

Staff Recruitment and Promotion Processes in Public Universities in Nigeria: A Case Study of Federal University of Oye-Ekiti

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Abstract: *The study investigated staff recruitment and promotion processes in public universities with focus on Federal University of Oye-Ekiti. Purposive sampling technique was used to select sample from the sample frame and descriptive statistics was used for data analysis from the research instrument. The study revealed that staff promotion led to improvement in staff performance and that there exist three processes for staff recruitment and promotion among academic staff members. Also three major weighting criteria for recruitment and promotion among academic staff members such as teaching, administration and research were identified. This study recommend the need for university management to take a critical look at the promotion practices in their institutions with a view to evolving a more holistic approach to academic staff assessment for promotion and thereby addressing areas of dissatisfaction expressed by academic staff.*

Keywords: Staff Recruitment, Staff Promotion, Promotion process, Public University, Federal University of Oye-Ekiti, Academic staff,

INTRODUCTION

1.1 Background of Study

Studies have shown that the human resource is the most valuable asset in any organization whether in the public or private sector (Olowu and Adamolekun, 2005). The human factor is therefore fundamental to the achievement of organizational goals. When this vital asset is not properly planned for in terms of whom to recruit, the quality of the people to be recruited in terms of educational qualifications, skill and experience and effective strategies put in place to retain them; meeting organizational goals becomes a mirage.

Etomi (2000) see staff recruitment as a crucial personnel function that requires careful execution, if competent staff are to be employed into an organization. Quible (2006) observes that the success of an organization in achieving its goals is enhanced because of the quality of its workforce. On his part, Banjoko (2003) sees staff recruitment as “the process of reaching out, searching for and attracting a large supply of people or a large pool of interested applicants from which the organization can choose those it considers competent or most qualified for the job.” And it is important to note that the principles of personnel or human resource management are the same in public and private organizations. This is because personnel management is basically concerned with the acquisition of personnel and how to manage them to achieve the goals of organizations (Cascio, 2003).

The term recruitment simply means, “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” (Griffin, 2007).

This in essence means that not any person with paper qualification is eligible for recruitment into the service. A choice has to be made on who is the right candidate for the post; a person with maturity, high sense of belonging, skills and good moral attitude. On the other hand, promotion is seen as the advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title and higher level job responsibilities in an organization. Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision-making authority tends to rise with a promotion as well.

Promotion which involves movement or advancement from a lower to a higher status for the internal employees will heighten morale and pose a challenge which serves as a source of motivation to the employees. Having put in a good number of years in the organization, the employees will have a stake in it which will in turn promote loyalty and commitment to the cause of the organization. Promotion within the organization will lead to a vacant position which can then be filled within the organization. Thus, the chain effect of promotion will serve as a morale booster to internal employees since each promotion positively affects several employees. Promotion within the organization ensures that unknown persons are not used as experiment at higher levels which can have adverse effect on the well-being or health of the organization.

The principal role of the university revolves around three key functions; namely, advancement of knowledge through research, dissemination of knowledge through teaching, and community service. These key functions are intended to bring about national development and competitive advantage to a country at the global level. The achievement of these objectives, to a large extent, depends on the academic staff because of the critical role they play in the educational process. How effectively an academic staff performs the above-mentioned functions is often the core basis for promotion in Nigerian public universities. Promotion of an academic staff from a lower rank to a higher one is an indication that the staff has shown evidence of scholarship and effective performance in all the criteria for promotion as stipulated by the university policy. However, according to Owuamanam and Owuamanam (2008), assessment of productivity in Nigerian universities is based mainly on research and publications rather than teaching competence alone, and consequently, advancement in the job depends mainly on the individual's research output. Similarly, the respondents in a study by Drennan and Beck (2000) indicated that while the universities' stated policies are to assess a candidate for promotion on the basis of his or her ability in three main criteria – teaching, administration and research - it was the latter which appeared to have the greatest weight. Still, on criteria for academic staff promotion, Badri and Abdulla (2004) hold that academic staff appraisal can also be evaluated through items, such as research articles produced, teaching method, presentation style, and involvement in university and community activities. The process of decision-making for academic staff promotion often involves criteria, such as tasks, activities, teaching, supervision, publications, research, consulting, conferencing, administration, and community service (Salmuni, Mustaffa and Kamis, 2007).

According to Adeyemi (2001), University Education refers to a system which embraces much of the country's research capacity and provides majority of the skilled professionals that are required in the labour market. Beside, (Abiodun-Oyebanji, 2009) also posit that universities either public or private undoubtedly have come to be regarded as the apex of Nigeria educational system. It is therefore expected of every university to be the think tank of the society in all areas of ramification, generate ideas and knowledge, and equally disseminate them (Ajayi, 2010). The first public university founded in Nigeria

is Yaba Higher College, established in 1932. Consequently, in 1948, the University College Ibadan was founded as an affiliate of the University of London. University College continued as the only University Institution in Nigeria until 1960 (Jubril, 2003). In April 1959, the Nigerian government commissioned an inquiry (Ashby Commission) to advise it on the higher education needs of the new nation for its first

two decades of Independence. Before the submission of the report in 2 September, 1960, the Eastern Region government established its own university at Nsukka. (University of Nigeria Nsukka in 1960). Federal University Oye Ekiti is a government-owned and -operated Nigerian university. The university is in the ancient city of Oye-Ekiti, The university was founded in 2011 as the Federal University Oye Ekiti by the federal government of Nigeria, led by President Goodluck Jonathan. Staff recruitment and promotion processes are key function of human resources & personnel management in public university in Nigeria. Personnel Management in educational institutions could be classified into two, Staff – PM and Students – PM. The staff – PM has seven sequential stages that could be described as employment life cycle' (Gabadeen, 2002). These stages are, (i) recruitment and selection, (i) appointment and placement, (iii) salaries and wages, (iv) training and development, (v) job evaluation and merit rating, (vi) motivation and discipline, and (vii) separation and compensation.

This study investigated staff recruitment and promotion processes in a public university with focus on Federal University of Oye-Ekiti. This paper is divided into five sections, the first section is the introduction, the second section is the review of related literature, the third section discuss the research methodology, the fourth section is data presentation, analysis and discussion of findings and the fifth section is conclusion and recommendations.

1.2 Statement of the Problem

Controversies surrounding staff promotion and tenure processes can lead to legal troubles for departments and institutions of higher education (Kelly, Moen & Tranby, 2010). Promotion related conflicts ensue as a result of perceived unfair treatment, dissatisfaction by an applicant of his/her promotion decision, doubts about the promotion system, class, gender and in some cases race/ethnic orientation (Bartos and Wehr, 2002). Against this background, this study is aimed at investigating staff recruitment and promotion processes in a public university with focus on Federal University of Oye-Ekiti.

1.3 Purpose of the Study

This paper investigated staff recruitment and promotion processes in a public university with focus on Federal University of Oye-Ekiti. Other objectives include;

- Find out whether promotion will improve staff performance in Federal University of Oye-Ekiti.
- Discover whether there is a relationship between staff promotion and job satisfaction in Federal University of Oye-Ekiti.

- Identify the process for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti.
- Examine the general criteria for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti.
- Ascertain the criteria attributed the greatest weighting in decision making for academic staff recruitment and promotion in Federal University of Oye-Ekiti.

1.4 Research Questions

The paper addressed the following questions in line with the purpose of the study.

- Will promotion improve staff performance in Federal University of Oye-Ekiti?
- Is there a relationship between staff promotion and job satisfaction in Federal University of Oye-Ekiti?
- Are there existing processes for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti?
- What are the general criteria for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti?
- What is the greatest weighting criteria in decision making for academic staff recruitment and promotion in Federal University of Oye-Ekiti?

1.5 Significance of the study

This study would address controversies surrounding promotion and tenure issues that can lead to legal troubles for departments and institutions of higher education. Promotion related conflicts ensue as a result of perceived unfair treatment, dissatisfaction by an applicant of his/her promotion decision, doubts about the promotion system, class, gender and in some cases race/ethnic orientation.

The study seeks to address the gap in literature on promotions pertaining to academic staff members in public university in Nigeria. It is evident that most of the available literature reports on promotions are dominated in the Western World. Even though universities in Africa have mostly been well established and a lot of effort put into research, promotion and expansion in higher education development, little is reported about staff recruitment and promotions in Federal University of Oye-Ekiti.

The study would provide insight to students, lecturers, policy makers, university management and administrators, public universities, private universities, researchers and personnel management director on the general criteria for recruitment and promotion in public university in Nigeria, the different process of recruitment and promotion in public university in Nigeria and the criteria attributed the greatest weighting in decision making for academic staff recruitment and promotion in Federal University of Oye-Ekiti.

1.6 Scope of the Study

This paper intended to carry out an investigation of staff recruitment and promotion processes in a public university with focus on Federal Universities of Oye-Ekiti.

2.0 REVIEW OF RELATED LITERATURE

2.1 Introduction

Literature reviewed in the following areas;

- The Concept of Staff Recruitment and Promotion
- Influence of recruitment and promotion on staff performance
- Summary

2.2 Concept of Staff Recruitment and Promotion

According to (Crawford, 2004) “ Staff 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 is a clear indication that the exercise is not conducted all year round but at a designated time when the need arise. The need arises as a result of vacant position created by those who left the service as a result of either 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 help 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.

Staff Promotion involves the reassignment of an employee to a higher-level job. When an employee is promoted, he faces increasing demands and challenges in terms of efficient skills utilization and enormous responsibilities. In return or as a means of compensation, the employee receives increased pay and benefits as well as greater authority and status. Promotion serves many purposes and provides benefits to both the organization and the employees. Promotion enables the organization to utilize its employees’ abilities to the fullest or greatest extent possible. An effective system of promotion allows the organization to match its continuous need for competent staffs with the staffs’ desires to apply the skills they have acquired. Promotion can encourage high performance since it is a source of motivation to the employees. In sum, an effective system of promotion can lead to greater organizational efficiency and high level of employee morale.

2.3 Influence of Recruitment and Promotion on Staff Performance

Recruitment is “a set of activities used to obtain a sufficient number of the right people at the right time from the right

places”, (Kulno 2008) and its purpose is to select and place those who best meet the needs of the work place, and to develop and maintain a qualified and adequate work force through which an organization can fulfill its human resource plan. Barney, Ben and Heuiz (2005) conceive recruitment as “those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the civil service organization in achieving its objectives”. Similarly, Mavis (2011) defined recruitment as about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment precludes any chance for effective candidate selection because when recruitment falls short of qualified applicants, selection must proceed with a pool of poorly qualified candidates. The task of recruitment is to generate a sufficient pool of applicants to ensure that there are people available with the necessary skills and requirements to fill positions as they arise.

Performance is simply the extent to which an individual, unit or department carryout task assigned to him or it. It is also a means by which an organization evaluate an individual employee input and out level especially in the area of attaining set goals or task assigned to him or her. It involves the execution of duties and responsibilities assigned by constituted authorities which one have promised to do, so as to achieve set goals. Performance of public universities in Nigeria is measured in terms of effectiveness and efficiency. Performance is an important aspect of organizational behaviour because its level at any given time in an organisation is co-extensive with effectiveness or efficiency or otherwise. The conceptual reference for the effective performance of an organization in its statutory functions is productivity as defined above. For example, Federal University of Oye-Ekiti is effective when it successfully recruit qualified and competent candidates for academic positions according to the terms of its statutory duty. It is effective when it can do so at a low cost.

The availability of a competent and effective labour force does not just happen by chance but through an articulated job analysis and recruitment exercise. The personnel employed in an organization serve as the hub around which other resources revolve. This allows the entire wheel of the organization to turn smoothly in order to perform more effectively, efficiently and economically. This is the reason why the personnel employed in any organization who eventually becomes the bread-winners of his family and an instrument of progress for the society, have to be well structured (Mukoro, 2005).

Recruitment for any organization is very important right through the entire lifespan of that organization. In public

universities for example that is governmentally controlled, especially in third world countries, governments should ever be self-advised that good organization structure does not by itself guarantee good performance. There is the need therefore to match organizations or public universities with very sound and quality staff so that performance would become more effective. Indeed, target setting; performance measurement and monitoring will be affected without the necessary impetus giving to systematic recruitment and selection mechanisms.

Every organization depends on the effective use of its available resources in order to achieve its objectives. These resources, if they are to be effectively utilized, should be obtained in the right quantity, right quality, and at the right time. However, the human resources is considered as the most important, most valuable, most complicated and the least predictable. It is this resource that processes other resources in order that the results of these processes would constitute the goals of the organization (Mukoro, 2005). Thus, every organization regardless of its size, product or service must recruit applicants to fill vacant positions. The efficiency and effectiveness of any organization whether private or public sector largely depend on the calibre of the work force.

2.4 Summary

The university as an organisation has fundamental roles and functions, which include teaching, research and community service as service provider, manpower builder, and a host of others. These could be referred to as fundamental managerial functions according to Aghenta (1998) who stated six managerial functions practices that could be described as the heart of modern management and key players in the management of organisations. These functions are planning, organising, staffing, leading, coordinating and evaluating. Academic Faculty rankings bring to the fore the importance of promotions for faculty members in institutions of higher education. This is because advancement in rank comes with additional salary, increased influence within the University, recognition, and leadership positions. In most Universities those promoted from Associate Professor to full Professors receive a more crucial reward which is tenure. There are established modalities and procedures in Universities for assessing and making recommendations on the performance of senior members in promotion exercises.

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the method and approach to be used to address the project topic on staff recruitment and promotion in a public university. This chapter consists of the

research design, population, sample size and sampling procedure, instrumentation, validity and reliability of the instrument, administration of the instrument and method of data analysis.

3.2 Research Design

The descriptive survey design was used to conduct the study. It is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation (Key, 2007).

3.3 Population

The target population for this research is academic staff of Federal University of Oye-Ekiti.

3.4 Sample Size and Sampling Procedures

The sample size consists of about one thousand academic staff of Federal University of Oye-Ekiti. Purposive sampling technique was used to develop the sample of the research under discussion.

3.5 Instrumentation

Instrument used to collect data is questionnaire. The questionnaire is divided into sections. The first section elicits information on participants' biodata. It consisted of 5 items and is closed-ended. Sections two which focused on staff recruitment and promotion is of four Likert scale type. The responses ranged from "strongly agree" to "strongly disagree".

3.6 Validity and Reliability of the Instrument

The results obtained by the primary data analysis is validated for correctness with the support of two parameters like

4.1 Answering Research questions:

Research Question one:

1. Will promotion improve staff performance in Federal University of Oye-Ekiti?

Table 1: Analysis of Staff Promotion and Staff Performance among Academic Staff of FUOYE

Items	Frequency (N)	Percentage (%)
SA	50	62.5
A	10	12.5
UD	4	5.0
D	9	11.25
SD	7	8.75
Total	80	100.00

validity and reliability of the research. Validity is adopted in this study by ensuring that the questions in the questionnaires are scrutinized by experts from Federal University of Oye-Okiti. Cronbach's alpha was used.

3.7 Administration of the Instrument

Copies of the questionnaire were administered personally to the participants in Federal University of Oye-Ekiti. Before administering the questionnaires to the participants, the purpose and significance of the study were made known to them. After the administration of copies of questionnaire, participants they were allowed some time to respond to the items in the questionnaire. After that the questionnaires were collected on that same day.

3.8 Method of Data Analysis

Frequency distribution and percentages were used to analyse using participants' biodata and staff recruitment and promotion. Standard deviations and means were used to analyse data on staff recruitment and promotion processes in a public university. Pearson Moment Correlation Coefficient was used to determine the relationship between the different variables. The level of significance chosen for decision making is 0.05.

4. DATA ANALYSIS, INTERPRETATIONS AND DISCUSSIONS:

The total number of teachers who participated in this study was one hundred. But only 80 returned questionnaires were found useful for analysis. The results of the data analysis were presented in tables, bar charts and used for answering the five research questions that guided the study:

Data on table 1 revealed that staff promotion would improve staff performance in Federal University of Oye-Ekiti. Finding revealed that 75% of the respondents who participated in this study support the view that staff promotion would improve staff performance in Federal

University of Oye-Ekiti. Finding above is in agreement with Salmuni, Mustaffa and Kamis (2007) assertion that the most attractive reward perceived by the staff is still promotion and that promotion will improve the staff objective and performance.

Research Questions Two:

2. Is there a relationship between staff promotion and job satisfaction in Federal University of Oye-Ekiti?

Table 2: Analysis of staff promotion and job satisfaction among academic staff of FUOYE

Items	Frequency (N)	Percentage (%)
SA	55	68.75
A	8	10.00
ND	4	5.0
D	10	12.50
SD	7	8.75
Total	80	100.00

The data in table 2 represent the relationship between Staff Promotion and job satisfaction in Federal University of Oye-Ekiti and was described through bar chart presented in Figure 2.

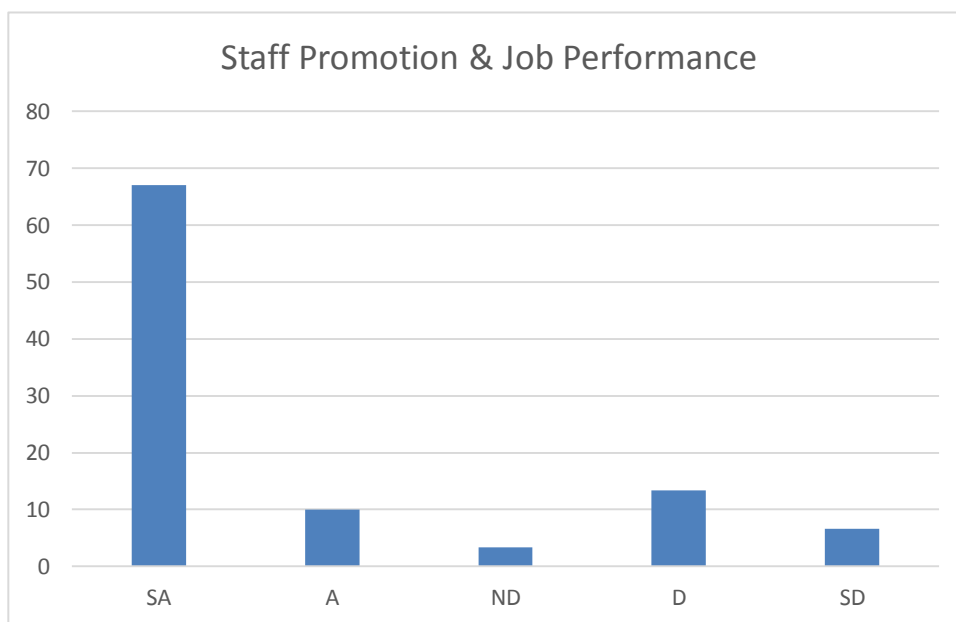


Figure 2: Assessment of Staff Promotion and Job Satisfaction among Academic Staff of FUOYE
Source: (Field Survey, 2018)

Data on table 2 represented in bar chart in Figure 2 revealed that there is a significant relationship between staff

promotion and job satisfaction among academic members in Federal University of Oye-Ekiti. Finding revealed that

78.75% representing majority of the respondents support the view that staff promotion would improve job satisfaction among academic staff of FUOYE. While 13.3% and 6.67% disagree and strongly disagree respectively on the opinion that there is a significant relationship between staff promotion and job satisfaction among academic staff of FUOYE. Findings above support Santhapparaj and Alam (2005) assertion that promotion has a positive and significant

effect on job satisfaction. In line with this view, Ubeku (1975) had earlier asserted that promotion brings along with it not just more money, but also a mark of recognition of an individual's performance and that the motivating effect of promotion is high. Similarly, Kulno, (2008) upholds that a good and well-functioning performance appraisal system would help the educators to make their mark in the organizational setting of their faculty.

Research Question Three:

3. Are there existing process for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti?

Table 3: Existing Process for Staff recruitment and Promotion in FUOYE

Evaluation by the Departmental Appointment and Promotions Committee (Academic)

Evaluation by the Faculty Appointments and Promotions Committee (Academic)

Evaluation by the Central Appointments and Promotion Committee

Source: (Field Survey, 2018)

Data on table 3 revealed the existing process for staff recruitment and promotion in FUOYE. Finding revealed that there exist three process for staff recruitment and promotion in FUOYE and which are Evaluation by the Departmental Appointments and Promotions Committee (Academics). This committee has the Head of Department as chairman and all lecturers from the rank of senior lecturer upward who are not candidates as members. The assessment made by the Head of Department for individual candidate along with the recommendations of the Departmental Appointment and Promotion Committee based on established criteria is forwarded to the Dean. Next is Evaluation by the Faculty Appointments and Promotions Committee (Academics). This committee consists of the Dean as chairman, all Heads of Departments and all Professors in the faculty as members and the Faculty officer as secretary. This committee assesses the candidate based on the guiding criteria putting into

consideration the recommendations from the Departmental Appointments and Promotions Committee. The committee's recommendations are forwarded to the Central Appointments and Promotions Committee (Academics). The last and final process is Evaluation by the Central Appointments and Promotions Committee. This committee comprises the Vice-Chancellor as chairman, Deputy Vice-Chancellor (academics), two external council members, all Deans/Directors/Provost, Registrar, University Librarian as members and Deputy Registrar (Establishment / Personnel) as secretary. This committee in line with the laid down criteria appraises the candidate putting into consideration the forwarded reports and recommendations from the Faculty Appointments and Promotions Committee. Findings above support National Universities Commission (2013) Guidelines for academic staff recruitment and promotion in Nigeria Universities (2013).

Research Question Four:

4. What are the general criteria for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti?

Table 4: General Promotion Criteria for Academic Staff Members in FUOYE

Items	General Guiding Criteria
1	A favourable report from the Departmental Appointment and Promotion Committee and the Head of Department
2	A favourable report from the Faculty Appointment and Promotion Committee

3	<i>A waiting period of three years at each rank before qualification for promotion</i>
4	<i>Possession of Ph.D degree is mandatory for candidates for Readership and Professor. Promotion to other ranks below Readership can be attained with a Masters degree with course work and thesis and four years of teaching experience at each level</i>
5	<i>Stipulated number of publications in reputable journals and/ or in standard texts</i>
6	<i>Supervision of Graduate Works</i>
7	<i>Two positive reports from external assessors are required for candidates up for promotion to either Reader or professor</i>

Source: (Field Survey, 2018)

Data on table 4 revealed seven principal promotion criteria for academic staff members in FUOYE. The following guiding criteria for promotion apply to all cadres of academic staff in the promotion procedure: A favourable report from the Departmental Appointment and Promotion Committee and the Head of Department. A favourable report from the Faculty Appointment and Promotion Committee. A waiting period of three years at each rank before qualification for promotion. Possession of Ph.D degree is mandatory for candidates for Readership and Professor. Promotion to other ranks below Readership can be attained

with a Masters degree with course work and thesis and four years of teaching experience at each level. Stipulated number of publications in reputable journals and/ or in standard texts. Supervision of Graduate works. Two positive reports from external assessors are required for candidates up for promotion to either Reader or professor. Findings above support Salmuni, Mustaffa and Kamis (2007) assertion that the process of decision-making for academic staff promotion often involves criteria, such as tasks, activities, teaching, supervision, publications, research, consulting, conferencing, administration, and community service.

Research Question Five:

5. Enlist criteria attributed the greatest weighting in decision making for academic staff recruitment and promotion in Federal University of Oye-Ekiti?

Table 5: The Greatest Weighting Criteria in Decision making for Staff Recruitment & Promotion in FUOYE

Items	Yes	NO
Teaching	70 (87.5%)	10 (12.5%)
Administration	75 (93.75%)	5 (6.25%)
Research	78 (97.5%)	2 (2.5%)

Source: (Field Survey, 2018)

Data on table revealed three greatest weighting criteria in decision making for staff recruitment and promotion in FUOYE. The first criteria is teaching, followed by administration and lastly research. Findings above support Drennan and Beck (2000) assertion that universities' stated policies are to assess a candidate for promotion on the basis of his or her ability in three main criteria – teaching, administration and research - it was the latter which appeared to be attributed the greatest weight.

5. CONCLUSION AND RECOMMENDATIONS:

This study made salient revelation on staff recruitment and promotion processes in a public university with focus on Federal University of Oye-Ekiti. The study revealed that staff promotion led to improvement in staff performance in

Federal University of Oye-Ekiti. Further studies affirm that there is a relationship between staff promotion and job satisfaction among academic staff members in Federal University of Oye-Ekiti. The study showed that there exist three processes for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti. The study identified seven general criteria for staff recruitment and promotion among academic staff members in Federal University of Oye-Ekiti. The study revealed three major weighting criteria for recruitment and promotion among academic staff members in Federal University of Oye-Ekiti namely teaching, administration and research. This study recommend the need for university management to take a critical look at the promotion practices in their institutions with a view to evolving a more holistic approach to academic staff assessment for promotion and thereby

addressing areas of dissatisfaction expressed by academic staff. In doing this, the suggested inclusion into the promotion criteria should be taken into consideration particularly teaching and services to the community and with equitable weighting of the various sub-heads in the appraisal form.

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