



**Unethical recruitment practices in Nigerian public and private sectors:
Implications, risks and mitigations**

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Abstract

This paper examines the recruitment practices within Nigerian public and private sectors, with a specific focus on assessing adherence to the Nigerian Federal Character Principle (NFCP). Through a comparative analysis, the recruitment procedures of both sectors were scrutinized, raising and addressing four key research questions. The study involved 42 human resource practitioners from federal and state ministries in the public sectors and servicing in the private sectors. Employing descriptive statistics, the collected data were analysed, while additional statistical measures such as t-Test and Analysis of Variance were employed to examine the relationship between Demographic variables and professionalism. The study however revealed that age, work grade level, and work experience significantly correlate with professionalism. Notably, public and private sectors exhibited both similarities and differences in their recruitment practices, with public entities demonstrating higher compliance with the NFCP due to direct government regulation. Private sectors, in contrast, tailored their recruitment patterns based on perceived organizational needs. Levine's Test of Equality of Variance was applied. The analysis indicated a significant association between gender and human resource retention and development in the Nigerian Public Service (NPS), as reflected in Table 4 (p -value = 0.021). The paper suggested further investigation into the factors contributing to this gender-related correlation with opinions on retention and development in the NPS. In conclusion, the study recommends that employers in Nigeria use the insights provided to enhance key areas and address gender inequality among employees. Policymakers can leverage these findings to develop targeted approaches to addressing societal inequality issues effectively.

Keywords: Diversity, Equality, Public sector, Private sector, Recruitment.

1. Introduction

Unethical recruitment practices seem to be said when the laid down policies and procedures and results in hiring are based on unfairness, biasness or discrimination especially, if the person employed does not fit the job and the culture of the establishment/organization. Recruitment is universally acknowledged as a pivotal determinant of organisational growth and success (Tanova, 2003). The calibre of recruited employees significantly shapes an organisation's profitability and sustainability (Wickramasinghe, 2006). As

defined by Taylor (2006), recruitment is the process through which a pool of applicants vies for positions within an organization, and from this pool, suitable candidates are chosen. Regardless of the diverse activities and processes associated with recruitment, it is recommended that organizations adhere to principles of equality and diversity. Prior research emphasizes the pivotal role of recruitment practices in influencing business success (Tanova, 2003). Ahmad and Schroeder (2002) posit that the foundational step in ensuring organizational success is to guarantee that employees



possess the necessary qualities. Effective recruitment practices, as noted by Bonn and Forbinger (1992) and Lee et al. (1999), contribute to diminishing labour turnover and boosting employee morale. Ayoade (2000) contends that subjecting recruitment, appointment, and promotion to the Federal character introduces discrimination against merit, leading to the hiring of incompetent individuals and subsequently resulting in poor organizational performance (Gberevbie, 2010). This issue is particularly prevalent in the public sector, where the Federal character system in Nigeria perpetuates employment discrimination (Fajana et al., 2011). The persistent quota system, especially in the public sector, has impeded the adequate resolution of employment discrimination in Nigeria. Barbara, (2021), high tech recruiting tools can only help you find the right candidates in both public and private sectors. Barbara said that it has been regarded as the most important function of personnel administration unless the right types of people are hired, even the best plans, organisation charts and control systems will be of no avail.

The Federal Character Principle in Nigeria underscores the importance of ensuring equitable representation of individuals from diverse geographical regions within the country, taking into account merit, political considerations and governmental discretion. However, the actualisation of this principle appears to face challenges, particularly evident in the labour market. One notable issue, particularly prevalent in the public sector, is the existence of gender-based discrimination, pose obstacles to achieve equality. Despite women constituting sixty percent of the Nigerian population, their representation in senior management positions remains disproportionately low (Adekeye, 2008). The persistent trend of appointing men to these roles is perceived as a mechanism for exerting control over female employees. Nigeria, being a multi-faceted society

characterized by significant diversity in political, economic, age, and socio-cultural dimensions, experiences profound implications on its human resources management practices. Therefore, there is a compelling need to raise awareness regarding these variables and their impact on the country's workforce dynamics.

2. Review of Related Literature

Conceptual Clarifications of Unethical Recruitment Practices

Three broad concepts are significant to this study, namely; recruitment, policy and civil service.

Recruitment

Recruitment, within the administrative framework, refers to the systematic process of identifying the most qualified individuals for specific job roles. White (1955) aptly characterizes recruitment as a dynamic interplay between equalitarianism and humanitarianism, counterbalanced by the imperative of special competence. In essence, recruitment involves attracting and engaging personnel possessing the necessary qualifications for a given position. Taking a unique perspective, Omale (2006) diverges from conventional personnel management by nuanced characterization. He defines recruitment as a process that begins with generating interest in a prospective applicant for a job and an organization, culminating with the receipt of the applicant's application. Omale (2006) further clarifies that recruitment is essentially the organizational salesmanship of itself and the various job opportunities it offers for fulfilment.

This definition aligns closely with Cole's (2002) perspective, where he asserts that the primary objective of recruitment activities is to attract a sufficient number of suitable potential employees to apply for vacancies within the organization. Cole distinguishes recruitment from the subsequent stage of selection, emphasizing that while recruitment focuses on enticing applicants, selection aims to identify the most suitable



candidates and persuade them to accept positions within the organization. Hank, as cited in Oransaya (1981), sheds light on the overarching purpose of the recruitment function, emphasizing its role in seeking, evaluating, obtaining commitment from, placing, and orienting new employees to fill positions essential for the successful execution of organizational tasks. In essence, recruitment serves as a comprehensive process that extends beyond mere attraction to encompass the holistic on-boarding of individuals who align with the organization's goals and requirements.

Policy

Policies play a crucial role as comprehensive guidelines that shape the decision-making processes, setting the boundaries within which choices are formulated (Wahab, 2009). These policies are intentional and systematic plans designed to steer decisions toward particular objectives, embodying a structured methodology for governance. In the realm of a democratic political system, public policy emerges as a predetermined course of action or purposeful non-action implemented by the government. These policies are commonly codified in constitutional provisions, legislative statutes, and executive orders, serving as an essential foundational structure for governance in democratic societies.

Civil Service

The term "civil" commonly denotes affiliation with the general public rather than the military. Accordingly, civil service refers to public or government service, encompassing a cohort of officials employed to serve the public in a non-military capacity (Olagboye, 2005). Abdulsalam (1988) defines civil service as the administrative structure utilized to execute government policies and development programs, emphasizing its role as a lasting institution pivotal to governance on a global scale. Adebayo (1981) characterizes the civil service as the comprehensive apparatus of government,

organized into departments, where civil servants carry out their duties. The Nigerian Civil Service Handbook (2008) perceives the civil service as an entity enjoying continuous existence. In contrast to elected political officeholders with limited terms, civil servants endure in their roles beyond short-term offices, contributing permanently to the implementation of government plans and decisions.

Recruitment in the Nigeria Civil Service

Babaru (2003) elucidates that the recruitment processes within the Nigerian Federal Civil Service are shaped by three primary factors. The first factor involves the identification of job openings declared by ministries and extra-ministerial departments, which are subsequently conveyed to the Federal Civil Service Commission through the Office of the Head of Civil Service of the Federation. These vacancies are then disseminated to the public through advertisements and notices. The second determinant centers around the qualifications of potential applicants, with specific requirements and skills detailed in the schemes of service (Olagboye, 2005) corresponding to different categories. The third crucial factor is the application of the federal character principle, rooted in the constitution and explicitly articulated in section 14(3) of the 1999 constitution. As per this provision, the composition and conduct of the government of the federation or its agencies are mandated to reflect the federal character of Nigeria. This principle is considered vital for fostering national unity, loyalty, and preventing the concentration of individuals from particular states or ethnic groups in government agencies. The primary goal of this principle is to achieve equitable representation of all states, ethnicities, and other sectional groups within the federal service. Despite the criticism raised by scholars like Olowu et al. (1987), who argue that the federal character policy undermines meritocracy in the recruitment process of the Nigerian Civil Service, the policy continues to



receive significant political backing. This support is especially pronounced in regions deemed disadvantaged, particularly the northern states of Nigeria.

Challenges and Prospects of the Recruitment Policy in the Nigerian Civil Service

Challenges

The effectiveness of both private and public organisations is heavily dependent on the quality of their workforce, which is intricately linked to the principles that govern recruitment processes. In the context of modern government, the recruitment of personnel for civil service emerges as a crucial aspect of personnel administration (Basu, as cited in Briggs, 2007).

Historically, there have been established rules and procedures, encapsulated in policies, that outline the methods for attracting and engaging individuals within government Ministries and Departments, forming the civil service. Despite the existence of these policies, their intended impact has frequently been impeded by challenges that hinder their effective implementation. Therefore, this section aims to elucidate the challenges associated with recruitment policies within the Nigerian Civil Service, drawing insights from Briggs (2007), who identifies six key challenges, which are: Lack of independence of the Federal Civil Service Commission (FCSC), Delegation of recruitment functions, federal character principle, long military era, increasing pressures from applicants and sources of recruitment.

The lack of autonomy within the Federal Civil Service Commission contradicts the stipulations outlined in Section 158(1) of the 1999 Constitution of the Federal Republic of Nigeria, which emphasizes the commission's independence in the exercise of its constitutional powers and functions, free from external influence or control. Despite this constitutional provision, the practical reality reveals that members of the

commission often face pressures and influences from various sources, including the executive arm, other government branches, influential individuals, friends, and family members. These external forces compromise the commission's independence, dissuading qualified candidates from pursuing appointments in the civil service. Moreover, such pressures undermine the principles of merit and equal opportunities. A noteworthy consequence of this lack of independence is the compromised implementation of recruitment policies within the Nigerian civil service. Additionally, a concerning issue emerges in the form of the commercialization of appointments, where corruption infiltrates the system to the extent that job opportunities favour those with economic resources rather than those with the requisite expertise. This distortion in recruitment policies has severe implications, threatening the overall stability of the system. Furthermore, sentiments of tribalism, nepotism, religion, sectionalism/regionalism, clanism, etc., have further impeded recruitment policies in the Nigerian civil service. These divisive factors introduce biases and favouritism, hindering the selection of candidates based on their qualifications and capabilities. As a result, addressing these systemic challenges is crucial for fostering a transparent and effective civil service recruitment process in Nigeria.

Prospects

A well-crafted recruitment policy is crucial for establishing a resilient civil service that contributes to sustainable and equitable economic growth. The effective management of this process is vital for cultivating an administrative bureaucracy that occupies a pivotal position within the nation's political system. Despite facing challenges in current recruitment policies, there are optimistic prospects for improvement, driven by recent reforms introduced into the Nigerian civil service. One innovative approach within these



reforms is the adoption of the New Public Management (NPM) framework, aligning the service of the federation with private sector principles. This shift introduces efficiencies, particularly in cost minimization, advocating for a streamlined workforce with individuals possessing the necessary skills for federal service. The goal is to curtail external pressures and influences from various entities.

Furthermore, NPM emphasizes higher standards and result orientation, addressing specific challenges within the Nigerian Civil Service, such as the commercialization of appointments, loose adherence to the federal character principle, delegation of recruitment functions, infusion of sentiments, and the lingering impact of past military rule. Inspired by NPM, reform measures involve reducing and refocusing public sector functions through staff adjustments, changes in budget allocations, and restructuring of public organizations. The implementation of reform initiatives, such as rightsizing and downsizing, is expected to mitigate challenges in recruitment policies. These initiatives, spanning from recruitment to the separation of personnel from the service of the federation, signify a comprehensive overhaul of the civil service system. In essence, the endeavour to make the government apparatus more efficient through reform initiatives holds promise for enhancing recruitment policies in the Nigerian civil service.

Equality and Diversity in Recruitment

The conceptualization of diversity and equality has been a subject of extensive scholarly discourse, as evidenced by works such as those by Owoyemi and Sheehan (2011), Torrington et al. (2005), and Wickramasinghe (2006). Despite the ongoing deliberations, there exists a lack of consensus regarding the precise definitions of these terms. Nevertheless, scholars have endeavoured to dissect them by examining various components, including age, religious beliefs, gender, nationality, race,

equal pay, and harassment. It is important to note that while equality and diversity are frequently used interchangeably, they carry distinct connotations. Equality is associated with the establishment of a just society where each individual can participate and has the opportunity to fulfil their potential. Conversely, diversity is fundamentally characterized as a state of difference (DOH, 2004). The role of Human Resource (HR) management is pivotal in formulating and implementing policies that aim to achieve balance while accommodating the diverse needs of stakeholders in workforce management (Armstrong, 2006). Improving HRM practices involves the adoption of effective recruitment strategies that embody principles of equality and diversity (Taylor, 2005). In this context, equality implies an organizational commitment to providing equal opportunities, irrespective of factors such as race, gender, disability, age, or marital status (Armstrong, 2006). Contemporary workplaces are marked by a plethora of diversities, encompassing variations in work ethics, entrenched attitudes, conflicting perspectives, and diverse motivations (Owoyemi et al., 2011). Diversity, in this context, includes individual preferences, motivations, personalities, group identities, and visions, as well as aspirations for dominance. The Code of Conduct outlined by the Chartered Institute of Personnel and Development (CIPD, 2009, 2010) underscores crucial aspects of the recruitment process. This involves the necessity for an accurate and updated job description free from discriminatory elements, avoidance of inflated job criteria in person specifications, and adherence to non-discriminatory practices in areas such as interviews, selection criteria, training and development, and promotions.

Public and Private Sectors Recruitment Practices in Nigeria

Recruitment practices exhibit both commonalities and distinctions in the



public and private sectors, evident in their approaches to methods, budget allocation, organizational culture, and skills and knowledge requirements. Notably, the public sector contends with an aging workforce, necessitating the recruitment of replacements for retiring employees. Compliance with the Federal Character Principle (FCP) of 2003 and the Quota System Policy (QSP) mandates public organizations to recruit in accordance with national diversity legislation. However, challenges to equality in public sector recruitment arise from factors such as managerial preferences and influences of ethnicity and social class (Fajana, 2009). In contrast, the private sector adheres more rigorously to best Human Resource Management (HRM) practices, aiming to ensure the selection of only qualified candidates for vacant positions. Furthermore, the public sector is characterized by a higher degree of unionization aimed at safeguarding employees' rights, while the private sector experiences comparatively lower participation in workers' unions (Fajana et al., 2011). Trade unions, prevalent in the public sector, could serve as platforms not only for addressing work-related matters but also for discussing aspects of an effective recruitment process, such as diversity. Despite these variations, both sectors grapple with the shared challenge of managing equality and diversity in their respective recruitment endeavours.

Theoretical Framework

Various theories are employed to comprehend the intricacies of policy formulation and implementation. Among these management theories are the elite theory of Dye, T.R. & Zeigler, L.H. (1990); Pareto, V. (1919); group theory of Latham, E. (1965); rational-choice theory of Down, A. (1957); institutional theory of Powell and DiMaggio (1991); and system theory of Easton, D. (1966), among others. However, the chosen analytical framework for this study is "system theory." According to

Easton (1966), a system is not perceived from a general standpoint but rather from a political perspective. Easton contends that a system comprises any set of variables, regardless of the degree of interrelationship among them. In the political context, a system involves the interaction through which authoritative values are allocated for a society. Applying this definition to the study, a system consists of interrelated and interdependent parts arranged to produce a unified whole, offering a crucial perspective for understanding all aspects of the recruitment policy process. Viewing the Nigerian civil service as a complex open system that interacts with its environment provides a significant insight into recruitment policy. Systems theory posits that everything is part of a larger, interdependent arrangement, focusing on elucidating the entirety, its components, and the relationships between them (Bertalanffy, 1962). Recruitment policy makers recognize that effective recruitment policy necessitates the cooperation of the entire civil service in relation to the broader society. Recruitment policy operates not in isolation but as an integral part of an open system. Effective recruitment policy relies on the integration of various factors, emphasizing the relationship between the needs of the federal service and the multidimensional groups in society, considering their expertise. In essence, the system approach is valuable for comprehending the interdependence of components and how these relationships impact the overall system's performance. System theory equips policy makers with a critical perspective to comprehend and address how recruitment policies can be tailored to meet the needs of both citizens and the civil service of the federation. It offers a holistic view of the relationship between interdependent parts, shedding light on how these relationships influence the overall efficacy of the recruitment policy.



3. Methodology

This research employed a mixed-method, leveraging both secondary and primary data sources. The research focused on government ministries (both federal and state) as well as private sectors respectively. The sample consisted of 42 HR practitioners, selected through random sampling, with 22 representing the public sector and 20 from the private sector. Primary data were gathered through interviews and focal group discussions. Specifically, the public sector sample comprised 10 federal ministries and 10 state-owned ministries, while the private sector sample included 10 service companies (banks) and 10 manufacturing firms. The selection process aimed to ensure a balanced representation from both sectors. In addition to primary data collection, secondary data were obtained through a comprehensive review of existing employment legislations, prior research studies, and other relevant literature. This dual-methods approach enhances the study's robustness by combining the depth of primary insights with the breadth of existing knowledge in the field. Primary data are useful in collecting first-hand facts about a phenomenon with a view to address a research objective. Primary data are which contain a direct account of an event or phenomenon given by someone who actually observed the event. This includes interviews, questionnaire and observations. For the purpose of this study the researcher intends to use primary data through the use of questionnaire. In this study, frequency distribution and percentage were used to describe aspects of data. The percentage analysis has been chosen because it is faster and brings out the desired result immediately with little or no errors. The major reason for the use of this method is that, it does not allow the use of sophisticated method in comparison to the available period for this research study.

4. Results and Discussions

Table 1: Distribution of HR Practitioners in the Public and Private Sector

HR Practitioners	Number of Respondents	Percentage (%)
Public Sector	22	52.38%
Private Sector	20	47.62%
Total Respondents	42	100%

Source: Authors Compilation, 2023.

From table 1 this shows that 52.38% of public sectors are 22 while 47.62% of private sector respondents in active situation.

Research Question 1: How often do you recruit in your establishment?

Table 1a: Responses from the Public Sector

Recruitment Periods	Number of Respondent	Percentage (%)
Annually	12	54.6%
When there is Vacancy	8	36.4%
Based on recommendation	2	9%
Not sure	-	0%
Total Respondents	22	100%

Source: Authors Compilation, 2023.

From table 1a above shows that 54.6% of the respondents agreed that recruitment take place annually in the organization while 36.4% says when there is vacancy, 9% agreed with based on recommendation.

Table 1b: Responses from the Private Sector

Recruitment Periods	Number of Respondent	Percentage (%)
Annually	8	40%
When there is Vacancy	10	50%
Based on recommendation	2	10%
Not sure	-	0%
Total Respondents	20	100%

Source: Authors Compilation, 2023.



From table 1b above shows that 40% of the respondents agreed annually while 50% says when there is vacancy, 9% agreed with based on recommendation.

Research Question 2: Do your recruitment practices adhere to equality and diversity policies?

Table 2a: Responses from the Public Sector

Responses	Number of Respondents	Percentage (%)
Agreed	18	81.8%
Disagreed	2	9.1%
Not sure	2	9.1%
Total Respondents	20	100%

Source: Authors Compilation, 2023.

From table 2a above shows that 81.8% of the respondents from the public sector agreed adhere to equality and diversity policies while 9.1% disagreed, 9.1% are not sure.

Table 2b: Responses from the Private Sector

Responses	Number of Respondents	Percentage (%)
Agreed	15	75%
Disagreed	4	20%
Not sure	1	5%
Total Respondents	20	100%

Source: Authors Compilation, 2023.

From table 2b above shows that 75% of the respondents from the private sector agreed adhere to equality and diversity policies while 20% disagreed, 5% are not sure.

Research Question 3: Are you aware of the Nigerian Federal Character Principle (NFCP) for recruitment as provided by the 1999 constitution of the Federal Republic of Nigeria?

Table 3a: Responses from the Public Sector

Responses	Number of Respondents	Percentage (%)
Agreed	22	100%
Disagreed	0	0%
Not sure	0	0%
Total Respondents	22	100%

Source: Authors Compilation, 2023.

From table 3a above shows that 100% of the respondents from the public sector agreed that they are you aware of the Nigerian Federal Character Principle (NFCP) for recruitment as provided by the 1999 constitution of the Federal Republic of Nigeria

Table 3b: Responses from the Private Sector

Responses	Number of Respondents	Percentage (%)
Agreed	16	80%
Disagreed	-	0%
Not sure	4	20%
Total Respondents	20	100%

Source: Authors Compilation, 2023.

From table 3b above shows that 80% of the respondents from the private sector agreed that they are you aware of the Nigerian Federal Character Principle (NFCP) for recruitment as provided by the 1999 constitution of the Federal Republic of Nigeria while 20% are not sure

Research Question 4: Are your recruitment practices guided by the Nigeria Federal Character Principle (NFCP)?

Table 4a: Responses from the Public Sector

Responses	Number of Respondents	Percentage (%)
Agreed	18	81.8%
Disagreed	2	9.1%
Not sure	2	9.1%
Total Respondents	20	100%

Source: Authors Compilation, 2023.



From table 4a above shows that 81.8% of the respondents from the public sector agreed that recruitment is guide by the Nigeria Federal Character Principle (NFCP) while 9.1% disagreed with the statement. 9.1% are not sure.

Table 4b: Responses from the private sector

Responses	Number of Respondents	Percentage (%)
Agreed	8	40%
Disagreed	2	10%
Not sure	10	50%
Total Respondents	20	100%

Source: Authors Compilation, 2023.

From table 4a above shows that 40% of the respondents from the private sector agreed that recruitment is guide by the Nigeria Federal Character Principle (NFCP) while 10% disagreed with the statement. 50% are not sure.

Table 5: Gender Distribution of Participants

Responses	Number of Respondents	Percentage (%)
Male	11	55%
Female	9	45%
Total Respondents	20	100%

Source: Authors Compilation, 2023.

Examining the gender distribution of participants as presented in Table 5 reveals a higher number of male participants compared to their female counterparts. Despite this imbalance, there is no noteworthy disparity in how individuals of different genders responded to questions related to professionalism. Furthermore, we employed Levene’s Test of Equality of Variance to investigate the association between gender and human resource management variables, aiming to determine if the impact observed in professionalism extended to other study variables. The results displayed in Table 4 suggest a significant correlation between gender and human resource retention and development within the Nigerian Public Service (NPS) delegation, as evidenced by a p-value of 0.021, falling below the conventional threshold of 0.05. The subsequent chapter will delve into an exploration of factors contributing to this observed relationship, shedding light on the nuanced dynamics influencing gender-related opinions on the retention and development of employees in the NPS.

Table 5.2: Independent Samples Test for all Research Variables

		Levene’s Test for Equality of Variances		t-test for Equality of Means						
		F	p-value	T	Df	p-value (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Professionalism	Equal variances assumed	.130	.718	-1.426	470	.155	-.082	.057	.194	.031
	Equal variances not assumed			-1.415	359.100	.158	-.082	.058	.195	.032



Human resource retention and development	Equal variances assumed	2.492	.115	-2.320	470	.021	-.118	.051	-.218	-.018
	Equal variances not assumed			-2.258	337.436	.025	-.118	.052	-.221	-.015
Organisational culture	Equal variances assumed	2.183	.140	-.985	462	.325	-.082	.083	-.246	.082
	Equal variances not assumed			-.959	332.474	.338	-.082	.086	-.250	.086
Organisational climate	Equal variances assumed	1.482	.224	-.209	461	.834	-.017	.083	-.182	.147
	Equal variances not assumed			-.205	339.096	.838	-.017	.085	-.185	.150
Employment Relations Management	Equal variances assumed	.140	.709	-.021	462	.983	-.001	.059	-.118	.115
	Equal variances not assumed			-.021	364.916	.983	-.001	.059	-.118	.115
Employee exit management	Equal variances assumed	.148	.700	1.510	453	.132	.152	.101	-.046	.351
	Equal variances not assumed			1.498	348.943	.135	.152	.102	-.048	.353

Source: Develop by Author, 2023

Therefore, it is concluded that there is no disparity of opinion about professionalism, organizational culture, organizational climate, employment relations management and employee exit management amongst both male and female research participants. This assumption can be generalized to the whole population of the Nigerian public servants' delegates at ASCON in 2013 and it can be accepted that all PS delegates (males and females) have the same perception about their level of professionalism and human resource managements practice except in the area of retention and development.

Analysis of Age Relationship with Professionalism

One way Analysis of Variances (ANOVA) was used to analyze the effect of age on professionalism due to the fact more than three groups are compared. It was stated in the questionnaire that the age of research participants was categorized into five, as mentioned in Table 5.3 stated that the Analysis of Variance Indices indicated below:



		Sum of Squares	df	Mean Square	F	p-value
Professionalism	Between Groups	6.455	4	1.614	4.580	.00s1
	Within Groups	165.250	469	.352		
	Total	171.705	473			
Human resource retention and development	Between Groups	1.758	4	.439	1.530	.192
	Within Groups	134.681	469	.287		
	Total	136.439	473			
Organisational culture	Between Groups	2.498	4	.624	.813	.517
	Within Groups	354.032	461	.768		
	Total	356.530	465			
Organisational climate	Between Groups	10.849	4	2.712	3.641	.006
	Within Groups	342.637	460	.745		
	Total	353.486	464			
Employment Relations Management	Between Groups	8.806	4	2.201	6.019	.000
	Within Groups	168.609	461	.366		
	Total	177.415	465			
Employee exit management	Between Groups	.580	4	.145	.131	.971
	Within Groups	500.815	452	1.108		
	Total	501.395	456			

Level of significance is determined at $p \geq 0.05$

Source: Develop by Author, 2023

Table 5.3: shows that there is a significant difference between the way participants of different ages responded to professionalism, organizational climate and employment relations management related questions, while such differences are not significant in other variables. The responses to professionalism-related questions will be further explained below with Table 5.3 using the chi-square distribution of respondents' responses to professionalism related questions. The accepted level of significance for a p-value analysis of

variance is 0.05. If at any stage the p-value is higher that means there is no significant difference in the respondents' opinion to variables under analysis. Hence the research questions used to determine the significance of age relationship with professionalism is examined individually in the table below so as to understand the participants' responses to the components of professionalism in respect to their ages.

Discussions of Findings

This study examines the recruitment practices of both public and private sectors,



highlighting both similarities and distinctions. Notably, public firms exhibit an annual recruitment approach, whereas private counterparts engage in recruitment as needed. Both sectors prioritize equality and diversity in their recruitment processes; however, challenges persist in achieving equality due to prevalent favouritism and nepotism within the Nigerian work environment. While public firms are cognizant of the Nigerian Federal Character Principle (NFCP), a noteworthy 18 percent express concerns about its strict adherence. In contrast, private sector recruitment is largely shaped by individual organizations' perceived needs, often deviating from established guidelines. A notable disparity between HR practices in Nigeria and the UK emerges, particularly in terms of awareness and the implementation of recruitment policies. This observation aligns with the findings of Harris and Foster (2010), who reported that 73% of UK public firms have equal opportunity policies, exerting control over diversity, with this figure having risen to 98% in recent years. The comparison underscores the marked differences in HR practices between the two countries.

5. Conclusion and Recommendations

This study highlights a significant gap in existing research concerning diversity and equality, specifically in the context of recruitment in Nigeria. Addressing this void through rigorous academic investigation is imperative to effectively tackle the challenges associated with equality and diversity. This endeavour is particularly crucial in achieving the overarching Millennium Development Goal of poverty eradication in Nigeria.

This study however, recommended that:

- i The government should actively pursue the policies that will aim at fostering equitable balance, particularly in addressing gender discrimination.

- ii To mitigate issues such as nepotism and favouritism within public and private sectors. i.e. workplaces and organizations.
- iii Organizations are encouraged to involve human resource experts and agencies in the recruitment process.
- iv Both public and private sectors need to adopt better approaches in the course of selection of qualified candidates which will be based on merit approach methods.
- v Availability of contributing to a more inclusive and unbiased work environment.
- vi To prevent any danger might poise on the work environment.

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