

**AN ASSESSMENT OF RECRUITMENT PROCEDURES
IN NIGERIA CORRECTIONAL CENTERS
(A CASE STUDY OF JIGAW STATE COM-MAND)**

BY

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**AN ASSESSMENT OF RECRUITMENT PROCEDURE IN NIGERIA
CORRECTIONAL CENTERS (A STUDY OF JIGAWA STATE COMMAND)**

BY

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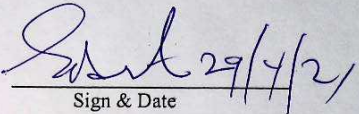
**A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
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APPROVAL PAGE

This is to certify that this project was read and approved as having satisfied one of the requirements of the Department of Public Administration, Jigawa State Polytechnic, Dutse, for the award of Advance Diploma in Public Administration.

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DEDICATION

This project work is dedicated to my late Father

DECLARATION

I, **Wunako Musa** with matriculation number **AD/PAD/19/064A** declare that this research work titled ***"An Assessment Of Recruitment Procedure In Nigeria Correctional Centers (A Study Of Jigawa State Command)"*** was carried out by me under the supervision of **Mal. Sunusi Tijjsni** It has not been presented anywhere in any form for the award of any Diploma or degree. The works of other scholars cited were dully acknowledged by means of references.

Signature

Date

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ABSTRACT

The main aim of establishing the prison institution (Correctional Centres) in all parts of the world including Nigeria is to provide a rehabilitation and correctional facility for those who have violated the rules and regulations of their society. However, the extent to which this maxim is true in practice has been a subject of controversy. A casual observation of the population that goes in and out of the prisons in Nigeria presupposes that there are some problems in the system, hence the prisons system has not been able to live up to its expected role in Nigeria. Against this background, this paper makes an argument on why reform is necessary in the Nigerian prisons (Correctional Centres). Some of these reasons include reforming the prisoners to be better than what they were before they were imprisoned, rehabilitate the prisoners in order to equip them with new skills or improve on their old ones, and seclude criminals from the rest of the society, pending when they have atoned for their "sins". The equity theory of the theory is built upon social comparison where people compare what they contribute to work with the benefits derived from such actions (Adams, 1963). Main sources of information for this study are primary materials like questionnaires and personal interview of the prison staff, inmates and secondary materials which include journals and official bulletin of the government. Among other issues, this discourse articulates various reforms that have already taken place and are still on-going in the Nigerian prison system (Correctional institutions). These include efforts in the decongestion process, provision of necessary infrastructure facilities and other logistics including transportation services and general skills acquisition programmes. This article also makes a critical impact appraisal of the reform processes in the system. From the appraisal, the author believes that there are more gains than pains in the system since the gradual reform processes therein. In order to deal finally with prison congestion, this paper suggests that the decongestion committee needs to be strengthened in its work by changing their periodic visit to the prisons to be more regular and frequent, more prison yards need to be built, and more non-governmental organizations should be encouraged and allowed to visit the prisons to monitor the activities there, from which they can make an input in form of suggestions to the various reform committees on what to do.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Fatiregun (1992) sees recruitment as that process of assessing a job, announcing the vacancy, arousing interest and stimulating people to apply. Recruiting, according to Mathis and Jackson (1997), is the process of generating a pool of qualified applicants for organizational jobs.

Balogun (1980) defined recruitment or employment as the process by which personnel or manpower resources are made available through appointment as in the case of board members, or directors of government enterprise especially in public organization.

Recruitment into the Prison service was no longer what it used to be. There were discrimination and favoritism in the recruitment of employees into the service. Adebayo (1985) argues that the level of loyalty and commitment of the people to the goals of the state or public service depends sometimes on the type of political culture they have.

Robert (1977) observed that the culture in which there is high level of ethnicity will result to low productivity. It follows that what determines the person to be favoured is the degree of relationship between him, and the person favouring him including others competing with him.

Thus, The prison also known as correctional centers tries as much as possible through their little budget from government to rehabilitate prisoners through the following means: Vocational aptitude training of the prisoners; Sporting activities; Psychological evaluation; Provision of essential services like library, health care etc.

1.2 Statement of the Problem

The quality of an organization's personnel is one of the factors that determine how the organization is going to be successful in terms of realizing its objectives of increased productivity, efficiency and effectiveness. One of the most effective ways of ensuring high standard of performance in any organization is through recruitment and selection of qualified and well-motivated candidates.

According to Warton (1994) a well-articulated recruitment and selection of qualified staff will lead to increase in productivity, heightened morale, reduce supervision, efficiency, effectiveness, increased organizational stability and flexibility. He argues that continued training can also help employees to develop the ability to adapt themselves to new work methods, learn how to use various kinds of equipment and adjust to major changes in job content and work relationship. In spite of the importance of recruitment procedures to the achievement of organization's set down goals; it has been observed that candidates are not only recruited on merit bases but also on non-merit criteria in Nigeria Prison Service. The nature of recruitment procedures of Prison servants in the Prison service especially in developing countries like Nigeria has not been well articulated to ensure recruitment and selection policy.

This is why scholars like Ezeani (2004) and Onah (2003) contended that the general inefficiency, ineffectiveness and declining productivity in the Nigerian public service are likely to be caused by inadequate recruitment and selection procedures in employment of workers and lack of clear human resource objectives. It is therefore against this backdrop that this study intends to investigate into the topic: the effects of recruitment procedures on the efficiency of the public services in Nigeria using Nigeria Prison Service (Jigawa State Command).

1.3 Aim and Objectives of the Study

The purpose of this study is to provide information on the recruitment procedure of Nigeria Prison Service (A study of Jigawa State Command). Specifically, the study attempts to;

- i. Identify the recruitment procedures of the Nigeria Prison Services.
- ii. To find out the recruitment procedures available in the Prison Services.
- iii. To determine whether the recruitment procedures of Nigeria prison service are well implemented or not.
- iv. Find out the problems associated with the recruitment procedures of the service employees.

1.4 Research Hypotheses

It is therefore in view of the foregoing that this study will raise the following questions:

- i. What is the nature of the recruitment procedure in Nigeria Prison Services?
- ii. How can we explain the recruitment procedures of candidates on non-merit principles in the Nigeria Prison Service?
- iii. Is there any relationship between the nature of the recruitment procedure of Nigeria prison services and inefficiency of workers?
- iv. What actually is the major cause of inefficiency, ineffectiveness and declining productivity in Nigeria prison services?

1.5 Significance of the Study

The significance of the study will presents the value or contribution which the research will make to the existing knowledge. Obasi (1999:73), asserts that research is most important tool for advancing knowledge and enables man to relate more effectively to his environment. The significance of this study is categorized into theoretical empirical and practical significance.

1.6 Scope and Limitations of the Study

This study will focus on “the Assessment of the Effects of Recruitment Procedures on the Efficiency of the Nigeria Prison Services: A Study of Jigawa State Command”. This study covers, the recruitment procedures in Jigawa State Command within period (2015-2019). This is to enable us unveil critical issues on the recruitment procedures in the Nigeria Prison Service using Jigawa State Command.

1.7 Historical Background of the Study Area

The origin of modern prisons service in Nigeria is 1861, the year when conceptually, western-type was established in Nigeria. The declaration of Lagos as a colony in 1861 marked the beginning of the institution of formal machinery of governance. At this stage the preoccupation of the colonial government was to protect legitimate trade guarantee the profit of the British merchant in Lagos formed a police force of about 25 constables. This was followed in 1863 by the establishment in Lagos, a police court to resolve party disputes among merchants and traders. The functioning of the courts and the police in the colonial settings necessarily means that prisons was needed to complete the system. And it was not long in coming, for in 1872, the Broad street Prison was established with an initial capacity of 300.

In the Niger Delta, the relationship between the local people and the British merchant court was underscored by the fact that the most conflict between the merchant and the local people were mainly commercial. Although that was evidence of prison in Bonny at the time, not much is known about the size and content. But those who were later to oppose British rule were usually deported as happened in the case of King Jaja of Opopo and King Dappa of Bonny.

The prison also known as correctional centers tries as much as possible through their little budget from government to rehabilitate prisoners through the following means; Vocational aptitude training of the prisoners, Sporting activities, Psychological evaluation, Provision of essential services like library, health care etc

1.8 Definition of Terms/Concepts

Recruitment: Is the process to which organization solicit, contact interest potential appointees, and establish whether it will be appropriate to appoint any of them. It may also connote the filling of vacancies by appointment of persons not already in the public service, and it excludes transfer of offices from other public services.

Procedures: procedures is the processing and rank ordering of the applications and interviewing applicant in order to determine the offer of jobs. After recruitment exercises has produced an applicant pool. There are usually more applicants than openings. A decision must be made to offer employment to some subsets of the applicants while rejecting or postponing an offer to others. Selection activities aim at identifying the most suitable applicants and persuading them to join the organization.

Inmate: is a person proved guilty of a crime alleged against him/her and legally sentenced to punishment of a confinement in a prison. In other words a prisoner is a person sentenced to penal servitude.

Prison: a prison is a building designated by law or used by the sheriff for the confinement or detention of persons who are judicially ordered to be kept in custody. According to Lectric Law library lexicon (2003) a prison is a place where persons are confined or restrained from personal liberty. It can also be regarded as a correctional detention or penal faculty. Hence

the prison is often referred to as a correctional institution where offenders are confined or punished.

Reformation: (mostly called reforms) this refers to measures calculated to impact moral improvement in a person's character so that he will be less inclined to re-offer the future. (Ahire 1990)

Rehabilitation: This refers to the post release effort to make it easier for the offenders to resettle in a society (Ahire 1990)

Warder: A person who works as a guard in a prison, and also responsible for supervising and making sure rules are obeyed.

Community: The people living in one place, district or country considered as a whole.

Psychological evaluation: This is an examination into a person's mental health by a mental health professional such as a psychologist. A psychological evaluation may result in a diagnosis of a mental illness. It is the mental equivalent of physical examination.

Government: A group of people governing a country or state.

Penal servitude: A state of being forced to work for others and having no freedom.

1.9 Plan of the Study/Outline of Chapters

The study is structured into five chapters. Chapter one contains the general introduction, research background, statement of problem, the aim and objectives of the research, beneficiaries and scope of the study.

Chapter two is literature review and covers the concept of recruitment, but the focus of this study is recruitment procedures, challenges, performance. Benefits cover rehabilitation, skills

training and initiative development. The chapter compares pay and benefits in the Nigeria prison services.

Chapter three describes the research methodology employed. The research paradigms and or philosophy, research design, population and sampling, methods of data collection used and data analysis techniques. The validity, reliability, generalizability as well as ethical issues were also deliberated in this chapter.

Chapter four contains the analysis, results and interpretations/discussions of data collected from public construction workers pertaining to recruitment, procedures, inmates and rehabilitations.

Chapter five covers the summary, conclusions and recommendations of the study, contributions to knowledge. The limitations of the research were also discussed in this chapter.

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CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

The study will review some relevant literature that relate to the subject matter of this research work and the chapter will also look at the theoretical overview of the work. For a clearer overview of the various literatures on the study, this section is divided into the major subheadings.

2.2 Conceptual Framework

The Concept of Recruitment

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”. Thus defined, recruitment combines with selection and placement procedures to bring people into positions, specified by some type of job analysis, that were previously unfilled. If, through recruitment, a large number of candidates can be identified for a particular position, selection procedures may be used to determine which are most likely to pass the test provided by future performance evaluations; it is thus possible to skin the cream off the top of the applicant pool. But if recruiting yields only just enough people to fill vacancies, there will be a long way from the cream level. Successful recruiting thus is the *sin qua non* for successful selection and staffing. Without it, organizations will not have the human resources to implement their strategies effectively (Miner, et al, 1995).

Griffin, (1997) defines recruitment to mean, “securing the right people for particular jobs, and it may take the form of advertising for large groups of employees or tracking out a lightly

skilled individual for specific work". This means that not any person with paper qualification is eligible for recruitment. A choice has to be made on who is the right candidate for a particular post. This is very important due to the fact that it is through this process that the government or organization can achieve its sets of goals and objectives.

According to Monday and Noe (2005) "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". This shows clearly that recruitment exercises are not conducted all year round but at a designated time when the need arises. The need arises as a result of vacant positions created by those who left the service as a result of their retirement, withdrawal from the service or other reasons. During this process, efforts are made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective performance, as well as career opportunities the organization can provide the employee. Clear knowledge of the job helps the potential employees to put in their best when employed because it is only when you know what you are going to do that you can understand not only how to do it but how to do it best (Yaro, 2014).

Recruitment procedures of staff are often conducted in a series of stages known as the resourcing cycle. The resourcing cycle begins with the identification of a vacancy and ends when the successful candidate performs the job to an acceptable standard.

The Concept Procedure

After attracting candidates through recruitment process, the next step is to select from this pool those that will be employed. Selection therefore, is the process of choosing from the pool of applicants, those to be hired by the organization based on the specified organizational requirements. This stage in the recruitment circle is very crucial as it is through this that the

employers made decisions on who is the most appropriate candidate to be employed of all the job applicants that has the relevant qualifications. It is in this stage that the recruiters are very much careful not to select candidates that will be a burden in the workforce.

Procedures are the process of choosing from the pool of applicants those to be hired by the organization based on the specified organizational requirements. This stage in the recruitment cycle is very important as it is through this that employers make decisions on who is the most appropriate candidate to be employed of all the job applicants that possess the relevant qualifications, experience and aptitude. It is at this stage that the recruiters are very careful not to select candidates that would not fit into the workforce properly.

Planning and Setting Up the Interview

For any applicant to be hired or offered employment in any organization, the applicant must attend an interview (which is the selection process). According to Humphrey (2010), for a situation to be described as an interview it must meet the following criteria:

- a. It is a part of the communication process.
- b. It is a vehicle for the transmission of information from one person to another.
- c. It focuses upon specific subject-matter that is relevant to its situation, occasion and purpose.
- d. It requires the participation of at least two people who interact freely with each other.
- e. It is initiated to achieve one or several objectives.
- f. It takes place in a particular physical or social setting.
- g. It occurs as part of a procedural sequence of events.

The Interview Setting

In any interview, privacy is an important requirement. This is to avoid third parties having knowledge of the conversation between the candidate and the interviewer during interviews. Although the interview has a social element, it is also a business meeting. If an office is used for the interview it might be necessary to consider tidiness, positions of desks and chairs, as well as barring the telephone and turning off the personal computer. Privacy includes avoidance of interruptions and visual distractions (Humphrey, 2010).

In the course of the interview, every effort must be made to establish rapport with the candidate. If this element is missing, chances are that the objectives will not be achieved, unless a deliberate stress situation has been created for a purpose. It is also necessary that the necessary courtesies are extended to candidates during any waiting period. This is because feelings of being isolated or ignored can easily be aroused by lack of attention and it takes much time and effort to overcome these effects (Humphrey, 2010).

Conducting the Interview

After defining the context of the interview, the interviewer has to decide on the style of interview to adopt. The style can be directed, non-directed or probing.

2.3 Empirical Literatures

Empirically, this study will serve as a foundation or base for future researchers who may in due course of time wish to embark on the assessment of recruitment and selection procedures on the efficiency of the public service in Nigeria. In other words, this research will serve the academic as a useful and veritable bibliographical reference which will stimulate research for other related studies in relation to recruitment and selection procedures on the efficiency of

the public service in Nigeria and particularly in Oshimili South Local Government Council of Delta State.

Practically, this study is considered significant because it will contribute in providing the decision makers and other key actors in the Nigerian public service with the road- maps that will necessitate prompt, responsive and efficient public service in Nigeria especially in matters relating to recruitment and selection of staff. It will also suggest the panacea through which the campaign against politicization of recruitment and selection of staff, corruption, lack of accountability and transparency, poor service delivery and general inefficiency in the Nigerian public service can be effectively tackled. Last, but not the least, this study has the potential to strategically improve the efficiency and effectiveness of the Nigerian public service through its advocacy on reforming the recruitment and selection procedures of public bureaucracies in Nigeria especially the behavioural aspect of the bureaucrats who are charged with personnel management and administration in public service. In this regard, this work is a practical pain staking "post mortem" surgical examination of the problems of Nigerian public service as well as the way forward.

Sources / Methods of Recruitment

There are basically two main sources of recruitment open to an organization: Internal and External sources. An organization is said to have embarked on internal recruitment when the vacant positions are filled with present employees. This is usually done by promoting people to fill the vacant higher positions. For example where a director resigned, a deputy director can be promoted to fill the position instead of employing a new director. This is a good example of an internal recruitment.

On the other hand, external recruiting is a situation where the organization cannot meet its human resource needs from within, it decides to recruit people from outside. The methods

used in external recruiting include; advertising, employment bureaus, state employment agencies and university campuses among others. Recruitment requires a sound human resource planning system that includes personnel inventories, forecast of the supply and demand of human resource, action plans and control and evaluation procedures.

Before an organization embarks on recruitment exercise, it must be sure of its areas of need, and the number of people required, and the skill or the educational qualification required for performing the job. In addition insist that "the applicants should be given a Realistic Job Preview (RJP)". Thus making the applicant knows what the job he is applying for entails. The reason for this is that sometimes people apply and are employed without actually knowing the real nature of the job they were recruited to do. In some cases, the new employee may be frustrated with the job or may find out that he does have what it takes to perform well on his duties.

Nature of appointment in the Nigerian Prison Service

According to the provisions of, authority for recruitment into the public service is vested on the Public Service Commission. Appointments are made either:

- (a) By letter written by the Director of the Public Service Commission or
- (b) By formal agreement between the officer and the government or its appointed agents.

Types of Appointment

Direct appointment to the public service may be made in any of the following categories:

- (a) As trainee or pupil
- (b) On probation in a pensionable post
- (c) On non-pensionable contract to a non-pensionable post or against a pensionable post

and

(d) On temporary basis.

2.4 Challenges of Recruitment in the Nigerian Prison Service

In the first instance the issue of meritocracy is very much lacking. This manifested as a result of consistent interference of political office holders in the issue of recruitment. Whenever there is recruitment taking place, politicians do interfere and make sure that their candidates scaled through irrespective of whether they are qualified or not. This eventually leads to recruiting staff that are in most cases incompetent. It is however, a well-known fact that for any organization to achieve its objectives it must have people with proven competence. It was on the realization of the need for competence in organizations that made Max Weber the greatest exponent of bureaucracy to state that candidates for positions in organizations must be selected on the basis of technical qualifications. However, in the case of Nigeria, recruitment and selection are based purely on sentimental reasons. The principle of federal character has also compounded the problem, since it has legalized nepotism and segregation in employment in the form of ethnic balancing. The principle of federal character is a principle saddled with the responsibility of given equal opportunity to all the six geopolitical zones in terms of employment into the federal civil service. But the problem is that some of the zones are backward in terms of paper qualification and as such their vacancies cannot be properly filled fully. Again, regarding this issue, since all the geo-political zones have representation in the commission, in most cases those representatives intrude candidates from their respective zones irrespective of their own qualification, this is where the issue of ethnicity and favoritism comes in and this has a serious drawback as the outcome of those employed through this means will not yield any fruitful result. Incompetency of staff in Nigeria has resulted to gross inefficiency. It is therefore not surprising that staff of the Nigerian Public Service have not been able to over the years deliver.

There is also the issue of recruitment purely based on skills rather than positive attitude.

Recruitment in Nigeria is mostly based on the skills and technical know-how of the person to be employed without giving due considerations to the attitudes and character that the applicant possess. It is good to note here, that employees with improper or negative attitude in most cases do not strive hard towards the realization of the organizational goals. Their personal interest is superior to that of the organization. This has a strong and negative effect as it leads to workplace tension and also lowers productivity.

2.5 Recruitment and Selection: An Explication from Manpower Planning

To function successfully, organizations need manpower (human resources) to manage and harness other organizational resources into achieving the goals. To get the human resources (manpower) to come into work needs planning. Manpower planning is designed to ensure that personnel needs of an organization will be constantly and appropriate limit. According to Abba (2004:286), it is accomplished through analysis of the following:

- i. Internal factors, such as current and expected skill needs, vacancies and departmental expansions and reductions.
- ii. Factors in the environment, such as the labour market.

In defining manpower planning, Abba et al (2004:287) conceives manpower planning as an information regarding decision-making process designed to ensure that enough competent people with appropriate skills are available to perform jobs where and when they will be needed. In the views of Pattern (1971) manpower planning is the process by which an organization ensures that it has the right kind of people at the right places, at the right time, doing things for which they are economically most useful in doing for the organization. Flippo (1971) posits that manpower planning is the strategy for the procurement, utilization,

development, and preservation of organizational human resources. Vetter (1967) says, it is the process by which management determines how the organization should move from its current (human resources) positions.

On the other hand, there are people who believe that manpower planning is all about budgeting for organizational growth through manpower. For instance, Nwankwo (2000) noted that manpower planning is concerned with budgeting for the most effective use of an organization's labour resources. Manpower planning has been described as "the process by which an organization ensures that it has the right number of people and the right kind of people, in the right places, at the right time, doing the right thing, to serve the purposes of the organization" (Chandler and Plano, 1982:263).

It may also be described as an attempt to forecast how many and what kind of employees will be required in the future, and to what extent this demand will be met (Gradham, 1980:121). Similarly, Bowey describes the concept as "the activity of management which is aimed at coordinating the requirements from, and the availability of, different types of employees. Usually this involves ensuring that the firm has enough of the right kind of labour at such times as it is needed. It may also involve adjusting the requirement to the available supply.

Establishment and Functions of the Nigeria Prison Service

The Nigerian prison system was established in accordance with three forms of penal legislation which operate alongside each other in the country; the Penal Code and the accompanying Criminal Procedure Code Cap 81 Laws of the Federation 1990 (CPC); the Criminal Code and the accompanying Criminal Procedure Act Cap 80 Laws of the Federation 1990 (CPA) and the *Sharia* penal legislation in 12 northern states (which applies to only Muslim members of these states). By its establishment philosophy, the Nigerian prison service is an institution meant to administer penal treatment to adult offenders. Its importance

is in the bid to reduce crime in the society. On the basis of imprisonment policy, the prison service was established to manage criminals in prison yards. This constitutional function empowers the Nigerian prison operatives to:

- i. keep convicted offenders (prisoners) for safe custody,
- ii. keep awaiting trial inmates in custody, until law courts ask for their production
- iii. punish offenders as instructed by the law courts
- iv. reform the convicted prisoners
- v. rehabilitate and to re-integrate prisoners who have completed the sentences in the prison (extract from prison training manual) (cited in Adetula et al. 2010)

Inferring from the above, the main aim of establishing the prison institution in all parts of the world including Nigeria is to provide a rehabilitation and correctional facility for those who have violated the rules and regulations of their society. However, the extent to which this maxim is true in practice has been a subject of controversy. Instances abound where the prisons have become a training ground for criminals instead of rehabilitation home in Nigeria (Obioha 1995).

A casual observation of the population that goes in and out of the prisons in Nigeria presupposes that there are some problems in the system, hence the prisons system has not been able to live up to its expected role in Nigeria. The worry about the manifestation that Nigerian prisons have not lived up to expectations in terms of impacting positively on lives and vocations of inmates has raised several questions that have not yet been completely addressed on the system's functions and existence. Against this background of the existing gap arising from the questions of functionality of the prisons in Nigeria, this paper articulates the problems that exist in the Nigeria prisons and the reform processes that have been put in place by successive governments to address them. The extent to which these reform agendas

have been implemented and the impacts they have had on the overall prison system in Nigeria are also discussed.

2.6 Theoretical Frame Work

Equity Theory

The theory adopted to explain this research is called equity theory. Equity theory is directed at the employee's feelings on how fairly they are treated compared to others. The theory is built upon social comparison where people compare what they contribute to work with the benefits derived from such actions (Adams, 1963). Reward is the focal point of equity theory and is considered the most important factor of motivation. Workers try to strike a balance between what they receive for their efforts and what others are receiving doing the same or similar job. The theory was chosen because expectancy theory is only relevant in explaining performance pay. The expectancy theory is reported to have more application in the private sector, which is established for profit making rather than social services (Wright, 2004). However, this study focused on seniority pay which has been employed in public sector. Therefore, workers' motivation, job satisfaction, attraction and retention could be explained using equity theory, since the literature established that the heart of equity theory is money, which is view as the most important reward at the workplace.

The first chapter has covered the introductory need of the work generally. This chapter has therefore examined the related literature on recruitment procedures in the Nigeria Prison Service in prisoner's rehabilitation, within the scope of this project; we hereby bring to light every material that will make fore say understanding of the topic " an assessment of recruitment procedure in Nigeria Prison Service". Every effort is made to reach every problem inherent to analyzing the assessment of the Nigerian Prison Service in the recruitment procedures.

This is achieved through reference to works of some learned people in this area of study as well as consolidated personal researcher. Furthermore, analyzing the role of the Nigerian

Prison Service (N.P.S) in the rehabilitation of prison inmate is studied under headings, such that it will be of the future scholars and aid to contemporary business concern.

Theoretically, this study has the potential of contributing greatly to the growth of existing theories in social science particularly, in public administration by helping to enrich the bank of knowledge through its reliable findings on the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria using Oshimili South Local Government of Delta State as a case study. This is to say that our study would assist in improving frontiers of knowledge especially in the personnel management and administration in the Nigerian public service by examining the procedures of recruitment and selection critically. This is important because it is only a viable manpower that can provide quality service delivery for national and grass root development. In other words, the study will unveil the problems which have constrained effective i recruitment and selection procedures in the Nigerian public service. This study also has the potentials of contributing immensely to the existing body of literature on this subject matter.

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CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Research method has to do with the methods adopted by the researcher to collect data which are relevant to the problem under consideration. The researcher used survey study method in the course of this research.

3.2 Research Design

In conducting this research, certain methods and procedures were adopted. These research adopted descriptive survey design for this research work. This design facility is the collection of data from large samples. To advance in this actual field of study, research design will be defined. A research design is a plan or blue print which specifies how data relating to a given problem should be collected and analyzed. It provides the procedural outline for the conduct of a given investigation.

3.3 Population of the Study

Odo quotes Silver Throne defined population as the totality of any group, persons, objects which is defined by some attributes i.e. population of any group of beings. The researcher has focused her attention on, and chosen at her approved topic of study.

3.4 Sample Size

This research population was less than 400. Thus, the current study determined sample size with reference to the formula proposed by Yaro Yemeni. Therefore, the formula below was employed to determine the sample size. Yaro Yemeni's formula thus:

A sample population Nigeria Prison Service, Jigawa State Command is to be use for this study. Sample refers to the selected members of the entire populations for use in the study it is a sub-group observation from a large population in order to make inference about the characteristic of the large population. Since it would not be convenient for the researcher to study the entire population, the sample size will be determined by using Yaro Yamai method (Abdullahi, 2012) as follows:

$$n = \frac{N}{1 + n(e)^2}$$

Where n= sample size

N= population

e= margin of error (0.05)

Thus, the sample size is:

$$N = \frac{N}{1 + n(0.05)^2}$$

$$N = \frac{4171104}{1 + 4171104(0.05)^2}$$

$$N = \frac{4171104}{10428.76}$$

$$N = 399 = 400$$

3.5 Sampling Techniques

The sampling techniques involved taking a representative portion of the population and using the data collected from such representative portion as research information (Latham, 2007). Using correct sampling methods enables researchers to have the ability to reducing the research costs, conduct the research efficiently (speed), enhance flexibility, as well as greater accuracy (Anderson, 2009). There were two main methods of sampling acknowledged in the literature. These are: probabilistic; and non-probabilistic sampling methods (Bryman, 2012).

3.6 Method of Data Collection

Methods are techniques used to gather data for drawing inferences, making explanations and predictions (Cohen & Manion, 1980). This method of data collection is adequate because it rely on non-statistically based and numerically immeasurable data, which can study empirically.

3.7 Research Instrument

Data collection of this study was through primary and secondary Data. In the primary data collection, the researcher used written questionnaires together information from respondents. This technique is preferred to the observation and experimental technique because of the difficulties inherent in them, matching the importance of human resources for economic growth and development.

In secondary data collection techniques, focused on extensive and length review of periodicals, journals, textbooks, interact and other publications gotten. This article is assumed to be more relevant to the research.

3.8 Method of Data Analysis

The method of analysis used in this study is the qualitative descriptive analysis. The qualitative method of data analysis is concerned with identifying and understanding the attributes, characteristics and traits of the objects of inquiry (Kerlinger, 1973; Seltiz, et al., 1979, Holton & Burnett, 1997).

The method of data analysis employed by the research was through the use of simple percentages due to the fact that the research is a quantitative one.

Data analysis formula used:

$$\frac{N}{1} \times 100\%$$

1

N = Number of respondents

% = percentage.

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CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

This chapter is primarily concerned with the presentation and analysis of data; the tabular mode of presentation was preferred in this analysis alongside with relevant computations and explanations. Questionnaires were used for gathering data from respondents. Out of the one hundred (100) questionnaires distributed, the researcher was fortunate to retrieve ninety-five (95) questionnaires while five (5) were lost in the process of gathering data. The chapter is consisting of data presentation, data analysis and discussion of findings.

4.2 Data Presentation and Analysis

The first part of the questions in the questionnaire was designed purposely for the personal information's of the respondents and the organizations visited, and their responses to the questions in the questionnaire showed below

Table 4.1 Sex Distribution of the Respondents

Gender	Respondent	Percentage
Male	52	55%
Female	43	45%
Total	95	100%

Source: Field Survey, 2021

From the table above, the obtained data revealed that male have 52 out of the total 95 people representing 55% while the female have 43 out of the 95 representing 45%. This shows that there was more male response to the questionnaires than the female.

Table 4.2 Age Distribution of the Respondents

Age	Respondent	Percentage
18-25	17	18%
26-30	25	26%
31-45	35	37%
46 and above	18	19%
Total	95	100%

Source: Field Survey, 2021

From the information in table 4.2 on Age distribution of the respondents, the information reveals that ages 18-25 had 18% 26-30 had 26%, 31-45 have 37% and 46 and above had 19%. This indicates that the questionnaires were mostly responded to by people who fall between the age group of 26-30 & 31 – 45, having an aggregate of 63%.

Table 4.3 What is the nature of the recruitment procedure in Nigeria Correctional Centers (Prison Services)??

S/N	ITEM	SA	A	D	SD	A%	D%
1	Brief description of Nigeria corrections centers	46	29	16	4	79	21
2	Filling forms as procedure for recruitment	37	22	23	13	62	38
3	Job description information	10	57	18	10	71	29
4.	Expectations of the advertised positions	16	38	20	21	57	43

Source: Field Survey, 2021

From the information in the table above it is clear that Brief description of Nigeria corrections centers has been agreed by the 79% views of the respondents. The pattern of filling forms as procedure for recruitment was hard earned. The statement on whether the direction of filling forms as procedure for recruitment, the agreed have 62% while the disagreed have 38%. This means that voters mind is changed as a result of the money politics. The item on Job description information, the agreed have 71% while the disagreed have 29%.

This means that money politics affect the candidate to rule a country. The pattern have accounted for unmerited candidate which has not been able to response to popular views of the masses leading to poor development of the country. The statement on whether Expectations of the advertised positions, the agreed have 57% while the disagreed have 43%. This shows that Expectations of the advertised positions as they dictate what happens in the system in correctional institutions.

Tables 4.4 How can we explain the recruitment procedures of candidates on non-merit principles in the Nigeria Correctional Centers (Prison Services)?

S/N	ITEM	SA	A	D	SD	A%	D%
1	Expectations of the advertised positions	36	24	12	23	63	37
2	Required skills and competencies	18	47	26	4	68	32
3	Main responsibilities of the positions advertised	24	32	16	23	59	41

Source: Field Survey, 2021

The data from the information above shows that expectations of the advertised positions as agreed by 63% while the disagreed have 37%. The advert expectations of the advertised positions. The item on whether the required skills and competencies, the agreed have 68% while the disagreed have 32%. The item on whether Main responsibilities of the positions advertised the agreed have 59% while the disagreed have 41%. This means that Main responsibilities of the positions advertised. The research also discovers that main responsibilities of the positions advertised.

Table 4.5 Is there any relationship between the nature of the recruitment procedure of Nigeria correctional centers and inefficiency of workers?

S/N	ITEM	SA	A	D	SD	A%	D%
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1	Recruitment procedure affects Nigeria correctional center & inefficiency of workers	22	32	21	20	57	43
2	Inefficiency is workers is caused recruitment procedures	12	20	15	48	34	66
3	Nigerian correctional centers and inefficiency of workers	17	21	32	25	40	60
4.	No relationship between Nigerian correctional centers and inefficiency of workers	27	32	13	23	62	38

Source: Field Survey, 2021

The information in the table above, Recruitment procedure affects Nigeria correctional center & inefficiency of workers as 57% agreed while the disagreed have 43%. This means that Recruitment procedure affects Nigeria correctional center & inefficiency of workers. The item on whether inefficiency is workers is caused recruitment procedures, the agreed have 34% while the disagreed have 66%. This means that vote Nigerian correctional centers and inefficiency of workers. The item on whether Nigerian correctional centers and inefficiency of workers, the agreed have 40% while the disagreed have 60%. This means that the amount of Nigerian correctional centers and inefficiency of workers. The item on whether No relationship between Nigerian correctional centers and inefficiency of workers, the agreed have 62% while the disagreed have 38%. This means that No relationship between Nigerian correctional centers and inefficiency of workers.

Table 4.6 What actually is the major cause of inefficiency, ineffectiveness and declining productivity in Nigeria prison services?

S/N	ITEM	SA	A	D	SD	A%	D%
1	Through the conduct of screening to generate more information about the applicants	36	20	18	21	59	41
2	Through filling of online application form	10	17	31	37	28	72

3	Through filling of manual application form	28	30	21	16	61	39
4.	Others (Please specify)	36	28	9	22	67	33

Source: Field Survey, 2021

The table above shows that through the conduct of screening to generate more information about the applicants indicated by the 59%. This means that through filling of online application form, the item on whether through filling of online application form, the agreed have 28% while the disagreed have 72%. This depicts that through filling of manual application form. The item on whether through filling of manual application form 61% while the disagreed have 39%. The others result also shows that government in power use in deciding the recruitment procedures in the country.

Test of Hypothesis

This section deals with testing of hypothesis associated with the study. The data earlier presented will be used in testing the hypotheses.

However, in testing the hypothesis, it is relevant to indicate if the difference in deals is significant enough to draw conclusion. The null hypotheses will either be rejected or accepted.

In this study, three hypotheses were formulated, tested and converted to prove and verify assertions.

This was done by subjecting the raw data retrieved from the field to empirical and statistical data in order to arrive at more credible and reliable events.

The technique used in testing the hypotheses is the chi-square contingent table, using the formulae.

$$X^2 = \frac{E(O_1 - E_1)^2}{E_1}$$

Where X^2 = Calculated chi-square

E = Summation

O_1 = Observed Frequency

E_1 = Expected Frequency

The test envisaged a percentage error or 0.1 for each hypothesis. The tests are presented below.

Going by the decision rule, which states that if the calculated chi-square is greater than or equal to the chi-square value, reject H_0 and vice-versa.

4.3 Major Findings

- i. Recruitment procedures change the direction of the correctional institutions.
- ii. Money has enshrined corruption in Nigeria thereby making recruitment procedures inefficient
- iii. Procedures in Nigeria have changed along religious and ethnic line through choices and influences.
- iv. Prison acts prohibits inefficient yet the process is been politicized
- v. Government in power use security apparatus to control in their favour

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This chapter presents us with the major findings in the data analysis on the topic "An Assessment of Recruitment Procedure in Nigeria Correctional Centers (A Study of Jigawa State Command)". Some findings, recommendations and conclusions were made.

Our findings are as follows;

Majority of the respondents, both the prison staffs and prison inmates were of the opinion that there is recruitment procedures works going on in the correctional institutions. Majority of the respondents both the correctional institutions and prison inmates were of the opinion that that the prison is overcrowded and this has its effects on prisoners' rehabilitation negatively.

Overwhelming number of respondent were of the opinion that the prisoners were taught skill acquisition and development initiatives, for example skills like sewing, farming, vocational skills and formal education were given to the inmates. Again, majority of the respondents especially the inmates opined that there are health care facilities in the prison but it requires adequate and committed man power.

Many prisoners confirmed that there were fed three times daily and the food is nutritious because they prepare it themselves.

Majority of the prison staff affirmed that the money by government for rehabilitation is not enough to carry out the full process of rehabilitation.

5.3 Conclusions

The Nigeria Prison Service (Correctional Centers) has as her core functions the rehabilitation and re-integration of prisoners who have completed their sentences in the prison has been greatly influenced by Recruitment Procedures.

From the findings of this study, we concluded as follows, that the recruitment are actually affected by the procedures.

Also prisoners are taught skills acquisition and development initiatives, the health care service in the prison needs more experienced and dedicated personnel.

And also, the staff offices are old, and the fund for rehabilitation is not enough.

5.4 Recommendations

The following are the recommendations, arising from the findings and conclusions of this research;

- i. The decongestion committee needs to be strengthened in its work by changing their periodic visit to the prisons to be more regular and frequent.
- ii. Unavoidably, more prison yards need to be built. If the standard of distribution of prisons across the country before independence is to be revisited, where there was at least one prison per province, there is an apparent need now to have at least one prison yard in each senatorial district in Nigeria.
- iii. Similarly, there should be regular re-distribution exercise, if need be backed up by legislation to share inmates almost equally to all the prisons and also according to their capacities. From our finding, it is in the records that the total prison capacity in Nigeria is far above the total inmate population.

- iv. As more prisons are recommended, there should be adequate provision for bedding and other infrastructure facilities, such as recreation facilities, etc. The existing prison yards should be re-furbished in terms of the physical structure/facilities in them among others. Ensuring that all the capital budgetary allocations to the prison services are supervised through a standby committee that may be constituted by the minister would do this.
- v. The transportation of the accused from the prisons to the courts should be made to be realistic when the allocated vehicles are made to function properly.
- vi. Designing of skills training should be made to satisfy the aspiration of most inmates. Limiting the training facilities to carpentry, bricklaying, barbing etc. may not lead to successful rehabilitation. More crafts and vocational skills, including computer operation should be included in the prisons vocational curriculum in order to provide opportunity for those that still aspire for higher educational qualifications and to boost the esteem of the prisoners when they are released. Similarly, facilities to help academic oriented inmates ought to be provided. Prison libraries are needed and part time teachers to teach various subjects including English language and mathematics could be engaged. This recommendation is based on the observation that some prison inmates are more interested in educational/academic careers than in vocational education.
- vii. Importantly, if the desired decongestion of the prisons is realistic, then the government should be thinking of taking these two measures.
- i. Prison-based courts should be established in order to ease the problem of transporting the inmates/accused to the courts.
 - ii. There is an urgent need to institute alternative measures to imprisonment. When this is done, the number of people going to prison will be reduced.

One of the notable alternative measures is the New Restorative Justice mechanism, which has been tested and proved to be effective in some developed countries.

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**AN ASSESSMENT OF RECRUITMENT PROCEDURE IN NIGERIA
CORRECTIONAL CENTERS (A STUDY OF JIGAWA STATE COMMAND)**

SECTION A: Socio Demographic Characteristics of Respondents

Sex: Male [] Female []

Age: 30 -39 []

 40 - 49 []

 50 - 59 []

 60 and Above []

Religion: Islam [] Christianity [] Others []

Marital Status: Married [] Single [] Divorced [] Widow [] Widower []

Educational Qualification: Primary [] O'Level [] A'Level and Above []

SECTION B: Substantive Issues

INSTRUCTIONS: Please tick [√] in the appropriate box; use the scale on the right to reflect your views on the items below:

SA: Strongly Agree

A: Agree

D: Disagree

SD: Strongly Disagree

A%: Percentage of Agree

D%: Percentage of Disagree

What is the nature of the recruitment procedure in Nigeria Correctional Centers (Prison Services)?		SA	A	D	SD
1.	Brief description of Nigeria corrections centers				
2.	Filling forms as procedure for recruitment				
3.	Job description information				
4.	Expectations of the advertised positions				

How can we explain the recruitment procedures of candidates on non-merit principles in the Nigeria Correctional Centers (Prison Services)?		SA	A	D	SD
5.	Expectations of the advertised positions				
6.	Required skills and competencies				
7.	Main responsibilities of the positions advertised				
Is there any relationship between the nature of the recruitment procedure of Nigeria correctional centers and inefficiency of workers?		SA	A	D	SD
8.	Recruitment procedure affects Nigeria correctional center & inefficiency of workers				
9.	Inefficiency is workers is caused recruitment procedures				
10.	Nigerian correctional centers and inefficiency of workers				
11.	No relationship between Nigerian correctional centers and inefficiency of workers				
What actually is the major cause of inefficiency, ineffectiveness and declining productivity in Nigeria prison services?		SA	A	D	SD
12.	Through the conduct of screening to generate more information about the applicants				
13.	Through filling of online application form				
14.	Through filling of manual application form				
15.	Others (Please specify				