy to recruit an exact number or personnel that may be required in such organization. It is important to take into cognizance from the beginning that recruitment activities are entrusted to the personnel management department of any organization, which means it is the sole responsibility of that department to recruit candidates to fill the vacant post in the organization.

Since our discussion is narrowed to the recruitment policy of Hawul Local Government, which is also applicable to all local governments

throughout the country based on the 1976 local government reforms, as also contained in the 1999 Nigerian constitution, an examination of the bodies responsible for recruitment shall be discussed.

i) Senior Staff Management Committee (SSMC). This is an established committee of the local government that handles the promotion, discipline, etc. of all the senior staff of the local government, otherwise known as the Unified Staff (From Grade levels 07-16). But in a strict term; this committee does not handle a direct promotion and discipline, rather will only recommend to the State Local Government Service Commission (LGSC), who does the actual promotion, transfer and discipline of all the unified staff. In other words, the work of SSMC are only suggestive and make recommendations about staff to the LGSC.

ii) On the other hand, there is what is called the Junior Staff Management Committee (JSMC) that is saddled with the responsibility of promotion, transfer, discipline of all the staff on levels 10-16 under a delegated power.

Composition of these committees are;

- a) The SSMC is headed by the Head of Service (HOS) who is also the chairman of the panel along with the five departmental directors who are members namely;
- b) Director of Finance and Supplies (DFS)

- c) Director Agric. And Natural Resources (DNR)
- d) Director Works and Housing (DWK)
- e) Primary Health Care Coordinator
- f) Director or Personnel and Management (DPM), who serves as the secretary.

The composition of the JSMC thus: the Director Personnel Management is the chairman and the four sectional heads of each department serves as members, while the Sectional Head Personnel (SHPM) is the secretary. It is duty of these two management committees to conduct the recruitment of the local government. There are adopted which shall be newly for any origination recruitment policy. The most important reason for this is its cost effectiveness aspect. This is with the aims ensuring maximum benefit in terms of who can perform the job effectively and efficiently which in return brings minimum expenditure on advertisement, consultant fee and candidates expenses.

It is worthy to note that in most cases, recruitment begins when manager initiates an employee requisition for a certain vacancy in his or her organization. The requisition should contain the basic information such as the position to be filled, the duties to be performed, the needed qualification and experience required for ensuring maximum benefit in terms of who can



perform the job effectively and efficiently which in return brings minimum expenditure on advertisement, consultant fee and candidates expenses.

It is worthy to note that in most cases, recruitment begins when manager initiates an employee requisition for a certain vacancy in his or her organization. The requisition should contain the basic information such as the position to be filled, the duties to be performed, the needed qualification and experience required for the job. From the foregoing descriptions on recruitment, one can say without fear of contradiction that recruitment policy remains the most complex duty that require serious attention in any organization if it will cope with the challenging world.

## **CHAPER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 DATA PRESENTATION**

Promotion is necessary for effective performance. The local government was able to promote the following staff members from the five (5) departments are stipulated as below:

- Administration Department
- 1998: 2 Promoted from GL 01-06
- 1999: 5 promoted from GL 01-06
- 2000 8 Promoted from GL 01-06
- 2001 7 Promoted from GL 01-06
- 2002 6 Promoted from GL 01-06
- 2003 4 Promoted from GL 01-06
- 2004 2 Promoted from GL 01-06

While those that had recommended and subsequently promoted into the unified service from grade levels (GL 06 0 GL 07) and above are follows:

- 1998 – 2000 – 12 recommended and subsequently promoted for various grade levels.
- 2001 – 2004: 10 recommended and promoted respectively

## **FINANCE DEPARTMENT**

- 1998: 4 promoted from GL 01-06
- 1999: 8 promoted from GL 01-06
- 2000: 7 promoted from GL 01-06
- 2001: 12 promoted from GL 01-06
- 2002: 8 promoted from GL 01-06
- 2003: 4 promoted from GL 01-06
- 2004: non promoted from GL 01-06

## **UNIFIED SERVICE**

2001 – 2004 - recommendations

1998 – 2000 – 3 recommended and promoted to GL 07 and above.

Necessary for effective performance the local government was able to promote the following staff members from the five (5) departments as stipulated below;

## **WORKS AND HOUSING DEPARTMENT**

- 1998 3 promoted from GL 01-06
- 1995 8 promoted from GL 01-06
- 2000 8 promoted from GL 01-06
- 2001 7 promoted from GL 01-06
- 2002 6 promoted from GL 01-06

- 2003            5 promoted from GL 01-06
- 2004            2 promoted from GL 01-06

While those that had recommended and subsequently promoted into the unified service from grade levels (GL 06 – GL 07) and above are as follows;

- 1998 – 2000 – 12 recommended and subsequently promoted for various grade levels.
- - 2001 – 2004: 10 recommended and promoted respectively

#### **PRIMARY HEALTH CARE DEPARTMENT (PHC)**

- 1998:            08 promoted from GL 01-06
- 1999:            05 promoted from GL 01-06
- 2000:            02 promoted from GL 01-06
- 2001:            06 promoted from GL 01-06
- 2002:            07 promoted from GL 01-06
- 2003:            10 promoted from GL 01-06
- 2004:            Non promoted from GL 01-06

#### **UNIFIED**

1998 – 2000: 4 recommended and promoted GL 07 and above

2001 – 2004: 3 recommended and promoted GL 07 and above

#### **AGRIC AND NATURAL RESOURCES DEPARTMENT**

1998:7 promoted from GL 01 – GL 06

1999:2 promoted from GL 01 – GL 06

2000:3 promoted from GL 01 – GL 06

2001:3 promoted from GL 01 – GL 06

2002: non promoted from GL 01 – GL 06

2003: non promoted from GL 01 – GL 06

2004: non promoted from GL 01 – GL 06

## **UNIFIED**

1998 – 2000: 10 recommended and promoted to GL 07 and above

2001 – 2004: 5 recommended and promoted to GL 07 and above

## **TRAINING**

Training as one of the motivating factor for performance is briefly analyzed here.

A total number of forty (40) received training on the period of seven years under study as can be seen below:

1998:30 at various schools, that ranges Polytechnics, colleges of education, colleges of Agric, School Health Technology and Universities etc.

1999: 8 staff

2000: 12 staff

2001: 5 staff

2002: 7 staff

2003: 3 staff

2004: 5 staff

Total of 40 staff.

**Source:** Hawell Local Government Staff Records

## **4.2 DATA ANALYSIS**

Before optimal performance could be determined in relation for recruitment policy it is necessary to make some quite assessment, appraisal and control of personnel in any organization with particular reference to Hawul local government.

Assessment therefore is the process by which data are collected and reviewed about an individual employee's past and current workers behaviour and performance. This allows appraisal, which can be seen as an analysis of overall capabilities and potential, allowing a decision to be made in line with a purpose. There are a variety of declared purposes of appraisal and the most usually rationalization and justification for appraisal is to improve individual performance. However, under such a good heading come a number of more

focused reasons. The reasons for the performance review as given by Pail Long (1986) are to:

- Assess training and development needs
- Help improve current performance
- Assess future potential and promotability
- Assist career planning decisions
- Set performance objectives
- Assess increases or new level in the salary.

In this organization, appraisal will take place formally at predetermined intervals and will involve a discussion or interview between a manager and an individual employee.

The purposes of such discussion concerning pay promotion can be categorized into:

- i) The making of administrative decision concerning pay, promotion and careers, work responsibilities
- ii) The improvement performance through the discussion of development needs, identifying training opportunities and the planning of action.

Both categories of purpose require judgment to be made. In first category, a manager may be required to make a decision about the value of employee both in the present and the future and this may cause some discomfort. Making judgments about an employees' contribution, value, worth capacity and potential has to be considered as vital dimension of a managers relationship with employers. Although, the occasion may be formally separated from the ongoing relationship, appraisal, activities and decision will be interpreted by an employee as a feedback and will have a potentially strong impact on an employee's view of 'self', for example, self-belief and self esteem.

Having analyzed various strategies in assessment appraisal of personnel in an organization, it is imperative to also see how recruitment has affected the performance of staff. These many ways are established for evaluating employees by their supervisor for a variety of purposes, for example, improving performance pay, promotion and so on have been used as indices for staff performance in Hawul Local Government during the period under review.

Promotion has always remained the most single factor for motivating staff which in turn affect his performance and example of this a staff who has the pre-requisite qualification performing a relevant job over stays on a



particular grade level without promotion can certainly be demoralizing which in turn can affect his performance. However, what cannot be escaped is that all employees will have an opinion on how well they are performing, rewards they desire and the training they require. That is whatever technology appraisals are employee self-appraised appraisal are employee self-appraised and self-rating will always be there too.

Where the emphasis of appraisal is on evaluation and performance control, it is only to be expected that difference will exist between an individual's self appraisal and the appraisal by his or her supervisor.

#### **4.3 FINDINGS**

Indeed, it is a policy in the local government that every recruitment should follow a laid down rule and regulation and it must have a geographical spread to accommodate all the districts of that local government. So in period of study, the following was discovered:

- i) Many candidates get employment letter even before the interview.
- ii) Appointment is no based on competence but politicized.
- iii) There are instances of deliberate transfer to remote areas only to constitute difficulties to the affected officers. The consequences

of this action on the officers concerned is to leave the service and at the end the favourite candidate replaces the formal ones.

- iv) About 415 staff has been recruited on political ground not on competence.
- v) 216 staff has been promoted on political ground not competence.

#### **4.4 DISCUSSION**

The role of human resources in an organization cannot be over emphasized. This is due to the fact that without human resources, no organization can achieve its desired objectives. Peter Druckers (1975) said;

“Human resources is the bloods of an organization”

If human resources is so vital in an organization, then the question of who does what, when and how are very necessary for efficient and effective productivity in that organization. This is why, the rate of recruitment, selection and placement in an organization is very important. The process of recruitment which was discussed earlier in chapter three remains a local situation for selection of candidate for a position in an organization. An organization that adopts this recruitment strategy analyzed in this project will no doubt be prosperous and successful in the conduct of their administrative affairs. But the recruitment, interview and selection

procedures in public services nowadays, are more formalities. It is only important for our academic purposes. This is because recruitment with the public service is masterminded by the government in control of affairs of local government. It is a known fact that appointment that is from politically above has no technical consideration and experience.

It is also a known fact that appointment that is politically done has no technical consideration and experience. It is only by virtue of being chosen by man at the beam of the affairs that the applicant can gain entry into the local government. On the other hand, those who played active part and supported the ruling party's have the chance of being recruited.

Although, Hawul local government can boast of having the highest number of staff when compared to the other local governments of the senatorial district, its mode of recruitment of personnel under delegated power remain the most crooked one. In spite of the fact that there is general recruitment policy as stipulated in the state edict and the local government bye-laws, Hawul local government on its part has failed in this aspect. Further analysis will reveal more of this as the study touches both the military and civil administration, over the period of seven years of study.

In the civil services reform of 1988, it was stated that while making recruitment, the Local Government Council and the Local Government

Service Commission (LGSC) shall take account of the geographical spread and socio-economic diversification of the local government. In consonance with this edict, the local government has not conformed to the local government reform in terms of geographical diversities, which is why all recruitment in the period under study have no even distribution, across all the districts.

Although the local government also played significant role in advancing education at the local level especially by sending secondary school leavers to schools and colleges of education like College of Education Waka-Biu, Maiduguri and Bama respectively. Others are School of Health Technology where on completion of such courses are recruited into the service of the local government. Some could also be posted to the General Hospital and others could be at the various clinics and health posts that are situated within the local government area. The role of National Directorate of employment (NDE) cannot be left out in the recruitment of personnel in the local government. In 1998 alone, there was about 150-160 secondary school drop-outs who served as apprenticeship with the NDE in various skills. These apprentices were later to be either absorbed into the service of the local government or were given loans with which they could established

small and medium scale business. The beneficiaries of this programme can be seen all over the local government.

Another method of recruitment strategy initiated by the local government from the period of 1999 – 2002 was to sponsor some secondary school leavers who could not afford to further education because of lack financial background were sent to different training centers for them to learn such skills as building and carpenter where there were subsequently recruited into the service of the local government on their completion.

Despite the persistent effort of the local government to reduce unemployment; this policy has not achieved its optimal result. This is because people see it with less interest.

All these achievements that were recorded in the field of recruitment on the period of study was only made possible because of the interest that the local government took to reduce the unemployment which has constituted menace to the entire community.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

In summary, the research work has given us the concept of recruitment from an ideal point of view. It has analyzed recruitment because recruitment procedure and process are complex topics that require extreme security. The purpose for it is to ensure maximum benefit that can do the jobs objectively and efficiently.

This is based on technical knowledge and technical know-how. Recruitments are of two types. There is the external and internal recruitment. It has both its significant impact as well as its negative consequences. The right type of recruitment cannot be attained with selection procedure. The purpose of making a selection is to check individuals who possess the necessary skills, ability, personality to successfully fill specific job in the organization. In the case of the local government, it is the responsibility of the personnel management department for the junior staff. This is made through various processes, such as notification of the candidates, specifying job description and finally invitation for interview. This process remained an ideal type in local government area.

In summary therefore, and in considering the rule of recruitment as enunciated in this research work, one can observe that recruitment is a concept that needs a technical knowledge of its processes and procedures. The consequences of bad recruitment to the local government is therefore of negative impact.

Though, tribal and sectional method of recruitment does not exist, the avert polarization of recruitment into senior offices of the local government will not augur well for the efficiency and objectives of the local governments service. If the recruitment is not conducted competently and efficiently, the productivity of the local government will be below the expected level. Recruitment based on this negate the Weberian concept based on competence.

## **5.2 CONCLUSION**

In Conclusion, the real fact is that recruitment and interviews into Hawul local government are mere formalities.

There are instances where some candidates get employment letters even before the interview. There are again instances of deliberate transfer to another local government not because of incompetence but on political ground, while others are transferred to remote areas only to constitute

difficulties to the affected officers. The consequences of these actions on the officers concerned is to leave the service and at the end the favourite candidates replaces the formal ones. Some of these cases are prevalent especially during the civilian regime.

One can therefore say with out fear of contradiction that the method of recruitment is not based on technical competence.

### **5.3 RECOMMENDATIONS**

As part of the recommendations, the first is the need for a full understanding by the authorities of the local government of the importance of recruitment and the part good recruitment is going to play in an organization, such as the local government. This is nothing but because of their strong orientation towards local development and effective delivery of services to the people at the grassroots, it requires as large number of well educated and highly trained members of staff. Then, this understanding must be translated into a will to take the appropriate action to see that applicants recruited into the services of the local government are in sufficient number and of adequate standards.



There must also be action to see that persons recruited into local government service have condition of service comparable in all respect to their counterparts in the federal and state government service.

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