

# Educational leadership Effectiveness in the Selection and Recruitment of Academic Staff in Secondary Schools in Sokoto State, Nigeria

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**Abstract:** Leadership in education stand as a yardstick in administration of secondary schools' education in every state in Nigeria Sokoto state included, this paper looked at the conceptual clarifications of Leadership, leadership styles, effective leader and qualities of good leadership, the researchers also discussed about selection and recruitment of Academic staff in our secondary schools in the state, as well as strategies for recruitment and selection of staff. The researchers concluded that, it is the functions of educational stake Holders, school management and government Solve issues related to selection and recruitment of academic staff in secondary schools in Sokoto state. It was suggested that, there is a need to select educational leaders based on merits, Qualification and commitments articulated by a candidate should be given regard in selecting and Recruitment of academic staff, Government should do away with politics in appointing academic staff and leaders in Schools. Technical Committee should be formed by government with active capacity to monitor and regulate the operations of educational leaders and teachers in Secondary schools in the state and Educational Leaders needs to be transformational by bringing changes that would suit the present educational challenges in the state

**Keywords:** Educational Leadership, Selection, Recruitment and goals achievement

## I. INTRODUCTION

One of the most significant developments in the field of Organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in Djabatay (2012). This scenario lends credence to the increasing attention being paid to the people's aspect of organizational wealth: This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management Djabatay, 2012). Akin to this development is the contention in National University of Ireland (2016) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying and attracting potential candidates from within and outside an organization

to begin evaluating them for future employment, selection begins when the right calibre of candidates are identified.

There is need for Interest in educational leadership in the early part of the 21<sup>st</sup> century because of the widespread belief that the quality of leadership makes a significant difference to school and student's out comes. There is also increasing recognition that schools require effective leaders and managers if they are to provide the best possible education for their learners. Schools need trained and committed teachers but they, in-turn, need the leadership of highly effective principals and support from other senior and middle managers for quality outputs from the system. School leaders are under considerable pressure to demonstrate the contribution of their work to school improvement, which has resulted in the creation of a wide range of literature which addresses leadership in the context of school improvement Christopher (2013)

## II. CONCEPTUAL CLARIFICATION

### *Educational Leadership*

A word from our everyday language, leadership' has been incorporated into the technical vocabulary of organizational studies without being redefined. Therefore, it is not surprising that definitions of concept are almost as numerous as the scholars engaged in its study. Bennis (2013) for example, opined that "leadership is like beauty, it is hard to define, but you know it when you see it" leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task". The only assumption shared by this and most definitions is that "leadership involves a social influence process in which one individual exerts intentional influence over others to structure activities and relationships in a group or Educational organization".

Badru .M (2015) is a forerunner in defining leadership in terms of the situation. His leadership model, the "Leadership Contingency Model," strives to show how leadership depends on the situation. He has gone beyond the traditional concept that leadership is a role of the leader, the follower, and the position and developed a practical approach which

operationally defines the situation in question. His classification system determines how favorable a group situation is to its leader in terms of three situational variables: (a) the leader's interpersonal relations with the members of his group, (b) the power and authority provided to the leader by his position, and (c) the structure of the task assigned to the leader's group. Such a classification system focuses on the leader's individual behavior. Leadership is independent of formal positions and offices; on the other hand Leadership is about relationship to the task of initiating and maintaining a definitive organizational structure of Education.

### III. LEADERSHIP STYLES IN EDUCATIONAL INSTITUTIONS

#### 1, *Democratic Leadership Style*

In line with the opinion made by Muhammad (2014) Democratic Leadership Style is a system of Leadership where by Free exit of planning, organizing, controlling, coordination etc are given to everyone in an educational Institutions for determining Objectives. Therefore, this system of Leadership does not restrict any Subordinate to take parts in an organizational Decision Making.

In line with a study conducted by Okoroji, A &Ukpere (2014), a democratic leadership style was found to be the most effective style because student performance is improved by the "encouragement of class participation in decision making. The authors also noted that a democratic leadership style strengthens relationships between students and teachers. Furthermore, the democratic style of leadership emphasizes group and leader participation in the making of policies. Decisions about the organizational matters are arrived at after consultation and communication with various people in the organization. The leaders attempts as much as possible to make each individual feel that he is an important member of the organization. Communication is multidirectional while ideas are exchanged between employees and the leaders Heenan & Bennis, (2012). In this style of leadership, a high degree of staff morale is always enhanced Mba,(2014)

#### 2, *Autocratic Leadership Style*

An authoritative leader, or a leader with an autocratic style, maintains control through strict rules, guidelines, and negative consequences Smith, (2016). An authoritarian leader does not consult others in the decision-making process Smith,(2016).

Autocratic Instructors maintain a tight classroom setting and are characterized by high expectations and strict rules, only certain behaviors are acceptable. An authoritarian instructor is also recognized by punitive actions, a cold character, and restrictive behaviors. Students do not have any voice in the learning environment.

According to Maurick (2016), reports that the theory X, managers believe that people have a natural dislike for work and will consequently avoid it if possible, consequently management will have to adopt a stick and carrot approach.

Because people dislike work, it is naturally necessary to coerce, control, direct and threaten in order to ensure sufficient effort from them so as to attain organizational objectives. Maurick further emphasizes that the average worker wishes to avoid responsibility and wants to be directed and controlled. Theory 'assumption thus explains the behavior of autocratic managers hence limits achievement of the organization. This leadership style thus, has orders passed down from the superior to the immediate subordinates. Here the principal seeks the views of other staff members, but implements them only when such views are inconsonance with his own pre-established views.

Therefore, this form of leadership required complexity of Supervision, Monitoring and Control, the Leader in this juncture is more rigid in ensuring work has been done in according the rules of Institutional Setting.

#### 3, *Leisure fair Leadership Style*

Laissez- faire leadership style involves a situation where the leader avoids power and authority leaving the group to establish whatever they wish to do. Sturbridge and Stoughton (2011) report that Laissez-faire leadership style is sometimes described as a wild anarchy. Under this type superior staff has minimum input into the operation of the organization. Subordinate staff takes the majority of the decisions with little reference to the superior staff who instead encourage subordinate staff to assume many functions of their superior staff.

This kind of Leadership Style has been describe as the most flexible form of leadership Style where by Such particular Leader articulate leniency, resulting to the Nature of his Life Style in Administering his/her organization, this form of leadership has minimal Supervision and Control. Kaweese .M (2015)

### IV. CONCEPT OF RECRUITMENT

Recruitment refers to the process of finding possible candidates for a job or function, undertaken by recruiters. It may be undertaken by an employment agency or a member of staff at the business or organization looking for recruits. Advertising is commonly part of the recruiting process, and can occur through several means: through newspapers, using newspaper dedicated to job advertisement, through professional publication, using advertisements placed in windows, through a job center, through campus interviews, etc. Suitability for a job is typically assessed by looking for skills, e.g. communication skills, typing skills, computer skills. Evidence for skills required for a job may be provided in the form of qualifications (educational or professional), experience in a job requiring the relevant skills or the testimony of references. Employment agencies may also give computerized tests to assess an individual's "off-hand" knowledge of software packages or typing skills. At a more basic level written tests may be given to assess numeracy and literacy. A candidate may also be assessed on the basis of an

interview. Sometimes candidates will be requested to provide a résumé (also known as a CV) or to complete an application form to provide this evidence.

## V. RECRUITMENT STRATEGIES

When it comes to developing strong recruitment strategies, Human Resource teams are constantly struggling. There isn't one fool proof method and it can become an expensive and laborious process. To ease the pain of recruiters everywhere, we outline 3 recruitment strategies you may not have tried but which can make the process easier and more effective than what you had before.

### I. Job Attraction.

Job postings rarely diverge from one standard look a brief introduction about the company, bullet points about the actual job, and more bullet points about the perks of the role. While most prospective talent is accustomed to this format, if you want your job posts to stand out among the crowd, you need to change things up a bit. For one, consider adding visuals to your posts particularly if you are hosting the post on your own website. You can use timeline templates to share the history of your company or to organize the tasks of a role.

### II. High light of organizational Culture

Attracting the right talent doesn't come from highlighting what your company is doing for external resources how are you treating your employees remember, potential employees will be working within your company they need to know that they will be appreciated and taken care of. Otherwise, why should they work for you? Highlighting your company's culture in recruitment posts and job ads need to be a priority but you also need to showcase your internal dynamics in non-job posts? Do you have office lunches or gatherings for celebrations? Post images or videos on social media. Perhaps your company has a weekly trivia night or dance party. Share those pictures. What about other benefits like work-from-home days or office get away?

### III. Referral Policy

Who knows your company best? Is it the people who follow you on social media, or the people? Already employed at your organization obviously, it's the latter, so why not use their assistance when looking for new talent and innovators for your company Instead of spending time and money on a recruitment drive for people who aren't in any way affiliated to your organization, looking from within will save on costs and improve efficiency. Since your employees already know what working in your company entails, they can look at their core group of friends and family to see who would be a good fit. And if they do encourage someone to join the company, it is a sure sign that you are doing something right employees actively want more people to join them at the workplace.

## Indicators of Recruitment and Selections of Staff in an Organization

### 1. How we Source Candidates

It's Very importance to understand the kind of ways to sources the Candidates we select for recruitment in an organization this means through the use of Media, Posters, and Magazines etc

### 2. We needs to find out where we get the most qualified candidates from

Which ones pass the preliminary filters, which ones reach the end of the process, and of course, which ones are finally hired, we don't need to receive hundreds of CVs, just the ones that fit the requirements for the vacancy.

### 3. Average duration in candidate selection processes

Where do our recruitment processes get stuck? In what phases do we take the longest? Do we lack recruiters and need the help of external recruitment companies for the preliminary phase? Are our managers so busy that we need to fine-tune screening so that the process does not go on for months? Maybe we need to include extra evidence that will allow us to better assess the candidates, before involving other departments inside our company. To obtain this information, we need to be able to track our candidate selection processes. If we can't, this won't be doable.

### 4. Process cost

How much does it cost us to select a candidate and how are these costs split, for example: job boards, external recruitment companies, internal recruiters, and time spent by our management, etc.

### 5. Success rate

As in, how many offers do we send and how many are accepted? If the acceptance rate is low, maybe we aren't doing this well and we should review the target audience of our processes, as well as the compensation we offer. If the rate of aborted processes is high, perhaps we aren't really screening properly or we aren't pitching the vacancy properly. Susana M (2019)

## VI. CONCLUSION

This research concluded by calling the attention of educational stake holders, government and Individuals to harness more, in proper Recruitment and Selections of qualitative Teachers for quality Education, Educational Leaders should do away with politics in teaching jobs, in order to possess sound and effectives teachers in our Educational Institutions.

## VII. SUGGESTIONS

1. There is need for selecting educational leaders based on merits,

2. Qualification and commitment articulated by a candidate should be given regard in recruitment and selection of Staff
3. Government should do away with politics in appointing academic Staff and academic leaders.
4. Technical Committee should be formed by government with active capacity to monitor and regulate the operations of educational leaders, teachers and schools in the state,
5. Educational Leaders need to be transformational by bringing changes that would suited the contemporary Educational challenges for goals achievements

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