RECRUITMENT, SELECTION, DEVELOPMENT AND RETENTION OF ACADEMIC STAFF IN RAMAT POLYTECHNIC, MAIDUGURI

BY

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A Project work submitted to the Department of Business Administration in partial fulfilment of the requirements for the award of the degree of MASTER OF BUSINESS ADMINISTRATION OF THE AHMADU BELLO UNIVERSITY, ZARIA.

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TABLE OF CONTENTS

	PAGES
Title Page	(i)
Declaration	(ii)
Certification	(iii)
Acknowledgement	(iv)
Dedication	(v)
Abstract	(vi)
List of tables	(vii)
List of Appendix	(viii)
CHAPTER ONE	
1.1 Introduction	1
1.2 Objectives	2
1.3 Justification of the study	3
1.4 Scope and limitations	4
1.5 Methodology	4
1.6 Definition of key terms	6
CHAPTER TWO	
2.1 Literature Review	8
2.2 Recruitment	8
2.3 Sources of Recruitment	9
2.4 Selection	11
2.5 Development	16
2.6 Turnover	18
References	24
CHAPTER THREE	
3.1 History and Growth of the Organization	28
3.2 Objectives and functions of the Polytechnic	29
3.3 The size of the Polytechnic	30
3.4 Organizational Structure of the Polytechnic	32
3.5 Various committees dealing with Recruitment Selection and development	38

		PAGES
	CHAPTER FOUR	
4.0	Data Analysis	39
4.1	Analysis of Respondents ages	39
4.2	Analysis of Respondents service	40
4.3	Analysis of Respondents educational qualification	40.
4.4	Staffing Position of Academic departments as at June, 1989	41
4.5	Analysis of Recruitment	42
4.6	Analysis of selection	53
4.7	Analysis of Development	62
4.8	Analysis of Retention	72
	CHAPTER FIVE	
5.0	Findings, Recommendations and conclusion	
5.1	Findings	82
5.2	Recommendations	84
5.3	Conclusion	87
	Bibliography	(1)
	Appendix A	(2)

DECLARATION

I HEREBY DECLARE THIS PROJECT TO BE AN ORIGINAL WORK WHICH I UNDERTOOK WITH THE ABLE GUIDANCE OF MY SUPERVISOR MR AKPAN. ALL SOURCES OF INFORMATION ARE ACCORDINGLY ACKNOWLEDGE. NO PORTION OF THIS WORK SHOULD BE REPRODUCED WITHOUT PERMISSION FROM THE RESEARCH UNLESS IT IS FOR ACADEMIC PURPOSES.

CERTIFICATION

THIS PROJECT TITLED RECRUITMENT, SELECTION, DEVELOPMENT AND RETENTION OF ACADEMIC STAFF IN RAMAT POLYTECHNIC MAIDUGURI, BY BABAYO BELLO MEETS THE REQUIREMENTS OF THE REGULATIONS GOVERNING THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) OF AHMADU BELLO UNIVERSITY, ZARIA AND IS APPROVED FOR ITS CONTRIBUTION TO KNOWLEDGE AND LITERARY PRESENTATION.

A. B. Aedan — 21/5/90

NAME AND SIGNATURE OF SUPERVISOR — DATE

HEAD OF DEPARTMENT — 21/5/90 DATE

EXTERNAL EXAMINER — 4-1-90 DATE

DEAN, POSTGRADUATE SCHOOL — 12-6-90 DATE

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DEDICATION

Dedicated to my Late parents

Mal. Abubakar Kado - Father.

Malama Aishatu Abubakar Kado - Mother

And to all freedom fighters of the world.

ABSTRACT

Nigeria's technological and Managerial development depend highly on the quality of the product of the higher institution of learning in the country and teaching in such institutions has untill recently been a Job of pride to all those engaged in it. in the same vain, the Ramat Polytechnic, Maiduguri has been the major supplier of middle level manpower in Borno State.

This trend however has been threaten by the high rate of teachers leaving the institution recently. The cause of such turnover has been attributed to Low pay, poor staff welfare, discrimination and favouratism. The process of employing the staff is howver good and without any shortcoming.

The remaining teachers in the institution remain to serve simply because they don't have alternatives in private Organizations otherwise they would have left. It is therefore necessary to improve the situation before it gets out of hand.

LIST OF TABLES

1.	3.1.	Number of student Enrolment and Academic staff strength for the last five years	30
2.	3.2.	Ratio of student to staff for the Years 1982 - 1987	31
3.	3.4.	Total Value of Expenditure on fixed And current Assets	32
4.	1A	Ages of Respondents	39
5.	1B	Respondents' Length of service	40
6.	1C	Respondents' Educational Qualification	40
7.	2A	Staff Position of Academic Department As At June 1989-	41
8.	3A	Effective Sources of Generating candidates for Employment	42
9.	3B	Is External Sources Generating Adequate Candidates	43
10.	3C	The Quality of Candidates Generated by various sources influence the Selection Process	45
11.	3D	The Methods Currentlu used in Recruitment has contributed to the Growth of the Polytechnic	47
12.	3E	Whether the Current Method used is A major Factor in Employee Turnover from the Polytechnic	49
13.	3F	Most Academic Staff Are Recruited Locally Within The state	50
14.	3G	Those Invited Through The Recruitment Process Always Appear For The Selection Proces	51
15.	3H	The Extent of The Labour Market In Contributing To The Large Number Candidates Appearing For Interview	52
16.	4A	Methods Used In Selecting Candidates	53
17.	4B	Most of the Selection Done within The Institution Are Based On True Assessement of the candidates	54
18.	4C	The Current Method Used By The Polytechnic Is The Best Method	55
19.	4D	The Method Used In Selecting Candidates for Employment Is The Major Factor In The Current Turnover Recorded	57
20.	4E	Do You Believe That Factors As Tribalism, Sectionalism Influence The Selection of Candidates?	59
21.	4F	If The Current Method Is Cahanged, The Quality of Staff To Be Em ployed will improve.	60
22.	4G	If the Appointment committee is reorganised, the selection Process will be Better	61

23.	5A	Would You Agree That The Present staff Development Policies of The Institution Is Good?	62
24.	5B	Have you Attended Any Development Programme sponsored By The Polytechnic?	64
25.	5C	Has The Organization Been Encouraging People To Go For Further Studies?	65
26.	5D	Has The Polytechnic Been Organising Special Development Programme Internally For The Staff?	66
27.	5E	Is Staff Development Problem Contributing To Turnover From The Polytechnic?	68
28.	5F	If The Present Policy is Reviewed will It minimise The Rate of Turnover?	69
29.	5G	Is the staff Development Committee Performing upto Expectation?	70
30.	6A	Is Job Satisfaction A Major Factor In your Staying In The Polytechnic?	72
31.	6B	If 'Yes' Do You Feel Your Job Is Interesting	74
32.	6C	If 'No' Will You Choose Another Job In Another Place?	75
33.	6D	Will you continue with Teaching But In A Different Institution?	76
34.	6E	Are Allowances And Other Benefits Adequate And Paid Salary Regular?	78
35.	6F	Is The Organization's Policy for Promotion Satisfying?	80
36.	6G	Is Your Stay In The Polytechnic Simply Because You Have No Alternations?	81

LIST OF FIGURES

1.	3.1	Histogram of Ratio of student to staff	31
2.	3.2	The Organizational structure of the Polytechnic	32
3.	3.3	Line and staff structure of the Polytechnic	35
4.	3.4	Matrix structure of the Polytechnic	37

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CHAPTER ONE

1.1 INTRODUCTION

The efficiency and effectiveness with which any organization is operated depends to a considerable extent upon how effectively its personnel are managed and utilised. Personnel programmes of any organization requires that employees should be recruited, selected, developed and retained for those jobs that are most appropriate for them to perform to accomplish the objectives of the organization. Furthermore, it is expected that employees be motivated to exert their maximum efforts on the jobs they perform so that their performance could be evaluated properly for results and remunerated accordingly.

Today's organizations are fast becoming more complex and operate in turbulent environment that managers in such organizations are required to have greater technical competence about their employees and the best ways of dealing with them, than i t was formally the case. To obtain the sound fit in individuals and jobs in the organizations, managers must constantly rely on scientific methods rather than the old system of rule of thumb.

The proliferation of Polytechnics (both Federal and State-owned), has brought about increased competition in the search for staff developing and retaining them. Furthermore, the relative neglect of Polytechnic staff by both Federal and State governments has further encouraged the mass movement of staff from this sector to other sectors where prospects are brighter.

This problem of mass movement of staff becomes all the more glaring in the institution on which this study is focused. Consequently, it has become necessary to examine the causes of this problem and provide meaningful solutions to the institution concerned. The study will therefore focus on examining the selection, development and retention of academic staff in the Polytechnics, if it is to discharge its functions as a technical institution for the much publicised technological development of the country.

1.3 JUSTIFICATION OF THE STUDY

Studies in the field of Personnel Management are constantly becoming important in the present day Nigeria where organizations are striving against all odds to improve their productivity. The study of this area of personnel stem exclusively out of my experience and interest in finding out causes of poor personnel outcomes experienced by most organizations particularly academic institutions. It is in the light of the above that I feel my findings could be effectively utilised by such institutions in order to have a more stable labour force.

The study is also appropriate at this point of time because of the Federal government's move to encourage Polytechnic and other technical institutions to contribute towards the nation's technological take-off. This has therefore increased the level of competition among such institutions in order to secure and maintain an adequate level of qualified staff. It is therefore h oped that my findings could be utilised by those institutions who are experiencing turnover and those that may be faced with this problem in future.

The choice of Academic Staff is also important because they form the basic ingredient of any academic institution. Turnover is observed to be more among them than the other supportive staff of the institution. It is equally believed that the level of respondents to examine will be high among the academic staff than when the entire staff of the institution is taken in general.

Furthermore, this study will unveil whether the much talked about low quality of education, could be attributed to poor selection and placement of personnel in accademic institutions.

1.4 SCOPE AND LIMITATIONS OF THE STUDY

The area of recruitment, selection, development and retention falls within the broad field of personnel activities. However, this study will be undertaken to cover only these areas mentioned above and the possible behaviour that will result from their implimentation. Furthermore, the study will be limited to cover only the period between 1983 - 1987. This period is assumed to be the period that the institution experienced a lot of development.

In the course of this Project, the researcher does not wish to claim perfection. A lot of difficulties may be encountered, prominent among which may be financial constraints. Secondly, the study will be limited to Ramat Polytechnic, Maiduguri and therefore it will not provide information about situations obtained in other State-owned Polytechnics.

Other factors which may limit the study is the factor of time, and the absence of an existing researched text in this area which may make reference in respect of some critical issues to be practically difficult.

1.5 METHODOLOGY

There was only one set of population, which is the entire senior staff of the Polytechnic. However, samples were drawn from three units. One of the samples was drawn from the academic staff of the institution. The second sample was drawn from registry staff and the final sample was drawn from those personnel that left the institution.

For the staff existing within the Polytechnic, the following criteria were used to select the set of respondents:-

a. The staff have stayed in the Polytechnic for at least three years falling within the time dimension.

b. The staff have served on at least a Committee dealing

with staff recruitment, selection and development in the institution.

c. Past leaders of interest groups who have a fair knowledge of the institution's policies regarding the topic of the study.

In selecting the respondents for each sample, the random sampling technique was used. In the case of analysis, percentage method was used and factors were only considered important if it scores a minimum of sixty per cent (60%) from the respondents.

METHODS OF DATA COLLECTION

Both Secondary and Primary data were obtained for the purpose of this study. The Secondary data was obtained from printed documents like the edict establishing the institution, the institutiion's Prospectus, Annual Progress Report and other official ducuments from related files.

Primary data was obtained through questionnaire administered on academic as well as registry staff, and personal interviews with the Rector and Principal Officers of the institution as well as members of the Senior Staff Appointment and Promotion Committee, members of Staff Development Committee, and Heads of Academic Departments. The personal interviews were conducted through guided questionnaire.

In the final analysis, the researcher used two simple statistical tools - Mean Scores and Percetages. A total of 70 questionnaires divided into five different sections were prepared and distributed . Section 1 deals with the personal history of the respondents. Section 2 deals with recruitment, Section 3 deals with selection, Setion 4 deals with development and Section 5 deals with retention of staff. Of the 70 questionnaires,

only 43 were returned out of which 3 were destroyed because the respondents could not fill the questionnaires properly.

1.6 DEFINITION OF TERMS

The following words will be used throughout the study, therefore their meanings, as far as this project is concerned are thus provided.

A. MANPOWER PLANNING. Manpower Planning will be defined as the organization's effort to anticipate future business and environmental demands on the organization and to meet the manpower requirements dictated by these conditions. It involves the provision of human resources to meet not only the present need of the institution but also the future needs.

B. RECRUITMENT. Recruitment is the examination of vacancy, the consideration of sources of suitable candidates, making contacts with the sources and attracting applications from them.

C. SELECTION is the assessment of candidates through various means and making a choice followed by an offer of employment.

D. MANAGEMENT DEVELOPMENT is the systematic process of development of effective employees to meet the requirements of an organization, involving an analysis of the present and future management requirements, assessing the existing and potential skills of employees and designing the best means for their development to meet these requirements.

E. PERSONNEL MANAGEMENT is that part of management concerned with people at work and with their relationships withing the enterprise; its aim is to bring together and develop into an effective organization and having regard for the well being of individual and of working groups; to enable them make their best contribution to its success.

F. JOB ANALYSIS is defined as the process of determining, by observation and study, and reporting pertinent information relating to the nature of a specific job. It is the determination of the tasks that comprise the job and of the skills, knowledge, abilities and responsibilities required of the worker for successful performance and which differenciate the job from all others.

G. ACADEMIC STAFF. All fully employed staff charged with the responsibility of teaching and research.

H. Registry Staff. All fully employed staff charged with providing supportive services to academic staff.

I. LABOUR TURNOVER refers to separation of employees from the organization as a result of retirement, serious sickness, death, breach of discipline, excessive absenteeism, theft, inefficiency, redundancy and volutary resignation.

J. RETENTION. This is the ability of the organization to maintain its staff and obtain organizational commitment from them in order to have a stable workforce.

CHAPTER TWO

2.1 LITERATURE REVIEW

A lot of theories have been written about the subject of recruitment, selection, development and retention of staff in organizations. In this review, I would highlight some of the important literature as it relates to these areas.

2.2 RECRUITMENT

REcruitment has been defined as an attempt to attract individuals from external labour market who are capable of and willing to fill available job vacancies.[1] The central idea in recruitment is for an organization to generate adequate pool of qualified candidates for selection. This is however influenced by the external labour market from which candidates are required. Empirical studies have indicated that the degree of tightness in the labour market influences the sources organizations use in recruitment and the areas covered in recruiting.

Malm, F. T. found that the tighter the labour market, the wider the area from which companies and other organizations look for new employees.[2] In a more recent study, Gaston, R. J. conducted a research on Labour Market Conditions and Employee Hiring Standard. This further emphasises the effect of outside economic conditions on recruitment needs. The study indicated that in an area with relatively high unemployment, employees hired had higher levels of schooling and higher performance on pre-employment test than did a similar group of employees in the same jobs for the same Company, at a location in an area of relatively low employment.[3]

These variations in the labour market therefore, subject the recruiter to constantly examine the various standards specified for recruitment with a view to modernising them and the recruitment sources charged accordingly.

2.3 SOURCES OF RECRUITMENT

There are a number of sources from which organizations can obtain a reasonable number of job applicants. The most important point to keeep in mind is that there will be no good selection procedure which can yield an effective work-force if the recruitment procedure cannot, or do not, provide an adequate group of candidates from which selection can occur. Therefore, it is crutial to develop recruitment procedure that will provide a sufficiently large and varied candidates manpower pool so that the selection can at least achieve their maximum potentials.[4]

The main sources from which organizations can recruit job applicants are as follows:-

- Educational Institutions
- Ministry of Employment, Labour and Productivity .
- Media Advertisement
- Private Employment Agencies
- Employee Referrals
- Trade Unions
- Unsolocited Applications

All these sources have thier advantages as well as shortcomings in terms of cost and quality. It is however important to state that organizations are not subjected to follow a particular source, but they can use two or more of these sources depending upon the calibre of personnel needed and the ability of the organization.

Goheen, H. W. and Mosal, J. N.indicated that up to this date, there has been little in the published literature reporting research on why employer choose one recruitment source over another for finding applicants for certain type of jobs. While many large employers undoubtedly conduct

research on questions such as which employment agencies send the most qualified applicants, the results of these research rarely find their ways into the published sources.[5]

However, few studies are available on some of these sources and their effectiveness in generating adequate manqpower pool. Among the few studies on this subject was the one conducted by Gannon, M. J. He showed the relationship between recruiting sources and subsequent turnover of clerical employees for a New York City Bank, and provides evidence that employees from certain sources are more likely to continue on the job. Those more likely to stay were re-employed former workers, those referred by their high school, those referred by their present employers or walk-ins. Rapid turnover, characterised those obtained through employment agencies and newspaper advertisement.[6]

More recent research however relates effect candidate sources to job search behaviour of employees. J. B. Miner and M. G. Miner stated that "some more recent studies of job search methods used by individuals seeking employment do provide some information that may be useful to the employers. Data from one of these studies show that direct applications is the most frequent method for obtaining jobs in all job categories. The second most frequent method differs considerable among occupations, however, with those in Managerial Occupation, more likely to answer advertisements, clerical workers are more lilely to ask their friends about jobs where they work."[7]

So far, most of the research work carried out on job applicant sources has concentrated on showing that managerial employees are sought nationally, clerical employees regionally and locally, and craft employees locally. This project will further examine whether these sources are more likely to generate reasonable number of applicants for academic employment.

The recruitment process does not only limit itself to the sources of

getting applicants, but also the message used in attracting the applicant is important. The more information candidates are given about the realities of the job they apply for, the lower the turnover rate among those who accept employment. It has therefore been suggested by Wannin, J. P. that part of the recruiters job i s to give prospective employees as clear a picture as possible of what they can look foreward to if they are hire.[8]

The issue of sources and message used in recruiting job applicants to a considerable extent is a determining factor in obtaining the best out of the employees and also is the ability of the employee to stay on His job.

2.4 SELECTION

In selection, organizations are involved in determining the best candidate for the job. In doing this, they involve a lot of techniques such as interviews, test, application blank, reference and recommendation. These selection tools are known as predictors. It is therefore important for organizations to investigate the validity of their predictors so as to be able to select the best candidates. a lot of studies have been donducted to determine the usefulness of these predictors as selection device.

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INTERVIEW

Studies conducted on the use of interview as a selection device has shown that the device has not been particularly successful. The inevitable conclusions derived from a number of investigations is that interviews judgements as they are usually made in the employment situation, are not closely related to measures of success on the job. In an overall sense, the evidence regarding validity of the selection interview yields a distinctly disappointing picture.[9]

In another study conducted by McGill University, the researcher found that in the actual employment situation, most interviews tend to make an accept-reject decision early in the interview. They do not wait until all the

information is in. But rather a bias is developed and established shortly after the discussion starts. This bias serves to colour the remainder of the interview and is not usually reversed.[10]

Summary of research findings on interviewing is provided below:

a. Interviews tend to develop a streotype of a good candidate and then seem to match applicants with stereotype.

b. Bias are established early in the interview.

c. During an interview in which the applicant is accepted, interviewer talks more and in a more friendly and favourable tone than in an interview in which the candidate is rejected.

d. Interviewers are influenced more by unfavourable than by favourable information.

e. Seeing negative candidates before positive candidates will result in a greater number of favourable acceptances than the other way round.

f. There are reliable and consistent individuals differences between people in the total number of people seen as being acceptable.

g. Factual written data seem to be more important than physical appearance in reaching judgements and this increases with interview experience.

h. Situational measures of behaviour designed to simulate job candidates are weighted more heavily than ability test, which are in turn weighted more heavily than Personality test.

i. Although the immediate previous job applicant has influence

on rating of the current applicants, the effect seems to be relatively small.

j. An interviewer is awarded a more extreme evaluation when proceeded by an interviewee of opposing value.[11]

These have therefore shown that the use of interview alone as a selection device is not adequate. In a series of studies, rather sizable predictive validities were reported for overall interviewer estimates of suitability for employment when a highly structured, patterned interview approach was followed. When validated against duration of employment for 587 people who left the Company within an 18 month period, the interviews yielded a correlation of .43. The employees who were still on the job 18 months after hiring were rated for performance effectiveness by their superiors and the result compared with the earlier interview judgements. A predictive validity co-efficient of .68 was obtained. Subsequent studies conducted using the same patterned interview format produced correlation with success criteria that were consistently in the range of the 60's.[12]

It should be noted that one cannot expect success from these studies. Yet an interview should contribute something above what might be obtained by chance alone and from the use of techniques.

APPLICATION BLANK

This involves obtaining information from the applicant by filling application forms. In this, the applicants supply the needed information for the company. Although the validity of information reported in application blanks has been studied, less frequently than the accuracy of interview information, the findings are much the same.[13] It should be stated here that studies to date on application blank do not yield support for the view that certain responses on the application blank are verbally predictive of future

success, irrespective of the job and the situation.

On the other hand some studies have produced very significant patterns of predictive responses. Appel, V. and Feinberg, M. R. found that "an analysis of application blank responses of boys doing direct door to door selling indicated that such items as owning a bicycle, family receives newspaper, attending a show or circus with parents, having a telephone in the home, and saving money earned, were highly predictive of success."[14] Similarly, studies conducted by Miner, J. B. "of application blank in a Consulting firm showed that the more successful Consultants had held Commissioned Offices rank in services, had previously been members of management in a business firm, were graduates of a private preparatory school, were graduates of a small private college, had obtained a graduate degree from the Harvard Business School or some other prestige school and had served in the Navy or Air Force; yet their fathers were of relatively low educational and occupational level."[15]

REFERENCE AND RECOMMENDATIONS

This involves obtaining information on the applicant prior behaviour not provided by the individual himself, but by those who have association with him and being in a position to observe him. Although the use of references, usually individuals named by the applicant, is widespread in the business world, the available research does not provide much basis for optimum in so far as this approach to selection problem is concerned. "One study related scores obtained from a standardized recommendation questionnaire to subsequent supervisory ratings of performance."[16] Most of the research conducted on this invariably show that responses are often favourable. However, some studies also found that when references are obtained in letter form, rather than by standardized questionnaires, different types of positive response statements can have differential significance.[17]

How valid are these sources of recommendation is the question that

that needs to be answered when this is being used as a selection device. Browning, R. C. conducted a research using public school teachers to see how valid it is. He concluded that "only correlation" of about .20 and higher have any predictive significance and there are few of these.[18]

Further studies indicated that references were most accurate when received from immedicate supervisors who supervised the candidate for a considerable time period in a job much the same as that in which the later employment occured.

TEST

This involves both physical and psychomotor test. It is administered to individual applicants in order to determine their suitability on the job. A lot of research work has been conducted on both the validity of physical as well as mental test. Reports of company practice with regards to the use of pre-employment physical examination indicates widespread usage, especaially in manufacturing industries, where 90% of the firms utilise the procedure.

J. B. Miner and M. G. Miner stated that "The physical examination does not take an identical form in all companies and for all jobs. Where the nature of the work is such that a specific type of disability will alsmos inevitably restrict effectiveness this particular sphere tends to receive greater attention and more detailed medical tests are normally carried out. Thus, the pre-employment physical examination is in reality a battery of test, which should be selected with a view to maximising predictive effectiveness in the particular situation while at the same time keeping related costs to a minimum."[19] The studies conducted on pre-employment physical examination has to do with consistency and validity. In a research carried out some years ago dealing with the consistency of pre-employment phsical examination give to applicants for positions as Airline Pilots was rather discouraging. Repeated examination does not yield the same result.[20]

As regards validity, a study that permits a comparism of accident rates among airplane pilots who did not possess certain physical defects at the time of employment is relevant to this issue. The conclusion derived from these studies shows that in none of these studies were the physically unfit men totally unselected.

In selection therefore, organizations should investigate the validity of their predictors before using it as a selection device and at the same time, more than one predictor should be employed in order to obtain better results.

2.5 DEVELOPMENT

This is the technique used to raise the performance of organization members. It may involve providing the employee with new knowledge and information relevant to the job or by teaching new skills of a psychomotor nature, or by imbibing an individual with new attitudes, values, motives, and other personality characteristics. The central idea is development is to improve the performance of the employee in order to attain the goals of the organization. It involves determining the need for development, the effectiveness of the programme and the cost associated with it. E. F. Flippo observed that "after the employee has been recruited, selected, and inducted, he or she must next be developed to better fit the job and the organization. No one is a perfect fit at the time of hiring and some training and education must take place.[21]

Every organization expects the best performance from its workers and to get the best of a worker, such a worker requires training or development, hence Flippo continued that "no organization has a choice of whether to develop an employer or not; the only choice is that of method. If no organised programme exists in any organization, development will largely be self-development while learning on the job.[22]

Other writers have also supported the idea of development and its

importance to the organization. In his article in the Daily Times of Friday, 10th October, 1975, tittled "Manpower Development in Developing Economy, Ordia, S. C. Observed that as "the function of recruiting employees represents on the initial stage in the building of an efficient and stable labour-force, it should be recognised that after being selected, employees require continuous development if their potentials have to be utilised effectively."[23]

The Udoji Panel also observed that "for a result oriented public service that makes full use of modern management techniques to be involved, attention has to be focussed on the problems of staff development that without properly trained and strong motivated staff, management will have great difficulties in using financial and material resources to the best advantage in striving to attain objectives and to achieve target goals for the implimentation of its programmes.[24]

It should be realised that just as in selection where predictors are validated against criteria of success, so is it in training and development. It should be studied to determine whether it really is contributing to improved performance. Little Literature has been found in this area, but it must be realised that determining whom the organization should train is important. At the same time, evaluating training to see whether there is a change in employee attitudes towards the job is equally important.

Finally, organizations have a lot of means through which development may take place. Some of these methods include:-

- Human Relations Training
- Sensitivity Training
- Problem Solving and Creativity Training
- Motivating Training
- Achievement Motivation Training
- Managerial Role-Motivation Training

- Case Study
- Role Playing
- Business Games
- University Type Training Programme.

As well as development outside the classroom i.e. Job Rotation and Understudy, Assignment. The choice of each of these methods depends on the type of training needed and the cost to the organization.

2.6 TURNOVER

This refers to the movement of employees (both workers and management) into and out of an organization. Movement of individuals into the organization are often referred to as 'accessions' or 'engagements' whereas movement out of the organization are often referred to as 'separations' or 'departures'. "Employee turnover usually includes separation from the organization as a result of retirement, serious sickness, death, breach of discipline, excessive absenteeism, theft, inefficiency, redundancy, and volutary resignation. Movements as a result of transfers and promotion, does not constitute turnover of employees."[25]

Employee turnover within an organization could be voluntary or involuntary. Voluntary turnover involves movement that is initiated by the employee himself, whereas involuntary turnover involves movement that is initiated by management or forced on the worker by some circumstances that make it impossible for the member to continue with his membership of the organization. There are a number of factors that determine the rate of turnover in organizations. Some of these factors include pay, state of the labour market, job satisfaction, size and location of the organization, interaction among employees, participation in management, etc. Theories relating to these factors could be briefly outline to see their impact on employee retention or turnover.

REWARD

This includes salaries, wages, promotion and fringe benefits. It equally includes other commodities that have financial value which organizations give to employees in return for their services. The Reward System of any organization has considerable impact on whether an employee is retained or leaves. The idea behind the reward system that is an important determinant of employees stay and commitment to the organization, implies that if the amount or value is perceived to be relatively high, the more likely that the individual will stay. Similarly, it could be stated that individuals act to maximise their net balance of benefits over cost over their lifetime. Thus the higher the net balance, the more likely is the individual to remain. Empirical and theoretical support for this statement has been unanimous. Gowler and Legge, in a six weeks study (May - June) 1967, of a large chemical plant, noted that "not one respondent claiming a take home pay of less than £14.00 a week records a high degree of occupational intergration. Conversely, not one respondent claiming about £16.50 a week take home pay records a low degree of occupational role intergration."[26] The first respondents with low degree of occupational role intergration implies more willingness to change job.

Pencavel, also supported the above statement by postulating that "workers allocate their employments between industries so as to maximise their net rates of return over costs over their life time."[27] In another observation about the reward system, Ingham argued that "the decision to leave or stay in an organization will be dependent upon the level of reward an individual receives from the system."[28] The Reward System of any organization equally determines the quality of staff employed by such organization. If the reward system is inadequate, turnover may occur. In the words of Lawler, "organization that pays higher than average wages seem best to attract and retain high quality labour"[29] than others.

The Reward System, particularly money, tends to be valued very much by the employees, may not necessarily be a good factor in keeping him on the job than in hiring him to the job. However, it is still believed to be a good determinant of employees' stay on the job.

JOB SATISFACTION

The theory behind job satisfaction is closely related to the reward system. The more the individual perceives his job to be satisfying, the more likely for him to feel more committed to the organization. Job Satisfaction refers to "the degree to which an employee feels that his job and membership of an organization is meeting with his needs and wants and his desires for personal development"[30] The preposition here is that members who have a positive feeling towards the system are more likely to stay than those who have a negative feeling. This has been supported by March and Simon when they argued that"the literature on the factors associated with employee motivation to leave an organization suggests that the primary factor influencing this motivation is employee satisfaction with the job as defined by him. The greater the individual satisfaction with the job, the less the perceived desirability of movement"[31] Therefore, turnover, could be observed to be caused by lack of job satifaction from the perception of the individual.

STATE OF THE LABOUR MARKET

This also determines to a great extent the tenure of employees in an organization. Where employment opportunities about, individuals remaining on their jobs will be small as compared to a situation where such opportunities do not exist. In a case study of eight faculties at the main campus of the Ahmadu Bello University, Zaria, OJUWU and UDO noted that "the observed relative stability in the faculties of Veterinary Medicine and Agriculture must not be taken for greater commitment of staff in these faculties, especially

given the uniform structure in the University. An important factor is workers decisions to change jobs is the availability of alternative employment."[32] This statement has clearly shown that even where the job condition is not satisfactory, lack of alternative, may force the didividual to remain with the present job.

INTERACTION AMONG EMPLOYEES

The interpersonal relationship in terms of group interaction, cohesion and solidarity, among workers, reduce the individuals willingness to change job. Where such group relationship is not present, the individual will feel unwanted and try to find such feelings from somewhere else. PRICE stated that, "successively higher amounts of participation in primary groups will likely produce successively lower amounts of turnover."[33]

LOCATION OF THE ORGANIZATION

The location of the organization in terms of values, norms and relighion, influences the propensity of the employees to stay or leave. Thus in a given geographical area, turnover rates for two or more localities will tend to differ, depending on the degree of heterogenity of their characteristics. After a review of a number of studies on the differences in turnover rates between urban and rural areas, PETTMAN came to the conclusion that "the Urban-Rural turnover relationship is consiquently far from determining"[34] The other factors include, religion, social values, etc which may all influence the willingness of employees to stay or leave.

PARTICIPATION IN MANAGEMENT

Management's decision to allow their employees to participate in decisions that affect their work is an important factor in enhancing employee continutity on the job. In a study of the relationship between morale and turnover among six hundred (600) Michigan Bell Telephone Operators and service representatives

Farrell found that neurotic personality and attitudes towards wages and supervision were not significant. The most significant differences between those who stayed on and those who left wwere found to be the workers' feelings of ego-involvement in the day to day operations of the plant.[35] Those who stayed on much more than those who left, felt that they were free to make decisions on the job and considered themselves making important contributions to the Company.

Suggestions made by CHRUDEN AND SHERMAN on the reduction of turnover are more petinent to this study since they relate to the retention of scientific and technical staff as could be found in our Technical Colleges. They believed that retention could be attained by an institution under the following conditions:-

a. Freedom to publish and discuss work with other members of the academic community.

b. Association with stimulation from high calibre collegues.

c. Democratic management particularly for those managers in charge.

d. Adequate facilities, resources and technical assistance for research.

e. Treatment as an individual and not as part of a machine.[36]

Williams, R. L. has also recommended the following procedure and practices in educational institutions for the effective utilization, motivation and retention of employees:-

- a. Appointments and promotions should be based on character and ability including experience, knowledge of the subject-matter, skills in presentation, ability to stimulate,

enthusiastic devotion to teaching, etc.

- b. Promotion should be based on demonstrated merits and not simply on length of service - it should not be automatic.
- c. Promotion of staff should be as fast as possible in the light of the services.
- d. Staff should be involved in personnel polices.
- e. Salaries should reflect consideration of salaries that staff would receive if they exercise their profession outside the educational institution.[37]

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CHAPTER THREE

3.1 HISTORY AND GROWTH OF THE ORGANIZATION

The history of the institution could be traced back to 1973, when the then North-Eastern State established a Technical College to cater for the products of the former Crafts School. As time went on however, the need for middle-level technical manpower was hightened, especially with the creation of Borno State in 1976 and the immigration of a large number of staff indigenes of Bauchi and Gongola States. It was further obsersved that although there were indigenes of the state in the Universities, their number was insignificant and on graduation, they occupy higher cadre in the Civil Service, leaving a yearning gap between the junior cadre and the senior cadre. There was, therefore, a serious need to fill this gap. Although the Kaduna Polytechnic (jointly owned by the eleven Northern States) was producing this level of manpower, it became apparent that it could not meet the needs of all the States due to limited resources. The Borno State government therefore, considered it wise to establish its own College of Technology, to produce enough middle-level technicians and technologists in areas like Engineering, Management, Architecture, Land Surveying, etc. This led to the birth of Ramat College of Technology in 1978, in place of the Ramat Technical College.

The Ramat Polytechnic was established in April, 1978 by Edict No. 7 of 1978, as a State Polytechnic. The Institution which was then called "Ramat College of Technology" was empowered according to the Edict "To provide for studies, training, research and development of techniques in Applied Science, Engineering, Management and Commerce as well as in other spheres of Learning."

The Ramat College of Technology was re-named Ramat Polytechnic in 1979 in accordance with the Federal Government's direction that all Colleges of Technology be re-named Polytechnics. By November 1979, the Institution assumed the status of a Polytechnic with the appointment of Rector and

Registrar. Eventhough the first set of Diploma students were admitted in 1979 - 1980 academic session, there were 300 students offering Trade and Certificate courses in four Departments, namely Mechanical, Civil, Electrical, and Agricultural Engineering.

The growth of the Polytechnic both in terms of the student population and academic departments has been enormous. The Polytechnic which started with a mere student population of 300 and four departments, hs as at today more than two thousand students and 15 academic departments grouped into 5 Schools namely - School of Agricultural Science and Technology, School of Engineering and Applied Sciences, School of Environmental Sciences, School of Management and School of Vocational and Technical Education.

3.2 OBJECTIVES AND FUNCTIONS OF THE POLYTECHNIC

The objectives of any organization are highly related to the type of products or services it produces. It could therefore be observed that the objectives of the Polytechnic was clearly spelt out in the Edict establishing the Institution and could be summarised as follows:- "The production of technical manpower who will render selfless service to the State in particular and the whole country in general." To accomplish this objective, the institution embarks on studies, training and research, and encourages the development of science, engineering, management, commerce and other fields of studies. Specifically, the following functions are performed to realise the above stated objectives:

a. The provision of courses of institutions leading to the award of the National Diplomas, Higher National Diplomas, National Certificate of Education (NCE) and other distinction in Science, Technology, Management and such others at the Intermediate level of manpower.

b. The provision of special courses whether leading to distinctions or not taking into account at all times the requirements of the Intermediate level of manpower needs of the State in particular and the country in general.

c. Working in the development of techniques and new technological innovations.

d. The organization of Conferences, Seminars, Study Groups and similar activities.

e. Any such activities as may in the opinion of the Council serve to promote the objectives of the Polytechnic.

3.3 THE SIZE OF THE POLYTECHNIC

Over the years the Ramat Polytechnic has grown steadily both in terms of student population, quality and quantity of academic staff. While it started with only 300 students and 24 academic staff, the institution at present has about 2,000 students and 240 academic staff. There were also increases in the number of employees and the total ependiture in fixed and current assets.

Table 3:1 shows the number of student enrolment and the academic staff strength for the last five years.

Year	Student Enrolment	Academic Staff Strength
1982/83	1,600	130
1983/84	1,800	140
1984/85	1,800	160
1985/86	1,975	193
1986/87	2,052	200

Source - Academic Office

When the above invormation is expressed as a ratio of students to the academic staff, we have the following:-

Table 3:2 showing ratio of student to staff for the 1982 - 1987.

Year	Ratio of Students to Staff
1982/83	1:12
1983/84	1:13
1984/85	1:11
1985/86	1:10
1986/87	1:10

When plotted on a graph, the above ratio shows the following histogram:

Figure 3:3 showing the histogram of ratio of student to staff for the years 1982 - 87

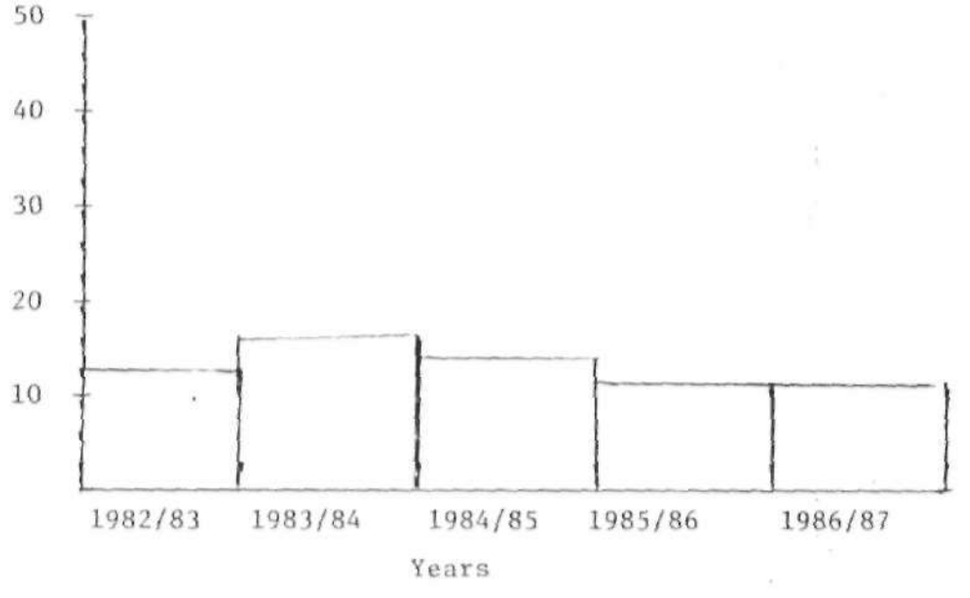


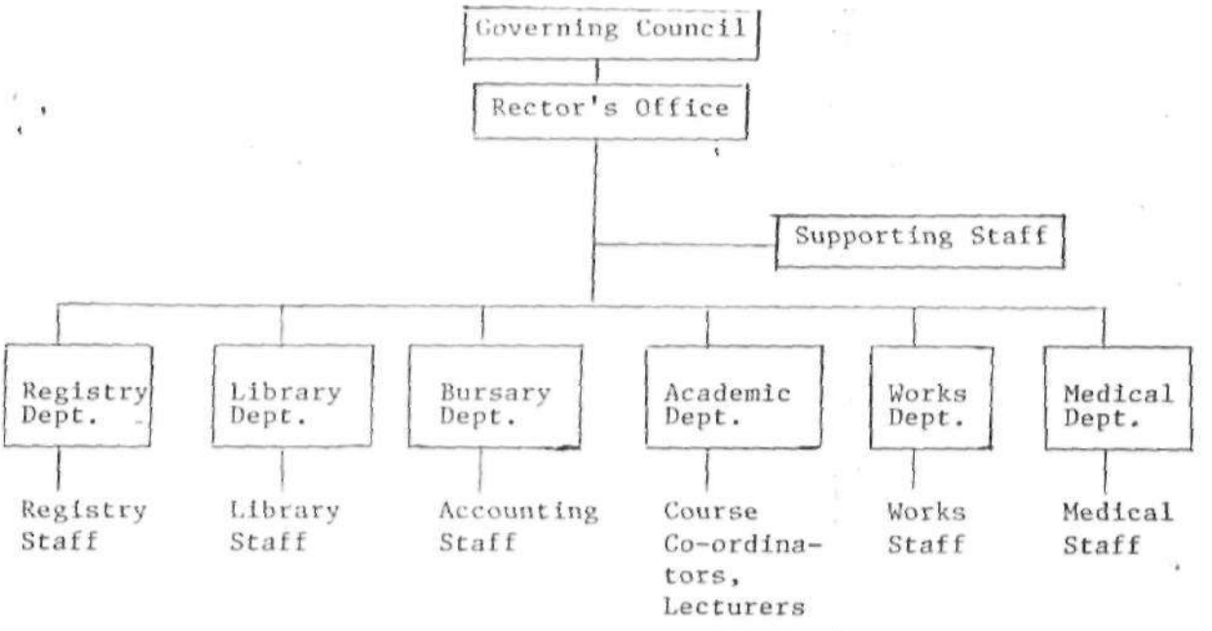
Table 3:4 showing the total value of expenditure on fixed and current assets of Ramat Polytechnic, Maiduguri

Year	Fixed Investment	% Increase	Recurrent Exp.	% Increase
1982	₦6,820,569	-	₦4,852,208	-
1983	₦6,840,334	28	₦5,441,031	10
1984	₦6,596,877	-3	₦5,449,047	.2
1985	₦7,103,533	7	₦5,914,660	8
1986	₦7,721,070	8	₦5,444,118	-8
1987	₦7,943,157	3	₦5,470,112	.47

Source - Bursary Department,
Ramat Polytechnic, Maiduguri.

3.4 ORGANIZATIONAL STRUCTURE OF THE POLYTECHNIC

The Polytechnic operates with the functional type of organizational structure even though some elements of the Matrix Organization can be seen when one considers the way special projects and programmes requiring setting up of Ad-Hoc Committees. Depending on what one wants to look at, the three charts of the Polytechnic can be drawn.



As could be seen from the above chart, the overall control of the Polytechnic is carried out by the Governing Council. This group is normally appointed by the State Government and they are responsible for the general management of the affairs of the Polytechnic. Directly under the Governing Council is the office of the Rector. The Rector is the Chief Executive of the Institution as well as the accounting officer. He is assisted by the Deputy Rector. The overall task of the institution is further sub-divided into various departments namely - The Registry, headed by the Registrar who also reports directly to the Rector. The task of this department is further divided into various units such as the Senior Staff establishment, both of which serve as the Personnel Department of the Polytechnic. Other units under this department include the Academic Office, Housing and Passages, Information and Publicity, Students Affairs and Industrial Liaison Unit. Each of these departments is headed by Assistant Registrars of various ranks.

The Bursary is also another department which deals with the financial matters of the institution. It is headed by the Bursar who is directly responsible to the Chief Executive. Other units under this department include the Salary Section, Revenue Section, Polytechnic Bookshop, Polytechnic Motel, Cash Office and General Accounts. Each of these is headed by an appropriate officer.

The Library department is headed by the Librarian who is dirctly accountable to the Rector. Other Sections in the Library include Catalogueing, Reserves, Loans and General Units. Each of these is taken charge of by the various library staff.

The various academic departments are each headed by the Head of Department and each of them is accountable directly to the Rector. There are presently fifteen of such departments in the institution, namely - Accounting and Finance, Agricultural Science and Technology, Architecture and Town

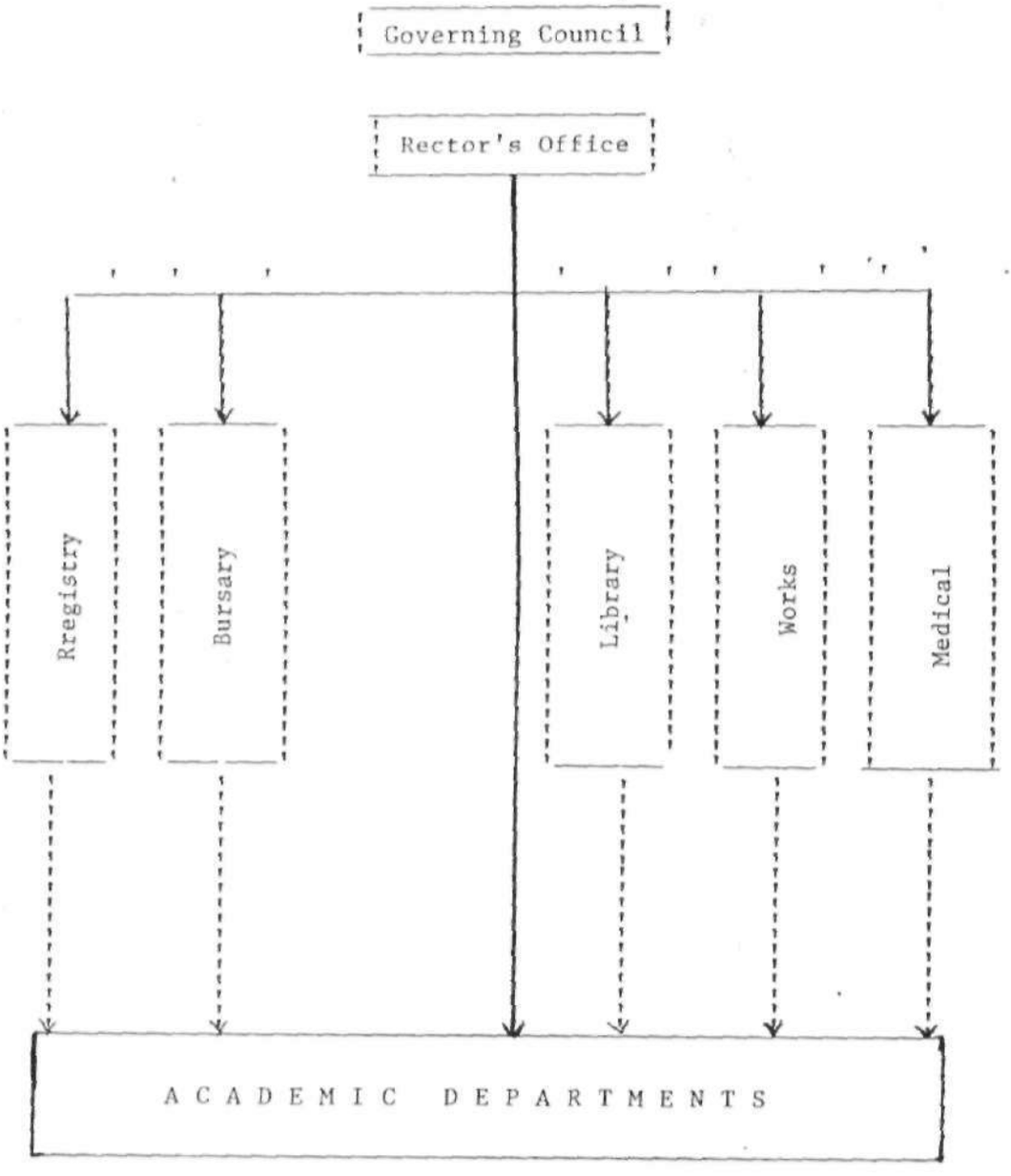
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Planning, Building and Civil Engineering, Business and Administrative Services, Electrical and Electronics Engineering, Food Science and Catering Studies, General Studies, Land Surveying and Estate Management, Mathematics and Statistics, Marketing, Mechanical Engineering, Science Laboratory Technology, Technical Education, and Water Technology. It should be specifically stated here that all of these departments are directly involved in accomplishing the aims of the institution while all the others serve in staff positions. Depending upon the characteristics and needs of each of the departments, various Units and Sections are established with various Lecturers co-ordinating each Section.

The works Department is headed by the Director of Works who is also accountable to the Chief Executive. The work of this department include structural planning of the institution, supervision of building contracts and all maintenance work are carried out in this department. Like the other departments mentioned earlier, this department also has verious sections under it and each of these sections is headed by the Works Department staff. Some of these sections include - Building, Electrical, Transport, and General Maintenance.

The final department is the Medical Service Department. This department is also heaaded by the Director of Medical Services reporting directly to the Chief Executive. This department attends to the medical problems of staff and students of the institution. It is equally divided into sections, each of which is headed by the appropriate staff.

The second angle from which the structure of the Polytechnic would be viewed is by looking at it from Line and Staff Organizations perspectives. The figure below indicates the relationship:



————————> Normal Line Relationship

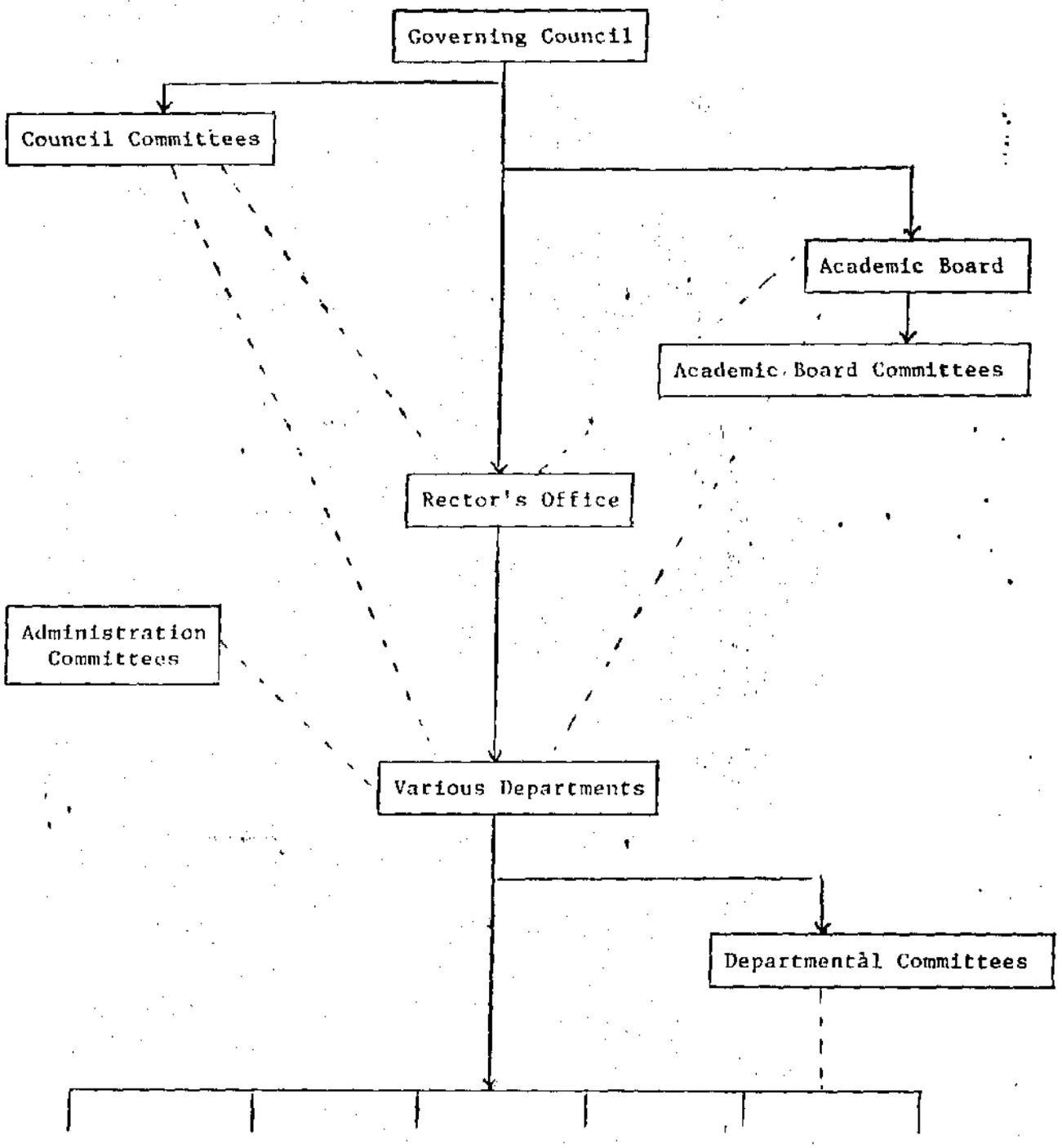
----------> Delegation of Functional Authority from Line Authority of the Rector

As mentioned earlier, all but the academic departments are staff departments wich render sersvices to support the academic departments in accomplishing the objectives of the Polytechnic. Because of the significance of the supportive services provided, two kinds of authority relationships run through the institution.

The first line of authority is the normal line relationship which is depicted by the unbroken lines in Figure 3:3 above. This line of authority comes directly from the Rector. Whereas in the second case, we have a delegation of functional authority from the line authority of the Rector. This means the permission to issue directions to people not under the supervison of such departments. This however is limited to a few variety of activities and circumstances. For instance, the Registrar issues directives to all the other departments with matters such as student affairs matters, information and publication, etc. In the same vein, the Bursar, issues directives as regards the disbursement of funds.

Another way of looking at the Polytechnic's Organizational Structure is in the way activities are carried out through the use of various Committees. It is here that some elements of Matrix Structure applied to the Polytechnic.

Figure 3:4 showing Organizational Structure incorportating the various Committees:-



Source: P. M. Gadzama

From the figure above, the positions of the various committees in the Polytechnic are outlined. This chart however does not include the various Ad Hoc Committees because of their temporary nature. They are however set according to the need of the moment and appear at all levels of the Organization.

3.5 VARIOUS COMMITTEES DEALING WITH RECRUITMENT, SELECTION AND DEVELOPMENT

There are many standing committees in the Polytechnic. They are normally categorised in different ways depending upon the perspective at which one is looking at them. In this study, only the Committees involved with Personnel activities of recruitment, selection, and development will be discussed.

A. SENIOR STAFFAPPOINTMENT AND PROMOTION COMMITTEE

The membership of this committee is composed of seven members of the Governing Council with the Rector as Chairman. This Committee is responsible for appointment, promotion, discipline of the senior academic, administrative and technical staff of the Polytechnic up to Grade Level 14. They are equally charged with the responsibility of ratifying Temporary Appointments made by the Rector on behalf of the Committee.

B. STAFF DEVELOPMENT COMMITTEE

The membership of this Committee comprises of 3 members. They are normally composed of the Registrar, the Deputy Chief Inspector of Education from the State Ministry of Education, and the Rector as the Chairman. The terms of reference of this Committee is to consider and approve applications for Study Leave/Fellowship from members of staff of the Polytechnic. They equally handle other matters relating to staff development.

CHAPTER FOUR

DATA ANALYSIS

This Chapter deals with the analysis of data obtained from respondents, observations, and records of the Organization. Most of the information is presented in a Tabular form.

TABLE 1A

AGES OF RESPONDENTS

Age Range	Male	%	Female	%	Total	%
Below 20	0.0	0.0	0.0	0.0	0.0	0.0
21 - 25	1	100	0	0.0	1	2.5
26 - 30	8	66.6	4	33.4	12	30.0
31 - 35	12	85.7	2	14.3	14	35.0
36 - 40	10	90.9	1	9.10	11	27.5
41 and above	2	100	0	0.0	2	5.0
Total	33	82.5	7	17.5	40	100

TABLE A1 indicates that out of the 40 staffs who responded, 82.5% of them are males while 17.5% are females. Out of this figure, 100% aged between 21 - 25 years and also 41 years and above; 66% aged between 26 - 30 years, 85.7% aged between 31 - 35 years while 90.9% aged between 36 - 40 years. None of the respondents aged below 20 years.

Of the female respondents, 33.4% aged between 26 - 30 years, 14.3% between 31 - 35 years while only 9.1% aged between 36 - 40 years. None of the female respondents aged between 21 - 25 years, 41 years and above as well as below 20 years.

TABLE 1B - Respondents' Length of Service

Length of Service	Male		Female		Total	
	F	%	F	%	F	%
Less than 1 yr	0	0.0	0	0.0	0	0.0
1 - 2 years	0	0.0	0	0.0	0	0.0
2 - 3 years	5	100	3	100	8	20.0
3 - 5 years	12	80	2	20	14	35.0
5 - 7 years	8	60	2	40	10	25.0
7 - 10 years	4	80	1	20	5	15.0
10 - 20 years	3	100	0	0.0	3	7.5
Over 20 years	0	0.0	0	0.0	0	0.0
	32		8		40	100

TABLE 1B shows that none of the respondents has served for below 2 years in the establishment. One hundred per cent (100%) of the male respondents have served for between 2 - 3 years and 10 - 20 years; while 80% served for 3 - 5 years and 7 - 10 years. Sixty (60%) of the male respondents served for 5 - 7 years and none of the male respondents sersved for between 1 - 2 years and above 20 years. Of the female respondents, none served for between 1 - 2 years and 10 -20 years and above; while 100% served for 2 - 3 years, 20% for 5 - 7 years and 40% served for 5 - 7 years.

TABLE 1 C - Respondents' Educational Qualification

	Male		Female		Total	
	F	%	F	%	F	%
2nd Degree and Above	16	75.5	4	24.50	20	50.0
1st Degree	8	82.93	1	17.07	9	22.5
HND	8	94.22	1	5.78	9	22.5
NCE	1	100.0	1	10.00	2	5.0
OND	0	0.0	0	0.0	0	0.0
Others	0	0.0	0	0.0	0	0.0
Total	33		7		100	

TABLE 1C shows that out of the 40 respondents, 50% have 2nd Degree and above, 22.5 are holders of first degree and HND, while only 5% are NCE holders None of the respondents has ONI), WASC or other qualifications as stated above.

TABLE 2A

STAFFING POSITION OF ACADEMIC DEPARTMENTS AS AT JUNE 1989 .*

Departments	Number of Staff
Accounting and Finance	
Agricultural Science and Technology	16
Architecture and Town Plannnlng	10
Business and Administrative Sersvices	16
Building and Civil Engineering	8,
Catering and iioLe! Management	12
Electrical and Electronics	9
Genera] Studies	20
Land Surveying and Estate Management	10
Mathematics and statistics	9
• Marketing	9
Mechanical Engineering	8
Science Laboratory Technology	17
Technical Education	17

Of the total of 40 respondents who returned the questionnaire, 30 or 75% of them believed that recruitment within the organization is done from out-side the institution. Only 25% agreed that some departments also recruit academic staff internally. Those departments are the Departments of Land Survey and Estate Management, Building and Civil Engineering, and the Department of Science Laboratory Technology.

TABLE 3 A

Effective Sources of Generating Candidates for Employment

Sources	Male		Female		Total	
	F	%	F	%	F	%
Educational Institutions	4	100	0	0.0	4	10
News Media	15	65	3	35	18	45
Ministry of Labour and Productivity	0	0.0	0	0.0	0	0.0
Employee Referrals	9	72.5	2	27.5	11	27.5
Unsolicited Applications	5	81.2	2	18.8	7	17.5
Total		33	7		40	100

F = Number of Respondents.

Regarding the most effective source of recruiting employees, responds indicated that most of the recruitment is done through Newspaper Advertisements Forty-five per cent (45%) of the people agreed that most of the people who appear for the selection process, do so through News Media Advertisements. Ten percent (10%) of the respondents believe that Edcuational Institutions are sometimes used. Twenty-seven point five per cent (27.5%) of the people believe that Employee Referrals is most effective. Seventeen point five per cent (17.5%), on the other hand agreed with Unsolicited applications as being effective.

TABLE 3B

Is External Sources Generating Adequate Candidates?

	Very Many		Many		Fairly		Few		Don't Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	00	0	00	0	00	0	00	0	00	0
21 - 25	1	100	0	00	0	00	0	00	0	00	1
26 - 30	3	25	5	41.6	3	25	1	8.4	0	00	12
31 - 35	4	28.6	6	42.8	2	14.3	2	14.3	0	00	14
36 - 40	2	18.2	4	36.3	3	27.3	2	18.2	0	00	11
41 - Above	0	00	2	100	0	00	0	00	0	00	2
Total	10	25	17	42.5	8	20	5	12.5	0	00	40
Qual. 2nd Degree & Above	3	18.8	10	62.5	2	12.5	1	6.2	0	00	16
1st Degree	3	37.5	4	50	1	12.5	0	00	0	00	8
HND	3	37.5	4	50	1	12.5	0	00	0	00	8
NCE	0	00	0	00	1	100	0	00	0	00	1
OND	0	00	0	00	0	00	0	00	0	00	0
Others	0	00	0	00	0	00	0	00	0	00	0
Total	9	73	18	54.6	5	15.1	1	39	0	00	33
Years of Service											
3 and Below	0	00	0	00	0	00	0	00	0	00	0
3 - 7	8	33.3	8	33.3	5	20.8	3	12.6	0	00	24
7 - 10	2	40	3	60	0	00	0	00	0	00	5
10 - 20	1	33.3	1	33.3	1	38.4	0	00	0	00	3
20 and Above	0	00	0	00	0	00	0	00	0	00	0
Total	11	34.4	12	37.5	6	18.8	3	9.3	0	00	32
Sex - Male	8	25	12	37.5	7	21.9	5	15.6	0	00	32
- Female	4	50	3	37.5	1	12.5	0	00	0	00	8
Total	12	30	15	37.5	8	20	5	12.5	0	00	40

F = Respondents' Number

Table 3B shows that 67.5% of the respondents felt that the external source of recruiting is very effective in generating adequate number of candidates for the selection process (42.5% responded 'Very Many' while 25% responded 'Many'). There is however no significant difference in the respondents when classified according to qualification; years of service and sex. While 81% of the respondents with 2nd Degree and above felt the external

sources is very effective, 71% of the respondents within the years of service bracket also share that belief. There are however some slight differences as observed in those who believe the sources is generating few candidates. When classified according to age and sex, 12.5% of the respondents felt that only few candidates are generated through the external process. Thirty-three point four per cent (33.4%) of those within the years of service bracket felt that few candidates are generated while only 3.9% of respondents within the qualification bracket responded that few candidates are generated.

The quality of candidates generated by the various groups influenced the selection process. Table 3C indicated that 75% of the respondents agree with this. When compared according to Age, Sex, Years of Service, and Qualification, no significant difference is observed. Only 15% of the respondents disagree with the sources.

TABLE 3C

The Quality of Candidates Generated by the Various Sources Influence the Selection Process

	Strongly Agree		Agree		Disagree		Strongly Disagree		D/Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	0	0	1	100	0	0	0	0	0	0	1
26 - 30	2	16.7	8	66.6	2	16.6	0	0	0	0	12
31 - 35	2	14.3	10	71.4	1	7.2	1	7.1	0	0	14
36 - 40	3	27.3	7	63.6	1	9.1	0	00	0	0	11
41 and Above	1	50	0	00	1	50	0	00	0	0	2
Total	8	20	26	65	5	12.5	1	2.5	0	0	40
Qualification											
2nd Degree and Above	4	20.0	22	60.0	3	15.0	1	5.0	0	0	30
1st Degree	2	22.2	7	77.8	0	00	0	00	0	0	9
HND	2	22.2	6	66.7	1	1.1	0	00	0	0	9
NCE	0	00	1	50.0	1	50	0	00	0	0	2
OND	0	00	0	00	0	00	0	00	0	0	0
Others	0	00	0	00	0	00	0	00	0	0	0
Total	8	20	26	65	5	12.5	1	2.5	0	0	0
Years of Service											
3 - Below	0	00	0	00	0	00	0	00	0	0	0
3 - 7	6	25.0	16	66.7	2	8.3	0	00	0	0	24
7 - 10	2	15.3	9	69.2	1	7.7	1	7.7	0	0	13
10 - 20	0	00	2	66.7	1	33.3	0	00	0	0	3
20 - Above	0	00	0	00	0	00	0	00	0	0	0
Total	8	20	27	67.5	4	10	1	2.5	0	0	40
Sex - Male	8	25.0	20	62.5	5	15.6	1	3.1	0	0	32
- Female	2	25.0	6	75.0	0	00	0	00	0	0	8
Total	10	25	26	65	5	12.5	1	2.5	0	0	40

F = Number of Respondents.

Responses received on whether the current method used by the Polytechnic has been contributing to the growth of the Polytechnic, as shown in Table 3D, 89% of the respondents disagree with the statement. Only 11% agree with the method as contributing to the growth of the Polytechnic. The Table further shows that when compared according to the various classifications, 65% of

those with Second Degree disagree while 83.3% of those who served between 3 - 7 years with the Polytechnic disagree with the method. Eighty per cent (80%) of the respondents when classified according to sex also disagreed. For those who agree with the methos as contributing to the growth of the Polytechnic, no significant differences could be observed.

Even though the methods have not been contributing to the growth of the Polytechnic as indicated in Table 3D, Table 3E also shows that the method has not been a contributory factor in the turnover of Academic staff as recorded by the Polytechnic. The Table clearly indicated that 0% of the respondents agree with the statement. While 100% of the respondents disagree of strongly disagree with the statement; no significant difference could be seen when compared.

TABLE 3D

The Methods Currently used in Recruitment has Contributed to the Growth of the Polytechnic

	Strongly Agree		Agree		Disagree		Strongly Disagree		Do not Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	00	0	0	0	0	0	0	0	00	0
21 - 25	0	00	0	0	1	100	0	0	0	00	1
26 - 30	0	00	1	8.3	8	66.7	3	25	0	00	12
31 - 35	0	00	0	0	10	71.4	4	28.6	0	00	14
36 - 40	0	00	1	9.1	7	63.8	3	27.3	0	00	11
41 - & Above	0	00	1	50	1	50	0	00	0	00	2
Total	0	00	3	75	27	67.5	10	25	0	00	40
Qualification -											
2nd Degree & Above	0	00	2	10	13	65	5	25	0	00	20
1st Degree	0	00	0	0	8	88.9	1	11.1	0	00	9
HND	0	00	1	11.1	6	66.7	2	22.2	0	00	9
NCE	0	00	1	50	1	50	0	00	0	00	2
OND	0	00	0	00	0	00	0	00	0	00	0
Others	0	00	0	00	0	00	0	00	0	00	0
Total	0	00	4	10	28	70	8	20	0	00	40
Years of Service -											
3 - Below	0	00	0	0	0	0	0	0	0	00	0
3 - 7	0	00	1	4.2	20	83.3	3	12.5	0	00	24
7 - 10	0	00	1	7.7	9	69.2	3	23.1	0	00	13
10 - 20	0	00	0	0	3	100	0	0	0	00	3
20 - Above	0	00	0	0	0	0	0	0	0	00	0
Total	0	00	2	5	32	80	6	15	0	00	40
Sex - Male	0	00	0	0	27	84.4	5	15.6	0	00	32
- Female	0	00	1	12.5	5	62.5	2	25	0	00	8
Total	0	00	1	2.5	32	80	7	17.5	0	00	40

According to Age, Sex, Qualification, and Years of Sersvice in the Polytechnic, Table 3F also indicated tjat 62.5% of the respondents agree with fact that most of the academic staff are recruited from within the State. Only 20% disagree while 12.5 strongly disagree. Twenty-five per cent (25%) of the respondents however strongly agree with the statement.

No significant differences could be observed when examine according to the various classifications.

Even though most of the Academic Staff are recruited locally, there is a mixed responds as regardd whether most of those invited for the selection also appear for interview. Table 3G provides responses regarding this. When classified according to age group, those between the ages of 26 - 30, 66% of them agreed that many appear for the interview while 33.4% disagreed. Those aged between 31- 35, 64.2% of them agreed while 35.8% disagreed. Eighty-one point eight (81.8%) of those aged between 36 - 40 also agreed while only 18.2 disagreed. When classified, the differences are not significant across the years of service, qualification and sex.

Table 3H however indicated that most of those that even appear for the interview do so because they have no other alternative.

TABLE 3E

The Table Shows Whether the Current Method used is a Major Factor in Employee Turnover from the Polytechnic

	Strongly Agree		Agree		Disagree		Strongly Disagree		Do not Know		Total
	F	%	F	%	F	%	F	%	F	%	Total
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	0	0	0	0	1	0	0	0	0	0	1
26 - 30	0	0	0	0	10	83.3	2	16.7	0	0	12
31 - 35	0	0	0	0	10	71.4	4	28.6	0	0	14
36 - 40	0	0	0	0	7	63.6	4	36.4	0	0	11
41 - Above	0	0	0	0	1	50	1	50	0	0	2
Total	0	0	0	0	29	72.5	11	27.5	0	0	40
Qualification -											
2nd Degree & Above	0	0	0	0	14	70	6	30	0	0	20
1st Degree	0	0	0	0	7	77.8	2	22.2	0	0	9
HND	0	0	0	0	6	66.7	3	33.3	0	0	9
NCE	0	0	0	0	1	50	1	50	0	0	2
OND	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	28	70	12	30	0	0	40
Years of Service -											
3 - Below	0	0	0	0	0	0	0	0	0	0	0
3 - 7	0	0	0	0	18	75	6	25	0	0	24
7 - 10	0	0	0	0	9	69.2	4	30.7	0	0	13
10 - 20	0	0	0	0	3	100	0	0	0	0	3
20 and Above	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	30	75	10	25	0	0	40
Sex - Male	0	0	0	0	24	75.9	8	25	0	0	32
- Female	0	0	0	0	6	75	2	25	0	0	8
Total	0	0	0	0	30	75	10	25	0	0	40

F = Number of Respondents.

The extent of the labour market influence the selection process. When classified according to the various classifications, 87.5% believed that it is so while only 12.5% disagreed.

There are no significant differences among the respondents when classified according to Years of Service, Age, Sex and Qualification.

TABLE 3F

Most of the Academic Staff are Recruited Locally with the State

	Strongly Agree		Agree		Disagree		Strongly Disagree		Do not Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	0	0	1	100	0	0	0	0	0	0	1
26 - 30	0	0	8	66.6	2	16.7	2	16.7	0	0	12
31 - 35	1	7.1	8	57.1	2	14.3	3	21.4	0	0	14
36 - 40	1	9.1	8	72.7	2	18.2	0	0	0	0	11
41 & Above	0	0	0	0	2	100	0	0	0	0	2
Total	2	5	25	62.5	8	20	5	12.5	0	0	40
Qualification -											
2nd Degree and Above	2	10	12	60	4	20	2	10	0	0	20
1st Degree	0	00	6	66.7	3	33.3	0	00	0	0	9
HND	0	00	6	66.7	3	33.3	0	00	0	0	9
NCE	0	00	1	50	1	50	0	00	0	0	2
OND	0	00	0	00	0	00	0	00	0	0	0
Others	0	00	0	00	0	00	0	00	0	0	0
Total	2	10	25	62.5	11	27.5	2	10	0	0	40
Years of Service -											
3 - Below	0	00	0	00	0	00	0	00	0	0	0
3 - 7	0	00	16	66.7	6	25	2	8.3	0	0	24
7 - 10	0	00	6	46.2	5	38.5	2	15.3	0	0	13
10 - 20	0	00	3	100	0	00	0	00	0	0	3
20 - Above	0	00	0	00	0	00	0	00	0	0	0
Total	0	00	25	62.5	11	27.5	4	10	0	0	40
Sex - Male	2	6.3	19	59.4	8	25	3	9.3	0	0	32
- Female	0	00	6	75	2	25	0	00	0	0	8
Total	2	5	25	62.5	10	25	3	7.5	0	0	40

TABLE 3G

Those Invited Through the Recruitment Process Always Appear for the Selection Process

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	00	0	0	0	0	0	0	0	0	0
21 - 25	0	00	0	0	0	0	0	0	1	100	1
26 - 30	0	00	2	16.7	8	66.6	1	8.3	1	8.4	12
31 - 35	0	00	4	28.6	8	57.1	1	7.2	1	7.1	14
36 - 40	0	00	2	18.2	6	54.5	2	18.2	1	9.1	11
41 & Above	0	00	1	50	1	50	0	00	0	00	2
Total	0	00	9	22.5	23	57.5	4	10.0	3	7.5	40
Qualification -											
2nd Degree & Above	0	00	4	20	12	60	3	15.0	1	5.0	20
1st Degree	0	00	2	22.2	6	66.7	0	00	1	11.1	9
HND	0	00	2	22.2	6	66.7	1	11.1	0	00	9
NCE	0	00	1	50	1	50	0	00	0	00	2
OND	0	00	0	00	0	00	0	00	0	00	0
Others	0	00	0	00	0	00	0	00	0	00	0
Total	0	00	9	22.5	25	62.5	4	10	2	5	40
Years of Service -											
3 - Below	0	00	0	00	0	00	0	00	0	00	0
3 - 7	0	00	6	25	12	50	3	12.5	3	12.5	24
7 - 10	0	00	3	23.1	10	76.9	0	00	0	00	13
10 - 20	0	00	0	00	3	100	0	00	0	00	3
20 - Above	0	00	0	00	0	00	0	00	0	00	0
Total	0	00	9	22.5	25	62.5	3	7.5	3	7.5	40
Sex - Male	0	00	6	18.8	18	56.2	4	12.5	2	6.3	32
- Female	0	00	1	12.5	6	75.0	0	00	1	12.5	8
Total	0	00	7	17.5	24	60	4	10	3	7.5	40

TABLE 3H

The Extent of the Labour Market is Contributing to the Large Number of Candidates Appearaing for Interview

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	1	100	0	0	0	0	0	0	0	0	1
26 - 30	6	50	6	50	0	0	0	0	0	0	12
31 - 35	8	57.1	4	28.6	2	14.3	0	0	0	0	14
36 - 40	3	27.3	6	54.5	2	18.2	0	0	0	0	11
41 - Above	0	00	1	50	1	50	0	0	0	0	2
Total	18	45	17	42.5	5	12.5	0	0	0	0	40
Qualification - 2nd Degree and Above	8	40	10	50	2	20	0	0	0	0	20
1st Degree	4	44.4	5	55.6	0	00	0	0	0	0	9
HND	4	44.5	5	55.6	0	00	0	0	0	0	9
NCE	0	00	0	00	2	100	0	0	0	0	2
OND	0	00	0	00	0	00	0	0	0	0	0
Others	0	00	0	00	0	00	0	0	0	0	0
Total	16	40	20	50	4	10	0	0	0	0	40
Years of Service - Below 3	0	00	0	00	0	00	0	0	0	0	0
3 - 7	10	41.7	10	41.7	4	16.6	0	0	0	0	24
7 - 10	5	38.4	7	53.9	1	7.7	0	0	0	0	13
10 - 20	1	33.3	2	66.7	0	00	0	0	0	0	3
20 - Above	0	00	0	00	0	00	0	0	0	0	0
Total	16	40	19	47.5	5	12.5	0	0	0	0	40
Sex - Male	16	50	14	43.7	2	6.3	0	0	0	0	32
- Female	0	00	2	25	6	75	0	0	0	0	8
Total	16	40	16	40	8	20	0	0	0	0	40

F = Number of Respondents.

SELECTION TABLE 4A

Methods Used in Selecting Candidates

Methods	Male		Female		Total	
	F	%	F	%	F	%
Interview	30	83.3	6	16.7	36	90
Test	0	00	0	00	0	00
Reference	0	00	0	00	0	00
Application Form	0	00	0	00	0	00
Medical Examination	2	50.0	2	50.0	4	10
Total	32	80	8	20	40	100

F = Number of Respondents.

Table 4A shows that of all the methods used in the selection process, Interview has been the most frequently used form in the Polytechnic, having 83.3% of the respondents ranking it as the first. The other only method used is the Medical Examination which was ranked second with 20% of the respondents agreeing with it. All other methods are virtually not used in the Polytechnic when it comes to employment of additional or new staff.

The idea raised as regards whether most of the selection carried is based on true assessment of the candidates. Table 4B indicates that 72% of the respondents agreed while only 27.5% disagreed. When examined across the various classifications; one finds that no significant differences exist in the various responses. Only 10% of the respondents believe that they do not know.

TABLE 4B

Most of the Selections done Within the Institution are Based on True Assessement of the Candidates

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	0	0	1	100	0	0	0	0	0	0	1
25 - 30	0	0	8	66.7	4	33.3	0	0	0	0	12
31 - 35	0	0	10	71.4	4	28.6	0	0	0	0	14
36 - 40	0	0	8	72.7	3	27.3	0	0	0	0	11
41 - Above	0	0	2	100	0	0	0	0	0	0	2
Total	0	0	29	72.5	11	27.5	0	0	0	0	40
Qualification - 2nd Degreee & Above	0	0	14	70	6	30	0	0	0	0	20
1st Degree	0	0	7	77.8	2	22.2	0	0	0	0	9
HND	0	0	6	66.7	2	22.2	0	0	1	11.1	9
NCE	0	0	1	50	0	0	0	0	1	50	2
OND	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	28	70	8	20	0	0	2	10	40
Years of Service											
3 - Below	0	0	0	0	0	0	0	0	0	0	0
3 - 7	0	0	16	66.7	8	33.3	0	0	0	0	24
7 - 10	0	0	11	84.6	2	15.4	0	0	0	0	13
10 - 20	0	0	3	100	0	0	0	0	0	0	3
20 - Above	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	30	75	10	25	0	0	0	0	40
Sex - Male	0	0	26	81.3	4	12.5	0	0	0	26.3	32
- Female	0	0	4	50	4	50	0	0	0	0	8
Total	0	0	30	75	8	20	0	0	2	10	40

F = Number of Respondents.

The assumption is therefore true that only candidates that distinguish themselves during the interview are offered employment. Asked whether the current method(Intersview) could still be considered as the best method

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TABLE 4C

The Current Method Used by the Polytechnic is the Best Method

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age - Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 26	0	0	1	0	0	0	0	0	0	0	1
26 - 30	2	16.6	8	66.7	2	16.7	0	0	0	0	12
31 - 35	2	14.3	10	71.4	2	14.3	0	0	0	0	14
36 - 40	1	9.1	7	63.6	3	27.3	0	0	0	0	11
41 - Above	0	0	2	100	0	0	0	0	0	0	2
Total	5	12.5	23	70	7	17.5	0	0	0	0	40
Qualification -											
2nd Degree & Above	2	10	16	80	2	10	0	0	0	0	20
1st Degree	1	11.1	7	77.8	1	11.1	0	0	0	0	9
HND	1	11.1	6	66.7	2	22.2	0	0	0	0	9
NCE	0	0	2	100	0	0	0	0	0	0	2
OND	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0
Total	4	10	31	77.5	5	12.5	0	0	0	0	40
Years of Service -											
3 - Below	0	0	0	0	0	0	0	0	0	0	0
3 - 7	4	16.7	18	75	2	8.3	0	0	0	0	24
7 - 10	2	15.4	8	16.5	3	23.1	0	0	0	0	13
10 - 20	0	0	3	100	0	0	0	0	0	0	3
20 - Above	0	0	0	0	0	0	0	0	0	0	0
Total	6	15	29	72.5	5	12.5	0	0	0	0	40
Sex - Male	6	18.8	22	68.7	4	12.5	0	0	0	0	32
- Female	1	12.5	6	75	1	12.5	0	0	0	0	8
Total	7	17.5	28	70	5	12.5	0	0	0	0	40

so far used by the Polytechnic, Table 4C shows that 87.5 agreed that it is the best while only 12.5%disagreed with it. When classified according to Respondents Qualification, Age, Years of Service, and Sex, little difference is obsrveed which is not significant enough.

When asked whether the current process of employment has been contributing to the recent turnover recorded in the Polytechnic, all the respondents disagreed.Classification according to Ages, Years of Service, Qualification

and Sex, 87.5% of them disagreed while 12.5% strongly disagreed with this fact.

Table 4E shows the responds received as regards whether factors such as tribalism, sectionalism, etc. influence the selection of candidates when classified according to age, a total of 62.5% agreed while 25.5% disagreed. The seme percentage was recorded when examined according to age, sex, years of service, and qualification. The only obsersved differences is from the classification which those aged between 26 - 30 years recorded 66.7% as agreeing, only 16.6% disagreed. Similarly 57.1% of those aged between 36 - 40 agreed while only 28.6 disagreed. When examined according to qualifications, 60% of those with Second Degree and above agreed whle only 20 disagreed 66.7% of those with first degree and those with HND also agreed while only 22.2% disagreed. When examined from respondents' years of service, those who served for between 7 - 10 years recorded 77.9% as agreeing with the statement. Only 15.4 disagreed.

The Method Used in Selecting Candidates for Employment is the Major Factor in the Current Turnover Recorded by the Polytechnic

TABLE 4D

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	
21 - 25	0	0	0	0	1	100	0	0	0	0	1
26 - 30	0	0	0	0	10	83.3	2	16.7	0	0	12
31 - 35	0	0	0	0	12	85.7	2	14.3	0	0	14
36 - 40	0	0	0	0	10	90.9	1	9.1	0	0	11
41 - Above	0	0	0	0	2	100	0	0	0	0	2
Total	0	0	0	0	35	87.5	5	12.5	0	0	40
Qualification -											
2nd Degree	0	0	0	0	16	80	4	20	0	0	20
1st Degree	0	0	0	0	9	100	0	0	0	0	9
HND	0	0	0	0	9	100	0	0	0	0	9
NCE	0	0	0	0	1	50	1	50	0	0	2
OND	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	35	87.5	5	12.5	0	0	40
Years of Service -											
3 - Below	0	0	0	0	0	0	0	0	0	0	0
3 - 7	0	0	0	0	20	83.3	4	16.7	0	0	24
7 - 10	0	0	0	0	13	100	0	0	0	0	13
10 - 20	0	0	0	0	2	66.7	1	33.3	0	0	3
20 - Above	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	35	87.5	5	12.5	0	0	40
Sex - Male	0	0	0	0	30	93.7	2	6.3	0	0	32
- Female	0	0	0	0	5	62.5	3	37.5	0	0	8
Total	0	0	0	0	35	57.5	5	12.5	0	0	40

F = Number of Respondents.

Table 4F shows the responses of the staff as regards whether of the current method is changed, the quality of staff to be employed will improved. The Table shows that of the total number examined according to age, 85% disagreed (80% disagreed while 5% strongly disagreed). Only 15% agreed. However, when examined according to qualification, 90% of those with Second Degree and above disagreed while 5% strongly disagreed only 5% agreed. Those

with First Degree and HND recorded similar responses. While 77.8% disagreed, only 22.2% agreed when examined according to Years of Service and Sex, no significant differences could be observed because, a total 85% (75 disagreed and 10% strongly disagreed) disagreed and only 15% agreed.

When asked whether of the present Appointment Committee is reorganised, the Selection Process will be better. Table 4G shows that when classified according to years of service, sex and qualifiction, the total responses shows that 80% of them agreed, 10% strongly agreed and only 10% disagreed. The total of the responses according to age, 72.5% agreed, 10% strongly agreed and only 17.5% disagreed. None of the respondents strongly disagreed with the statement.

TABLE 4E

Apart from the Methods used, do you believe that Factors such as Tribalism, Sectionalism, etc influence the selection of candidates?

	Strongly Agree		Agree		Disagree		Strongly Disagree		Do not Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	0	0	1	100	0	0	0	0	0	0	1
26 - 30	2	16.7	8	66.7	2	16.6	0	0	0	0	12
31 - 36	2	14.3	8	57.1	4	28.6	0	0	0	0	14
36 - 40	1	9.1	7	63.7	3	27.2	0	0	0	0	11
40 - Above	0	0	1	50	1	50	0	0	0	0	2
Total	5	12.5	25	62.5	10	25.5	0	0	0	0	40
Qualification -											
2nd Degree and Above	4	20	12	60	4	20	0	0	0	0	20
1st Degree	1	11.1	6	66.7	2	22.2	0	0	0	0	9
HND	1	11.1	6	66.7	2	22.2	0	0	0	0	9
NCE	0	0	1	50	1	50	0	0	0	0	2
OND	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0
Total	6	15	25	62.5	9	22.5	0	0	0	0	40
Years of service -											
3 - Below	0	0	0	0	0	0	0	0	0	0	0
3 - 7	5	20.8	14	58.4	5	20.8	0	0	0	0	24
7 - 10	1	7.7	10	77.9	2	15.4	0	0	0	0	13
10 - 20	0	0	1	33.3	2	66.7	0	0	0	0	3
20 - Above	0	0	0	0	0	0	0	0	0	0	0
Total	6	15	25	62.5	9	22.5	0	0	0	0	40
Sex - Male	6	18.8	22	68.7	4	12.5	0	0	0	0	32
- Female	0	0	3	37.5	5	62.5	0	0	0	0	8
Total	6	15	25	62.5	9	22.5	0	0	0	0	40

F = Number of Respondents.

TABLE 4F

If the Current Method is changed, the Quality of Staff to be employed will improve

	Strongly Agree		Agree		Disagree		Strongly Disagree		Do not Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	0	0	0	0	1	0	0	0	0	0	1
26 - 30	0	0	2	16.7	10	83.3	0	0	0	0	12
31 - 35	0	0	2	14.3	10	71.4	2	14.3	0	0	14
36 - 40	0	0	2	9.2	9	81.8	0	0	0	0	11
41 - Above	0	0	0	0	2	100	0	0	0	0	2
Total	0	0	6	15	32	80	2	5	0	0	40
Qualification -											
2nd Degree & Above	0	0	1	5	18	90	1	5	0	0	20
1st Degree	0	0	2	22.2	7	77.8	0	0	0	0	9
HND	0	0	2	22.2	7	77.8	0	0	0	0	9
NCE	0	0	1	50	0	0	1	50	0	0	2
OND	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0
Toral	0	0	6	15	32	80	2	5	0	0	40
Years of Service -											
3 - Below	0	0	0	0	0	0	0	0	0	0	0
3 - 7	0	0	4	16.7	18	75	2	8.3	0	0	24
7 - 10	0	0	1	7.8	10	76.9	2	15.3	0	0	13
10 - 20	0	0	1	33.3	2	66.7	0	0	0	0	3
20 - Above	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	6	15	30	75	4	10	0	0	40
Sex - Male	0	0	4	12.5	26	81.3	2	6.2	0	0	32
- Female	0	0	2	25	4	50	2	25	0	0	8
Total	0	0	6	15	30	75	4	10	0	0	40

F = Number of Respondents.

TABLE 4G

If the Appointment Committee is reorganised, the Selection Process will be Better.

	Strongly Agree		Agree		Disagree		Strongly Disagree		Do not Know		Total
	F	%	F	%	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0	0	0	0	0
21 - 25	0	0	1	0	0	0	0	0	0	0	1
26 - 30	0	0	9	75	3	25	0	0	0	0	12
31 - 35	2	14.3	10	71.4	2	14.3	0	0	0	0	14
36 - 40	2	18.2	7	63.6	2	18.2	0	0	0	0	11
41 - Above	0	0	2	100	0	0	0	0	0	0	2
Total	4	10	29	72.5	7	17.5	0	0	0	0	40
Qualification -											
2nd Degree & Above	2	10	16	80	2	10	0	0	0	0	20
1st Degree	1	11.1	7	77.8	1	11.1	0	0	0	0	9
HND	1	11.1	7	77.8	1	11.1	0	0	0	0	9
NCE	0	0	2	100	0	0	0	0	0	0	2
OND	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0
Total	4	10	32	80	4	10	0	0	0	0	40
Years of Servuce -											
3 - Below	0	0	0	0	0	0	0	0	0	0	0
3 - 7	3	12.5	19	79.2	2	8.3	0	0	0	0	24
7 - 10	1	7.8	10	76.9	2	8.3	0	0	0	0	13
10 - 20	0	0	3	100	0	0	0	0	0	0	3
20 & Above	0	0	0	0	0	0	0	0	0	0	0
Total	4	10	32	80	4	10	0	0	0	0	40
Sex - Male	2	6.3	28	87.5	2	6.2	0	0	0	0	32
- Female	2	25	4	50	2	25	0	0	0	0	8
Total	4	10	32	80	4	10	0	0	0	0	40

F = Number of Respondents.

DEVELOPMENT

TABLE 5A

Would you agree that the present Staff Development Policies of the Institution is Good?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	0	0	1	100	0	0	1
	26 - 30	2	16.7	10	83.3	0	0	12
	31 - 35	2	14.3	12	85.7	0	0	14
	36 - 40	1	9.1	10	90.9	0	0	11
	41 -Above	1	50	1	50	0	0	2
	Total	6	15	34	85	0	0	40
Qualification	- 2nd Degree and Above	6	30	14	70	0	0	20
	- 1st Degree	1	11.1	8	88.9	0	0	9
	- HND	0	0	9	100	0	0	9
	- NCE	2	100	0	0	0	0	2
	- OND	0	0	0	0	0	0	0
	- Others	0	0	0	0	0	0	0
	Total	9	22.5	31	77.5	0	0	40
Years of Service	- 3 - Below	0	0	0	0	0	0	0
	3 - 7	4	16.7	20	83.3	0	0	24
	7 - 10	2	15.4	11	84.6	0	0	13
	10 - 20	1	33.3	2	66.7	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	7	17.5	33	82.5	0	0	40
Sex	- Male	7	21.9	25	78.1	0	0	32
	- Female	0	0	8	100	0	0	8
	Total	7	17.5	33	82.5	0	0	40

F = Number of Respondents

Table 5A shows responses from the different classifications as regards whether the present staff development policies of the Polytechnic is good. On the whole 85% of the respondents according to age disagreed with the present Policy. Only 15% of them agreed when examined according to the respndents' qualifications, only 30% of those with Second Degree and above agreed that the Policy is good while 70% disagreed. Eighty-Eight point nine

per cent (88.9%) of those with First Degree disagreed while 100% of those with HND disagreed. The total shows that 77.5% disagreed while 22.5% agreed. It shows also that virtually those with HND disagreed because very few benefited from such policies. When examined according to Years of Service and Sex, no significant differences could be observed. While a total of 82.5% of those classified under Years of Service disagreed, only 17.5% agreed. A similar number is also obtained when classified according to Sex.

As regards whether the respondents have attended any development programme sponsored by the Polytechnic, Table 5B shows that the responses are somehow not greatly different. While a total of 52.5% when classified according to age benefited, 47.5% did not. When examined according to qualifications the response is fifty, fifty. Fifty per cent (50%) benefited while 50% did not. When extended to years of service, 57.5% benefited while 42.5% did not. Similar figure is also obtained when classified according to sex. As the Table shows, virtually all those who responded that have either First Degree or Hnd, none of them has benefited from the development programme. While 100% of the respondents with NCE benefited from the develo-ment programme. Those who benefited greatly are those who served between 3 - 7 years with 66.7%. Only 33.3% within this category did not.

TABLE 5B

Havve you attended any Development Programme sponsored by the Polytechnic?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age -	Below 20	0	0	0	0	0	0	0
	21 - 25	0	0	1	0	0	0	1
	26 - 30	5	41.6	7	58.4	0	0	12
	31 - 35	7	50	7	50	0	0	14
	36 - 40	7	63.6	4	36.4	0	0	11
	41 - Above	2	100	0	0	0	0	2
	Total	21	52.5	19	47.5	0	0	40
Qualification -	2nd Degree & Above	18	90	2	10	0	0	20
	1st Degree	0	0	9	100	0	0	9
	HND	0	0	9	100	0	0	9
	NCE	2	100	0	0	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	20	50	20	50	0	0	40
Years of Service -	3 - Below	0	0	0	0	0	0	0
	3 - 7	16	66.7	8	33.3	0	0	24
	7 - 10	5	34.5	8	61.5	0	0	13
	10 - 20	2	66.7	1	33.3	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	23	57.5	17	42.5	0	0	40
Sex -	Male	20	62.5	12	37.5	0	0	32
	Female	3	37.5	5	82.5	0	0	8
	Total	23	57.5	17	42.5	0	0	40

TABLE 5C

Has the Organization been encouraging people to go for Further Studies?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	0	0	1	100	0	0	1
	26 - 30	0	0	12	100	0	0	12
	31 - 35	0	0	14	100	0	0	14
	36 - 40	2	18.2	9	81.8	0	0	11
	41 - Above	0	0	2	100	0	0	2
	Total	2	5	38	95	0	0	40
Qualification	2nd Degree & Above	2	10	18	90	0	0	20
	1st Degree	0	0	9	100	0	0	9
	HND	0	0	9	100	0	0	9
	NCE	0	0	2	100	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	0	0	40	100	0	0	40
Years of Service	Below 3	0	0	0	0	0	0	0
	3 - 7	0	0	24	100	0	0	24
	7 - 10	2	15.4	11	84.6	0	0	13
	10 - 20	0	0	3	100	0	0	3
	21 - Above	0	0	0	0	0	0	0
	Total	2	5	38	95	0	0	40
Sex	Male	2	6.3	30	93.7	0	0	32
	Female	0	0	8	100	0	0	8
	Total	2	5	38	95	0	0	40

TABLE 5D

Has the Polytechnic been Organising Special Development Programme Internally for the Staff?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	0	0	1	100	0	0	1
	26 - 30	0	0	12	0	0	0	12
	31 - 35	2	14.3	12	85.7	0	0	14
	36 - 40	0	0	11	100	0	0	11
	41 - Above	0	0	2	100	0	0	2
	Total	2	5	38	95	0	0	40
Qualification -	2nd Degree & Above	0	0	20	0	0	0	20
	1st Degree	0	0	9	100	0	0	9
	HND	0	0	9	100	0	0	9
	NCE	2	0	0	0	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	2	5	38	95	0	0	40
Years of Service -	3 and Below	0	0	0	0	0	0	0
	3 - 7	3	12.5	21	87.5	0	0	24
	7 - 10	0	0	13	100	0	0	13
	10 - 20	0	0	3	100	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	3	7.5	37	92.5	0	0	40
Sex -	Male	0	0	32	100	0	0	32
-	Female	3	37.5	5	62.5	0	0	8
	Total	3	7.5	37	92.5	0	0	40

F = Number of Respondents

Table 5C shows that 95%of the respondents felt that the Polytechnic has not been encouraging people to go for further studues. Only 5% believed that the school does. When examined according to qualifications, years of Service, and sex, a total of 100% under qualification did not agree that the Polytechnic has been encouraging people while 95% did not agree when classified according to years of service and sex. Only 5% in the various categories agreed. Only 18.2% of those aged between 35 - 40 felt that there is little encouragement from the Polytechnic for further studies. At the same time, only 10% of those with Second Degree and above agreed. Those who served for between 7 - 10 years also agreed with only 15.4%.

Because of the fact that the Polytechnic has not been encouraging people for further studies, a further question was asked as regards whether it is a factor encouraging some Academic Staff to leave the Services of the Polytechnic. Table 5E shows the responses for this qustion. The table shows that 87.5% of the respondents when classified according to age agreed that lack of encouragement has been encouraging people to leave. Only 12.5% disagreed. Of those who agreed, those who aged between 21- 25 and 31 - 35 years recorded the highest with 100% and 92.8% respectively. All of those with First Degree and HND also agreed with 100% each. Ninety per cent (90%) of those with Second Degree and above agreed while 10% disagreed.

TABLE 5E

Is Staff Development Problem Contributing to Turnover from the Polytechnic?

	Yes		No		Do not Know		Total
	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0
21 - 25	1	100	0	0	0	0	1
26 - 30	10	83.3	2	16.7	0	0	12
31 - 35	13	92.8	1	7.2	0	0	14
36 - 40	0	81.8	2	18.2	0	0	11
41 - Above	2	100	0	0	0	0	2
Total	35	87.5	5	12.5	0	0	40
Qualification - 2nd Degree and Above	18	90	2	10	0	0	20
1st Degree	9	100	0	0	0	0	9
HND	9	100	0	0	0	0	9
NCE	0	0	2	100	0	0	2
OND	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0
Total	36	90	4	10	0	0	40
Years of Service 3 and Below	0	0	0	0	0	0	0
3 - 7	22	91.6	2	8.4	0	0	0
7 - 10	11	84.6	2	15.4	0	0	0
10 - 20	2	66.7	1	33.3	0	0	0
20 - Above	0	0	0	0	0	0	0
Total	35	87.5	5	12.5	0	0	40
Sex - Male	27	84.3	5	15.7	0	0	32
Female	8	100	0	0	0	0	8
Total	35	87.5	5	12.5	0	0	40

F = Number of Respondents

TABLE 5F

If the present Policy is Reviewed will it minimise the Rate of Turnover from the Polytechnic?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	11	100	0	0	0	0	1
	26 - 30	12	100	0	0	0	0	12
	31 - 35	14	100	0	0	0	0	14
	36 - 40	11	100	0	0	0	0	11
	41 and Above	2	100	0	0	0	0	2
	Total	40	100	0	0	0	0	40
Qualification -	2nd Degree and Above	20	100	0	0	0	0	20
	1st Degree	9	100	0	0	0	0	9
	HND	9	100	0	0	0	0	9
	NCE	2	100	0	0	0	0	2
	OND	0	100	0	0	0	0	0
	Others	0	100	0	0	0	0	0
	Total	40	100	0	0	0	0	40
Years of Service -	3 and Below	0	0	0	0	0	0	0
	3 - 7	24	100	0	0	0	0	24
	7 - 10	13	100	0	0	0	0	13
	10 - 20	3	100	0	0	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	40	100	0	0	0	0	40
Sex -	Male	32	100	0	0	0	0	32
	Female	8	100	0	0	0	0	8
	Total	10	100	0	0	0	0	40

TABLE 5G

Is the Staff Development Committee Performing up to Expectation?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	0	0	1	0	0	0	0
	26 - 30	4	33.3	8	66.7	0	0	12
	31 - 35	4	28.6	10	71.4	0	0	14
	36 - 40	1	9.1	10	90.9	0	0	11
	41 - Above	0	0	2	100	0	0	2
	Total	9	22.5	31	77.5	0	0	40
Qualification -	2nd Degree & Above	5	25	15	75	0	0	20
	1st Degree	1	11.1	8	88.9	0	0	9
	HND	1	11.1	8	88.9	0	0	9
	NCE	2	100	0	0	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	9	22.5	31	77.5	0	0	0
Years of Service -	3 and Below	0	0	0	0	0	0	0
	3 - 7	6	25	18	75	0	0	24
	7 - 10	2	15.4	11	84.6	0	0	13
	10 - 20	0	0	3	100	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	8	20	32	80	0	0	40
Sex -	Male	2	6.3	90	93.7	0	0	32
	Female	7	87.5	1	12.5	0	0	8
	Total	9	22.5	31	77.5	0	0	40

F = Number of Respondents.

Those within the years of Sersvice bracket also show that a total 87.5% agreed while only 12.5% disagreed. Those who served between 3 - 7 years recorded 91.6% agreement while 8.4% disagreed. 84.6% of those who served between 7 - 10 years also agreed while 66.7% of those who served for 10 - 20 years agreed. A total of 87.5% of the respondents according to sex agreed while 12.5% disagreed. All the female respondents agreed that the Policy has been encouraging people to leave the organization.

Asked whether if the present policy is reviewed, it will minimise the rate of turnover, all the respondents agreed. Table 5F shows that whether classified according to age, sex, qualification or years of service, 100% felt that it will minimise the turnover rate. No differences are recorded from the various classifications.

Table 5G shows that most of the respondents did not agree that if the Committee is reorganised the rate of turnover will be minimised. It therefore, shows that the responses recorded in Table 5F is the main problem. Table 5G further shows that 77.5% of the respondents answered 'No' to the question while only 22.5% answered 'Yes'. When classified according to years of service, qualifications and sex, only the years of service recorded some differences. The Table shows that a total of 80% responded 'No' while only 20% answered 'Yes'.

RETENTION

TABLE 6A

Is Job Satisfaction a Major Factor in your staying in the Polytechnic?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	0	1	0	0	0	0	1
	26 - 30	0	0	12	100	0	0	12
	31 - 35	2	14.3	12	85.7	0	0	14
	36 - 40	2	18.2	9	81.8	0	0	11
	41 and Above	0	0	2	100	0	0	2
	Total	4	10	36	90	0	0	40
Qualification -	2nd Degree & Above	2	10	18	90	0	0	20
	1st Degree	0	0	9	100	0	0	9
	HND	0	0	9	100	0	0	9
	NCE	1	50	1	50	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	3	7.5	37	92.5	0	0	40
Years of Service -	3 - Below	0	0	0	0	0	0	0
	3 - 7	2	8.3	22	91.7	0	0	24
	7 - 10	2	15.4	11	84.6	0	0	13
	10 - 20	1	33.3	2	66.7	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	5	12.5	35	87.5	0	0	40
Sex -	Male	3	9.4	29	90.6	0	0	32
-	Female	2	25	6	75	0	0	8
	Total	5	12.5	35	87.5	0	0	40

F = Number of Respondents

Table 6A shows that 89.4% of the respondents are dissatisfied with their stay in the Polytechnic. Only 10.6% are satisfied. When classified according to age, those aged between 21 - 25, 26 - 30 and 41 and above are 100% dissatisfied while 85.7% and 81.7% representing those aged between 31 - 35 and 36 - 40 respectively are dissatisfied. Ninety five per cent

(95%) of those with Second Degree and above are dissatisfied while 100% of those with First Degree and HND are also dissatisfied with their stay. Those with NCE felt satisfied with their stay. A total of 92.3% of those who served the Polytechnic from 3 - 20 years are also not satisfied while only 7.7% are satisfied.

Of those who felt satisfied, when asked further whether the job they are doing is interesting, Table 6B shows that only 10% claimed that their job is interesting while the remaining 90% did not share that idea. When examined according to age, qualification, years of service and sex, no significant differences could be observed.

Table 6C shows responses from those who believe that they are not satisfied with their stay in the Polytechnic, when asked whether they will accept jobs in another place, the Table indicated that 90% responded by saying 'Yes'. Only 10% said 'No'. Based on qualification, all of those having first degree and HND wanted another job in another place, while those with NCE are contented with their job presently. This is represented by 100% of the respondents agreeing.

TABLE 4B

If 'Yes', do you feel your job is interesting?

		Yes		No		Do not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	0	0	1	100	0	0	1
	26 - 30	1	8.3	11	91.7	0	0	12
	31 - 35	1	7.1	13	92.9	0	0	14
	36 - 40	0	0	11	100	0	0	11
	41 and Above	1	50	1	50	0	0	2
	Total	3	7.5	37	92.5	0	0	40
Qualification -	2nd Degree and Above	2	10	18	90	0	0	20
	1st Degree	0	0	9	100	0	0	9
	HND	0	0	9	100	0	0	9
	NCE	1	66.7	1	33.3	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	3	7.5	37	92.5	0	0	40
Years of Service -	3 - Below	0	0	0	0	0	0	0
	3 - 7	2	8.3	22	91.7	0	0	24
	7 - 10	2	15.4	11	84.6	0	0	13
	10 - 20	1	33.3	2	66.7	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	5	12.5	35	87.5	0	0	40
Sex -	Male	2	6.3	30	93.7	0	0	32
	Female	3	37.5	5	62.5	0	0	8
	Total	5	12.5	35	87.5	0	0	40

F = Number of Respondents.

TABLE 6C

If 'No', will you choose another job in another place?

		Yes		No		Do Not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	1	0	0	0	0	0	1
	26 - 30	12	100	0	0	0	0	12
	31 - 35	12	85.7	2	14.3	0	0	14
	36 - 40	11	100	0	0	0	0	11
	41 and Above	1	50	1	50	0	0	2
	Total	37	92.5	3	7.5	0	0	40
Qualification -	2nd Degree & Above	18	90	2	10	0	0	20
	1st Degree	9	100	0	0	0	0	9
	HND	9	100	0	0	0	0	9
	NCE	0	0	2	100	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	36	90	4	10	0	0	40
Years of Service -	3 and Below	0	0	0	0	0	0	0
	3 - 7	22	91.7	2	8.3	0	0	24
	7 - 10	11	84.6	2	15.4	0	0	13
	10 - 20	2	66.7	1	33.3	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	35	87.5	5	12.5	0	0	40
Sex -	Male	29	90.6	3	9.4	0	0	32
	Female	7	87.5	1	12.5	0	0	8
	Total	36	90	4	10	0	0	40

F = Number of Respondents.

will you still continue with Teaching but in a different Institution?

	Yes		No		Do not Know		Total
	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0
21 - 25	0	0	1	100	0	0	1
26 - 30	0	0	12	100	0	0	12
31 - 35	0	0	14	100	0	0	14
36 - 40	1	9.1	10	90.9	0	0	11
41 and Above	1	50	1	50	0	0	2
Total	2	5	38	95	0	0	40
Qualification - 2nd Degree and Above	1	5	19	95	0	0	20
1st Degree	0	0	9	100	0	0	9
HND	0	0	9	100	0	0	9
NCE	2	100	0	0	0	0	2
OND	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0
Total	3	7.5	37	92.5	0	0	40
Years of Service - Below 3	0	0	0	0	0	0	0
3 - 7	2	8.3	22	91.7	0	0	24
7 - 10	1	7.2	12	92.3	0	0	13
10 - 20	0	0	3	100	0	0	3
20 and Above	0	0	0	0	0	0	0
Total	3	7.5	37	92.5	0	0	40
Sex - Male	1	3.1	31	96.9	0	0	32
Female	2	25	6	75	0	0	8
Total	3	7.5	37	92.5	0	0	40

F = Number of Respondents.

Table 6D shows that of all the responses received, 93.2% have expressed their dissatisfaction. Only 6.8% are willing to continue with Teaching. When classified according to age, sex, years of service and qualification, a total of 95% of those classified under age bracket do not want to continue with teaching and only 5% are willing to continue. Ninety five per cent (95%) of those with Second Degree and above also showed their disinterest

in continuing with teaching, while 100% of those with First Degree and HND also feel the same way. Only those with NCE are willing to continue with teaching but also in another place. Ninety one point seven per cent (91.7%) of those who served between 3 - 7 years and 92.3 of those who served between 7 - 10 years are also not willing to continue with teaching. One hundred percent (100%) of those who served between 10 - 20 years also follow the same way. When classified according to sex, 96.9% of Male respondents are dissatisfied with teaching while only 3.1% are satisfied. On the female side, 75% are not willing to continue with teaching while 25% are willing.

On the question of allowances and how effectively and regularly it is being paid, all the respondents felt that the allowances are not adequate and the payment is not regular. When examined from sex, age, years of service, and qualification Table 6E shows 100% of the respondents in all categories are not satisfied with the allowances and the payment.

TABLE 6E

Are the Allowances and other Benefits adequate and paid regularly?

	Yes		No		Do not Know		Total
	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0
21 - 25	0	0	1	100	0	0	1
26 - 30	0	0	12	100	0	0	12
31 - 35	0	0	14	100	0	0	14
36 - 40	0	0	11	100	0	0	11
41 and Above	0	0	2	100	0	0	2
Total	0	0	40	100	0	0	40
Qualification - 2nd Degree and Above	0	0	20	100	0	0	20
1st Degree	0	0	9	100	0	0	9
HND	0	0	9	100	0	0	9
NCE	0	0	2	100	0	0	2
OND	0	0	0	100	0	0	0
Others	0	0	0	100	0	0	0
Total	0	0	40	100	0	0	40
Years of Service - 3 and Below	0	0	0	100	0	0	0
3 - 7	0	0	24	100	0	0	24
7 - 10	0	0	13	100	0	0	13
10 - 20	0	0	3	100	0	0	3
20 and Above	0	0	0	100	0	0	0
Total	0	0	40	100	0	0	40
Sex - Male	0	0	32	100	0	0	32
Female	0	0	8	100	0	0	8
Total	0	0	40	100	0	0	40

F = Number of Respondents.

On the area of promotion, mixed responses was received. When examined according to age, Table 6F shows that a total of 50% of the respondents feel that the Policy is good while 50% disagreed. However, when examined according to qualification, a total of 75% agreed that the present Policy is good while 28% disagreed. As regards years of service 77.5% agreed while 22.5% disagreed. Classification according to sex shows that a total of 80% of

Male respondents are happy with the Policy while 20% are not.

Most of those who expressed their dissatisfaction with teaching, also felt that their continued stay in the Polytechnic is simply because they have no alternative. Eighty-seven point five percent (87.5%) felt that they stay because there is no alternative currently open to them. Only 22.5% felt their stay is because they like the job. When classified according to various classifications no significant difference is observed as Table 66 shows.

TABLE 6F

Is the Organization's Policy for Promotion Satisfying?

	Yes		No		Do Not Know		Total
	F	%	F	%	F	%	
Age Below 20	0	0	0	0	0	0	0
21 - 25	1	100	0	0	0	0	1
26 - 30	10	83.3	2	16.7	0	0	12
31 - 35	4	28.6	10	71.4	0	0	14
36 - 40	4	36.4	7	63.6	0	0	11
41 and Above	1	50	1	50	0	0	2
Total	20	50	20	50	0	0	40
Qualification -							
2nd Degree and Above	10	50	10	50	0	0	20
1st Degree	9	100	0	0	0	0	9
HND	9	100	0	0	0	0	9
NCE	2	100	0	0	0	0	2
OND	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0
Total	30	75	10	25	0	0	40
Years of Service - 3 and Below	0	0	0	0	0	0	0
3 - 7	22	91.7	2	8.3	0	0	24
7 - 10	8	61.5	5	38.5	0	0	13
10 - 20	1	33.3	2	66.7	0	0	3
20 and Above	0	0	0	0	0	0	0
Total	31	77.5	9	22.5	0	0	40
Sex - Male	26	81.3	6	18.7	0	0	32
Female	6	75	2	25	0	0	8
Total	32	80	8	20	0	0	40

F = Number of Respondents.

TABLE 6G

Is Your Stay in the Polytechnic simply because you have no Alternatives?

		Yes		No		Do Not Know		Total
		F	%	F	%	F	%	
Age	Below 20	0	0	0	0	0	0	0
	21 - 25	1	100	0	0	0	0	1
	26 - 30	11	91.7	1	8.3	0	0	12
	31 - 35	12	85.7	2	14.3	0	0	14
	36 - 40	11	100	0	0	0	0	11
	41 and Above	0	0	2	100	0	0	2
	Total	35	87.5	5	22.5	0	0	40
Qualification -	2nd Degree & Above	19	95	1	5	0	0	20
	1st Degree	9	100	0	0	0	0	9
	HND	9	100	0	0	0	0	9
	NCE	0	0	2	100	0	0	2
	OND	0	0	0	0	0	0	0
	Others	0	0	0	0	0	0	0
	Total	38	95	2	5	0	0	40
Years of Service -	3 and Below	0	0	0	0	0	0	0
	3 - 7	23	95.8	1	4.2	0	0	24
	7 - 10	11	84.6	2	15.4	0	0	13
	10 - 20	1	33.3	2	66.7	0	0	3
	20 and Above	0	0	0	0	0	0	0
	Total	35	87.5	5	22.5	0	0	40
Sex -	Male	31	96.9	1	3.1	0	0	32
	Female	4	50	4	50	0	0	8
	Total	35	87.5	5	22.5	0	0	40

F = Number of Respondents.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

Literarily, the recruitment process starts with Personnel planning. Personnel planning provides the basis of identifying the number and types of Personnel that will be required - over a period of time. Furthermore, Job analysis provides the requirements needed in terms of skills, abilities qualification and experience. This is then developed through strategy development to know who to invite; how to invite him, the message to send out in order to attract him and the timing of the entire process. This is normally designed and kept. Once a vacancy occurs, the personnel department is notified and the whole process will be reactivated. Emphasis is however, placed on identifying whether to recruit internally through promotion or to recruit from outside. Whichever method is adopted, the sources through which to contact such candidates is very important.

In practice, the Ramat Polytechnic follows a similar design. They however, quite often rely on external recruitment than internal recruitment particular when recruiting Academic staff. From the responses received, the Polytechnic shed more of news media, unsolicited applications and employee referrals than any of the other remaining sources. On examining the sources, one finds out that they have all along been very effective in generating the required candidates for the selection process. And as Table 3E shows, the sources have not been contributing to the turnover of staff in the institution.

Furthermore, most of the Academic staff that are employed recently, are recruited locally from within the state. This however applies to only first degree and HND holders. When higher degree is required, most of the staff are recruited either nationally or internationally.

It is also observed that despite the fact that the sources have been effective in generating candidates, many of those interviewed were also very quick to point out that it is the labour market that is contributing to the large turnout and not necessarily because the sources are effective.

In selection, Organizations are always interested in examining the validity and reliability of the selection tools, so as to employ the best candidate into the organization. There are a number of tools that are normally used. These include interview, test, application forms, references and recommendation etc. In Ramat Polytechnic, the major tool used in the selection process is interview. Table 4A shows that interview has 80% of the people agreeing with it.

Furthermore, most of those who have been employed over some years in the institution did not agree with the fact that the methods used in selecting candidates contribute to turnover. The performance of candidates on the Job has also been very impressive thereby confirming the validity of the selection tools. The most important finding here is that most of those interviewed did not have confidence on the Committee. The selection committee has not been performing up to expectations of most members. It further shows that despite the validity and reliability of the selection tools, elements of tribalism and sectionalism influence the judgement of the committee.

On development, most of the staff are not appretiative of the development policies of the institution. The institution has placed less emphasis on staff development particularly those with second degree and HND. Even the first degree holders are not encouraged to go for further studies. The institution only gives study leave with pay but has not been paying tuition fees. They normally advise candidates to secure external sponsorship.

Moreover, most of the respondents felt that the organization has

not been organizing special programme to enable them advance on their Jobs. This has therefore demostrated that the polytechnic has always been paying tittle attention in the area of staff development.

This has therefore been regarded as one of the major areas that has been contributing to turnover in the polytechnic. This has been specifically shown in table 5F in Chapter four. Furthermore, the staff development committee has not been measuring to expectations. Table 5A has specifically shown this.

On the issue of retention, most of the staff are not satisfied with their Jobs. Only few of those who are satisfied believed that their Job is very interesting. It is a known fact that dissatisfied employees always put less effort on their Jobs. This is the more reason why the standard of instruction in the polytechnic is gradually falling. The situation however, is not limited to the polytechnic but rather, most staff felt dissatisfied with teaching and are therefore not willing to accept teaching appointment even in another institution. Most of the staff want to change Job completely.

Factors contributing to the dissatisfaction includes the lack of development policy that encourages staff to advance on the Job, Non payment of allowances regularly and even the fact that the allowances are not adequate. However, their continued stay in the polytechnic curren tly is simply because they cannot alternative employment.

RECOMMENDATIONS

Manpower is infact the most important ingredient of any Organization. The way they are handled tells much about the efficiency, effectiveness or otherwise of such Organizations. This aspect of the project therefore recommends to the management of Ramat Polytechnic ways that will encourage staff to put their best in performing their duties and to discourage them from leaving or geting dissatisfied with their Jobs. The recommendation is based on the sub-division discussed in the earlier

parts of the project.

Recruitment and selection

- Since Recruitment is the beginning of the process where a stable labour force could be obtained, the attention of the Polytechnic should be direct4d in recruiting nationally and internationally. This will bring about much intergration among the staff and non of them will feel as being superior simply because he is an indigine of the state.
- Standard application forms should be designed and anybody willing to take up appointment should fill the form in his own handwriting. This should then be stored and referred to any time the candidate is invited for an interview. This should include details of what the candidate is expected to do. Once this is effectively designed, it can then serve as the initial secreening step before other steps are taken.
- Also, the use of references and recommendations by referees should be adopted. Currently consideration has not been given to referees report. This is why sometimes, staff members abscond from the institution without knowing where they have gone to and nobody to hold responsible to return the Polytechnics property.
- The staff appointment and promotion Committee should also be reorganised. Currently, the committee has not been performing to the expectations of the staff. At times, tribalism and sectionalism influence their selection of candidates. Heads of departments should be given the full rights to assess the candidates for their respective departments before they are recommended for interview by the Establishment division. The Committee should be solely composed of Heads of departments, Course Coordinators and Representatives of the Establishment division.
- More than one predictor should also be employed by the institution. Candidates should be subjected to multiple hurdles and the results should not be compensatory. This will provide candidates with the interest in teaching to be appointed and their stay will be beneficial to the polytechnic.

DEVELOPMENT

The staff development policy of the polytechnic should be examined with a view to incorporating the following:

- Academic staff should be encouraged to go for studies after one year of their joing the polytechnic. This will be in line with what obtains in the University. For those with second degree and above, a maximum of two years after acquiring the 2nd degree should be stipulated for them. This will enable them proceed for their doctatrate degree.
- The polytechnic should assume responsibility for full payment of all expenses of staff, such as tuition fees, project allowance, books allowance etc and discourage the situation where external sponsorship should be sought.
- Special attention should also be shown to HND graduates whose ability to obtain admission to further their studies within the country is limited. Special appeal from the polytechnic authorities should be sent to university authorities to look into this problem and allow HND graduates who are teaching to be given the apportunity to further their studies.
- Seminars and Conferences both within the polytechnic and outside, should be encouraged and staff members given the opportunity to attend. This will improve their knowledge on wide variety of issues.
- The staff development committee should be organized. Currently, the performance is below standard. At most times their functions are being done by the Establishment division and they only sit to approve what has already been done by the Establishment division. To make it more effective, Heads of departments who have served in the polytechnic for 7 years and above should be members and the Rector himself should be the chairman. The committee should draw its time-table and distribute it to the staff. All those interested on going for further studies should then submit their names and the names of the of the institution where they applied. The committee should then arrange to make a special

representation to the various institution with a view to helping the members get admissions.

RETENTION

The polytechnic should also improve the allowances of staff particularly those without accommodation. The current payment is alright but improvement will encourage the staff to stay. Furthermore, attention should be shown to staff welfare. This relates to areas of health. The payment of all medical billw and annual leave grant should be promptly done.

- A forum to discuss the staff problem should be encourage and the authorities should always give Academic staff priority over the supporting staff. Once this is done, most of the staff will not feel dissatisfied with their Jobs.

CONCLUSION

Personnel activities and outcomes are always very important to any organization. This important area has however over the years been neglected by the authorities concerned. Recently however, considerable attention has been focussed on this area because the ultimate success of the organizations is contigent upon how effectively the personnel are motivated to perform. This project has highlighted the importance of an academic institution.

Chapter one has delt with the objectives, Justification and methodology adopted in the course of writing this project.

In chapter two, various literature relating to the field of study has been examined. This areas are - recruitment, selection, development and retention of staff.

Chapter three discusses the history and growth of the organisation under study.

And chapter four examines the analysis of data that was collected from the staff in the institution.

Recommendations, findings and conclusion constitute the last chapter.

From the analysis, issues raised have been sufficiently taken care of in the recommendation in the final chapter. These recommendations, if adequately adopted will go along way in minimising the rate of turnover in the polytechnic.

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DEPARTMENT OF BUSINESS ADMINISTRATION
A. B. U. ZARIA

QUESTIONNAIRE.

This questionnaire is part of a project work I am conducting in partial fulfilment for the award of Master of Business Administration (M.B.A). Please answer the questions below to the best of your knowledge. All information provided will be used for academic exercise only. So do not write your name. Please answer all the questions.

Thanks for your cooperation.

Please Rank the following methods in order of priority as used by the organization. Write A if the method is most important etc.

1. Which of the major methods do your Organization used
   - Internal method
   - External methods
   - Both methods
   - Non of them.
2. If External method is used, please rank the fol lowing sources regarding their importance:
   - Mass Media
   - Educational Institution
   - Ministry of Labour and Productivity
   - Unsolicited applications
   - Employee refarrals.
3. Is the external method generating more candidates than the internal (please tick).

   Yes, maybe, no, don't know

4. If internal method is used, which of the following is used.

- Internal Bulleting ☐
- Department nomination ☐
- Employee nomination ☐

5. The quality of candidates generated by the various sources influence the selection process.

   Yes, Maybe, no, don't know.

6. The method currently used in recruitment has contributed to the growth of the Organization:

   Yes, May be, no, don't know.

7. The Recruitment process has contributed to turnover in the Organization.

   Yes, May be, no, don't know.

8. Most of the Academic staff are recruited locally i.e within the state.

   Yes, May be, no, don't know.

9. Those recruited always appear for selection interview.

   Yes, no, may be, don't know.

10. The current method used by the Organization is most effective.

    Yes, no, may be, I don't know.

11. The extend of the labour market is contributing to the large number appearing for selection within the Organization.

    Yes, no, maybe, I don't know.

SELECTION

Please Rank the following methods in Order of usage in the Polytechnic.

- Interview
- Test
- Physical Examination

- Medical Examination
- Reference and recommendation
- Application forms.

Please indicate whether you agree strongly, agree, disagree, don't know, strongly disagree for the following questions.

1. Most of the selection done within the Organization is based on true assessement of the candidates.
   - Strongly agree, - agree - don't know, disagree strongl disagree.
2. The current method used by the Polytechnic is the best method.
   - strongly agree - agree, don't know, disagree strongly disagree.
3. The methods used in selecting candidates for employment is the major factor in the current ternover recorded in the Polytechnic.
   - strongly agree, disagree, don't know disagree, strongly disagree.
4. Apart from the methods used, do you believe that certain factors such as tribalism, sectionalism etc. influence the selection of candidates.
   - strongly agree, agree, don't know, disagree, strongly disagree.
5. If the current method is changed, the quality of staff to be employed will improve.
   - strongly agree, agree, don't know, disagree, strongly disagree.
6. If the appointment committee is reorganised, the selection process will be better.
   - strongly agree, agree, don't know, disagree, strongly disagree.
7. Please sugg4st other factors that will improve the selection process.

DEVELOPMENT

1. Would you agree that the present staff development policies of the institution is good.

☐ Yes

☐ No

don't know

2. Have you attended any development programme suponsored by the Polytechnic.

- No
- Yes
- don't know

3. Has the Organization been encouraging people to go for further studies.

Yes

No

don't know

4. Is staff development a factor contributing to ternover in the institution.

Yes

No

don't know

5. Do the Organization Organise special Development programme internally for the staff.

Yes

No

If the present policy is reviewed will it minimise the rate of turnover in the school.

Yes

No

7. Is the staff development Committee performing upto expection.

Yes

No

8. If no, will you recommend that the committee be abolished

☐ Yes ☐ No ☐ don't know

9. OR will you recommend that the committee be reorganised.

☐ Yes ☐ No ☐ don't know

10. What other recommendations will you suggest

1

2

3

RETENTION

1. Is job satisfaction a major factor in your staying in the Polytechnic.

☐ Yes

☐ No

☐ don't know.

2. If yes, do you feel your job is interesting?

Yes ☐ No ☐ don't know. ☐

3. If no, will you choose another job in another place

Yes ☐ No ☐ don't know ☐

4. Will you still continue with teaching but in a different institution.

Yes ☐ No ☐ don't know ☐

5. Do you feel seaned on your job

Yes ☐ No ☐ don't know ☐

6. Is the allowances and Benefits adequate

Yes, No, don't know

7. Is the Organization's policy for promotion satisfying.

YES, NO, DON'T KNOW

8. Do you feel accepted by your co-workers

YES, NO, DON'T KNOW

9. Is the level of supervision and supervisory relationship adequate

YES, NO DON'T KNOW

10. Is your stay in the Polytechnic supply because you have no alternative

YES, NO, DON'T KNOW.

Please Rank the following factors in Order of priority for your continued stay in the polytechnic.

- Salary
- Working condition
- Good Housing policy
- Allowances.
- Job security
- Pension and Gratuity
- Good peer group
- Supervision

What other recommendation will you suggest for retaining employees within the polytechnic.

Please fill the answers to the following questions:-

Name of department

Rank/position

How many years have you served in the institution. (Please tich as appropriate)

1 - 2 years, 2 - 3 years, 3 - 5 years, 5 - 7 years, 7 - 10 years 10 - 20 yrs 20 - above.

Sex ------- Male  Female 

Marital Status Married singl e or devorced.

Age

Educational Qualification

2nd degree and above 

1st degree 

HND 

N C E 

ND 

Others (specify) 

KASHIM IBRAHIM LIBRARY
AHMADU BELLO UNIVERSITY
ZARIA, NIGERIA

Religion

Tribe

State of Origin

Nationality

(BABAYO BELLO)
DEPT. OF BUSINESS ADMINISTRATION
A. B. U. ZARIA

Sex ------- Male ☐ Female ☐

Marital Status Married singl e or devorced.

Age

Educational Qualification

2nd degree and above ☐

1st degree ☐

HND ☐

N C E ☐

ND ☐

Others (specify) ☐

Religion

Tribe

State of Origin

Nationality

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