

Job Advertisement, Selection, Recruitment and Placement of Personnel in Sokoto State Agency for Mass Education

Abbas Mahmud (Ph.D) & Dr. M. A. Yusuf

Department of Adult Education and Extension Services,

Faculty of Education and Extension Services, Usmanu Danfodiyo University, Sokoto

DOI: <https://dx.doi.org/10.47772/IJRISS.2024.803062S>

27 March 2024; Revised: 29 April 2024; Accepted: 29 April 2024; Published: 01 June 2024

ABSTRACT

The paper investigated Job Advertisement, Selection, Recruitment and Placement of Personnel in Sokoto State Agency for Mass Education. Three objectives and three research questions were formulated to guide the study. The study adopted descriptive survey design with the total population of 129 staff 14 management staff and 115 supporting staff out of which 93 are senior staff while 36 are junior staff. The sample size of the study were all 129 staff using purposive sample to select all the staff from the Agency since they belong to one organization. The researcher developed one instrument title: Job Advertisement, recruitment, selection and placement of personnel (JARSP) for data collection. The findings from the research question one indicated that the process of advertisement and selection of personnel for recruitment in sokoto state agency for mass education is commendable. While finding from research question two also indicated that placement procedures of successfully recruited personnel in sokoto state agency for mass education is admirable. And the findings from research question three also revealed that welfare and job satisfaction of personnel in Sokoto state agency for mass education is appreciable. Therefore, the study recommended among others that the state agency for mass literacy sokoto should improve the process used for recruitment and selection in using technology and be more transparent in their process. And the study further recommended that placement after successfully recruitment should follow due process by considering individual area of specializations, provision of required needed resources for job satisfaction.

INTRODUCTION

Job Advertisement process is for job opportunities from organization to fill in the existing gap. In essence the researchers was unable to lay his hand on any document specifically on recruitment process, guidelines, and procedures in sokoto state civil service rules. The researchers were guided using other relevant document that may correspond with sokoto state process for recruitment since the researchers want to confirm if procedures and process were rightly followed when it come to recruitment in the state agency for mass education sokoto. Recruitment process According to Recruitment and Selection Procedure Manual (2019) argue that once the need to fill a vacancy has been identified, MDAs should determine whether it is necessary to advertise within the organization, throughout the public service or externally. If a sufficient pool (two or more persons) of qualified, experienced and merited candidates are available within the organization then the competitive process must take place using only internal candidates. Where it is believed that the supply of internal candidates is insufficient or it would be more advantageous and in the best interest of the MDAs, then the competitive process may include candidates from the wider Public Service as well as those external to the Public Service. In other word the manual further describe that advertising for the appointment process must provide persons with a reasonable opportunity to apply. There should be open and fair advertising of the post, in the right places and enough information on terms,

selection criteria and process to attract a strong field of diverse candidates.

In advertisement, advertising strategy, job and person specifications should be consistent with the principles of transparency and fairness. MDAs should ensure that there is clarity with regard to:

- a) The qualifications, skills and experience required;
- b) The remuneration;
- c) The terms of appointment (whether temporary, permanent or fixed term and the respective conditions that apply);
- d) Core functions of the job.

However, to advertise existing job vacancies in an organization Hellriegel (1995) describe that the cost of recruiting, organizations should try as much to identify and attract qualified employees who would stay with them as long as the organization wanted them to. Typically, a departmental manager submits a personnel requisition to the organization's Human Resources Department. This requisition identifies the department in which the vacancies exist, the job title, job specification and salary range. The author further highlighted that, although recruitment activities are normally formal and bureaucratic, informal social processes also play a part, because many people find jobs through friends who inform them of job vacancies they have know about. However, the process of recruitment advertisement could be internal or external. Bateman (1993) refer that organizational recruitment may be internal or external. Basically, there are two major categories sources of applicants for recruitment: Internal and external. Zeithraml (1993) pointed out that if an organization has been doing an effective job of selecting employees, one of the best sources of supply for job openings is its own employees. Rue and Byars (1995) also pointed out that, promotion from within is a policy many organization follow. This means that when already staff been promoted to the next rank may equally fill in the existing gap within the organization that may not necessary to recruit within that period of time.

Recruitment in an organization were basically done based on certain reasons and procedures. Ibrahim (2014) pointed out recruitment and selection of personnel into the service is often conducted through series of stages known as the resourcing cycle. The resourcing cycle begins with the identification of a vacancy and ends when the successful candidate is performing the job to an acceptable standard. The author further describe that the first step in the recruitment process is to decide that there is a vacancy to be filled. This can be done systematically using some strategic approach. If, for example, there is a vacancy as a result of exit of an employee from the service, his immediate subordinate may be appointed to fill in the gap. It is only when there is nobody from within the organization to fill in the vacant position that another person may be sought from the outside.

Therefore, recruitment is an activity which generates a pool of applicants wishing to be employed by an organization out of which suitable candidates are selected. Though there are a range of activities and processes but irrespective of that, organizations should reflect equality and diversity in practice. Previous studies have shown the importance of recruitment practices to business success. (Tanova, 2003). Also, recruitment is the process of searching candidates for employment and stimulating them to apply for jobs in an organization (Chhabra, 2005). According to Beard Well et al, (1994) recruitment and selection process is concerned with identifying, attracting, and choosing suitable people to meet an organization's human resource requirement. But to Edwin and Flippo (1984) stressed that recruitment needs to be underpinned by a clear link from the objectives and strategy of the organization to; the jobs people are asked to do, human resources management, training and development programs, career progression, performance management, health and safety, and welfare issues. If all the above are taken into consideration, employees was not only

be satisfied in their jobs but was want to stay and work for the organization (Beardwell et. al. 2004).

Recruitment and selection are essentially concerned with finding, assessing, and engaging new employees or promoting existing ones (Schonbergcr, 1991). The focus is on matching the capabilities and interests of prospective candidates with the demands and rewards of a given job.

Recruitment and selection decisions are amongst the most important of all decisions that managers have to make because they are per-requisite to the development of an effective workforce. However, it should be noted that recruitment is only one aspect of human Organization constituted departments or units in which personnel are employed placed based on their area of specialization to manage and control the human and material resources. The department of human resources and development in every organization are giving the mandate for personnel recruitment through some processing. Bratton (1999) as cited in Stephen, Cinjel, Apikins & Samuel (2019). Sees recruitment as the processes of identifying and attracting potential candidates from within and outside the Organization to begin evaluating them for future employment. Once candidate are identified, an Organization can begin the selection process. This includes: Collecting of application from Applicants; Measuring applicants sweetability; and Evaluating information about the candidates' qualifications for specific positions. Costello (2006) as cited in Stephen, Cinjel, Apikins & Samuel (2019) A contributor to the American society for public administration sees recruitment process as the best way to achieve success of any organization, he further stated that implementing more effective processes to recruit candidates and select the best and the brightest will improve one's ability to meet the organizational human resources needs. To put it differently Desller (2000) also described recruitment as the process of generating a pool of qualified candidates for a particular job. Effective performance and then measuring applicants on these characteristics.

Selection procedures is part of the mandatory activities involved in recruitment exercise for job vacancies. Nalarine (1999) as cited in Amegashie-Viglo (2014). describe that selection means matching the requirement of a job with the attributes of candidates. This is facilitated by drafting an applicant's specification, defining his background, education, training, personality and characteristics. The specification might detail the mental disposition needed for the job, appearance requirements and special abilities needed to lead or cope with stress. The author further emphasize that Selection involves assessing the candidates by various means and making an appropriate choice followed by an offer of employment. In essence there are significance attached to selection on which is highly recognized, because it helps in choosing the most suitable and qualified candidates, who can meet the requirements of the jobs within an organization. For meeting the goals and objectives of the organization, it is vital to evaluate the various attributes of each candidate, such as their qualifications, skills, abilities, experiences, personality, nature and overall attitude. The other candidates, who have not found to be suitable to carry out the job duties are eliminated. The organization is required to follow appropriate selection processes, the reason being, if the selection is not carried out in an appropriate manner, then it would impose unfavourable effects upon the organization and loss would be incurred to the employer in terms of money, time, and efforts (Recruitment and Selection, 2016).

Consequently, recruitment is a matter of process these process shows the neatly gritty of the whole activities involved. Selection is one of such process by picking individuals who have relevant requirement/qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires. (Kumari 2012). in other words Stoilkovska, Ilieva, &. Gjakovs, (2015) issues the process of selecting qualified individuals to fill vacancies in the organization that will give much chances of success, but if it fails to choose the people with the necessary qualifications because the main goal is to hire the best person and it is a fundamental principle in equal employment opportunities laws. But to Omisore & Okafu (2014) selection is the process of choosing from the group of applicants who will be

appointed by the institution based on specific regulatory requirements. Yaseen, (2015) added that the end result of a constructive recruitment is having suitable competent candidates from the pool of people. Next step is selecting the most productive and suitable person according to the requirements of the job vacancy it can be done by assessing the candidates by various tools or measures and making a rational choice or decision followed by an offer of employment.

Placement is the process of putting people into certain positions who have been selected for the job. Once a letter of employment has been given, the next stage is to place the newly recruited staff posted to his department and schedule of his/her responsibilities is basically on his/her area of specializations. It is imperative at this stage the professional staff to takes over and find out the area of the candidate's skills and Knowledge, can be suitable for him/her to perform. Mullins (1999) as cited in Stephen, Cinjel, Apikins & Samuel (2019) stressed that what is critical is that newly recruited candidates should be objectively placed in order to get the desire outcome. Most Organizations placed their newly recruited staff on temporary and probationary appointment for a period of time usually for the period of one year, at the end of this period, appointment could be confirmed if the performance of the newly recruited staff is satisfactory, this is applicable in international Agencies, Institutions and Organizations all over the world. Meanwhile, selection and placement are processes that are critical to accomplishment of any Organization goals. Therefore, it is important to understand from the beginning that recruitment, selection and placement are activities entrusted to the personnel department of the agency to take the final decision as to which candidates should be employed (Stephen, Cinjel, Apikins & Samuel 2019).

While Job Satisfaction can be seen as a delightful favorable emotional situation arising from a realistic evaluation of one's job or work accomplishments. It relies on the notion that one's job serves or supports the realization of one's primary objective values, and to the measure that these beliefs are aligned with one's necessities, Locke (1976) observed job satisfaction, often known as work satisfaction, applies to how happy or pleased employees are with their jobs. An employee satisfaction survey is commonly used to determine employee satisfaction. Compensation, workload, management perception, adaptability, teamwork, skills, and other factors affecting employee satisfaction may be addressed in these surveys.

1) Personal factors: Employees' education, sex, age, marital status, personal attributes, family history, and economic class are among them.

2) Factors that inherent in the job: These factors has lately being researched and discovered for being essential in employee selection. Rather than being driven by their coworkers and bosses, talented professionals would want to be directed by their own instincts to choose employment based on "what they have to perform.

3) Factors that are controlled by management: Management has power over the kind of supervising, work satisfaction, type of workplace environment, and accounting for all expenses, as well as advancement opportunity, transfer policies, work duration, and sense of responsibility. All of these circumstances have a substantial impact on the workers. These elements motivate employees and instill a sense of job pleasure. Human by his nature needs concerns and once his desires are fulfilled will motivate to performed wonderfully. It is on this note Aminchi et al (2014) as cited in Bello & Williams (2023), referred placement as the act of assigning qualified individuals to specific positions. They reiterated that once an offer of employment is extended, the following step is to assign the new hire to a position within his or her area of expertise. This means that if proper placement is made a new employee make him to have sense of belongingness and fill delighted with the job. In other word employee placement, as describe by Dessler (2008) cited in Bello and Williams (2023), is of the believe that a newly hired person is allocated to a new role-playing position inside an organization or within his or her area of control in which the employee has a good chance of succeeding. By so doing it allow the employee to work with all seriousness and joy that he is in the right place to work with passion. Equally, Kumar and Sharma (2001) also cited in Bello and Williams,

share the same view with previous authors that the placement process involves deciding the best person for the job. Rather of relying on political, sociological, or any other sources (internal or external) of employee recruiting to make the proper choice. This means that following proper channels and means in recruitment is ensuring a good result for the organization.

Statement of the Problem

Organizations all over the world saddle with manpower shortage but to fill in the existing gaps they do all they should in order to make sure the organization competitively worked to the favorable level of performances. Where organization found itself into this situation the existing members are the one bear all the workload under the good leadership of management and patriotic heads department. As such head of organization try their own possible best to sort other alternative by hiring expert to work on the basis of part-time or contract staff for the purpose of achieving organizational goals and objectives. It is observed that insufficient personnel in an organization brings about an increase in workload and less supervision. Many managers and supervisors are under the impression that the level of employees performance on a job is proportionate to the size of the employees. Workload is more of work responsibilities, which is a normal phenomenon in much organization today. Workload in an organization comes about when employees perform and carry out more activities in an organization than what is expected of him to take (Engetou 2017). Having these in organization it become imperative for them to recruit new staff. Sokoto State Agency for Mass Education they have no different on this type of peculiarities in the shortage of staff because there are exist of existing staff, death and change of place of work among others. To this end the agency as a matter of policy or rules had to fill in the missing gap within the organization through the process of recruitment by advertising either internal or external. Therefore, the study is to find out the Job Advertisement, Selection, Recruitment and Placement of Personnel in Sokoto State Agency for Mass Education.

Objectives

1. To Investigate the Advertisement and Selection process of Personnel in Sokoto State Agency for Mass Education
2. To examine how personnel are being placed after successfully recruited in Sokoto State Agency for Mass Education
3. To investigate the welfare and job satisfaction of personnel in Sokoto State Agency for Mass Education

Research Questions

1. What are the process of Advertisement and selection of personnel for recruitment in Sokoto State Agency for Mass Education.
2. What are the placement procedures of the successful personnel after recruitment in Sokoto State Agency for Mass Education.
3. What are the welfare and job satisfaction of personnel in Sokoto State Agency for Mass Education.

METHODOLOGY

The study employed descriptive survey design since it is basically on descriptive nature to find out the common practice of staff employment in the organization. The total population of the Agency for Mass Education Sokoto are 129 with 14 management staff and 115 supporting staff out of which 93 are senior and 36 are junior staff. The sample of the study were all 129 staff using purposive sample to select all the staff from the Agency since they belong to one organization. The researcher developed one instrument title: Job Advertisement, recruitment, selection and placement of personnel (JARSPP) to enable the researchers

collate information on the recruitment exercise in the Agency. The instrument was administered by the researchers and two other persons from the agency. The data collated were analyzed using descriptive statistics frequency and percentages.

Process of Advertisement and Selection of Personnel for Recruitment in Sokoto State Agency for Mass Education

S/N	Item Statement	Yes		No		Not at all	
		Freq	%	Freq	%	Freq	%
01	Do the Agency recruit personnel every year?	0	0.0%	0	0.0%	129	100%
02	Do the Agency normally placed advertisement of recruitment in newspapers, radio and television stations?	12	9.3%	29	22.5%	88	68.2%
03	Are there timelines when advertisement is made for recruitment in the Agency?	97	75.2%	7	5.4%	25	19.4%
04	Are there criteria for the selection of applicant in the Agency?	101	78.3%	20	15.5%	8	6.2%
05	Are the criteria based on qualification, merit or area of specialization?	27	20.9%	41	31.8%	61	47.3%
06	Is there gender discrimination in the recruitment selection in the Agency?	41	31.8%	40	31.0%	48	37.2%

A look at the table on the process of advertisement and selection of personnel for recruitment in Sokoto state agency for mass education indicates that the respondents pointed out that the agency do not recruit personnel every year (Not at all = 100%). The table also reveals that the respondents signify that the agency do not normally placed advertisement of recruitment in newspapers, radio and television stations (Not at all = 88 (68.2%) and No = 29 (22.5%)) though some of the respondents indicates that it does (Yes = 12 (9.3%)). Majority of the respondents further signify that there are timelines when such advertisement is made for recruitment in the agency (Yes = 97 (75.2%) and moreover, they also indicate that there is criteria for the selection of applicant in the agency (Yes = 101 (78.3%)). Though, most of the respondents (Not at all = 61 (47.3%) and No = 41 (31.8%)) believed that the criteria was based on qualification, merit and area of specialization. The table also indicates that there are no gender discrimination in the recruitment selection in the agency as shown by the responses of Not at all (48 (37.2%) and No (40[31.0%])), though some of the respondents indicated that there is gender discrimination (Yes = 41(31.8%)). Over all, it could be concluded that the process of advertisement and selection of personnel for recruitment in Sokoto state agency for mass education is commendable.

Placement Procedures of Successfully Recruited Personnel in Sokoto State Agency for Mass Education

S/N	Item Statement	Yes		No		Not at all	
		Freq	%	Freq	%	Freq	%
01	Personnel are placed based on their specialization in Departments of the Agency	27	20.9%	41	31.8%	61	47.3%
02	Personnel posting is determined after recruitment in the Agency	129	100%	0	0.0%	0	0.0%
03	Personnel qualification determined which Department one would work in the Agency	10	7.8%	52	40.3%	67	51.9%

04	Working experience add no advantage to where one would be posted after successful recruitment in the Agency	25	19.4%	72	55.8%	32	24.8%
05	Posting of personnel after successful recruitment is based on passing an induction training examination in the Agency	18	13.9%	30	23.3%	81	62.8%
06	Successfully recruited personnel are posted to various Departments of the Agency based on vacancies or requests	75	58.1%	21	16.3%	33	25.6%

The table looks at the placement procedures of successfully recruited personnel in Sokoto state agency for mass education. It reveals that the majority of the respondents indicated that placement of personnel in departments is not based on their specialization (Not at all = 61 (47.3%) and No = 41 (31.8%) while only 27 (20.9%) indicated the “Yes” it is based on that. The table also reveals that all the respondents agreed that personnel posting is determined only after recruitment in the agency with an absolute ‘Yes’ agreement of 129 (100%). The table further shows that majority of the respondents indicated that personnel qualification did not determine which department they work in the agency with the option of “Not at all” receiving 67 (51.9%) and “No” receiving 52 (40.3%) while only 10 (7.8%) indicated “Yes” it does. The table also indicates that majority of the respondents indicated that working experience add advantage to where one would be posted after successful recruitment in the agency with “No” having 72 (55.8%) and “Not at all” receiving 32(24.8%) while only 25 (19.4%) indicated “Yes” that working experience add advantage to where one would be posted after successful recruitment in the agency. The further revealed that majority of the respondents indicated that posting of personnel after successful recruitment is not based on passing an induction training examination in the agency (Not at all = 81 (62.8%) and No = 30 (23.3%) because only 18(13.9%) of them agreed that “Yes” posting of personnel after successful recruitment is based on passing an induction training examination in the agency. Finally, the table reveals that majority of the respondents agreed that posting of successfully recruited personnel to various departments of the agency was based on vacancies or requests (Yes = 58.1%) though some of them did not agree that (No = 21 (16.3%) and Not at all = 33 (25.6%) posting of successfully recruited personnel was not based on passing an induction training examination in the agency. Over all, it could be concluded that placement procedures of successfully recruited personnel in sokoto state agency for mass education is admirable.

Welfare and Job Satisfaction of Personnel in Sokoto State Agency for Mass Education

S/N	Item Statement	Yes		No		Not at all	
		Freq	%	Freq	%	Freq	%
01	Personnel are dully given allowances when due in the Agency	65	50.3%	34	26.4%	30	23.3%
02	Personnel are duly trained on the job to upgrade their skills in the Agency	31	24.0%	42	32.6%	56	43.4%
03	Personnel salaries are paid regularly in the Agency	115	89.1%	14	10.9%	0	0.0%
04	Personnel’s offices are well equipped with facilities for the successful conduct of their duties in the Agency	27	20.9%	48	37.2%	54	41.9%
05	Personnel are being motivated with award for job performance in the Agency	17	13.2%	44	34.1%	68	52.7%

06	Personnel are allowed study leaves and the programme given recognition after completion	98	76.0%	20	15.5%	11	8.5%
----	---	----	-------	----	-------	----	------

The table looks at welfare and job satisfaction of personnel in Sokoto state agency for mass education. The table reveals that the respondents were almost equally divided in their opinions as to how the agency give personnel their allowances when due (Yes = 65 (50.3%), No = 34 (26.4%) and Not at all = 30 (23.3%). Though, the table reveals that the respondents unanimously agreed that personnel are not duly trained on the job to upgrade their skills in the agency (Not at all = 56 (43.3%) and No = 42 (32.6%) as against 31(24.0%) of them that agreed “Yes”, personnel are duly trained on the job to upgrade their skills in the agency. On the other hand, majority of the respondents indicated that personnel salaries are paid regularly in the agency (Yes = 115 (89.1%) as against 14 (10.9%) who somehow indicated that “No”, personnel salaries are paid regularly in the agency. Furthermore, the table reveals that majority of the respondents indicated that personnel’s offices are not well equipped with facilities for the successful conduct of their duties in the agency (Not at all = 54[41.9%] and No = 48 (37.2%) because only 27(20.9%) indicated otherwise. Likewise, the table also indicated that majority of the respondents indicated that personnel are not being motivated with award for job performance in the agency (Not at all = 68 (52.7%) and No = 44 (34.1%) as against 17(13.2%) of the respondents who showed that “Yes”, personnel are being motivated with award for job performance in the agency. Finally, the table revealed that majority of the respondents agreed that the agency allowed personnel for study leaves and the programme given recognition after completion (Yes = 98 (76.0%) as against some respondents that indicated that personnel are not allowed study leaves and neither the programme given recognition after completion (No = 20 (15.5%) and Not at all = 11(8.5%). Overall, it could be concluded that welfare and job satisfaction of personnel in Sokoto state agency for mass education is appreciable.

SUMMARY OF FINDINGS

1. The findings of the research question one revealed that the process of advertisement and selection of personnel for recruitment in sokoto state agency for mass education is commendable.
2. The results of the second research question indicated that placement procedures of successfully recruited personnel in sokoto state agency for mass education is admirable.
3. The findings from the research question three concluded that welfare and job satisfaction of personnel in Sokoto state agency for mass education is appreciable.

DISCUSSION OF FINDINGS

The finding of this study on Job advertisement, selection, recruitment and placement of personnel in sokoto state agency for mass education were analyzed the result shown from the research question one that process of advertisement and selection of personnel for recruitment in sokoto state agency for mass education is commendable. This is corroborated with Noe, Hollenbeck, Gerhart & Wright, (2011) that recruitment consists of any activity that focuses on attracting the appropriate candidates to fulfil job openings in an organization. Once candidates are identified, the next step is the selection process which identifies the best employees for the organization. In the view of Charles, Stella, Ruphina, & Ngozi (2020) recruitment is concerned with the selection of the required number of people to be screened for a job, measuring their quality and attempting to predict their future behaviour while selection, on the other hand, is assessing the candidates by various means, making a choice and finally, making an offer of employment. This means that due process is followed when coming to personnel recruitment in agency for mass education. However, the authors in their studies revealed that directors were at some extent, involved by the Ministry of Education in personnel recruitment and selection exercises and as such are more administrative inclined towards recruitment and selection practices that will assure quality in adult education programmes than facilitators who are field agents whose main responsibility is to teach the adults in adult learning centers. Their findings

further agreed with the findings of this current study that the process of recruitment, advertisement, selection and placement is based on the vacancies, giving adequate publicity to jobs vacancies through advertisements in media; contacting short-listed candidates for interviews; selecting candidates based on merit and qualification are the recruitment and selection practices for engendering quality in personnel job performance and organizational effectiveness.

The results of the second research question indicated that placement procedures of successfully recruited personnel in sokoto state agency for mass education is admirable. It is on this note the study realized that professional adult education then takeover to find out the area of the candidate's skills and knowledge, can be suitable which describe by Egunyomi (2000) stressed that what is critical is that newly recruited candidates should be objectively placed in order to get the desire outcome. Most importantly organizations placed their newly recruited staff on temporary and probationary appointment for a period of time usually for the period of one year, at the end of this period, appointment could be confirm if the performance of the newly recruited staff is satisfactory, this should be applicable in adult education in Nigeria.

The findings from the research question three concluded that welfare and job satisfaction of personnel in Sokoto state agency for mass education is appreciable. This means that staff of state agency are quite satisfied with welfare package been provided for them and it really satisfied their job performance. In essence the study of Kuria (2012) investigated the effects of employee welfare programmes on job satisfaction in Kenya's flower industry. The study agrees with the equity theory of motivation established in his study because they established how equitable rewards, involving employees in decision making, career development opportunities, health and safety, and good human resources policies and practices contributed to job satisfaction. The researcher further describe that, when employees are satisfied with the equity of their benefits packages, they are motivated to work harder in their assigned roles. It was further revealed by another scholars Irefin and Mechanic's (2014) that empirical evidence revealed, among other things, that when employees' well-being is taken care of, they are motivated, resulting in their commitment and high productivity, which has a positive impact on organizational performance.

RECOMMENDATIONS

1. The findings from the result recommended that the state agency for mass education sokoto should improve the process used for recruitment and selection in using technology and be more transparent process in which in the end it will not give room for complaint by candidates.
2. The findings from the second research question indicated that placement procedures it was successfully the result from the findings recommended that if placement after successfully recruitment should follow due process by considering individual area of specializations, provision of required needed resources for job satisfaction will enhance good performance of staff.
3. The study recommended that welfare package and job satisfaction for staff of state agency for mass education in sokoto should be among other things: motivation, wages and allowances, provision of good working environment for employee, staff development training such as in service training and seminars, workshops among others.

CONCLUSION

The study investigated the process followed when come for the recruitment in the state agency for mass education sokoto state. The study revealed that the due process is been followed when it come for recruitment through job advertisement, selection process, placement, welfare and jobs satisfaction. The study further indicated that when advertisement was made candidates were applied and selection criteria were dully followed and timeline is giving for the submission of application. After successful recruitment placement were done based on the area of specialization of the successful candidates. The placement of

candidate had an advantage over his working experience because it determine where one will be place within the organization. In other word qualification of candidate make him to be posted to where he supposed to. The outcome of this study and other studies conducted made the researcher to understand that welfare and job satisfaction of employee bring about success in an organization especially in the area of the study. Because, allowances and salaries of personnel in the agency are dully paid in a good time. Equally, staff are sent for training and certificate after training are recognize.

REFERENCES

1. Bello, A. & Williams, O. O. (2023). An Evaluation of Employee Selection and Placement in Public Institution in Nigeria FU'Wukari *Journal of Banking and Financial Studies Vol 2 (2)*,
2. Charles, O. Stella, C. N. Ruphina, N. & Ngozi, I. (2020). Human Resource management Practices for Quality Assurance in Adult Education Programmes in South-East of Nigeria. *Journal of Engineering Applied Science*. Vol 15, (13) ISSN: 1816-949
3. Egunyomi D. (2000), Introduction to personnel Management Ibadan Holad Publisher
4. Stephen, E. G. Cinjel, N. D. Apikins. M. W. & Samuel, I. A. (2019). Recruitment, Selection and Placement of Human Resource in International Civil Service Commission. *International Journal of Sciences: Basic and Applied Research* ISSN: 2307-4531 <https://www.researchgate.net/publication/349916190>
5. Dessler, G. (2000), Human Resource Management, Eighth Edition. New Jersey, USA Recruitment and Selection. (2016). Tutorials Point. Retrieved November 21, 2017 from https://www.tutorialspoint.com/recruitment_and_selection/recruitment_and_selection_tutorial.pdf
6. Ibrahim, Y. (2014). Recruitment and Selection in the Nigerian Public Service: Nature, Challenges and Way Forward *British Journal of Economics, Management & Trade* 4(7): <https://www.researchgate.net/publication/333798612>
7. Irefin, P. and Mechanic, M.A. (2014). Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State. *IOSR Journal of Humanities and Social Science (IOSRJHSS)*, 19(3), 33-41.
8. Noe, R.A., Hollenbeck, J. R. Gerhart and Wright, P.M. (2011). Fundamentals of Human Resource Management. 4th Edn., McGraw-Hill Education, New York, USA.,.
9. Kuria, P.N. (2012). The Effects of Employee Welfare Programmes on Job Satisfaction of Employees Within the Flower Industry in Kenya. *Mediterranean Journal of Social Sciences*,5(1),1 24-138.
10. Kumari, N. & Malhotra, R. (2013). A Study of the Recruitment and Selection process: SMC ZENITH *International Journal of Multidisciplinary Research*, 3(2), 244-254
11. Stoilkovska, A. Ilieva, J., & Gjakovski, S. (2015). Equal employment opportunities in the recruitment and selection process of human resources. *UTMS Journal of Economics*, 6(2), 281-292
12. Omisore, B. O. & Okofu, B. I. (2014). Staff Recruitment and Selection Process in the Nigerian Public Service: What is to be done? *International Journal of Human Resource Studies*, 4(3), 280
13. Yaseen, A. (2015). Recruitment and selection process of higher education sector and its impact on organizational outcomes. *International Journal of Human Resource Studies*, 5(4), 79-94