

INFLUENCE OF RECRUITMENT PRACTICES ON ACADEMIC STAFFING EFFECTIVENESS IN PUBLIC UNIVERSITIES IN NORTH-EAST ZONE, NIGERIA.

By

Kasim Mohammed Saad Ph.D

<https://orcid.org/0009-0003-4091-3488>

Department of Educational Foundations,
Faculty of Education, Gombe State University

kasimsaad@gsu.edu.ng

07038798644

Abstract

This study examined the influence of recruitment practices on academic staffing effectiveness in public universities in north-east zone, Nigeria. Three specific objectives and research questions were set for the study. The study adopted descriptive survey research design with the population of 10,036 comprised of 8,342 lecturers and a total of 847 University administrators (Deans, Directors and Head of Departments) and sample size of 241. Questionnaire titled “Influence of Recruitment Practices on Academic Staffing Effectiveness Questionnaire (IRPASEQ)” was used as instrument for data collection. The data collected were analyzed using frequency and mean scores to answer all research questions. The results revealed among others that manpower planning influence academic staffing effectiveness through proper forecasting of academic staff needed, maintaining adequate staff student ratio and regular assessment of manpower. The finding also revealed that vacancy advertisement influenced academic staffing effectiveness through timely advertisement of academic vacancies, wide dissemination of vacancy advertisements and clear specification of job requirements in vacancy advertisements. It was therefore concluded that manpower planning, advertisement of vacancies and staff selection procedures influenced academic staffing effectiveness in public universities in north east zone, Nigeria. The study recommends among others that public universities in north-east should strengthen their manpower planning practices by conducting regular assessments and forecasts of academic staff needs. This will enable them to identify staffing gaps, determine future personnel requirements, and ensure the timely recruitment of qualified academic staff to meet teaching, research, and community service demands.

Keywords: Recruitment Practices, Staffing Effectiveness, Manpower Planning, Selection Procedure

Introduction

The significance of recruitment practices on academic staffing effectiveness in universities cannot be over emphasized. Public universities play a central role in national development through teaching, research, and community service. In Nigeria, particularly in the North East geopolitical zone, public universities are expected to produce high quality graduates who can contribute to economic growth, technological advancement, and social stability. However, the effectiveness of these institutions is largely dependent on the quality and adequacy of their academic staff. Academic staffing effectiveness refers to the extent to which universities are able to attract, deploy, and retain competent academic staff who can perform teaching and research duties efficiently in line with institutional goals (Armstrong & Taylor, 2020).

Recruitment practices are widely recognized as a critical determinant of staffing outcomes in organizations including universities. Recruitment practices involve systematic processes used by institutions to identify manpower needs, attract qualified candidates, and select suitable individuals for employment (Dessler, 2020). In public universities, recruitment is expected to be transparent, merit-based, and aligned with institutional manpower requirements. When effectively implemented, recruitment practices enhance institutional performance by ensuring that only competent academic staff are employed. Conversely, weak recruitment systems often result in poor staffing outcomes such as mismatched appointments, underqualified staff, and reduced academic productivity (Boxall & Purcell, 2016).

Recruitment and selection as one of the human resource management practices in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali & Esiagu, 2010). Since recruitment and selection involve getting the best applicant for a job, it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess (Abeysekera, 2017). According to Mondy (2010) the important thing is for some suitable plan to be used, complying with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice and to ensure justice and fair treatment for all applicants.

Academic staffing effectiveness is central to the success of universities, impacting the quality of education, research output, and the institution's reputation. Staff evaluation as one of the human resource management practices are crucial mechanisms for assessing and enhancing job performance. It involves systematic procedures for assessing the performance of academic staff. These practices are designed to ensure accountability, provide feedback, and guide professional development. Regular performance appraisals typically include self-evaluations, peer reviews, student evaluations, and administrative reviews. These appraisals aim to provide a comprehensive

assessment of academic staff performance in teaching, research, and service. Therefore, by implementing comprehensive and effective evaluation systems, universities can ensure that academic staffs receive the feedback, support, and recognition necessary to excel in their roles.

Recruitment and selection constitute a staffing function of Management. It is the process of getting human resources into organizations, departments, sections and units. Usually, recruitment and selection depend on the organization's policy guiding recruitment and selection. The basic principle in selection is "right man for the right job" and can be achieved only through scientific recruitment and selection. Thus, in education, recruitment and selection could be seen as a process that involves a set of activities which aimed at identifying, searching for stimulating the right candidates (teachers) who have the abilities and competences needed to help the organization (school) achieve its goals and objectives.

Recruitment is the process of attracting, screening, and selecting qualified people for a job. According to Abeysekera (2017), recruitment includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidate are able to fulfill their new roles effectively. Recruitment forms a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term.

Recruitment activities involve either external candidates from outside organizations or current employees, in which case it is called internal recruitment. The success of recruitment depends upon its ability to create a large pool of competent applicants. There are numerous sources of recruitment which may be categorized into two: internal and external. The internal sources of recruitment are present employees, employee referrals. External sources of recruitment are the professional associations, newspaper advertisements, campus recruiting, unsolicited applicants, management consulting firms, and internet. According to Aswathappa (2018) the key recruitment channels used to attract applicants include: advertisements in local newspapers; recruitment agencies/search; corporate websites; specialist journals; encouraging speculative applications; employee referral schemes, and national newspaper advertisements.

According to Rao (2013), Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force. Based on this definition, we can understand that recruitment involves the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organization. Murage, Anne and Susan (2018) see recruitment as a step-by-step activity which covers identification of staff needed, staff search, advertisement, interview, appointment and induction with the primary aim of filling vacancies and for organizational goals attainment. Recruitment is

the process of searching for prospective employees and stimulating them for jobs in the organization, Thus, the recruitment of employees involves the identification of the sources of personnel, evaluation of different sources available, selection of a particular source and stimulating the prospective candidates to apply for the job so that right candidates may be obtained for right job (Amin, 2021).

Recruitment and selection can play a pivotally important role in shaping university effectiveness and performance if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2019).

It has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess. For Mondy (2010), the important thing is for some suitable plan to be used, complying with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice and to ensure justice and fair treatment for all applicants.

Mondy (2010) affirms that recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining in the organization. Appointment decisions are the most important ones a manager has to make; they affect the manager 's ability to achieve targets, the quality of services or products delivered to the customer and the well-being of the whole team. Previous research shows that the competency level of Human Resource managers has a major influence on recruitment and selection and experienced Human Resource experts within the Human Resource Department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team.

Manpower planning as one of the key components of recruitment process refers to the continuous process of analyzing an organization's current workforce and forecasting future human resource needs to ensure optimal staffing levels (Armstrong & Taylor, 2020). In public universities, effective manpower planning ensures that departments are adequately staffed based on programme requirements and student population. It also helps institutions anticipate retirements, resignations, and expansion needs.

Another important aspect of recruitment practices is vacancy advertisement. Vacancy advertisement refers to the formal announcement of available job positions to attract suitably

qualified applicants from the labour market (Dessler, 2020). In university settings, effective vacancy advertisement promotes transparency, fairness, and competition in recruitment processes. It ensures that a wide pool of qualified candidates is reached, thereby increasing the likelihood of selecting competent academic staff.

Selection procedure is another critical dimension of recruitment practices that significantly influences staffing outcomes. Selection procedure involves the systematic evaluation of job applicants using criteria such as academic qualifications, interviews, teaching demonstrations, and reference checks to identify the most suitable candidates (Armstrong & Taylor, 2020). A well-structured selection procedure ensures merit-based recruitment and enhances institutional productivity.

Literature search has revealed that, a number of studies have been carried out on the various aspects of recruitment practices and academic staffing effectiveness within and outside Nigeria. Murage, Anne and Susan (2018) conducted research on ethical issues in recruitment, selection and employee performance in public Universities in Nyeri County, Kenya. The findings revealed that ethical issues in recruitment and selection had positive and statistically significant effect on employee performance with discrimination being ranked the most unethical practice in recruitment and selection. Ombui, Elegwa and Gichuhi (2014) conducted research on the influence of recruitment and selection on the performance of employees in research institutes in Kenya. The results of the study revealed that the correlation between employee performance and recruitment and selection were highly significant at 0.374 ($P=0.000$). Sarinah, Rahmat and Gultom (2016) conducted research on the effect of recruitment and employee selection on employee placement and its impacts towards employee performance at PT Sriwijaya Air. The results showed that recruitment and selection variables influence significantly on the placement of employees. Likewise, employee placement variable influence significantly on the performance of employees of PT Sriwijaya Air Jakarta.

The above reviewed works have a relationship with the present study as they all focused on recruitment practices in educational institutions; however, they also differed significantly from the present study in content, geographical scope, and methodology. Hence, the present study is aimed at investigating the influence of recruitment practices on academic staffing effectiveness in public universities in north-east zone, Nigeria.

Ideally, effective recruitment practices are expected to enhance academic staffing effectiveness in universities. It can play a pivotally important role in shaping an organization's effectiveness, ensuring worker performance and positive organizational outcomes. However, despite the existence of recruitment policies in Nigerian public universities, the effectiveness of academic staffing remains a concern, particularly in the North-east geopolitical zone. This geopolitical zone faces additional challenges such as insecurity, staff shortages, uneven distribution of academic

personnel, recruitment of inadequately qualified lecturer and limited institutional capacity, which further complicate staffing issues. Consequently, deficiencies in manpower planning, ineffective vacancy advertisement strategies, and weak selection procedures may be contributing to poor academic staffing effectiveness in public universities.

Moreover, In Nigerian universities, there is growing concern that existing recruitment practices may be adversely affecting staffing effectiveness because the recruitment and selection processes in universities are often criticized for lacking transparency, fairness, and efficiency. Issues such as political interference, nepotism, and inadequate assessment of candidates' qualifications and competencies are prevalent. These practices may lead to the hiring of under qualified or unsuitable individuals, ultimately compromising the quality of education and research output which consequently undermine staffing effectiveness and overall institutional performance.

Therefore, it is important to examine the influence of recruitment practices specifically manpower planning, vacancy advertisement, and selection procedures on academic staffing effectiveness in public universities in North-East Zone, Nigeria. Findings from such a study will provide empirical evidence that can guide university administrators and policymakers in strengthening recruitment systems and improving overall academic performance.

The objectives of this study were:

7. to determine the influence of manpower planning on academic staffing effectiveness in public universities in North-East Nigeria;
8. to examine the influence of vacancy advertisement on academic staffing effectiveness in public universities in North-East Nigeria; and
9. to assess the influence of selection procedures on academic staffing effectiveness in public universities in North-East Nigeria.

The following research questions guided the study:

6. what is the influence of manpower planning on academic staffing effectiveness in public universities in North-East Nigeria?
7. what is the influence of vacancy advertisement on academic staffing effectiveness in public universities in North-East Nigeria?
8. what is the influence of selection procedures on academic staffing effectiveness in public universities in North-East Nigeria?

Methodology

The study adopted descriptive survey research design. The population of the study was 10,036 comprised of 8,342 lecturers and a total of 847 University Administrators (Deans, Directors and Head of Departments) in public universities in North-East Zone, Nigeria. A sample size of 241 participants comprised of 188 lecturers and 54 University Administrators (8 Deans, 6 Directors and 30 HODs) were selected using multi-stage sampling techniques. A self-structured questionnaire titled “Influence of Recruitment Practices on Academic Staffing Effectiveness Questionnaire (IRPASEQ)” was used as instrument for data collection. The instrument was validated by professionals in the Department of Educational Foundations and Curriculum, Faculty of Education, Ahmadu Bello University Zaria. The reliability test was carried out after the pilot testing using Split halve method of reliability and the reliability coefficient of 0.89 was obtained. The data for the study was collected through the administration of the instrument with the aid of trained research assistant that was trained by the researcher. The data collected from the field were subjected to statistical analysis for appropriate interpretations to achieve the set objectives of the study. Thus, data collected were analyzed using frequency and mean scores to answer all research questions. In answering the research questions, any item with a mean score of 3.00 and above was considered agreed and less than 3.00 was considered disagreed

Results

Research Question One: what is the influence of manpower planning on academic staffing effectiveness in public universities in North-East Nigeria?

The research question one was answered using frequency count and mean scores. It contained items 1-5 on the questionnaire. Details of the respondent’s responses were indicated on table 1 below:

Table 1: Frequency, Percentage and Mean Scores of Respondents on the Influence of Manpower Planning on Academic Staffing Effectiveness in Public Universities in North-East Zone, Nigeria

			Opinion of Respondents									
S/ N	Statement	Category of Responde nt	Agree		Undecide d		Disagree		Mea n		Decisio n	
			F	%	F	%	F	%				

1	Effective manpower planning helps public universities recruit the required number of academic staff to meet teaching and research demands.	Lecturers	16 5	88	10	05	13	07	3.52	Agree
		Deans	18 0	10	00	00	00	00	4.00	Agree
		Directors	06 0	10	00	00	00	00	4.00	Agree
		HODs	25	83	02	07	03	10	3.65	Agree
2	Manpower planning enables universities to maintain an adequate staff student ratio for effective teaching and learning.	Lecturers	16 0	85	13	07	15	08	3.82	Agree
		Deans	15	83	03	17	00	00	3.80	Agree
		Directors	06 0	10	00	00	00	00	4.00	Agree
		HODs	29	97	00	00	01	03	3.92	Agree
3	Effective manpower planning enhances the deployment of qualified academic staff to appropriate departments and programmes.	Lecturers	15 9	85	14	07	15	08	3.87	Agree
		Deans	15	83	02	11	01	06	3.80	Agree
		Directors	05	83	00	00	01	17	3.70	Agree
		HODs	27	90	01	03	02	07	3.98	Agree
4	Regular assessment of manpower needs through planning improves the overall effectiveness of academic staff in performing their duties.	Lecturers	14 5	77	20	11	23	12	3.81	Agree
		Deans	18 0	10	00	00	00	00	4.00	Agree
		Directors	06 0	10	00	00	00	00	4.00	Agree
		HODs	28	93	00	00	02	07	3.95	Agree

5	Manpower planning contributes to the availability of competent academic staff required to achieve university goals and objectives.	Lecturers	14 5	77	22	12	21	11	3.83	Agree
		Deans	18 0	10	00	00	00	00	4.00	Agree
		Directors	06 0	10	00	00	00	00	4.00	Agree
		HODs	24	80	03	10	03	10	3.64	Agree
Grand Mean									3.86	

The results in table 1 revealed grand mean of 3.86 which means that stakeholders had agreed with the influence of manpower planning on academic staffing effectiveness in public universities in North-east zone, Nigeria. The analysis of item 1 revealed mean scores of 3.52, 4.00, 4.00 and 3.65 for lecturers, Deans, Directors and HODs respectively which implied that the statement which says effective manpower planning helps public universities recruit the required number of academic staff to meet teaching and research demands. Regarding item 2, the calculated mean scores of lecturers, Deans, Directors and HODs was 3.82, 3.80, 4.00 and 3.92 respectively indicating that the item was agree by all the respondents. The analysis of item 3 also revealed calculated mean scores of 3.87, 3.80, 3.70 and 3.98. This indicates that the lecturers, Deans, Directors and HODs agreed with the statement that says effective manpower planning enhances the deployment of qualified academic staff to appropriate departments and programmes. The analysis of item 4 also showed that lecturers, Deans, Directors and HODs agreed with the statement that says regular assessment of manpower needs through planning improves the overall effectiveness of academic staff in performing their duties. This is indicated by the calculated mean scores of lecturers, Deans, Directors and HODs to be 3.81, 4.00, 4.00 and 3.89 respectively. Item 5 which states that manpower planning contributes to the availability of competent academic staff required to achieve university goals and objectives scored mean of 3.83, 4.00, 4.00 and 3.64 for lecturers, Deans, Directors and HODs respectively. This means that the lecturers, Deans, Directors and HODs agreed.

Research Question Two: what is the influence of vacancy advertisement on academic staffing effectiveness in public universities in North-East Nigeria?

The research question two was answered using frequency count and mean scores. It contained items 6-10 on the questionnaire. Details of the respondent's responses were indicated on table 2 below:

Table 2: Frequency, Percentage and Mean Scores of Respondents on the Influence of Vacancy Advertisement on Academic Staffing Effectiveness in Public Universities in North-East Zone, Nigeria

S/ N	Statement	Category of Responde nt	Opinion of Respondents								Mea n	Decisio n
			Agree		Undecide d		Disagree					
			F	%	F	%	F	%				
6	Wide dissemination of vacancy advertisements increases the likelihood of recruiting competent academic staff.	Lecturers	16 5	88	11	06	12	06	3.80	Agree		
		Deans	18 0	10	00	00	00	00	4.00	Agree		
		Directors	06 0	10	00	00	00	00	4.00	Agree		
		HODs	28	93	00	00	02	08	3.91	Agree		
7	Clear specification of job requirements in vacancy advertisements enhances the quality of applicants attracted to academic positions.	Lecturers	15 8	84	15	08	15	08	3.79	Agree		
		Deans	15	83	03	17	00	00	3.86	Agree		
		Directors	06 0	10	00	00	00	00	4.00	Agree		
		HODs	29	97	00	00	01	03	3.91	Agree		
8	Vacancy advertisements published through multiple media platforms improve access to a larger pool of qualified candidates.	Lecturers	15 0	80	10	05	28	15	3.70	Agree		
		Deans	18 0	10	00	00	00	00	4.00	Agree		
		Directors	06 0	10	00	00	00	00	4.00	Agree		
		HODs	28	93	00	00	02	07	3.92	Agree		

9	Well-structured advertisements help universities recruit academic staff with the required qualifications and experience.	vacancy help	Lecturers	16 0	85	13	07	15	08	3.78	Agree
			Deans	15	83	03	17	00	00	3.78	Agree
			Directors	06 0	10	00	00	00	00	4.00	Agree
			HODs	29	97	00	00	01	03	3.95	Agree
10	Effective advertisement contributes to improved academic staffing effectiveness by attracting suitable candidates for university positions.	vacancy	Lecturers	15 8	84	14	07	16	09	3.83	Agree
			Deans	15	83	02	11	01	06	3.76	Agree
			Directors	06 0	10	00	00	00	00	4.00	Agree
			HODs	27	90	01	03	02	07	3.92	Agree
Grand Mean										3.89	

The analysis of item 6 revealed mean scores of 3.80, 4.00, 4.00 and 3.91 for lecturers, Deans, Directors and HODs respectively which means that item 6 was agreed by the stakeholders. Regarding item 7 which says that clear specification of job requirements in vacancy advertisements enhances the quality of applicants attracted to academic positions was agreed by lecturers, Deans, Directors and HODs. This is indicated by the calculated mean scores of lecturers, Deans, Directors and HODs to be 3.79, 3.86, 4.00 and 3.91 respectively. The analysis of item 8 also revealed calculated mean scores of 3.70, 4.00, 4.00 and 3.91. This indicates that lecturers, Deans, Directors and HODs agreed with the statement that says vacancy advertisements published through multiple media platforms improve access to a larger pool of qualified candidates. The analysis of item 9 also revealed calculated mean scores of 3.78, 3.78, 4.00 and 3.95 which mean that lecturers, Deans, Directors and HODs agreed. The analysis of item 10 also revealed calculated mean scores of 3.83, 3.70, 4.00 and 3.92 which were greater than the benchmark of 3.0. This indicates that lecturers, Deans, Directors and HODs agreed with the statement.

Research Question Three: what is the influence of selection procedures on academic staffing effectiveness in public universities in North-East Nigeria?

The research question two was answered using frequency count and mean scores. It contained items 11-15 on the questionnaire. Details of the respondent's responses were indicated on table 2 below:

Table 3: Frequency, Percentage and Mean Scores of Respondents on the Influence of Staff Selection Procedures on Academic Staffing Effectiveness in Public Universities in North-East Zone, Nigeria

			Opinion of Respondents							
S/ N	Statement	Category of Responde nt	Agree		Undecide d		Disagree		Mea n	Decisio n
			F	%	F	%	F	%		
11	Conducting interviews as part of the selection process enhances the identification of qualified academic personnel.	Lecturers	167	89	05	03	16	09	3.83	Agree
		Deans	18	00	00	00	00	00	4.00	Agree
		Directors	060	10	00	00	00	00	4.00	Agree
		HODs	300	10	00	00	00	00	4.00	Agree
12	Verification of applicants' academic credentials contributes to effective academic staffing in universities.	Lecturers	154	82	14	07	20	11	3.81	Agree
		Deans	12	67	02	11	04	22	3.56	Agree
		Directors	05	83	00	00	01	17	3.87	Agree
		HODs	29	97	00	00	01	03	3.94	Agree
13	Merit-based selection procedures improve the overall effectiveness of academic staff in teaching, research, and community service.	Lecturers	179	95	03	02	05	03	3.93	Agree
		Deans	15	83	03	17	00	00	3.84	Agree
		Directors	060	10	00	00	00	00	4.00	Agree
		HODs	27	90	00	00	03	10	3.92	Agree

14	Adherence to established selection guidelines promotes the recruitment of suitable academic staff for university positions	Lecturers	16 4	87	14	07	10	05	3.79	Agree
		Deans	18 0	10	00	00	00	00	4.00	Agree
		Directors	06 0	10	00	00	00	00	4.00	Agree
		HODs	28	93	00	00	02	07	3.98	Agree
15	Effective selection procedures contribute significantly to academic staffing effectiveness in public universities.	Lecturers	12 5	66	30	16	33	18	3.65	Agree
		Deans	18 0	10	00	00	00	00	4.00	Agree
		Directors	06 0	10	00	00	00	00	4.00	Agree
		HODs	20	67	01	03	09	30	3.64	Agree
Grand Mean									3.30	

The results in table 3 revealed grand mean of 3.30 which means that stakeholders had agreed with the influence of staff induction practices on academic staff job performance in public universities in North-east zone, Nigeria. The analysis of item 11 revealed mean scores of 3.83, 4.00, 4.00, and 4.00 for lecturers, Deans, Directors and HODs respectively which implied that the statement which says conducting interviews as part of the selection process enhances the identification of qualified academic personnel. Regarding item 12 which says that verification of applicants' academic credentials contributes to effective academic staffing in universities was also agreed by lecturers, Deans, Directors and HODs. This is indicated by the calculated mean scores of lecturers, Deans, Directors and HODs to be 3.81, 3.56, 3.87 and 3.94 respectively. The analysis of item 13 also revealed calculated mean scores of 3.93, 3.84, 4.00 and 3.92. This indicates that the lecturers, Deans, Directors and HODs agreed with the statement that says merit-based selection procedures improve the overall effectiveness of academic staff in teaching, research, and community service. The analysis of item 14 also showed that lecturers, Deans, Directors and HODs agreed with the statement that says adherence to established selection guidelines promotes the recruitment of suitable academic staff for university positions. This is indicated by the calculated mean scores of lecturers, Deans, Directors and HODs to be 3.97, 4.00, 4.00 and 3.98 respectively. Item 15 which states that effective selection procedures contribute significantly to academic staffing effectiveness

in public universities scored mean of 3.65, 4.00, 4.00 and 3.64 for lecturers, Deans, Directors and HODs respectively. This means that the lecturers, Deans, Directors and HODs agreed.

Discussion of Findings

The first finding of this study revealed that manpower planning influence academic staffing effectiveness through proper forecasting of academic staff needed, maintaining adequate staff student ratio and regular assessment of manpower which contributes to improved academic staffing effectiveness in public universities. The finding is in line with the views of Armstrong and Taylor (2020) who states that manpower planning as one of the key components of recruitment process refers to the continuous process of analyzing an organization's current workforce and forecasting future human resource needs to ensure optimal staffing levels. Effective manpower planning ensures that departments are adequately staffed based on programme requirements and student population. It also helps institutions anticipate retirements, resignations, and expansion needs. The finding is equally in line with the view of Dessler (2020) who supported that manpower planning influences academic staffing effectiveness by ensuring that right number and quality of academic staff are available to meet institutional goals and academic demands. Through effective forecasting of staffing needs, the universities can identify personnel gap, recruit qualified lecturers and deploy staff appropriately across departments. This helps to maintain adequate staff-students ratio, improve teaching and research productivity and enhance overall effectiveness of academic staff in carrying out their responsibilities.

The second finding of this study revealed that vacancy advertisement influenced academic staffing effectiveness through timely advertisement of academic vacancies, wide dissemination of vacancy advertisements and clear specification of job requirements in vacancy advertisements. The finding is in line with the view of Mondy (2010) who lamented that vacancy advertisement promotes transparency, fairness, and competition in recruitment processes. It ensures that a wide pool of qualified candidates is reached, thereby increasing the likelihood of selecting competent academic staff. The finding is equally in line with the view of Abeysekera (2017) who supported that effective vacancy advertisement promotes fairness and equally opportunity in recruitment, enhances the quality of applicants and facilitates the selection of the most competent academic staff which contributes to improved teaching, research and overall staffing effectiveness in universities.

The last finding of the study revealed that staff selection procedures influenced academic staffing effectiveness through rigorous screening of applicants, verification of applicants' academic credentials, merit-based selection procedures and adherence to established selection guidelines. The finding is in line with the view of Armstrong and Taylor (2020) who states that selection procedure involves the systematic evaluation of job applicants using criteria such as academic qualifications, interviews, teaching demonstrations, and reference checks to identify the most

suitable candidates. The findings are equally in line with the view of Amin (2021) who supported that a well-structured selection procedure ensures merit-based recruitment and enhances institutional productivity.

Conclusion

Based on the findings of this study, it was therefore concluded that manpower planning, effective advertisement of vacancies and staff selection procedures influenced academic staffing effectiveness and promotes fairness, equally opportunity in recruitment, enhances the quality of applicants and facilitates the selection of the most competent academic staff that contributes to improved teaching, research and overall staffing effectiveness in public universities in north east zone, Nigeria.

Recommendations

Based on the findings and conclusion of this study, the researcher recommends the following:

- Public universities in North-East Zone should strengthen their manpower planning practices by conducting regular assessments and forecasts of academic staff needs. This will enable them to identify staffing gaps, determine future personnel requirements, and ensure the timely recruitment of qualified academic staff to meet teaching, research, and community service demands.
- University management should ensure that academic vacancies are widely, transparently, and timely advertised through diverse and accessible media platforms, including university websites, national newspapers, professional networks, and online recruitment portals. This will attract a larger pool of qualified candidates and enhance the quality of applicants available for recruitment.
- Public universities should adhere strictly to merit-based and objective selection procedures during academic staff recruitment. This should include rigorous screening of applications, verification of credentials, structured interviews, and compliance with established recruitment guidelines to ensure that only competent and qualified candidates are appointed.

References

- Abeysekera, R., (2017). The impact of human resource management practices on marketing executive turnover of leasing companies in Sri Lanka. *Contemporary Management Research*, 3(3), pp-233-252
- Amin, A., (2021). The impact of employees training on the job performance in education sector of Pakistan. *Middle-East Journal of Scientific Research*, 17(9), pp. 1273-1278.
- Armstrong, M., & Taylor, S. (2020). *handbook of human resource management practice* (15th Edition). Kogan Page.
- Aswathappa, K. (2018). *Human resource management: text and cases*. Delhi: Tata McGraw-Hill Publishing Company Limited.
- Ballantyne, I. (2019). *Recruiting and selecting staff in organizations, human resource management, oxford*: Oxford University Press.
- Boxall, P., & Purcell, J. (2016). *Human resource management practices* (4th ed.). Palgrave Macmillan.
- Dessler, G. (2020). *Human resource management practices* (16th ed.). New York, NY: Taylor & Francis.
- Ezeali, I. & Esiagu, N. (2010). *Public personal management: human capital management strategy in 21st century*. Onisha: Chambers Books Ltd.
- Mondy, R. W. (2010). *Human resource management, 11th edition. upper saddle river*, New Jersey: Prentice Hall.
- Murage, S. N., Anne S., & Susan, N. (2018). ethical issues in recruitment, selection and employee performance in public universities in Nyeri county, Kenya. *International Journal of Academic Research in Business and Social Science*. Vol.8, No.5.
- Ombui, K., Elegwa M. & Gichuhi, A.W (2014). Influence of recruitment and selection on the performance of employees in research institutes in Kenya. *International Journal of Science and Research (IJSR)*. Volume 3 Issue 5
- Rao, D. V. & Kishan, K. (2013). Understanding training and development in public sector undertakings. *European Journal of commerce and Management Research*, 1(1): 31-35.

Sarinah, B., Rahmat, T. & Gultom, F. (2016). Effect of recruitment and employee selection on employee placement and its impacts towards employee performance at PT Sriwijaya Air. *International Journal of Business and Management*, 8(21) 423-434.