

Sociological Perspective of Meritocracy in the Nigeria Public Organization an Overview of the Recruitment Processes in Some Kano State Public Organizations

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Abstract

Every organization desires to achieve effectiveness and efficiency. However, one of the vital indices that many Nigeria public organizations failed to put into consideration is giving the opportunity to those who actually merit it. The objectives of any organization can only be achieved when appropriate, competent, and diligent work forces are put in place, 'Meritocracy' provided a fair system and opportunity for the most able people who can produce the best results. It serves as a mechanism that enhances social mobility and encourages people to reach their fullest potential. It is therefore pertinent that the principles of meritocracy is adopted in every recruitment exercises in the Nigeria public organization. This study was exploratory research and it employed the in-depth interview for collecting primary data from the respondents. The data collected were transcribed, converted into written form and thematic were provided. The findings of the study revealed that there are various impediments to the achievement of the principles of meritocracy in the Nigeria public organization ranging from the compliances to the federal character commission; statism; nepotism; religion and godfatherism. The study suggest the need to firmly ensconce the principles of meritocracy in the recruitment processes for the purpose of achieving effectiveness and efficiencies in the Kano public organization

Keywords: Meritocracy, Nigeria, Public, Organizations, Effectiveness, Efficiency

Introduction

The definitions of the term Meritocracy may be difficult to provide, since it has to be provided from the perspective of those defining and how it is implemented in a particular place (Sen 2000, Low 2014). The British Sociologists Michael Young coined the term in 1978 in his book "The Rise of the Meritocracy". Sociologists have adopted the term to refer to the act of selecting or recruiting people or work force to occupy important position in the organization or social setting by giving cognizance to their ability or potentiality (Scully, 2015). The principle of Meritocracy enhances the choice of talent and the most able people to produce the best (Sundell, 2014). It provides a fair system which permit better outcomes for both the organization and the entire nation (Taylor, 2006). Meritocracy provides people who are committed; hard working; talented and diligent the means of advancement and the opportunity to contribute positively to the development of the organization they work for as well as the entire nation in general (Petersen, Saporta & Seidel, 2000). Meritocracy also permits entrenching of

transparency and accountability in any recruitment processes (Rodan, 2009).

Every Nigeria public organizations were primarily established for the purpose of achieving some objectives. Therefore, in a bid to achieve the desired objectives, the work force needs to be recruited through employing the principles of meritocracy. However, there seems to be some hindrances to the achievement of the best principles of meritocracy especially in the Nigeria public organization. Nigeria is apparently heterogeneous societies that usually have various challenges in the process of recruiting work force (Adenugba, Fadoju & Akhuetie, 2017). However, for the purpose of achieving organizational effectiveness and efficiencies, it is pertinent to give consideration to the principles of meritocracy in any recruitment exercises in the Nigeria public organizations. It is in these lights that the study seeks to examine the factors responsible for the failure of meritocracy in the recruitment processes in the Nigeria organization by focusing on some selected public organizations in Kano metropolis. The objectives of the study include to understand the practice of meritocracy in the Kano State public

organizations; to examined the factors responsible for the failure of meritocracy in the Kano State public organizations and to investigate the implications of not implementing meritocracy in the Kano State public organizations

Literature review and theoretical framework

Meritocracy and recruitment in the Nigeria public organizations: Conceptualization of meritocracy

In a bid to achieve organizational effectiveness and efficiencies, it has become pertinent to prioritize the principles of meritocracy in the process of selection; appointment; nomination and most importantly recruitment of an individual or group (Poocharoen, & Brillantes, 2013). The principles of meritocracy might not definitely bring about the choice of absolutely the most competent person; however, it excluded the choice that would be characterized by sentiments of any nature (Sundell, 2012). Recruitment through the principles of meritocratic appointment would permit the selection of those who are qualified for the job (Adenugba, Fadoju, & Akhuetie, 2017). The principles of meritocracy should be seen as self evidently a good idea because it produce the best possible results and it optimized the public welfare of the entire population (Sundell, 2014). In another similar observation meritocracy has been described as the mechanism that offers a fair system, which results in better outcomes for both the individual and the entire society (Jackson, 2001)). Closely to the observation is the assertion that meritocracy is that principles that provides talented as well as hard-working people from every part of the society with the ultimate goal of giving them the opportunity to advance and contribute to the organization as well as the entire nation (Yaro, 2014).

In a different opinion about meritocracy, it has been argued that it should be judged according to the way societies are structured and their values in the civil service reform (Dauda & Falola, 2015). Meritocracy has also been described as an essential component of organizational capital development in the knowledge-based economy. This is because it is accounted for better infrastructures that permit top values for organizations (Dabir, and Azarpira, 2016).

Taylor, (2006) was also of the view that meritocracy is a system that permits allocation of reward and scarce resources to those who are qualified people. This implied that it is a system that provided competent people opportunity to excel. Similarly, Alveson, & Karreman, (2001) asserted that meritocracy is a mechanism that should be established in every aspect of organizations to achieve effectiveness and efficiencies. It is also a system that allows those that are qualified to be recruited or appointed in the right place and time. The system enhances the achievement of individual, organizational and societal goals (Alveson & Karreman, 2001).

Meritocracy according to some scholars can be understood and practiced in various ways and it is pertinent to assess it (Ladson-Billings & Tate, 2016)). It has been argued further that the way it is understood and practiced determined the outcomes of it (Krauze & Slomczynski, 1985). It has been described as a social system that permits those who are competent to occupy an important position (Arowolo, 2010). In another assertion meritocracy has been described as a true system that gives everyone an equal chance to advance and obtain rewards in accordance with their efforts and potentiality irrespective of their race, gender, class, or any other non-merit factors (Castilla and Benard 2010: 543)

McNamee, Stephen & Miller, (2004), were also of the view that Meritocracy can be a source of motivation and an incentive for performance. However, the increasing economic inequalities (for example in U.S.) have been seen as what reinforced non-merit factors. They asserted that College is virtually a precondition for upward mobility but educational achievement is increasingly stratified by class. That implied that higher education is logically preserved for the elite.

Dahlström, Carl, Victor Lapuente & Jan Teorell. (2012) were of the view that evidence have shown that meritocratic recruitment reduces corruption, Meritocracy to them is an element of effective bureaucratic, it creates a separation of interests between bureaucrats and politicians (Dahlström, Carl et al, 2012). In a related argument, Poocharoen, Ora-orn & Brillantes. (2013) were of the view that meritocracy strengthens the assumptions that there should be fairness, equality and competence as regard as opportunity in organization is concerned. Meritocracy goes

against incompetence, nepotism and corruption of any form as far as working with public organizations. They further stated that it is a system that respects the principles of open selection, competition and careful evaluation of qualities. This implies that it involved having some qualification standards and getting recruited through designed recruitment process; rather than non-meritocracy methods of selecting or appointing someone into public organization (Poocharoen, etal, 2013).

Willy, (2007) in his view described meritocracy as an accountability mechanism and a system that improve civil servants' capability and performance. He stressed further that although it is an appointment of the best person for a particular job but the practical implications of meritocracy is controversial. This is because according to him the following are components of meritocracy:

- Application of merit principles at every Jobs level i.e. as much to promotion as to initial recruitment
- The best candidate that could do the job adequately should be appointed
- It must be open to all and it imply no internal arrangement but only appointments or restricted shortlists
- It must be systematic, transparent and challengeable. It imply there should be an expectation of challenge to decisions taken if a breach is suspected, including from the unsuccessful candidates, viewing them as valuable feedback which will in making better decisions in future

It is controversial in the sense that many of the public organization may never want to take into consideration all the components of meritocracy since it will eventually affect those at the helm of affairs. Willy, (2007) therefore identified the following as the challenges of meritocracy: political patronage (clientelism), nepotism and financial corruption.

For Evans, Peter & Rauch (1999), meritocracy refers to recruitment processes that have to do with having educational qualifications, passing general exams and satisfying position by qualifications. They stated further that it involves passing panel interviews and psychological tests.

Concept of recruitment

Recruitments of competent employees have become essential for the purpose of achieving

organizational objectivity. These become paramount because the employees are the workforce that enhances the organization in making their vision and mission to come to into reality.

Recruitment has been described differently, Tucker, Butler, Graven-Nielsen,, Riek & Hodges, (2009) were of the view that recruitment encompassed the array of organizational practices and decisions which can affect the number or types of individuals willing to do a job available. In another definition by Hatfield, Brashler, Winterrowd, Bell, Griffin, Fidler & Chin, (1997), they stated that recruitment refers to getting the right people for particular jobs and this may be through advertising for everyone who is capable. This eventually provide avenue to competent person for the specific work. The assertion implied that it is not everyone with paper qualification that is eligible for recruitment. It involves making a choice on the right candidate for a specific post. It is essential because it is through the process that the government or organization effectively and efficiently achieves its sets objectives (Omisore, & Okofu, 2014).

Recruitment has also been described as a process that attracts people on a timely basis in large number and with the right qualifications to seek for an opportunity in a particular organization (Monday & Noe (2005) in Omisore & Okofu (2014). This implies that recruitment process is an exercise that is conducted on a designated time and when the need arises. The need mostly arises when those occupying the position have vacated (Monday & Noe, 2005)

In a related opinion, Chung, Lee, & Humphrey, (2010) were of the view that recruitments cycles are mostly on stages and they are:

- a- knowing the actual costs of the recruitment;
- b- having the information of formal staff requisition and
- c- selecting the most competent staff through appropriate mechanism (i.e aptitude test, interview among others)

In a critical examination of recruitment process in Nigeria and India, recruitment process in Nigeria has been described as impaired; this is because the process itself encourages non meritocracy process of recruitment (Maidoki

and Dahida, 2013). Similarly, Akinwale (2014), was of the view that there are problems with the system of recruitment in Nigeria because it is connected with the federal character policy. In another observation Edosa (2014) argued that states and local governments in Nigeria usually discriminate against applicants in the recruitment process, especially those who are not origin or do not come from a particular geographical boundaries. In another assertion by Onwe, Abah and Nwokwu, (2015), they were of the view that the political dignitaries are very powerful and are capable of truncating the recruitment. They determined the outcome of every recruitment processes. In a related argument Omisore and Okofu (2014) stated that religious factor have a lot of influence in the recruitment processes especially in the Nigerian public organizations. This is why this study examine meritocracy process in the Kano public organization which is one of Nigeria Public organization

Theoretical framework

This study adopted the Bureaucratic theory that was propounded by Max Weber (1864-1920). He argued that bureaucracy is the basis for the systematic formation of any organization. This is because it is designed to ensure efficiency and economic effectiveness. He described it as an ideal model for management and its administration. Bureaucratic system for him would bring an organizational power structure into focus. Meritocracy is a form of bureaucracy since it seeks to select the best for the purpose of achieving organizational effectiveness and efficiencies. The argument of the meritocracy system has always been the recruitment of those competent hands to occupy those organizational positions for the purpose of achieving organizational productivity. Meritocracy certainly cannot eradicate the socio-cultural values that have permeated the organizational processes; however, it would go a long way to reduce the destruction and the ineffectiveness that have become so pervasive in the Nigeria public organization. Similarly, Merton criticized the efficiency of the bureaucratic

model too. He was of the view that bureaucratic model is too rigid and it might disallow the use of initiative or individual discretion. The important thing is that bureaucratic model emphasizes the importance of rationality by discouraging the institution of sentimentality that characterized decision-making before the advent of bureaucracy. The rationality is exactly what meritocracy encourages and it seeks to achieve in the process of recruitment. Nigeria is obviously a heterogeneous nation characterized by ethnic, religious, state and regional diversity; however, that should not discourage the importance of meritocracy in any public organizational recruitment.

Methodology

The study adopted exploratory research design and it employed the in-depth interview as a method of collecting primary data from the respondents. The data collected were transcribed, converted into narrative form and thematic were provided. It implies that the research was purely a qualitative study.

The study population comprises of sixty (60) purposively selected employees from ten (10) Kano State public organization namely:

- 1- Ministry of Works and Transport
- 2- Ministry of Environment and Water Resources
- 3- Ministry of Women Affairs and Social Welfare
- 4- Ministry of Trade and Industry
- 5- Ministry of Education, Science and Technology
- 6- Ministry of Youth and Sports
- 7- Ministry of Health
- 8- Ministry of Information, Culture and Tourism
- 9- Ministry of Agriculture and Natural Resources
- 10- Ministry of Lands, Housing and Urban development

The pattern of participant selection for the In-depth Interviews (IDIs) and Key Informant Interviews (KIIs) in the Kano Public Organization is presented below:

Table 1: Patten of participant selection for the In-depth Interviews (IDIs) and Key Informant Interviews (KIIs) in the Kano Public Organization

| Ministry | IDI GUIDE IDI SESSION | KII GUIDE KII SESSION | SUB TOTAL |
|--|--|--|-----------|
| Ministry of Works and Transport | 4 Interview session with the workers of Ministry of Environment and Water Resources | 2 Interview with some of the head Ministry of Environment and Water Resources | 6 |
| Ministry of Environment and Water Resources | 4 Interview session with the workers of Ministry of Environment and Water Resources | 2 Interview with some of the head Ministry of Environment and Water Resources | 6 |
| Ministry of Women Affairs and Social Welfare | 4 Interview session with the workers of Ministry of Women Affairs and Social Welfare | 2 Interview with some of the head Ministry of Women Affairs and Social Welfare | 6 |
| Ministry of Trade and Industry | 4 Interview session with the workers of Ministry of Trade and Industry | 2 Interview with some of the head Ministry of Trade and Industry | 6 |
| Ministry of Education, Science and Technology | 4 Interview session with the workers of Ministry of Education, Science and Technology | 2 Interview with some of the head Ministry of Education, Science and Technology | 6 |
| Ministry of Youth and Sports | 4 Interview session with the workers of Ministry of Youth and Sports | 2 Interview with some of the head Ministry of Youth and Sports | 6 |
| Ministry of Health | 4 Interview session with the workers of Ministry of Health | 2 Interview with some of the head Ministry of Health | 6 |
| Ministry of Information, Culture and Tourism | 4 Interview session with the workers of Ministry of Information, Culture and Tourism | 2 Interview with some of the head Ministry of Information, Culture and Tourism | 6 |
| Ministry of Agriculture and Natural Resources | 4 Interview session with the workers of Ministry of Agriculture and Natural Resources | 2 Interview with some of the head Ministry of Agriculture and Natural Resources | 6 |
| Ministry of Lands, Housing and Urban development | 4 Interview session with the workers of Ministry of Lands, Housing and Urban development | 2 Interview with some of the head Ministry of Lands, Housing and Urban development | 6 |

Source: Field Survey (2019)

In the Kano state Public organization, there are three categories of employees namely: the Administrative staff (employees on grade levels 15-17 administrative); senior (employee on grade Level 07-14) and the junior (employee on grade Level 01-06). It is pertinent to state that the participants for the study are employees from grade level 1 to 14. The study also constituted some selected heads from the ministries who are between grade levels 15-17. The researchers purposively selected a representative from each department of the

ministry. Data were then collected through the In-depth Interview as well as Key Informant Interview. The data collected were transcribed and analyzed using content analysis. Subsequently, verbatim quotations were employed in the process of the analysis where needed

Data Analysis and Discussion of Findings

The socio-demographic of the respondents show sex as 75% male and 25% female. The age intervals show 26-35 years- 30%; 36-45 years -

50% and 46-55 years - 20%. Religious affiliation shows 100% are Muslim. The ethnic background shows that 100% are Hausa. The information shows that the respondents are majorly male; many are between the productive ages of 25-50 years; nearly the entire employees are Muslim and they are Hausa- Fulani by tribe

Understanding the practice of meritocracy in the Kano state public organization

Responses from the senior and junior workers of the public organizations in Kano state revealed that there is consideration of Meritocracy system in recruitment process, however, it may not be as required or expected in the actual sense of it.

Some of the responses from the senior and the junior workers in the public sector illuminate the following discussions

There are considerations of merit in the recruitment of employees; however, there are always influences of powerful people in the recruitment exercises. The fact is that meritocracy would ensure the effectiveness and efficiencies of the organization

In-depth interview, senior staff, of the public organization.

There are always intentions of recruiting of the right people for the job. Since, recruitment of the competent employees would ensure productivity of the organization. However, there are also influences of those who are very connected with high political office holders.

In-depth interview, senior staff of the public organization.

In the recruitment exercises, there are rules that stipulated the need for selecting the best for the job for the purpose of achieving organizational productivity. However, the kind of meritocracy expected is not attainable due to the influences of various factors.

In-depth interview, senior staff of public organization.

Sometimes the right recruitment exercise would take place, since the intention is to achieve organizational effectiveness. But eventually the influences of some high place people totally obstruct and distort the entire exercise.

In-depth interview, senior staff, of public organization.

Meritocracy may not be fully attainable in the public organization because it is a public organization where everyone feels that he is also a stake holder. However, organizational productivity is greatly tied to the recruitment of the best that only be achieved through meritocracy.

In-depth interview, junior staff, of the public organization.

The challenge of applying meritocracy has to do with the fact that many of those who are supposed to implement it were not recruited through the same process. This definitely would have an effect on the effectiveness of the organization

In-depth interview, junior staff, of the public organization.

The KII conducted with the H.O.Ds also supported the In-depth-interview that application of meritocracy in the public organization is a difficult task. Meritocracy is more or less an impediment to the achievement of personal interest of many of those holding high political offices. One of the H.O.D was of the view that:

It would be difficult to apply meritocracy in the public organization. This is because many of those political office holders have one or two candidates to assist with job. The public organizations are mostly dumping ground for those candidates. It would therefore be difficult to stop them from bringing their candidate. These have serious implications on the organizational effectiveness and efficiencies of the organization

KII interview with one of the Head of Public Organization.

The data show that meritocracy in the public organization is more or less a mirage. It shows that there are rules that stipulate the needs to conform to the meritocracy, however, the influences of those powerful people will not allow the conformity with the meritocracy

Examining the factors responsible for the failure of meritocracy in the Kano public organizations

The senior and the junior employees identified factors responsible for the failure of meritocracy and they include compliances to

the federal character commission; statism; nepotism; religion and ‘godfather’. This is attested by some expression from in – depth interview:

One of the factors responsible for failure of meritocracy includes the need to comply with the federal character commission. This is imbedded in the constitution. The fact that we are looking for meritocracy does not mean we are also not going to consider those whom the constitution said we should employed

Indepth interview, senior staff of the public organization.

There is also consideration of those who are origin. You know that it is pertinent to consider those who are originally from the state. It will be out of place to start recruiting those who are not originally from the state in the name of trying to comply with meritocracy.

Indepth interview, senior staff, of the public organization.

We are also going to put into consideration the fact that our own people are also not given opportunity in another place. Meritocracy should not be the priority when actually those who are active and productive in our state are not employed in another place then we are going to consider other people for the purpose of satisfying meritocracy.

Indepth interview, senior staff, public organization.

There are always religious consideration in every of the recruitment process. Since this is an Islamic majority state. It will not be making any sense to continue employing those who are not Muslim in the name of trying to fulfil meritocracy.

Indepth interview, junior staff, public organization.

It is pertinent to know that in every public organization there are people who play the role of “godfather” to some employee. Some employees were actually given appointment without the knowledge of some of the directors in the organization. Therefore, application of meritocracy in the public organization may be difficult.

Indepth interview, junior staff, public organization.

The KII conducted with the H.O.Ds also supported the In-depth-interview. Some of the responses from the H.O.D illuminate these discussions:

Factors responsible for failure of meritocracy in the public organization are many, however, some of them include “godfather” who basically impose employee in an organization; the fact that whatever the meritocracy we are trying to adopt, we must comply with federal character which is constitutional and those who are origin must be considered ahead of any other candidate irrespective of their competency and effectiveness

Indepth interview, H.O.Ds, public organization.

The data show that factors responsible for the failure of meritocracy include the way the law of the country is written and the fact that there are needs to give consideration to those who are originally from the place where the organization is located. This implies that meritocracy is compromised to satisfy some of the sentiments that have become part and parcel of the society. **Investigating the implications of not implementing meritocracy in the public organizations**

The investigation into the consequences of non application of meritocracy shows that lack of passion for the work; poor time management in terms of poor arrival and closing from work; lack of commitment to work; absenteeism from work; lackadaisical to work; not meeting work targets and its demands; poor knowledge of their responsibilities; poor knowledge of how to perform their duties and not having good working relationship with their colleagues. The responses from the senior and the junior workers in the public organization illuminate these discussions:

One of the major implications of not applying meritocracy is the employees’ lack of passion for the job. This has to do with the fact that he or she was actually given the job without any scrutiny or rigour. The passion will not be in him or her to be committed

Indepth interview, senior staff, Public organization.

When employees are recruited into an organization without the proper scrutiny, they will not respect the rules and

regulation of coming to work and closing from work at the appropriate time. This has to do with the fact that the employment came without much difficulty.

Indepth interview, senior staff, Public organization.

The consequences of non meritocracy are the obvious absenteeism of some of the employees in the public organization. They were actually given the employment through godfather as such there are every tendencies of not respecting the rules and regulation of the organization.

Indepth interview, senior staff, Public organization.

Non meritocracy would lead to employees not committed to their work and it would lead to lackadaisical attitude towards achieving the goals of the organization. Sometimes, some employees do not even have the knowledge of what is expected of them in their work place,

Indepth interview, junior staff, Public organization

Those who were recruited without complying with the meritocracy tend to have poor relationship with their colleagues in work place. They tend to feel too important than those who were actually recruited through the methods of meritocracy.

Indepth interview, junior staff, Public organization

The KII conducted with the H.O.Ds also supported the In-depth-interview that actually non meritocracy tends to be responsible for lack of passion for the work; poor time management in terms of poor arrival and closing from work; lack of commitment to work; absenteeism from work; lackadaisical to work; not meeting work targets and its demands; poor knowledge of their responsibilities; poor knowledge of how to perform their duties and not having good working relationship with their colleagues The H.O.D's were of the view that:

When employees are recruited into an organization they tend to show poor commitment to their work; they reluctantly complied with the rules and regulations of the organization. Sometimes they don't come to work and they may not even have the knowledge of

what is expected of them in the organization.

Indepth interview, H.O.D's Public organization

The data shows that there are consequences of non meritocracy in the recruitment processes in the public organization. Primarily, it leads to employees' lack of commitment to work

Discussion of findings

This study examines meritocracy in the public organization. It focuses on Kano state public organization and examines the factors responsible for the failure of meritocracy in the recruitment process as well as the consequences of non meritocracy in the recruitment processes. The study discovered that meritocracy process is essential in the recruitment processes. It revealed that it would enhance the best for the organizational effectiveness and efficiencies. It shows that it would have implication on the productivity of the organization. This is consistence with the assertion of Poocharoen & Brillantes, (2013) who stated that to achieve organizational effectiveness and efficiencies, it is pertinent to prioritize the principles of meritocracy in the process of selection; appointment; nomination and importantly recruitment of an individual or group and Adenugba, Fadoju, & Akhuetie, (2017), who noted that recruitment through the principles of meritocratic appointment permit the selection of those who are qualified for the job.

The study also found that the factor responsible for the failure of meritocracy in the public organizations are compliances to the federal character commission; statism; nepotism; religion and 'godfather'. The factors have been considered what distort the meritocracy in the recruitment process in the Nigeria public organization. This is similar to the findings of Maidoki and Dahida, (2013); Akinwale (2014); Edosa (2014); Omisore and Okofu (2014) and Onwe, Abah, and Nwokuwu, (2015) who have all identified factors such as impairment, compliances with federal character, decimation and influence of political dignitaries 'godfather' as major challenges affecting the meritocracy in the recruitment processes in the Nigeria public organization.

The study also discovered that the consequences of non meritocracy in the recruitment processes in the public organization

include lack of passion for the work; poor time management in terms of poor arrival and closing from work; lack of commitment to work; Absenteeism from work; lackadaisical to work; not meeting work targets and its demands; poor knowledge of their responsibilities; poor knowledge of how to perform their duties and not having good working relationship with their colleagues. This is consistent with the argument of Krauze & Slomczynski, (1985) who argued that the way meritocracy is understood and practiced determined the outcomes of it; Carl, Lapuente and Teorell, (2012) who were also of the view that meritocratic recruitment reduces corruption and Poocharoen, Ora-orn and Brillantes. (2013) who argued that meritocracy strengthens the assumptions that there should be fairness, equality and competence. That it is against incompetence, nepotism and corruption of any form as far as working with public organizations is concerned.

Conclusion and Recommendations

It is worthwhile to conclude this study by stating that meritocracy in the recruitment process is essential for the purpose of achieving organizational effectiveness and efficiencies. Importantly, also that those factors inhibiting the effective employment of meritocracy in the recruitment process in the public organizations have been the ones responsible for ineffectiveness and inefficiencies affecting organizational productivity. In line with that, the following recommendations are provided

- 1- There are needs to firmly establish the principles of meritocracy in the recruitment processes for the purpose of achieving effectiveness and efficiencies in the Kano public organization.
- 2- As stipulated by the Weber's bureaucracy theory that in a bid to achieve effectiveness it is vital to comply with laid down rules and regulation for the purpose of achieving organizational productivity. Therefore, in bid to achieve productivity in Kano public organization, it is pertinent to comply with the meritocracy even if there are consideration for the federal character, godfather, nepotism and others.
- 3- It is obvious that socio-cultural factors like ethnicity, statism, religious inclination, political dignitaries and others are seriously attached to decision-making in

Kano public organization. However, it is pertinent to look for the best even among those who have been considered for the appointment.

- 4- The recruitment process should at least comply with meritocracy that would enhance the effectiveness and efficiencies in the Kano public organization.

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