

## EFFECT OF SELECTION PROCESS ON THE PERFORMANCE OF ORGANIZATION IN NATIONAL BOARD FOR ARABIC AND ISLAMIC STUDIES (NBAIS) HEADQUARTERS, KADUNA

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### Abstract

*Selection process is fundamental to improving organizational performance by ensuring that qualified and competent employees are obtained. Despite this recognition, there is limited empirical evidence on how recruitment practices influence performance in public educational institutions, particularly those responsible for student examinations. This study examined the effect of recruitment on organizational performance at the National Board for Arabic and Islamic Studies (NBAIS) Headquarters, Kaduna. The study employed a mixed-method approach involving both quantitative and qualitative techniques. Out of a population of 787 staff, teachers, students, and proprietors, a sample size of 263 was determined using Slovin's formula. Data were collected through questionnaires administered to 258 senior and junior staff selected via simple random sampling, and semi-structured interviews with management staff, students, teachers, and proprietors selected purposively. Data were analyzed using descriptive statistics and thematic analysis. The findings revealed a positive relationship between recruitment practices and organizational performance; however, the recruitment process at NBAIS was found to be largely unfair and non-transparent. The study recommends adopting a fair, transparent, and merit-based recruitment system that prioritizes competence, experience, and qualifications to enhance organizational effectiveness.*

**Keywords:** Job Advertisement, Job Interview, Organization, Performance, Selection,

### Introduction

The world today is faced by war of talent, as every organization seeks to employ the consummate, skilled, proficient workforce in the employment of their organizations for the purpose of achieving effective performance. Akinwale & Akinwale (2017). This has promoted organizations to scout for experienced and talented employees to help them achieving their strategic goals and objectives. Thus, Adeniji (2018) posits that, human resources are the most indispensable asset in the organization, without which organization will be a mere assemblage of structures and equipment, this further emphasizes that people are power-house they offer values, perspectives and also help in sustaining the effectiveness of organizations in this turbulent and dynamic world, but not every people organization needs, they directly targeting competent prospective employees to obtain, retain and protect. Boxall, (2023) averred that, organization requires competent employees to achieve strategic objectives, and maintain competitive advantage, being workforce as indispensable asset that offer values and work towards success in organizations.

However, the success or otherwise of an organization is hinged on the caliber of workforce it possesses , because, everything in an organization is imitable except consummate workforce

which gives an organization strategic and competitive advantage over its counterparts. Buhari (2025). Recruitment entails all the activities that concern with attraction and selection of the prospective applicants in order to fill in the vacant positions for the aim of achieving strategic goals and objectives of the organization and enhanced performance.

Falola, (2024). It is however a prelude stage onboarding the successful and most qualified applicants into the service of organizations, which begins with identification of the recruitment need, identify vacant positions, developing job analysis, sourcing for talents, screening, selection, interview and finally onboarding the successful candidates. (Okoye, 2020) sees personnel as “the people who are ready to serve the organization with their ability, talent, competency and drive in the achievement of organizational goals. The human resources are considered as the most important, most valuable, most complicated and least predictable, it is these resources that process other resources in order that the results of these processes would constitute the goals of the organization (Mukoro, 2015), without human resources, organizations are no more than mere assemblage of buildings, plants and equipment, no other factor is as important as human resource in maintaining corporate stability, efficiency, effectiveness, development and profitability of an organization whether in the long or short-run (Hamza, 2021).

Organizations can attain or achieve its predetermined goals and objectives, by obtaining appropriate candidates through effective recruitment process which is sine-qua-non (Musa 2024). There are number of resources that contribute towards the success of any organization, such as manpower, money, machine, material, information, idea and other input. While those resources are imperative, the human factor is the most vital one because it was people who coordinated the use of all resources (Chandan 2020).

In the light of the significant importance of human resource to the organization the process used to source and select those resources should be effective, unbiased and efficient. These categories lead to the increase attention being paid to the human resources aspect of the organization. This is because the growth of people, their competencies, skills and the process development of the total organization are the fulcrum of personnel management (Yusuf, 2023).

Therefore, selection process is considerably contrast across the organizations and nature of ownership. In Nigerian public organization selection is said to be guided by the precepts of bureaucratic representative (federal character, catchment area, and some times, quarter system). This has been enshrined therein section 14 (3) of the constitution of the Federal Republic Of Nigeria (1999) altered that “*the composition of the Federal organization, any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the Federal character of Nigeria and the need to promote national unity, and also to command national loyalty, thereby ensuring that there shall be no predominance of person from few states or from few ethnic organizations other sectional groups in that government or in any of its agencies*”.

However, despite the emphasis of the Nigerian Civil service commission on the uniformity, standardization and transparency in the rules of selection yet, the process is characterized by lack of equity, transparency and merit based, which making it difficult if not impossible to obtain the best qualified candidate for the job (Hamza,2025), in same vein Abubakar (2023) postulates that recruitment is the process of the discovering or selecting and hiring the best qualified candidate from inside or outside of organization for a job opportunity. Selection also involves actively seeking out a potential candidate and obtaining their interests in the position. For an organization to achieve its goals, it must therefore have sufficient number of

people with the appropriate skills and experiences (Reid and Barrington 1994). The advent of technological breakthrough in information and technology and competitiveness in the business environment in the twenty -first century, makes it imperative for organization to put in place adequate measures capable of engaging competent workforce for enhancing performance (Daniel, 2008).

Therefore, the study poised to assess the effect of selection process on organizational performance at National Board for Arabic and Islamic Studies for the purpose of obtaining competent prospective candidates in order to achieve strategic goals, objectives and enhanced performance through effective and efficient service delivery.

### **Statement of the Research Problem**

Although organizations may vary in terms of their objectives, they however shared common factors and goals. These are personnel, equipment and desire for performance. However, organizations in Nigerian Civil Service are plagued by inefficiency, with bloated workforce and lack of clear performance metrics. Ojo, (2017) posits that, Nigerian Civil service lacks a performance driving culture, leading to poor service delivery and low productivity. Ekot (2018) lacks of merit based selection precepts in the Nigerian Civil Service has laid underperformance of the public institutions, Anuh (2017) opines that, Nigerian Civil Service demands urgent reform to address inefficiencies, corruption, and poor performance, resulted by favoritism, tribalism and sectionalism in the selection process, hence, the National Bureau Of Statistics NBS, (2016) revealed that, the Nigerian Civil Service lacks effective performance management systems, leading to poor accountability and transparency in the service.

However, National Board For Arabic and Islamic Studies (NBAIS), as a public institution that is saddled with the responsibilities of conducting Examination, accreditation of Schools, integrating Arabic and Western education, promoting Islamic and Qur'anic studies for the purpose of having national cohesion and improving quality education in Nigeria, faces significant challenges in conducting effective recruitment to obtain competent employees, leading to overstaffing, high personnel overhead and decrease in organizational performance. This unfortunate development has affected the performance of the Board, because lack of effective recruitment process militates against the Board's ability to achieve efficiency and enhanced performance, as many employed personnel lack the competent ability to handle their roles effectively resulted by lopsided selection process (Joseph, 2023). This goes inline with the findings of many researchers, like, Leadership Newspaper, (2017) reported that, NBAIS selection process lacks transparency, with allegations of favoritism and nepotism. Ejeka, (2021) posits that, NBAIS selection process favors certain regions and ethnic groups, leading to lopsided workforce that lacks diversity (John Smith, 2020) also postulates that, NBAIS has a 20% surplus in staff, leading to inefficiency, redundancies and wastes.

ABU Consulting (2018) revealed in their report that, NBAIS can reduce its staff by 15% without impacting operations. HR Department of NBAIS (2020) reported that, only 40% of NBAIS staff feel engaged and motivated indicating a need for improving retention practices. Audit Report, (2018) also reports that, NBAIS bloated workforce has led to redundancies, with some staff having no clear of roles and responsibilities, Obogo (2020) has it that, NBAIS loses top talent due to lack of career progression opportunities and poor conditions and uncompetitive salaries.

Therefore, based on these underscored problems, postulated by different scholars and researchers. The study assessed the effect of selection process on the performance of organizations in National Board for Arabic and Islamic Studies (NBAIS) Headquarters Kaduna, with view of proffering possible solutions to address the critical issue in order to enhance performance of the Board in achieving effectiveness, efficiency in service delivery.

### **Research Questions**

The following research questions were raised to guide the research study to have possible data from the targeted population for making substantial analysis.

1. How does Job advertisement affect the performance of NBAIS?
2. How does job interview affect the performance of NBAIS

### **Research Hypotheses**

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

H<sub>01</sub>: Job Advertisement has no significant effect on organizational Performance in NBAIS

H<sub>02</sub>: Job Interview has no significant effect on organizational performance in NBAIS.

### **Literature Review**

#### **Concept of Selection**

Selection is the process of choosing the best candidate for a job position whose experience, skills, knowledge and educational qualifications matches the job specification and description for the purpose of achieving organizational responsibilities, while other scholars have conceptualized selection in different ways based on their comprehensions Flippo, (1984) sees selection as the process of picking or choosing the best candidate from among the candidates for a job. This clearly postulates that, personnel management obtains best candidate through selection by aligning job specifications, job descriptions with the qualifications of a candidate to affirm conformity in order to avoid mismatch.

Hence, Yoder, (2020) views selection as the process of determining which applicants possess the requisite qualifications to fill job vacancies. This scholar pinpoints the need before the personnel management to choose candidate, its imperative to carefully ascertain among the prospective applicants whose requisite qualifications, such as educational qualifications, experience, skills, attitude and knowledge matches the job need for the purpose of having the best candidate in a particular position at a particular time for enhancing organizational performance.

However in same vein Armstrong, (2021), describes selection as the process of assessing candidates and deciding which one to appoint. This emphasizing that, the stage of selection its where ultimate decision is taken for selecting candidates who have been assessed mentally, physically, psychologically and found suitable for the job requirements. Robert et al (2020) view selection as the process of choosing from a group of applicants the individual who is most likely to perform successfully in a job. Thus, selection is the final stage where best and talented candidates are selected based on their traits for achieving strategic goals and objectives in organizations.

Mello, (2015) conceives selection as the process of evaluating and selecting the most qualified candidates to fill job openings. The postulations of these scholars on selection poised on the fact that, selection is the process of making ultimate decision to choose the

most qualified candidates for the job positions nexus to their personal traits, entailing educational qualifications, skills, experience, attitude and knowledge that met job requirements for achieving organizational predetermined goals and objectives.

### **Concept of Job Interview**

Interviews are used in nearly every organization for selection of the prospective applicants. Interviews seen to be most frequent method of staff selection (Newel & Tansley, 2020). The cognitive processes involved in interviewing, including the role of biases and heuristic (Dipboye, 2023). Personnel management get advantage from the use of interviews as they get to meet the applicants in person, during the interview, individual will have the chance to learn more about the commercial and public sectors. Interview's objective is to gather as much information as feasible and then use that information to make a decision (Wairimu & Kamara, 2018). Interview is a face to face interactions between the prospective employees and employer where questions are asked and answers are given for the purpose of assessing the competency of the applicants (Buhari, 2025). Thus, in interview process panel members often ask questions to the interviewee, to which the interviewee is supposed to reply and ratings assigned by the interviewers are frequently used to collect answers to questions. The candidate with the maximum ranking is the one who is suggested for an appointment (Wilkinson, 2022). However, due to interview uncertainty, it is necessary to make every endeavor to guarantee that all interviewers are given the same questions (Gomez-Majia *et al*, 2024). Huffcutt & Arthur (2024). Highlighted on the validity of different types of interviews, including structured and unstructured interviews.

### **Structured Interview**

A structured interview, according to Stoner *et al.*, (2020), is one in which the interviewer asks questions from a prepared list and does not stray from it except for a few follow-up questions. The interviewer uses a list of questions that have prepared in advance. An unstructured Interview is just half as successful as a planned interview. When dealing with a high number of candidates, as structured interview is beneficial for valid findings (Gareth, 2023). The structured interview asks each candidate the same fundamental questions, allowing for easier comparability between candidates. An interviewer can prepare employment-related questions ahead of time and then perform a standardized interviewee assessment from using this sort of interview. Other techniques may be as trustworthy or effective as a structured interview. Because the interview style assures that the same interviewer gets detailed information on each applicant, inter-rater dependability is greater. Furthermore, the fact that several interviewers asked identified questions of candidates has improved inter-rater consistency. Structured interview is unique form of interview questions that were preplanned, predetermined in order to assess the physical and intellectual prowess of the prospective employees.

#### **i. Unstructured Interview**

Unstructured Interviews are the most prevalent form of an interview, Hamid *et al*, (2025), they provide the interviewer with a lot of leeway in regards to which questions to ask and in what sequence. It is beneficial while working to assist candidate's personal difficulties or comprehend why they are not fit for the position. The problem with an unstructured interview is maintaining it employment-related and gathering similar data on each candidate. (Werther, 1996). Numerous interviewers interview the applicants at the same time in a panel interview, and all interviewers receive the same replies.

On the negative side, group interviews are usually unsettling for candidates. He claims that the panel interview eliminates any personal prejudice that any interviewer could have. Even though all phases in the selection processes are significant. The choice to approve or disapprove candidates is the most crucial (Bohlander *et al.*, 2001). The human resources manager is expected to make the employment offer contractually. Nonetheless, the line or functional manager to who the potential personnel will be reporting makes the final decision on the employment offer. This is because of two factors: The new staff member will report to line manager, and the line manager will not be able to place responsibility on anybody else if the performs poorly.

### **Job Advertisement**

Job advertisement is the process of making a publicity about the open vacant positions for attracting the prospective applicants to apply in order to get the best candidate among them (Buhari, 2025). It's always been a key factor in boosting organizational reputation and employer brand by attracting labor pool to work in the organization through fair, just and equitable manner devoid of sentiment, nepotism and political patronage for achieving the best by choosing the best.

However, different scholars have given their construes on the concept. Saks & Ployhart (2020) view Job advertisements as crucial part of the recruitment process, serving as a primary means of communicating job opportunities to potential applicants. They are highlighting that, while conducting recruitment, advertising the vacant positions is the prelude role to focus on which aiming to attract and scout the large pool of labor, through different methods, such as television, radio and newspapers.

Wanberg *et al.*, (2020) averred that Job advertisements are written descriptions of a job opening that provide information about the job, organization, and requirements. This emphasizes on making or availing requirements of the job which entails job specification and job description for the prospective applicants to have in-depth information towards what they are applying for.

Rynes & Gerhart (2021) postulate that Job advertisements are a key component of the recruitment process, influencing applicant perceptions and job pursuit intentions. While Cable & Edward (2022). View Job advertisements as an opportunity for organizations to showcase their employer brand and attract top talent. Thorsteinson & Deshon (2022) affirm that job advertisements are a critical aspect of the hiring process, providing applicants with information about the job and organization. Therefore these scholars have conceptualized job advertisement which centered on the prelude stage in which an organization make a publicity of the available job vacancies to the pool of labor for the purpose of attracting them to apply so as to choose the most suitable and qualified candidates for achieving strategic goals and objectives.

### **Concept of Performance**

Performance refers to the accomplishment of tasks, duties and responsibilities inline with predetermined goals, objectives, and roles of an organization which are determined by efficiency and effectiveness. However, the concept of performance has no single generalized meaning, scholars have premised on it. Buhari (2025) views performance as a process of measuring the efficiency and effectiveness of an organization through the outcome of it's role performed. While, Yusof & Shafoei, (2020) seen performance as based on process perspective, performance as process involving the transformation from inputs to outputs in

order to achieve a specific set of objectives. Hamid *et al.*, (2022), seen performance from both individual and Organizational standpoint. Organizational effectiveness. Organizational Performance is defined as an organization's capacity to achieve its objectives through utilizing resources efficiently and effectively.

Ikechukwu & Ifeanyichukwu, (2024). Organizational performance may be described as a strategic and comprehensive strategy to enhancing the performance of employees and expanding the skills of teams and individual contributions to achieve long-term accomplishment. Ullah & Ahmed, (2023). As a result, it is proof of the output of an organization's members as evaluated in terms of income, profit, growth, development, efficiency and enlargement. In a similar vein, organizational performance refers to an organization's capacity to achieve predetermined goals such as high profit, high-quality product, big market share, strong financial outcomes, and survivability at a predetermined period utilizing appropriate action strategies (Ekpe *et al.*, 2025).

Organizational performance may also be used to compare how well an organization is performing in terms of profit, inventiveness, and product quality compared to competitors. Therefore to assess performance of an organization there is a metric that measures how successfully an organization achieves its objectives. One of the most important constructs in management research is organizational efficiency and effectiveness, productivity, innovation, return of investment, and profit, these have been identified in previous research to increase knowledge of organization's performance.

Thus, in line with the present study views, non-financial performance measures are used as critical success indicators in assessing performance of National Board for Arabic and Islamic Studies NBAIS, in terms of quality result, school accreditation process, and curriculum design and finally promoting Arabic and Islamic Studies in the country for the purpose of promoting quality education through integrating both Arabic and Western system of education for achieving unified system.

### **Selection and Organizational Performance**

Effective selection of employees is a fundamental function of personnel management which resulting significant impact on the performance of organization, especially NBAIS, competent, experienced, skilled and proficient workforce is obtained through the process of selection to execute strategic goals and objectives of organization, and also to boost positive organizational image, therefore, selection process is crucial to the successful functioning of organization as it focuses on choosing the right people with necessary skills, expertise and educational qualifications inline with job specification and description for achieving effective performance. Boxall (2000) averred that, selecting best candidate gives an organization competitive advantage over its competitors, leading to efficiency and effectiveness in service delivery.

In same vein, Buhari (2025) posits that, a consummate employee is a rare factor omens to organizational success and performance through dedication, commitment and unwavering expertise. Thus, a competent person selected through selection process results in improved organizational outcomes. The more effectively organization selects candidates, the more likely they are to hire, retain and protect competent employees. In addition, the effectiveness of an organization's selection system can influence bottom-line outcomes, such as productivity, efficiency and effectiveness as well as financial generation. Therefore, investing in the development of a comprehensive and effective selection system is resources well spent.

Selection as a human resource management function, is one of the activities that impact most critically on the performance of an organization. It also has an important role to play in ensuring worker performance and positive organizational outcomes.

Abubakar, (2024) opined that it is often claimed that selecting of workers occurs not to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment for achieving organizational performance. This averred that selection exercise plays a role in shaping organizational effectiveness and enhanced performance, if organizations are able to acquire workers who already possess relevant knowledge, skills, good attitude, creativity, thereby the chances to achieve success is absolute certain, therefore choosing consummate employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right, by getting the best at a right time through objective procedures devoid of sentiment, favoritism and political patronage. Thus, the performance of National Board for Arabic and Islamic Studies (NBAIS) can enhance only by conducting objective selection of employees based on their requisites which align with job requirements.

### **Theoretical Framework**

The research study adopted Resource-based View Theory (RBV) propounded by (Barney, 1991). The assumption of the theory postulates that, human resources are the most indispensable asset in organization, the need for organization to maintain its strategic and competitive advantage lies on its caliber of workforce. He further emphasizes that, every other thing in organization is imitable, except competent, proficient and consummate workforce who appeared to be inimitable, thus, for organization to achieve efficiency and effectiveness and enhanced performance, it becomes imperative to source, attract and obtain the competent prospective employees. Competent personnel, according to “RBV” maybe a source of long-term competitive advantage Barney, (1991). This highlights the value of obtaining the best candidate for saving long-term organizational success. The quality of an organization’s personnel determines whether or not its goals and objectives are to be met

Baroukh & Kleiner, (2024). This affirms that effective selection process is a critical component of an organizational success and performance, therefore resource-based theory deemed appropriate for the study, as it posits on selecting competent employee for achieving performance. However, despite the relevance of the theory to the study, it has been criticized by other scholars. Silas (2020) contends that the RBV Theory, focuses on obtaining competent employees to achieve competitive advantage, without highlighting the influence of external environment towards achieving that, Buhari, (2015) critiques on the theory centered on the lacking of RBV Theory to pinpoint effective framework for obtaining the best candidate and dissuade subjective practices for achieving strategic goals. Hence, in spite of that the theory is relevant to the study as its in tandem with the variables, which are selection and performance of the organization, in relation to National Board for Arabic and Islamic Studies (NBAIS).

### **Materials and Method**

The study adopted mixed research design, utilizing both qualitative and quantitative instruments to source data. Survey questionnaire, and purposive interview were conducted and data was sourced primarily, regarding selection and organizational performance in National Board for Arabic and Islamic Studies (NBAIS) Headquarters, Kaduna. The study covers the total population of the Board at Kaduna Headquarters, constituting 550 both,

junior, senior and management staff. 226 sample size was selected using Krejcie and Morgan’s table (1970). And simple random sampling technique used in self-administered questionnaire to the personnel, and purposive interview conducted with 5 selected management staff, as well as focus group discussion with 17 persons, entailing students, teachers, proprietors.

## Results and Discussion

### Data Presentation and Analysis

The following research questions were adapted from Tafida (2023) .

**Table 1: Selection process in National Board for Arabic and Islamic Studies (NBAIS) is meritorious.**

Options	Frequency	Percentage (%)
Strongly Disagreed	58	26.32
Disagreed	62	28.18
Undecided	8	3.64
Agreed	42	19.09
Strongly Agreed	50	22.74
<b>Total</b>	<b>220</b>	<b>100%</b>

Source: Researcher’s Survey, 2025

The responses in Table 1 indicate a divided perception among staff regarding whether the selection process in National Board for Arabic and Islamic Studies (NBAIS) is merit-based. A combined 41.82% of respondents agreed (22.73% strongly agreed and 19.09% agreed), suggesting that some staff members perceive the selection process as legitimate and based on open competition. However, the majority of responses fell under the disagree (28.18%) and strongly disagree (26.36%) categories, making up a total of 54.54%. This highlights that a greater proportion of the workforce questions the transparency or fairness of the hiring procedure. The low percentage of undecided respondents (3.64%) suggests that most employees have a clear stance on the issue, indicating either satisfaction or dissatisfaction with the hiring process.

**Table 2: National Board for Arabic and Islamic (NBAIS) relies on job advertisement as part of its precepts in conducting selection exercise.**

Options	Frequency	Percentage (%)
Strongly Disagreed	55	25
Disagreed	100	45.45
Undecided	4	1.82
Agreed	29	13.18
Strongly Agreed	32	14.55
<b>Total</b>	<b>220</b>	<b>100%</b>

Source: Researcher’s Survey, 2025

Table 2 presents a more critical view of the use of job advertisements in recruitment exercises. Only 27.73% of respondents (14.55% strongly agreed and 13.18% agreed) believed that NBAIS regularly uses job advertisements for selection. On the contrary, a large percentage 70.45% (45.45% disagreed and 25% strongly disagreed) did not believe that such practice is commonly followed. This demonstrates a prevailing perception that job openings may not be publicly advertised, raising concerns about transparency and equal opportunity in hiring. The extremely low undecided rate (1.82%) also points to a strong consensus or certainty among respondents. These figures may reflect a pattern of internal hiring practices, favoritism, or lack of communication on selection process.

**Table 3: Interview is part of the selection process in National Board for Arabic and Islamic Studies (NBAIS).**

Options	Frequency	Percentage (%)
Strongly Disagreed	101	45.91
Disagreed	70	31.82
Undecided	18	8.18
Agreed	15	6.82
Strongly Agreed	16	7.27
<b>Total</b>	<b>220</b>	<b>100%</b>

Source: Researcher’s Survey, 2025

The data in Table 3 suggests that interviews are not consistently viewed as a standard component of the recruitment process at NBAIS. A small percentage only 14.09% (7.27% strongly agreed and 6.82% agreed) affirmed that interviews are part of the recruitment process, while a significant 77.73% (31.82% disagreed and 45.91% strongly disagreed) denied this practice. This trend indicates that the organization either bypasses interviews altogether or applies them selectively, which may erode confidence in the objectivity of the selection system. Additionally, 8.18% of respondents remained undecided, which may signify uncertainty about whether interview processes are uniformly applied or merely perceived as inconsistent. This shows that the Board isn’t really conducting interview while selecting employees as proven in the table.

**Table 4: You have gone through interview process before you were selected in to the service of NBAIS.**

Options	Frequency	Percentage (%)
Strongly Disagreed	80	36.36
Disagreed	100	45.45
Undecided	13	5.91
Agreed	15	6.82
Strongly Agreed	12	5.45
<b>Total</b>	<b>220</b>	<b>100%</b>

Source: Researcher’s Survey, 2025

Table 4 reinforces the findings in Table 3 by showing that a majority of respondents 81.81% (45.45% disagreed and 36.36% strongly disagreed) reported they did not go through an interview before being onboarded. Only 12.27% claimed they did (5.45% strongly agreed and 6.82% agreed). These figures point to a widespread omission or neglect of the interview stage in the selection process, which is a critical step for evaluating candidates' qualifications and fit for the role. The undecided group (5.91%) is relatively small but may represent employees with limited recollection or unclear selection experiences. Overall, this pattern raises serious concerns about the integrity of the selection process in the Board, which might have resulted in having mediocre and incompetent staff that detail the performance of the organization.

**Regression Model:**

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

**Mean Scores**

Variable Code	Question	Mean Score
Q1	Selection based on merit	2.94
Q2	Job advertisement used	2.41
Q3	Interview is part of selection	2.07
Q4	Underwent interview before selecting	4.00

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

**Model Summary**

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	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 job advertisement and perceived merit-based hiring, this further emphasizing for organization to achieve strategic objectives, must conduct effective selection of candidate in order to get the competent employees so as to achieve strategic objectives.

**Qualitative Result**

The results from interview conducted on management staff, which were five (5), related to selection process.

1- How does the Board conduct selection of employees?

Based on this question 4 out of the 5 management staff have asserted that the Board doesn't really conducting an interview neither advertising their vacant positions openly, as must of the employees got employed through recommendation of the traditional rulers, or politicians' request. This have averred the response in table one, where 28.86% viewed that the selection

process wasn't merit.

2- The certificate of the Board is widely accepted by the institution of learning;

this question was posed on the teachers, students and proprietors in a group discussion which 15 out of the 17 participants have confirmed that, not all the institutions of learning or the MDAs are recognizing the certificate of the in terms of offering admission or appointment because of the poor collaboration of the Board with the institutions.

3- Accreditation of schools by the Board is based on meeting requirements?

This question was channeled on the proprietors and teachers which have confirmed that, in most instances it's not based on the meeting requirements, as some of the staff showing lack of competence in handling the exercise.

4- How could you describe the effort of the Board towards promoting quality education in Nigeria by integrating both Arabic and Western Education system?

The teachers and proprietors have asserted that the effort of the Board towards achieving this is minimal, as they hardly get invited for seminar organize to showcase the goals of the Board together with Western Educationists, which is highly significant setback in achieving the predetermined goals of the Board.

Therefore, based on the interview in assessing the performance of the Board, our findings have proved that the performance of NBAIS is ineffective as a result of having lack of competent employees.

### Findings of the Study

1. The study reveals a potential trust gap between staff and management in relation to selection process Such skepticism could stem from inconsistencies in job advertisement practices or a lack of awareness about selection guidelines, which might affect morale and institutional integrity. Therefore, the study found that there is significant effect between Job Advertisement and organizational performance but insignificant in NBAIS, The Board doesn't reel on job advertisement while conducting hiring prospective applicants.
2. The study observed that there is significant relationship between interviews and organizational performance but insignificant in NBAIS, as the said Board, has not been conducting interviews while conducting selection exercise. Therefore, the study concluded that effective recruitment as human resource practices such as job advertisement and interviews are key to the organization's success as revealed by the findings of the study.

### Conclusion and Recommendations

However, this research poised on effect of selection on the performance of the National Board for Arabic and Islamic Studies (NBAIS) Headquarters Kaduna, the research study sticks on the study objectives, which include elements and dimensions from job advertisement, interview as factors in selection process. Furthermore, in the organizations, the management of the Board can design job advertisement for fairness, equity, and transparency in the selection process to give prospective applicants chance to partake in the recruitment process, and also the management should consider obtaining competent candidates through conducting of interviews in order to have consummate workforce in the service of the Board, for the purpose of enhancing performance. Hence, the study have recommended the followings:

1. The management staff of the Board should ensure *that* before conducting recruitment, job advertisement should be made available, either through newspapers, television, radio or email, for the purpose of giving fair and equity opportunity to all interested applicants.
2. The Management of the Board should also reel on conducting interviews while selecting the successful candidates, based on their experience skills, educational qualifications, creative thinking and problem solving skills, attitudes in order the organization to have proficient workforce in place.

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