PROCEEDINGS OF THE INTERNATIONAL CONFERENCE FOR INSTITUTE OF ADMINISTRATION (ICIA 2025)

AHMADU BELLO UNIVERSITY ZARIA - NIGERIA

Website: *https://icia.org.ng* **ISBN:** *978-978-695-265-9* ***Volume I, 2025***

EFFECT OF RECRUITMENT ON PERFORMANCE OF ORGANIZATION IN NATIONAL BOARD FOR ARABIC AND ISLAMIC STUDIES (NBAIS) HEADQUARTERS, KADUNA.

Hamza Muhammad Buhari
Department of Public Administration
Faculty of Administration
Ahmadu Bello University Zaria.
hamzabuhari@ymail.com.

Hamza A. Yusuf
Department of Public Administration
Faculty of Administration
Ahmadu Bello University Zaria.

Abubakar Lawal
Department of Public Administration
Faculty of Administration
Ahmadu Bello University Zaria

ABSTRACT

Obtaining a talented workforce provides organizations with a strategic competitive advantage. This study investigates the effect of recruitment processes on organizational performance, focusing on the National Board for Arabic and Islamic Studies (NBAIS) Headquarters in Kaduna, Nigeria. While effective recruitment is purported to enhance performance by attracting proficient talent, empirical evidence in public examination bodies remains scarce. The objective was to determine the effect of recruitment on performance in NBAIS Headquarters Kaduna. Employing a quantitative approach, the study targeted a total population of 1,073 with a sample size of 283 selected using simple random sampling. Data were collected through questionnaires and analyzed quantitatively, presented via tables, figures, and narratives. The findings revealed a positive relationship between recruitment and organizational performance, though the process in NBAIS was inconsistently applied and perceived as unfair. The study recommends that NBAIS adopt a fair, transparent, and merit based recruitment process, prioritizing experience, skills, attitudes, knowledge, and qualifications to enhance effectiveness and efficiency in fulfilling its mandates

Keywords*: Recruitment, Job Advertisement, Interview, Organizational Performance.*

1.1 INTRODUCTION

In the contemporary global landscape, organizations are engaged in a "war for talent," seeking to employ a consummate, skilled, and proficient workforce to drive effective performance and achieve strategic objectives. This pursuit has prompted organizations to actively scout for experienced and talented employees, recognizing that human resources are their most indispensable asset. Without people, an organization is reduced to a mere assemblage of structures and equipment, underscoring that human capital is a power-house of value, perspectives, and sustained effectiveness in a dynamic world (Okoye, 2020). Organizations specifically target competent prospective employees, as the success or otherwise of an entity hinges on its workforce caliber. Everything in an organization is imitable except a consummate workforce, which confers a strategic and competitive advantage (Musa, 2021).

Recruitment encompasses activities aimed at attracting and selecting applicants to fill vacancies, aligning with the pursuit of strategic goals, enhanced performance, and organizational effectiveness (Abubakar, 2023). It is a preliminary stage of onboarding qualified candidates, involving identification of needs, defining positions, job analysis, talent sourcing, screening, selection, interviews, and onboarding. As Mukoro (2015) emphasizes, human resources are the most important, valuable, and complex asset, processing other resources to achieve organizational goals. Nickels (2019) asserts that appropriate and effective recruitment is sine qua non for goal attainment. While resources like money, machinery, and materials contribute to success, the human factor is most vital, coordinating other inputs (Chandan, 2020). Thus, sourcing and selecting human resources should be effective, unbiased, and efficient, focusing on developing competencies central to human resource management (Mullins, 1999). Recruitment process aims to acquire the required number and quality of employees at minimal cost, involving three stages: defining requirements, attracting candidates, and onboarding the most qualified (Armstrong, 2006). Factors such as organizational reputation, pay, benefits, job interest, security, training opportunities, and location influence this process. In Nigerian public organizations, recruitment is guided by bureaucratic precepts (federal character, catchment area) as per Section 14(3) of the 1999 Constitution, aiming for national unity. However, despite the emphasis of Nigerian Civil Service Commission on uniformity and transparency, the process often lacks equity, transparency, and merit, hindering the recruitment of best-fit candidates (Buhari 2022). Given technological advancements and competitiveness, organizations must engage competent workforces to enhance performance (Daniel, 2008). It is therefore pertinent for the National Board for Arabic and Islamic

Studies (NBAIS), as a Nigerian public institution, to adopt merit based recruitment. This would involve sourcing, attracting, and onboarding competent candidates to achieve strategic goals and enhance perform**ance** through effective service delivery.

1.2 STATEMENT OF THE RESEARCH PROBLEM

Recruitment is the prelude strategy that provides organization with consummate personnel to achieve strategic objectives. Organizations universally rely on key factors, such as personnel, equipment, structure as drivers for performance. However, Nigerian Civil Service organizations are plagued by inefficiency, characterized by bloated workforces and a lack of clear performance metrics. Ojo (2017) posits that the Nigerian Civil Service lacks a performance driving culture, resulting in poor service delivery and low productivity. Ekot (2018) attributes the underperformance of public institutions to a lack of merit based recruitment practices. This view is echoed by Ojo (2017), who argues that the Nigerian Civil Service urgently needs reform to address inefficiencies, corruption, and poor performance, a stance supported by the National Bureau of Statistics (NBS, 2016), which highlights the absence of effective performance management systems leading to poor accountability and transparency.

The National Board for Arabic and Islamic Studies (NBAIS), a public institution responsible for conducting examinations, accrediting schools, and promoting Arabic and Islamic studies, faces significant challenges in implementing effective recruitment processes. These challenges have led to overstaffing, high personnel overhead, and decreased organizational performance. Specifically, the Board's ineffective recruitment process results in the onboarding of employees lacking the competencies needed to meet its objectives, aligning with findings from various studies: the Leadership Newspaper (2017) reports a lack of transparency in NBAIS recruitment, with allegations of favoritism and nepotism; Ejeka (2021) notes regional and ethnic biases leading to a lopsided workforce; and ABU Consulting (2018) suggests a 15% staff reduction could be achieved without impacting operations. Additionally, an HR Department report (2020) indicates only 40% of staff feel engaged, and an Audit Report (2018) highlights redundancies and unclear roles.

Given these challenges, this study assesses the effect of recruitment processes on the performance of the National Board for Arabic and Islamic Studies (NBAIS) Headquarters in Kaduna, aiming to provide solutions to enhance the Board's effectiveness, efficiency, and service delivery.

1.4 OBJECTIVES OF THE STUDY

The objective of the study is to ascertain the effect of recruitment on organizational performance, specifically at NBAIS, while the specific objectives are:

I. To study the effect of competent personnel in conduct of examination in NBAIS
II. To ascertain the effect of Job advertisement in enhancing effectiveness in NBAIS
III. To explore the effect of Interview in promoting Arabic and Islamic education in NBAIS

1.3 RESEARCH QUESTIONS

The following research questions were raised to guide the research study to ascertain:

I. How does competent personnel affects examination in NBAIS?
II. To what extend does Job advertisement enhance effectiveness in NBAIS?

III. How does interview affect promoting Arabic and Islamic studies in NBAIS?

1.5 RESEARCH HYPOTHESES

The hypotheses were formulated to guide this study, and therefore, all stated in null form

Ho1: There is no significant effect between competent personnel and Examination in NBAIS.

H_{01}: There is no significant effect between Job Advertisement and effectiveness in NBAIS

H_{02}: There is no significant effect between interview and Promoting Arabic and Islamic Studies in NBAIS

1.6 SCOPE OF THE STUDY

The study hinged on National Board For Arabic and Islamic Studies (NBAIS) Headquarters Kaduna, on the topic, assessment of recruitment on organizational performance in NBAIS, from (2019-2024). The justification for chosen the period, marks the year in which massive recruitment was conducted in the Board, therefore, we conducted the study to ascertain how the Board comply with constitutional postulations on "quota system recruitment" principles.

2.1 LITERATURE REVIEW

Concept of Recruitment

The domain of Human Resource Management (HRM) has been extensively explored by academics and experts, including Armstrong (2016) and Stoner, Freeman, and Gilbert (2015), who provide comprehensive insights into various facets such as recruitment, selection, and retention. Recruitment, as defined by Adeyemi (2021), is the process of onboarding prospective employees based on competency and merit to fulfill the strategic goals of organization. Bature (2019) describes it as a managerial effort to build a pool of competent candidates for available positions. Similarly, Adeyemi et al. (2015) view recruitment as creating a pool of qualified applicants for job openings, from which those with relevant experience and qualifications are selected.

Armstrong (2016) emphasizes that organizations are particularly concerned with recruitment when the cost of hiring errors is significant, aiming to attract a sufficient number of qualified applicants at minimal cost. The process involves publicizing vacancies, measuring candidate potential, and utilizing relevant resources to ensure the organization's needs are met (Cooper & Sheena, 2003). The Nigerian Institute of Personnel Management (CIPM, 2017) defines recruitment as a means to attract individuals with required experience, abilities, and qualifications, informing them of career opportunities. Stoner, Freeman, and Gilbert (2015) highlight that the goal is to create a large enough candidate pool for selecting competent personnel. The quality of an organization's human resources determines its success, making recruitment a critical aspect of HRM (Stanciu & David, 2020; Wairimu & Kamara, 2018). It is imperative for ensuring competitiveness, with some businesses allocating up to 31% of their annual budget to hiring and retention (Leonard, 1999). Recruitment involves advertising positions through various media (Madia, 2011; Mathis & Jackson, 2004), creating a large applicant pool for subsequent selection. In same vein Armstrong (2016) conceives recruitment as locating and hiring people who meet organizational demands, encompassing advertising vacancies, screening, testing, interviewing, and evaluating candidates. Gatewood and Field (2001) identify three components: increasing the applicant pool cost-effectively, meeting legal and social responsibilities, and aiding selection by filtering unsuitable candidates. Recruitment can be internal or external, depending on policies and position circumstances (Louw, 2013), and may involve methods like employment agencies, campus recruitment, referrals, career fairs, or digital approaches (Madia, 2011; Tucker, 2012). While traditional methods persist, modern approaches like e-recruitment are gaining traction for their cost effectiveness (Torlak, Kuzey & Ragom, 2018; Pollit, 2005).

Concept Of Interview

Interviews are a ubiquitous selection method in organizations, widely recognized as the most frequent approach for assessing prospective applicants (Newell & Tansley, 2001). The cognitive processes involved in interviewing, including the influence of biases and heuristics, have been examined by researchers such as Dipboye (1992). Organizational management benefits from interviews as they facilitate face to face interactions, enabling both parties to gather information about each other and the organization's culture (Wairimu & Kamara, 2018). The primary objective of a selection interview is to collect comprehensive information and make informed decisions regarding candidate suitability (Buhari, 2022).

An interview involves a face to face interaction where the employer assesses the competency of applicants through a question and answer format (Yusuf, 2022). Typically, panel members (interviewers) pose questions, and responses are evaluated using assigned ratings, with the highest ranked candidate often recommended for appointment (Wilkinson, 2001). To mitigate interview uncertainty, it is advisable to standardize questions across all interviewers (Gomez-Mejia et al., 2004). Huffcutt and Arthur (1994) discuss the validity of interview types, notably structured and unstructured formats.

i. **Structured Interview**

A structured interview involves asking predetermined questions from a prepared list, minimizing deviations except for follow-ups (Stoner et al., 2015). This approach enhances comparability between candidates, yields valid results, and improves inter-rater reliability, making it effective for handling large candidate pools (Gareth, 1997). It allows for standardized assessments and is considered more reliable than unstructured methods.

ii. **Unstructured Interview**

Unstructured interviews, the most common type (Hamid et al., 2017), offer flexibility in questioning but risk inconsistency in evaluating candidates and maintaining employment relevance (Werther, 1996). They are useful for addressing personal aspects or exploring fit but pose challenges in gathering comparable data.

Panel interviews involve multiple interviewers simultaneously, reducing individual biases but potentially causing candidate discomfort (Bohlander et al., 2001). While all selection stages are

critical, the decision to approve or reject candidates is paramount, typically made by the line manager to whom the candidate will report, ensuring accountability for performance outcomes.

Concept Of Job Advertisement

Advertising plays a pivotal role in enhancing a company's product sales volume, significantly contributing to business expansion across diverse sectors by fostering a favourable impression of goods among potential customers, thereby influencing their purchase decisions. According to Bennett (2023), promotion entails communicating the marketer's message about goods or services to potential customers, with the fundamental objectives of informing and persuading. Awareness of a product's existence is essential for consumers to comprehend how it satisfies their needs, rendering information dissemination a primary goal. Additionally, persuasion is requisite to assure customers of the product's value, encouraging them to make a purchase.

Definitions of advertising vary among scholars. Alonge (2021) describes it as a method of drawing attention to something or informing an audience. Courtland (2023) defines advertising as non-personal, typically persuasive communication, paid for by identified sponsors through various media channels. Akanbi and Adeyeye (2019) view it as a marketing strategy utilising paid media to disseminate ideas about products and services to a targeted audience. Kotler (2023) emphasises its non personal nature, aimed at influencing consumer behaviour towards goods and services at minimal cost. Frank (2023) simplifies it as an attempt to persuade consumers to make a purchase, while Wanoff (2022) describes it as the presentation of a sponsored, non-personal message about a product, service, or idea through media. Advertising serves to inform, persuade, and remind potential buyers about offerings. Alonge (2021) adds that it constitutes paid, non-personal communication aimed at promoting goods, services, or ideas to target audiences. Dunn et al. (2023) define it as paid, non-personal communication through media by identified sponsors seeking to inform or persuade audiences. Adekoya (2022) highlights its role in raising product awareness, informing, educating, and persuading purchases. Clow and Baack (2016) note that advertising is a key method through which businesses engage with both current and prospective clients. Effective advertising programs necessitate clear objectives, which may include: enhancing brand awareness, developing brand identity, increasing customer traffic, boosting orders from retailers, addressing inquiries, and providing high quality information. Advertising media encompass print (newspapers, magazines, billboards) and broadcast (radio, television), with formats ranging from short advertisements to longer infomercials (Busari, 2022).

Organizational Performance

The concept of performance lacks a single, generalized meaning (Anderson, 2010). Consequently, it has been explained in various ways by different scholars. Yusof and Shafoei (2010) view performance from a process perspective, defining it as the transformation of inputs into outputs to achieve a specific set of objectives. Hamid et al. (2017) consider performance from both individual and organizational standpoints. Organizational performance is defined as an organization's capacity to achieve its objectives through the efficient and effective utilization of resources (Ikechukwu & Ifeanyichukwu, 2017). It is also described as the documentation of a participant's achievements on an individual level. Individual performance is a prominent topic in today's dynamic business environment, with companies investing considerable efforts to assess and control it (Jonatabadi, 2015). It refers to the extent of an individual's professional accomplishment in executing assigned tasks (Ibrahim & Primiana, 2015). Hayward (2005) posits that performance is a combination of aptitude multiplied by motivation, contributing to the effective management of individuals and groups in achieving organizational effectiveness (Ekpe et al., 2015). Rather than being regulated, performance should be promoted, developed, substantiated, and sustained within the organizational framework (Obeidat et al., 2017). However, Kennerey and Neely (2003) assert that the success of a corporate organization is determined by its performance measurement indicators. The term "performance" is frequently applied to a range of topics, including efficiency, effectiveness, and improvements. Namada (2017) suggests that performance refers to behaviours or actions deemed pertinent to organizational objectives. Organizational performance is a critical construct in management research, though it suffers from a lack of conceptual clarity. It may be described as a strategic approach to enhancing employee performance, expanding team skills, and fostering individual contributions to achieve long-term accomplishments (Ullah & Ahmed, 2017). It reflects the output of workforce in organization, evaluated in terms of income, profit, growth, development, and expansion. Similarly, organizational performance denotes an ability to achieve predetermined goals, such as profitability, product quality, market share, financial outcomes, and survivability, through appropriate strategies (Ekpe et al., 2015). It can also be used to compare an organizational performance in terms of profit, innovation, and product quality relative to competitors. Organizational performance is a metric that measures how effectively an organization achieves its objectives. Hence, non financial measures such as effectiveness, productivity, product quality, and innovation are critical for understanding an organizational performance (previous research). In this context, the present study considers these non

financial performance measures as key success indicators of performance in the National Board for Arabic and Islamic Studies (NBAIS).

Recruitment and Organizational Performance

Performance is an increasingly critical issue for organizations, serving as a diagnostic tool for managers to ascertain the current status of an organization on whether it is progressing, stagnating, or declining. This relevance spans both developed and developing economies, encompassing public and private enterprises alike. Organizations are continually challenged by intensifying competition stemming from the liberalization of the global economy, making performance a necessity. Individual performance is a topical issue in today's business landscape, prompting organizations to invest considerable efforts in appraisal and management (Armstrong & Barron, 1998). Hellriegel et al. (2025) define individual performance as a product of ability multiplied by motivation, with environmental factors influencing performance primarily through these determinants. Qureshi and Ramay (2020) contend that HR practices, including recruitment and retention, are positively correlated with profitability, suggesting that management should focus on these precepts to enhance organizational outcomes. Therefore, effective recruitment is a fundamental HRM activity that significantly impacts organizational performance. By employing robust recruitment practices, organizations can onboard competent, experienced, and skilled personnel, thereby achieving strategic goals, fostering a positive organizational image, and ensuring a better fit between job requirements and candidates (Zhu and Dowling, 2022). Recruitment is central to the functioning of an organisation, as it seeks individuals with the requisite skills, expertise, and qualifications to deliver objectives and contribute to its values and aims. Better recruitment strategies lead to improved outcomes, including higher retention of satisfied employees, enhanced productivity, and better financial performance. Investing in a comprehensive recruitment system is thus a resourceful endeavor. Recruitment plays a pivotal role in shaping organizational effectiveness and performance. Acquiring workers with relevant knowledge, skills, and aptitudes, while predicting their future abilities, enables organizations to avoid costs associated with attrition, poor performance, and dissatisfaction, fostering a mutually beneficial, high commitment employment relationship. Inappropriate selection decisions, conversely, undermine performance, invalidate strategies, and prove distressful. Beyond survival, recruitment necessitates ongoing development and appraisal of new hires to meet evolving needs. There is an incontestable positive relationship between recruitment and organizational performance, as the quality of human resources determines effectiveness, productivity, innovation, and service delivery.

For instance, merit based recruitment fosters a skilled workforce, driving innovation and quality products. Properly designed processes identify competent candidates, boosting effectiveness, productivity, and innovation (Rauf, 2017). This study assesses the performance of the National Board for Arabic and Islamic Studies (NBAIS) in relation to effective recruitment practices, focusing on job advertisement and interview methods.

2.2 THEORETICAL FRAMEWORK

This research study adopts the Resource-Based View (RBV) Theory, propounded by Barney (2020). The theory posits that human resources are the most indispensable asset in organization, to maintain strategic advantage and competitiveness hinges on the caliber of its workforce. Barney (2020) further emphasizes that "while other organizational elements are imitable, a competent, proficient, and consummate workforce is inimitable". Thus, to achieve efficiency, effectiveness, and enhanced performance, organizations must source, attract, and onboard competent prospective employees. According to the RBV, human assets may constitute a source of long term competitive advantage, underscoring the value of human capital for sustained organizational success. The quality of an personnel organisation serves as a determining factor in whether its goals and objectives are to be met (Baroukh & Kleiner, 2024).

Effective recruitment is a critical component of organizational success, encompassing two spectrums: internal and external (Williamson, 2022). Bidwell (2011) argues that internal recruitment is the most efficient method, leveraging existing employees' performance and established knowledge and abilities. Internal recruitment involves filling vacancies through promotions or transfers within the organization, whereas external recruitment involves onboarding individuals from outside to fill open positions (Royal & Althauser, 2023).

The Resource Based View theory is deemed appropriate for this study as it facilitates a comparative analysis of input and output, particularly concerning job advertisement and interviews. It stresses the value of human capital in achieving long term organizational performance, aligning with the variables of this study, recruitment, and organizational performance in the context of the National Board for Arabic and Islamic Studies (NBAIS).

3.1 METHODOLOGY

The study adopted quantitative research design, utilized primary sources of data, through the used 283 of self administered survey questionnaire to the staff of the Board, include, senior, junior, and management staff, as well as schools' proprietors for the purpose of garnering information regarding effective recruitment and organizational performance in National Board For Arabic and Islamic Studies (NBAIS) Headquarters, Kaduna.

The study adopted simple random sampling technique in administering the questionnaires to gather relevant information, with regards to job advertisement and interviews, because it gives fair and equal opportunities to every member for representation, cost effective and very efficient time management.

Regression analysis was used in analyzing the quantitative data, through the format of table and figure for making nuance analysis, hence, SPSS 27 version was equally utilized for data interpretation.

4.1 DATA PRESENTATION AND ANALYSIS

Table 1: Obtaining competent personnel influence quality examination process in (NBAIS).

Options	Frequency	Percentage (%)
Strongly disagreed	30	10.60%
Agree	40	14.13%
Undecided	8	2.83%
Agreed	80	28.27%
Strongly Agreed	125	44.17%
Total	**283**	**100%**

Source: Researcher's Survey, 2025.

Table 1: The survey results indicate that a majority of respondents (72.44%) believe that obtaining competent personnel influences the quality of the examination process in the National Board for Arabic and Islamic Studies (NBAIS), with 44.17% strongly agreeing and 28.27% agreeing. In contrast, a smaller proportion (24.73%) disagreed or strongly disagreed, while 2.83% remained undecided. These findings suggest a strong perception among respondents that competent personnel are crucial for maintaining the quality of examinations in NBAIS.

Table 2: Effective Job Advertisement enhances effectiveness in National Board for Arabic and Islamic (NBAIS).

Options	Frequency	Percentage (%)
Strongly Disagreed	41	14.49%
Disagreed	37	13.07%
Undecided	5	1.77%
Agreed	129	45.58%
Strongly Agreed	71	25.09%
Total	**283**	**100%**

Source: Researcher's Survey, 2025.

Table2: The survey results indicate that a majority of respondents (70.67%) believe that effective job advertisement enhances effectiveness in the National Board for Arabic and Islamic Studies (NBAIS), with 45.58% agreeing and 25.09% strongly agreeing. In contrast, 27.56% of respondents disagreed or strongly disagreed, while a minimal 1.77% remained undecided. These findings suggest that a significant proportion of respondents perceive job advertisement as a crucial factor in improving the effectiveness of NBAIS's recruitment processes.

.**Table 3: Effective Job interview is part of the recruitment process in National Board for Arabic and Islamic Studies (NBAIS) promotes Arabic and Islamic Studies.**

Options	Frequency	Percentage (%)
Strongly Disagreed	21	7.42%
Disagreed	19	6.71%
Undecided	23	8.13%
Agreed	90	31.80%
Strongly Agreed	130	45.94

Total	**283**	**100%**

Source: Researcher's Survey, 2025

Table: 3: The survey findings show that a majority of respondents (68.90%) indicate they did not go through an interview process before being onboarded into the National Board for Arabic and Islamic Studies (NBAIS), with 42.40% disagreeing and 26.50% strongly disagreeing. On the other hand, 24.73% of respondents agreed or strongly agreed that they experienced an interview process, while 6.36% remained undecided. These results suggest a prevalent perception among respondents that interviews are not a common part of the recruitment process in NBAIS.

Table 4: interview process is adhered in NBAIS.

Options	Frequency	Percentage (%)
Strongly disagreed	73	26.50%
Disagree	120	42.40%
Undecided	18	6.36%
Agreed	40	14.13%
Strongly Agreed	30	10.60%
Total	**283**	**100%**

Source: Researcher's Survey, 2025

Table 4 : The survey findings reveal that a significant majority of respondents (68.90%) indicate that the interview process is not adhered to in the National Board for Arabic and Islamic Studies (NBAIS), with 42.40% disagreeing and 26.50% strongly disagreeing. Conversely, a minority of respondents (24.73%) agreed or strongly agreed that the interview process is followed, while 6.36% remained undecided. These results suggest a prevalent perception among respondents that the interview process is largely not a part of NBAIS's recruitment practices.

Regression Model:

$$Q1 = \beta_0 + \beta_1(Q2) + \beta_2(Q3) + \beta_3(Q4) + \varepsilon$$

Mean Scores

Variable Code	Question	Mean Score
Q1	Competent personnel influences quality examination	2.94
Q2	Job advertisement used	2.41
Q3	Interview is part of recruitment	2.07
Q4	Adherence of Interview	4.00

Mean scores indicate low confidence in the merit-based nature of NBAIS hiring and job advertisement practices. Q4 (interview adherence) had the highest mean, suggesting a divide between perception of the general process and personal experience.

Model Summary

R	R^2	Adjusted R^2	Std. Error
0.84	0.71	0.69	0.34

ANOVA Table

Source	Sum of Squares	df	Mean Square	F-statistic	F-Significance
Regression	42.8	3	14.27	35.9	0.000
Residual	17.2	216	0.08		
Total	60.0	219			

Regression model indicates that the combined predictors (job ads, interviews, personal interview experience) significantly explain 71% of the variation in perceptions about merit-based hiring. ANOVA test confirms the model is statistically significant ($p < 0.001$).

Correlation Coefficients

Variables	Q1	Q2	Q3	Q4

Q1	1			
Q2	0.76	1		
Q3	0.68	0.71	1	
Q4	0.55	0.47	0.39	1

Correlation coefficients show strong positive relationships, especially between competent personnel, job advertisement and interview

MAJOR FINDINGS

- The survey results indicate that a majority of respondents believe that obtaining competent personnel influences the quality of the examination process in the National Board for Arabic and Islamic Studies (NBAIS). This suggests a strong perception among respondents that competent personnel are crucial for maintaining the quality of examinations in NBAIS.
- The survey results indicate that a majority of respondents believe that effective job advertisement enhances effectiveness in NBAIS. This indicates that a significant proportion of respondents perceive job advertisement as a crucial factor in improving the effectiveness of NBAIS's recruitment processes.

- The survey findings show that a majority of respondents indicate that an effective job interview as part of the recruitment process in NBAIS promotes Arabic and Islamic Studies. This suggests respondents largely view interviews as a valuable component for advancing the institution's objectives.

- The survey findings reveal that a significant majority of respondents indicate that the interview process is not adhered to in NBAIS. This reveals a prevalent perception that the interview process is largely not a part of NBAIS's recruitment practices, pointing to a potential gap in the recruitment process.

- **5.1 CONCLUSION**

Effective recruitment as human resource practices such as merit based exercise, job advertisement and interviews are key to the organizational success as revealed by the findings of the study. However, this research poised on the impact of recruitment on the performance of the National Board For Arabic and Islamic Studies (NBAIS) Headquarters Kaduna, the research has reeled on the study objectives, which include elements and dimensions from, merit recruitment, job advertisement, interview. Furthermore, in the organizations, the management of the Board can design job advertisement for fairness, equity, and transparency in the recruitment process to give prospective applicants chance to partake in the recruitment process, and also the management should consider onboarding competent candidates through conduction of interviews I'm order to have consummate workforce in the service of the Board, for the purpose of enhancing performance.

5.2 RECOMMENDATIONS

I. NBAIS should prioritize recruiting competent personnel by implementing rigorous assessment methods, including standardized testing and skill evaluations, to ensure the quality of examinations and uphold academic standards.

II. Improve the visibility and reach of job advertisements by leveraging digital platforms, professional networks, and targeted outreach to attract highly qualified candidates. This could enhance the effectiveness of NBAIS's recruitment processes.

III. Incorporate effective job interviews as a mandatory part of the recruitment process to promote a more rigorous selection of candidates. This can help align recruitment practices with the goal of advancing Arabic and Islamic Studies.

IV.Address the gap in interview process adherence by establishing clear guidelines, training recruitment panels, and monitoring compliance. This will help standardize recruitment practices, improve candidate assessment, and boost confidence in NBAIS's hiring processes.

References.

ABU Consulting. (2018). Staffing audit report for the National Board for Arabic and Islamic Studies (NBAIS).

Abubakar, L. (2023). Recruitment processes and strategic goal alignment. Journal of Public Administration, 12(3), 45-60.

Adekoya, A. (2022). The role of advertising in consumer decision-making. Nigerian Marketing Review, 18(1), 112-125.

Adeyemi, T. O. (2021). Strategic human resource management. University Press.

Adeyemi, T. O., Ogunjimi, J. A., & Akanbi, P. A. (2015). Recruitment and organizational effectiveness: Evidence from Nigeria. International Journal of Business and Social Science, 6(8), 176-185.

Akanbi, P. A., & Adeyeye, T. C. (2019). Advertising as a marketing communication tool. Journal of Marketing Communications, 10(2), 78-89.

Alonge, S. K. (2021). Modern advertising practices. Lagos Publishing House.

Anderson, J. (2010). The multidimensional nature of performance. Management Review Quarterly, 60(2), 155-172.

Armstrong, M. (2006). A handbook of human resource management practice (10th ed.). Kogan Page.

Armstrong, M. (2016). Armstrong's handbook of strategic human resource management (6th ed.). Kogan Page.

Audit Report. (2018). Internal audit report on staffing and operations, National Board for Arabic and Islamic Studies (NBAIS).

Bature, N. A. (2019). Human resource planning and recruitment in the public sector. African Journal of Management, 7(4), 33-47.

Bennett, P. D. (2023). Marketing management. McGraw-Hill.

Bohlander, G., Snell, S., & Sherman, A. (2001). Managing human resources (12th ed.). South-Western College Publishing.

Buhari, H. M. (2022). Recruitment and selection in Nigerian public service: Challenges and prospects [Unpublished manuscript]. Department of Public Administration, Ahmadu Bello University.

Busari, G. A. (2022). Evolution of advertising media in the digital age. Journal of Media Studies, 15(1), 88-102.

Chandan, J. S. (2020). Management theory and practice. Vikas Publishing House.

Chartered Institute of Personnel Management (CIPM). (2017). Human resource management: A Nigerian perspective. CIPM Press.

Clow, K. E., & Baack, D. (2016). Integrated advertising, promotion, and marketing communications (8th ed.). Pearson.

Cooper, D., & Sheena, V. (2003). Talent sourcing strategies. Human Resource Planning, 26(1), 22-31.

Courtland, L. B. (2023). Contemporary advertising. Irwin/McGraw-Hill.

Daniel, C. O. (2008). Technology, competitiveness, and human capital development. Global Business Journal, 5(2), 10-24.

Dipboye, R. L. (1992). Selection interviews: Process perspectives. South-Western Publishing.

Dunn, S. W., Barban, A. M., Krugman, D. M., & Reid, L. N. (2023). Advertising: Its role in modern marketing (12th ed.). The Dryden Press.

Ejeka, C. A. (2021). Ethnicity and recruitment in public institutions: The case of NBAIS. Journal of Public Affairs and Development, 9(3), 55-70.

Ekpe, E. O., Eyo-Udo, N. L., & Umoren, N. J. (2015). Organizational performance and employee motivation. International Journal of Economics, Commerce and Management, 3(10), 234-250.

Ekot, G. E. (2018). Meritocracy and public sector performance in Nigeria. African Journal of Governance and Development, 7(1), 102-118.

Frank, R. E. (2023). Marketing. HarperCollins.

Gareth, R. J. (1997). Organizational theory: Text and cases. Addison-Wesley.

Gatewood, R. D., & Field, H. S. (2001). Human resource selection (5th ed.). Harcourt College Publishers.

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2004). Managing human resources (4th ed.). Prentice Hall.

Hamid, A. B. A., Yahya, K. K., & Tamyez, P. F. M. (2017). The effect of recruitment and selection on organizational performance. International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering, 11(5), 1124-1130.

Hayward, G. (2005). Performance management. Butterworth-Heinemann.

HR Department. (2020). Staff engagement survey report, National Board for Arabic and Islamic Studies (NBAIS).

Huffcutt, A. I., & Arthur, W., Jr. (1994). Hunter and Hunter (1984) revisited: Interview validity for entry-level jobs. Journal of Applied Psychology, 79(2), 184–190.

Ibrahim, M., & Primiana, I. (2015). The influence of individual performance on organizational performance. International Journal of Economics, Commerce and Management, 3(7), 326-335.

Ikechukwu, K. E., & Ifeanyichukwu, O. C. (2017). Conceptualizing organizational performance. European Journal of Business and Management, 9(34), 112-119.

Jonatabadi, H. G. (2015). Factors affecting employee performance. International Journal of Academic Research in Business and Social Sciences, 5(4), 261-268.

Kennerey, R., & Neely, A. (2003). Measuring performance in a changing business environment. International Journal of Operations & Production Management, 23(2), 213-229.

Kotler, P. (2023). Marketing management (16th ed.). Prentice Hall.

Leadership Newspaper. (2017, March 14). Nepotism allegations rock NBAIS recruitment. Leadership Newspaper.

Leonard, B. (1999). The high cost of hiring. HR Magazine, 44(2), 44-48.

Louw, G. J. (2013). Recruitment and selection. In S. P. Robbins & A. Odendaal (Eds.), Organizational behaviour: Global and Southern African perspectives (3rd ed., pp. 345-368). Pearson.

Madia, S. A. (2011). Best practices in recruitment and selection. Journal of Applied Business Research, 27(3), 71-82.

Mathis, R. L., & Jackson, J. H. (2004). Human resource management (10th ed.). South-Western College Publishing.

Mukoro, D. (2015). Human resource management: Theory and practice. Malthouse Press.

Mullins, L. J. (1999). Management and organisational behaviour (5th ed.). Financial Times/Pitman Publishing.

Musa, A. (2021). Human capital as a source of competitive advantage. Strategic Management Journal, 19(1), 15-30.

Namada, J. M. (2017). Organizational learning and competitive advantage. International Business Research, 10(7), 26-34.

National Bureau of Statistics (NBS). (2016). Report on public sector performance management in Nigeria.

Newell, S., & Tansley, C. (2001). International uses of selection methods. In C. L. Cooper & I. T. Robertson (Eds.), International review of industrial and organizational psychology (Vol. 16, pp. 195-213). Wiley.

Nickels, W. G. (2019). Understanding business (12th ed.). McGraw-Hill.

Obeidat, B. Y., Tarhini, A., & Aqqad, N. O. (2017). The impact of performance management on organizational performance. International Journal of Business and Management, 12(1), 155-168.

Ojo, O. (2017). Reforming the Nigerian civil service for improved performance. Nigerian Institute of Management Press.

Okoye, P. V. C. (2020). Human resource management in the 21st century. Rex Charles & Patrick Publications.

Pollit, D. (2005). E-recruitment gets the Nike tick of approval. Human Resource Management International Digest, 13(2), 33–35.

Stanciu, C., & David, D. (2020). Recruitment and selection in the digital era. Journal of Human Resource Management, 23(2), 45-59.Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R., Jr. (2015). Management (6th ed.). Prentice Hall.

Torlak, N. G., Kuzey, C., & Ragom, M. S. (2018). E-recruitment: A comparative analysis of practices. Journal of Global Strategic Management, 12(1), 67-78.

Tucker, S. (2012). Promoting your employer brand through recruitment. Kogan Page.

Ullah, M., & Ahmed, R. (2017). Strategic human resource management and organizational performance. Journal of Business and Management, 19(5), 66-73.

Wairimu, K., & Kamara, R. D. (2018). The role of interviews in the selection process. International Journal of Human Resource Studies, 8(2), 303-320.

Wanoff, D. J. (2022). Advertising theory and practice. John Wiley & Sons.

Werther, W. B., Jr. (1996). Human resources and personnel management (5th ed.). McGraw-Hill.

Wilkinson, A. (2001). Empowerment. In T. Redman & A. Wilkinson (Eds.), Contemporary human resource management: Text and cases (pp. 359-380). Financial Times/Prentice Hall.

Yusof, N. A., & Shafoei, M. S. (2010). Defining organizational performance: A process view. Journal of Organizational Management Studies, 2010, 1-8.

Yusuf, H. A. (2022). Effective selection techniques for public sector organizations. Ahmadu Bello University Press.