
Effect of Recruitment Strategies on Institutional Stability in Public and Private Universities in Southwest Nigeria

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doi: <https://doi.org/10.37745/bjmas.0571>

Published July 07, 2026

Citation: Olukorede B.B., Okolugbo C.N., Ayodele O.O., Olukorede M.F. (2026) Effect of Recruitment Strategies on Institutional Stability in Public and Private Universities in Southwest Nigeria, *British Journal of Multidisciplinary and Advanced Studies*,7(4),17-36

Abstract: *This study examines the effect of recruitment strategies and institutional stability within public and private universities in Southwest Nigeria, with a focus on recruitment strategies. A survey research design aligned with a quantitative, deductive approach. The study's population comprised 8,550 academic staff members from selected federal, state, and private universities in the region. Using Taro Yamane's sampling formula, 382 participants were selected, and data was collected via questionnaires. The analysis involved descriptive statistics to present respondent demographics and Structural Equation Modelling (SEM) to test the formulated hypotheses. Results indicated that recruitment strategies positively and significantly impact institutional stability, affirming that effective talent retention practices greatly contribute to institutional stability of these universities. The data generated were analysed using descriptive statistics and inferential statistics of factor analysis and structural equation modelling (SEM) analysis. In the analysis carried out, the results show that advancement opportunities, training and development and succession planning have a positive significant on institutional stability with the coefficient values of ($\beta = 0.194, p < 0.05$) for advancement opportunities, ($\beta = 0.376, p < 0.05$) for training and development and ($\beta = 0.588, p < 0.05$) for succession planning. The study concludes that robust retention strategies are essential for strengthening academic institutions in Southwest Nigeria, providing valuable insights for policy and administrative improvements. To enhance institutional stability further, it is recommended that universities a good recruitment strategy. Cultivating high levels of organizational commitment among faculty and staff can be achieved by aligning institutional goals with employee values and providing recognition and rewards.*

Keywords: talent retention, institutional stability, universities, recruitment strategy

INTRODUCTION

Organisations acknowledge the significance of attracting elite talent to prosper in a complex global economy and maintain competitiveness in the business environment (Masenya 2022). Organisations acknowledge the need of acquiring, cultivating, and retaining skilled persons, since they are vital assets for attaining enhanced results (Birou & Hoek, 2021). The principal objective of talent acquisition is to improve organisational performance. The business sector acknowledges that hiring and retaining skilled personnel enhances organisational performance and overall productivity (Ahmad, Khan, & Haque, 2019).

Garcia (2015) asserts that retaining exceptional employees inside an organization is essential for the success of any academic institution. These institutions implement strategies to retain proficient workers. Nonetheless, the adequacy and appropriateness of the aforementioned acts remain perpetually unknown. Employee retention and turnover in higher education remain a global issue (Garcia, 2015). In the United States, approximately 7.7% of full-time academic personnel departed from their institutions during one academic year, from autumn 1997 to autumn 1998 (National Center for Educational Statistics, 2001 as reported in Garcia, 2015). In Canada, it has been contended that a significant challenge for universities in the forthcoming decade will be academic recruitment and retention. It has been posited that “early in the 21st century there will be a crisis in Australian higher education with an anticipated labour shortage of 20,000 if this trend is not rectified” (Mathews, 2003 as cited in Garcia, 2015).

This phenomenon is similarly observed in South American higher education institutions, since data reveal that a significant proportion (ranging from 5% to 18%) of academics depart from these universities (Tetty, 2006 as referenced in Garcia, 2015). The study of Iqbal (2010 cited in Garcia, 2015), determined employee turnover as one of the challenges to the human resource managers and the respective employers in any fast-growing economies including the Kingdom of Saudi Arabia. The majority of employers in the Kingdom are unaware of the reasons employees depart from the firm and the factors that contribute to their retention. Statistical data about turnover rates in higher education in Saudi Arabia is mostly unavailable, underscoring the necessity to investigate this issue.

Africa has undergone brain drain due to the emigration of qualified professionals to Europe and America (Adeyemi, Joel, Ebenezer & Attah, 2018). Barkhuizen and Masale (2022) assert that talent management in Africa is impeded by insufficient compensation and non-competitive work settings, thereby affecting organisational performance and staff retention. Hongal and Kinange (2020) assert that talent management has become a critical issue in management and productivity. According to Onah and Anikwe (2016), Nigerian educational institutions are currently encountering multiple hurdles in their pursuit of competitiveness. This encompasses the necessity

to enhance productivity (producing employable graduates), the potential for global market expansion (effectively competing internationally), advancements in technology (integrating innovative teaching methods), adapting to market fluctuations (aligning with strategic shifts in the education sector), managing expenses, cultivating a skilled, trained, and adaptable workforce, and implementing substantial organisational transformation (Afrianty, Artatanaya, & Burgess, 2021). Talent retention strategies are essential to an organization's mission, vision, values, and policies (Cloutier, Felusiak, Hill & Pembert-Jones, 2015). Naim and Lenka (2017) highlighted recruitment, talent development, knowledge management, social media, performance management, and rewards as the principal activities associated with talent retention in the Indian IT sector.

Recruitment Strategies

The establishment of a stable institution depends on the implementation of good hiring processes, as recruiting qualified and motivated workers typically leads to longer tenures. The calibre of an institution's human resources is intricately linked to the efficacy of its recruitment and selection procedures (Gamage, 2014). The recruitment and selection of personnel are vital components of organisational operations, with substantial justification for assuring their efficacy (Tripathi & Agrawal, 2014). A significant trend in educational institutions is the increasing focus on human resource management. Individuals significantly influence educational institutions by imparting perspectives, values, and characteristics to institutional life. When adeptly administered, these human characteristics can produce substantial advantages for the organization.

Institutions are unable to deliver quality education to pupils when staff instability undermines efficiency and effectiveness (Jacob & Garba, 2021). To guarantee a productive and efficient workforce, institutions must execute excellent recruitment and selection procedures. Improved recruitment and selection procedures result in heightened institutional productivity. Efficient recruiting and selection procedures in organisations are positively associated with a higher probability of hiring and retaining content personnel. The efficacy of an institution's selection system can influence stability via aspects including personnel efficiency, a dependable management information system, and administrative effectiveness (Sitorus, Putri, Hidayat & Rostina, 2021). Investing resources in the development of a robust and reliable selection mechanism is prudent. Academic literature indicates a direct relationship between institutional stability and personnel performance. Likewise, professional setbacks can lead to subpar performance. Effective human resource planning is essential because of the possible cost repercussions of recruiting errors and insufficient readiness for variations in recruitment needs (Budhwar, Chowdhury, Wood, Aguinis, Bamber, Beltran & Varma, 2023).

Educational agencies and institutions are actively pursuing competent and professional personnel due to their substantial influence on educational outcomes. Nonetheless, certain schools are deficient in qualified personnel. The existence of unqualified and unprofessional personnel in

certain schools may be ascribed to possible inadequacies in the recruitment and selection procedures within the educational framework. The recruitment and selection process is a vital component of the Human Resource Department in all businesses. A significant recent advancement in the domain of organization is the increasing focus on human resources (Swanson, 2022). The recruiting process hinges on two primary factors: attracting a substantial number of applications and the HR department's capacity to efficiently identify the best appropriate candidates (Alzoubi, 2020). Biea, Dinu, Bunica, and Jerdea (2023) contend that an efficient recruitment process must yield an adequate volume of applications and facilitate a seamless selection procedure. The effectiveness of the selection process depends on the events that transpire throughout recruitment.

Advancement Opportunities/Career Development

A career is characterised by talents and ideals rather than job titles or classifications (Marinescu & Wolthoff, 2019). Skilled career developers can systematically design and build their professional paths through various specific projects. This nascent skill is presently not commonly recognised among most working adults. The modern viewpoint on careers is that they ought to be purposefully developed or created through intentional effort. Sugiarti (2022) found that career development may vary according to an organization's goals and strategic efforts. Clearly articulated and aspirational career objectives can significantly enhance the dedication and tenure of a high-performing individual in their present role (Ngozi & Edwinah, 2022). A clearly articulated career development strategy and a transparent, prospective succession plan can successfully alleviate talent shortages (Damer, 2020). The professional landscape has evolved to be more tough, intricate, and accessible throughout the years. He recognised multiple professional growth processes via the attainment of distinct job roles. job roles are defined as the continuous process of cultivating an individual's professional identity and the perceived significance of that job within a wider environmental framework (Ngozi et al., 2022).

Ayodele, Chang-Richards, and González (2020) attribute the recent rise in employee turnover to various factors, including job dissatisfaction, insufficient investment in training and development, restricted opportunities for career advancement, and inequitable or deceptive performance evaluations. An excellent technique for keeping top talent in an organization is to offer high-potential employees opportunity for cross-functional job rotations, thereby enhancing job satisfaction and fostering professional progress. Moreover, engaging these employees in decision-making processes and aggressively soliciting their thoughts helps cultivate a sense of ownership and involvement. Facilitating skill-building activities, such as pertinent training, can enhance their career growth, hence increasing job satisfaction and overall retention.

Training and Development

Talent development is acknowledged as an essential component of global talent management (GTM) and talent management, in conjunction with talent retention and talent acquisition (Sousa,

Ferreira, Jayantilal & Dabic, 2024). Although research and scholarly writings on this subject are scarce (Mehdiabadi & Li, 2016), the significance of talent development is apparent in the effective management of talent by organisations. The authors highlight that talent development programs primarily seek to avert skill shortages and create a definitive succession planning pathway, rather than merely substituting talent. Training needs are generally ascertained through individual and organisational evaluations before the arrangement of training programs. An assessment is performed post-training to ascertain the programme's efficacy relative to the specified requirement (Mehale, Govender & Mabaso, 2021). Omar, Zahar, and Rashid (2020) assert that the acquisition and advancement of information, abilities, and attitudes correspond to specific employment requirements. Training and development improve employee effectiveness by equipping them with advantages. Effectively designed and executed training programs can enhance employee motivation and confidence in their job responsibilities.

Park, Han, Kim, and Kim (2021) identified issues in organisational training and development, highlighting the significance of employee engagement. They observed that specific businesses restrict employee involvement in training and development initiatives. Training and development professionals encounter obstacles, including the disposition of upper management regarding training and development initiatives and restricted advancement prospects (Kuknor & Bhattacharya, 2020). Erasmus, Loedolff, Van Hoek, Mda, and Nel (2015) contended that organisational culture influences training and development. Without encouragement and support from senior management for staff participating in training and development programs, performance may deteriorate (Erasmus et al., 2015). Jehanzeb (2020) asserts that top management frequently views training and development as costly, resulting in diminished importance inside businesses. Employees frequently refrain from engaging in training and development activities due to restricted advancement prospects and insufficient training and development programs (Matiba, 2023).

The importance of training and development as an essential instrument for organisations to maintain competitiveness in a dynamic and challenging environment. The ongoing transformation in the economic, labour, and technological spheres is generating novel pedagogical, educational, and training methodologies. These modifications necessitate a transition towards emphasising vocational training that is more global, integrated, flexible, and pragmatic, while also taking into account both theory and practice (Lucas & Vicente, 2022). Training and development primarily target individuals; nevertheless, the overarching impact is on the organization, which ultimately reaps the advantages. Investment in staff training and development has been shown to influence employee satisfaction and retention. Investment in personnel by organisations fosters commitment, resulting in increased retention rates and enhanced profitability. Training and development improve employees' job knowledge and provide them with essential abilities to meet the organization's present and future goals (Tahir, Yousafzal, Jan & Hashim 2014). Supplementary training and development improve personnel competencies, yielding organisational advantages.

Conversely, individuals that undergo supplementary training and development view themselves as more attractive in the job market, which may result in heightened turnover (Rawashdeh & Tamimi, 2020; Smith, Stokes, & Wilson, 2014).

Highly skilled individuals exhibit exceptional performance in both quantity and quality. Effective staff training minimises the expenditure of time, money, and resources (Karim, Choudhury & Latif, 2019). Development programmes are seen as a systematic method designed to improve employees' personal and professional abilities, knowledge, attitudes, and behaviours. The primary objective is to enhance their capacity to do designated responsibilities inside the organization (Tumi, Hasan, & Khalid, 2022).

Succession Plan

Succession planning entails equipping an organization for a leadership transition prompted by events such as retirement, career mobility, ill health, termination, or death (Adias & Akenbor, 2020). Owolabi and Adeosun (2021) characterise succession planning as a managerial strategy that entails identifying, recruiting, and cultivating workers with the potential to occupy leadership or managerial positions. A robust succession planning program ensures the readiness of long-term successors for senior positions. An effective succession planning approach must account for the availability of qualified personnel for both present and future positions (Owolabi et al., 2021). An essential component of succession planning entails evaluating the competencies of individuals inside the organization and recognising personnel with the potential to occupy top leadership roles (Cavanaugh, 2017). Succession planning fosters employee development and communicates a significant message. Leadership and succession planning are essential in a competitive corporate landscape to guarantee organisational continuity and sustainability. An organization's human resource plan must consider the accessibility and enduring worth of its personnel. A mere workforce is insufficient for a corporation to achieve a competitive edge. To sustain a competitive edge, it is essential for a firm to regard its workforce as a strategic asset (Hamadamin & Atan, 2019). A well-structured organization has a planned and methodical methodology for educating individuals for executive positions. This is crucial for adeptly addressing difficulties such as leadership vacancies due to retirement, illness, death, or unforeseen resignations, which may disrupt the organization (Boateng, et al., 2022).

Empirical Review on Recruitment and Selection

Asrat (2018) performed a study on the recruiting and selection processes and issues in private elementary schools in Bahir Dar City, Ethiopia. The study sought to examine the recruitment and selection methods, as well as the problems encountered, at private elementary schools in Bahir Dar city. The research utilised a descriptive survey methodology. Eight private primary schools were chosen via a thorough sampling methodology. The study's principal findings reveal that the existing recruitment and selection processes in the examined area are insufficient. The researcher

proposed that educators be selected according to precise and well-defined criteria.

Ngaira and Oyagi (2016) conducted a study analysing employee retention strategies and their impact on the organisational performance of hospitals in Mombasa County. They discovered that the elevated turnover rate of medical professionals poses a global challenge for healthcare management, resulting in difficulties in retaining skilled personnel within the healthcare sector. Retention strategies for healthcare personnel are essential to sustain competitiveness in the medical sector. The research demonstrated a substantial and favourable association ($R = 0.485$, $p < 0.05$, $\epsilon = 0.006$) between recruitment tactics and the organisational performance of public hospitals in Mombasa County. The regression analysis revealed a statistically significant correlation between supervision tactics and performance ($p = 0.036$). The research indicated that employee retention techniques significantly enhance organisational performance, highlighting the necessity for their refinement. The study indicates that the administration of public hospitals in Mombasa County should improve employee retention techniques because of their demonstrated beneficial effect on organisational performance.

Ngaira et al. (2016) investigated the relationship between recruitment techniques and organisational effectiveness in public hospitals within Mombasa County. The research demonstrated a substantial and affirmative association ($R = 0.485$, $p < 0.05$, $\epsilon = 0.006$) between recruitment tactics and organisational performance in public hospitals in Mombasa County. The regression study indicates that recruitment techniques contribute to 48% of the organisational performance of public hospitals in Mombasa County ($R \text{ squared} = 0.482$). This study's regression analysis demonstrated a substantial correlation between recruitment techniques and the organisational performance of public hospitals. It is essential for the county government to allocate adequate resources for the recruitment of qualified medical professionals while simultaneously addressing the issues of bias and corruption that currently afflict the recruitment process in Kenya.

Gunu, Oni, Tasdo, and Ajayi (2013) executed an empirical investigation on the utilisation of training and development as a mechanism for enhancing organisational performance, focusing on chosen banks in Nigeria. The research concentrated on certain banks in Nigeria. The research employed primary data obtained from surveys. The research surveyed 395 participants from a total population of 35,386 persons across five banks chosen for the case study. The researchers utilised a basic random sample method to evaluate the individuals. The research identified a positive association between training and development and the performance of banks in Nigeria. The discovered deficiencies indicate that banks ought to prioritise investment in the training and development of its seasoned personnel instead of downsizing and hiring new people. This will help reduce the costs related to frequent recruiting and selection.

Falola, Osinbajo, and Ojo (2014) examined the influence of training and development on employee performance and organisational competitiveness in the Nigerian banking sector. This research

utilised a descriptive methodology, employing 223 valid questionnaires from selected banks in Lagos State, southwestern Nigeria. The sample was acquired using a simple random sampling method.

Gambo (2015) investigated the impact of training and development on worker productivity in many Nigerian universities. The research employed secondary data sourced from the academic staff training and development initiative funded by TETFUND in 2010. A study was performed in Nigeria, using a sample of 10 universities. The study aimed to investigate the correlation between staff training and development at the university level and its effect on employee productivity. This study shown that training and development for academic workers substantially improve productivity within the academic sector. The Tertiary Education Trust Fund ought to augment its training policies to accommodate the changing academic environment and progress in technology and science. This is essential to guarantee that academics has the requisite skills and knowledge to adapt to these evolving trends.

Ndungu (2016) investigated the influence of mentorship on the professional achievement of employees in private firms situated in Nairobi. The study participants were persons employed as human resource managers. Descriptive statistics, particularly frequencies and percentages, were utilised to examine the demographic data of the respondents. The results demonstrate that, while accounting for other variables, a one-unit enhancement in the mentoring function correlates with a 0.345-unit rise in staff career success scores. A probability value of 0.607 indicates a correlation between mentorship and career achievement among employees. The research identified an association between mentorship and employees' attainment of professional objectives.

Bature and Mustapha (2013) investigate the relationship between employee training and productivity at Zenith Bank Plc. The data was gathered via a questionnaire and evaluated via the chi-square method. A straightforward regression analysis was performed on secondary data acquired from Zenith Bank's annual report and accounts. The research identified a favourable association between the expenses associated with workforce training and the productivity of Zenith Bank Plc.

Gambo (2015) investigated the relationship between training and employee productivity using the Tertiary Education Trust Fund's (TETFund) Academic Staff Training and Development 2010 Sponsorship initiative in several Nigerian higher education institutions. The study findings demonstrate that training and development activities positively influence employees' abilities, job performance, and adaptability to contemporary workplace expectations. Malaolu and Ogbuabor (2018) examined the influence of training and workforce development on employee productivity and organisational success in Nigeria. The research concentrated on the instance of First Bank of Nigeria Plc. The research employed structured questionnaires to gather data from a sample of 75 participants chosen via simple random sampling. The generated data was

examined employing descriptive statistics. The study's results reveal that a substantial majority (70%) of respondents concurred that training and workforce development have enhanced their efficiency and job productivity. A substantial majority (80%) of respondents strongly concurred that training and personnel development enhance organisational effectiveness.

METHODOLOGY

Table 1: Population of the Study

S/N	Name of the Institution and State of residence	Ownership	Year of Establish ment	Number of Academic Staff
1	Ekiti			
	Ekiti State University, Ado Ekiti.	State	1982	1,075
	Afe Babalola University, Ado Ekiti	Private	2009	509
2	Ondo			
	Federal University of Technology, Akure	Federal	1981	857
	Achievers University, Owo	Private	2007	133
3	Osun			
	Obafemi Awolowo University, Ile-Ife	Federal	1962	1339
	Bowen University, Iwo	Private	2001	417
4	Ogun			
	Olabisi Onabanjo University, Ago-Iwoye	State	1982	293
	Babcock University, Ilishan-Remo	Private	1999	560
5	Lagos			
	University of Lagos	Federal	1962	1265
	Pan-Atlantic University	Private	2002	150
6	Oyo			
	University of Ibadan	Federal	1948	1,682
	Lead City University, Ibadan	Private	2005	270
Total Population				8550

Source: Nigerian University Digest 2019

Sample and Sampling Techniques

The study will employ the Taro Yamane (1967) formula, as referenced in Umar and Wachiko (2021), to ascertain the suitable sample size for the research. Table 1 presents the universities sampled in each study area. Simple random sampling was utilised as a probability sampling method to guarantee equal likelihood for all items in the population to be chosen for sampling. The Taro Yamane formula is employed to ascertain the sample size using the following equation:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Total population

e = Level of precision (margin of error)

Let's assume a margin of error of 5% (0.05) and calculate the sample size for each university:

$$= \frac{8,550}{1+8,550(0.05)^2}$$

$$= \frac{8,550}{1+8,550(0.0025)}$$

$$= \frac{8,550}{1+21.375}$$

$$= \frac{8,550}{22.375}$$

$$= 382.12$$

$$= 382 \text{ (Total Sample Size)}$$

To get the sample for each of the institution, the following method will be used.

$(N)(n) = \frac{\text{Sample size} \times \text{each of the population}}{N}$

N Total Population

Table 2: Sample for each University

Universities	Location	Population	Sample
Ekiti State University, Ado Ekiti.	Ekiti State	1,075	$(N)(n) = \frac{382 \times 1075}{8,550}$ = 48
Afe Babalola University		509	$(N)(n) = \frac{382 \times 509}{8,550}$ = 23
Federal University of Technology, Akure	Ondo State	857	$(N)(n) = \frac{382 \times 857}{8,550}$ = 38
Achievers University, Owo		133	$(N)(n) = \frac{382 \times 133}{8,550}$ = 6
Obafemi Awolowo University, Ile-Ife	Osun State	1339	$(N)(n) = \frac{382 \times 1339}{8,550}$ = 60
Bowen University, Iwo		417	$(N)(n) = \frac{382 \times 417}{8,550}$

			= 19
Olabisi Onabanjo University, Ago-Iwoye	Ogun State	293	$\frac{(N)(n)}{N} = \frac{382 \times 293}{8,550}$ = 13
Babcock University, Ilishan-Remo, Ogun		560	$\frac{(N)(n)}{N} = \frac{382 \times 560}{8,550}$ = 25
University of Lagos, Lagos	Lagos State	1265	$\frac{(N)(n)}{N} = \frac{382 \times 1265}{8,550}$ = 57
Pan-Atlantic University, Lagos		150	$\frac{(N)(n)}{N} = \frac{382 \times 150}{8,550}$ = 6
University of Ibadan, Ibadan	Oyo State	1,682	$\frac{(N)(n)}{N} = \frac{382 \times 1682}{8,550}$ = 75
Lead City University, Ibadan		270	$\frac{(N)(n)}{N} = \frac{382 \times 270}{8,550}$ = 12
Total Population		8,550	382

Source: Researcher's compilation, 2024

Objective: Effect of Recruitment Strategies on institutional stability in public and private universities in southwest Nigeria

A structural equation modelling approach was employed to assess the impact of recruitment strategy on institutional stability in private and public universities. The criteria for model specification, as outlined in Table 15, indicate that use SEM to assess the influence of recruitment techniques on institutional stability is suitable. The chi-square to degrees of freedom ratio is 3.237, which is inside the permitted limit. Additionally, other indices including RMSEA (0.052), NFI (0.985), RFI (0.900), IFI (0.906), TLI (0.929), and CFI (0.901) significantly reflect the appropriateness of the methodology (Table 4.15).

Consequently, Figure 1 illustrates the impact of recruitment tactics on institutional stability, as presented in Table 3.

Table 3: Diagnostic of the Recruitment strategy and institutional stability model

Indicators	Values
Chi-Square/df	3.237
RMSEA	0.052
NFI	0.635
RFI	0.835
IFI	0.474
TLI	0.764
CFI	0.693

Source: Data Analysis, 2024.

Estimated Effect of recruitment strategy on institutional stability

The impact of recruitment technique on institutional stability is depicted in Figure 1 and Table 4. The recruitment strategies outlined for public and private universities in Southwest Nigeria encompass advancement opportunities, training and development, and succession planning. The findings indicate that advancement opportunities, training and development, and succession planning significantly contribute to institutional stability, with coefficient values of ($\beta = 0.194$, $p < 0.05$) for advancement opportunities, ($\beta = 0.376$, $p < 0.05$) for training and development, and ($\beta = 0.588$, $p < 0.05$) for succession planning. This indicates that an increase in recruitment tactics might foster institutional stability in private and public universities in the Southwest.

Table 4: Path Analysis of the CFA of the recruitment strategy and institutional stability model

			Estimate	C.R	P
Ao1	<-----	Advancement Opportunities	.342	3.274	***
Ao2	<-----	Advancement Opportunities	.513	4.284	***
Ao3	<-----	Advancement Opportunities	.462	3.028	.003
Ao4	<-----	Advancement Opportunities	.325	3.846	***
Td1	<-----	Training and Development	.284	3.552	***
Td2	<-----	Training and Development	.382	3.422	***
Td3	<-----	Training and Development	.397	3.975	***
Td4	<-----	Training and Development	.429	3.864	***
Sp1	<-----	Succession Plan	.225	2.936	.001
Sp2	<-----	Succession Plan	.395	3.762	***
Sp3	<-----	Succession Plan	.344	4.283	***
Institutional Stability	<-----	Advancement Opportunities	.184	3.173	***
Institutional Stability	<-----	Training and Development	.376	4.645	***
Institutional Stability	<-----	Succession Plan	.588	3.264	***

Source: Data Analysis, 2024.

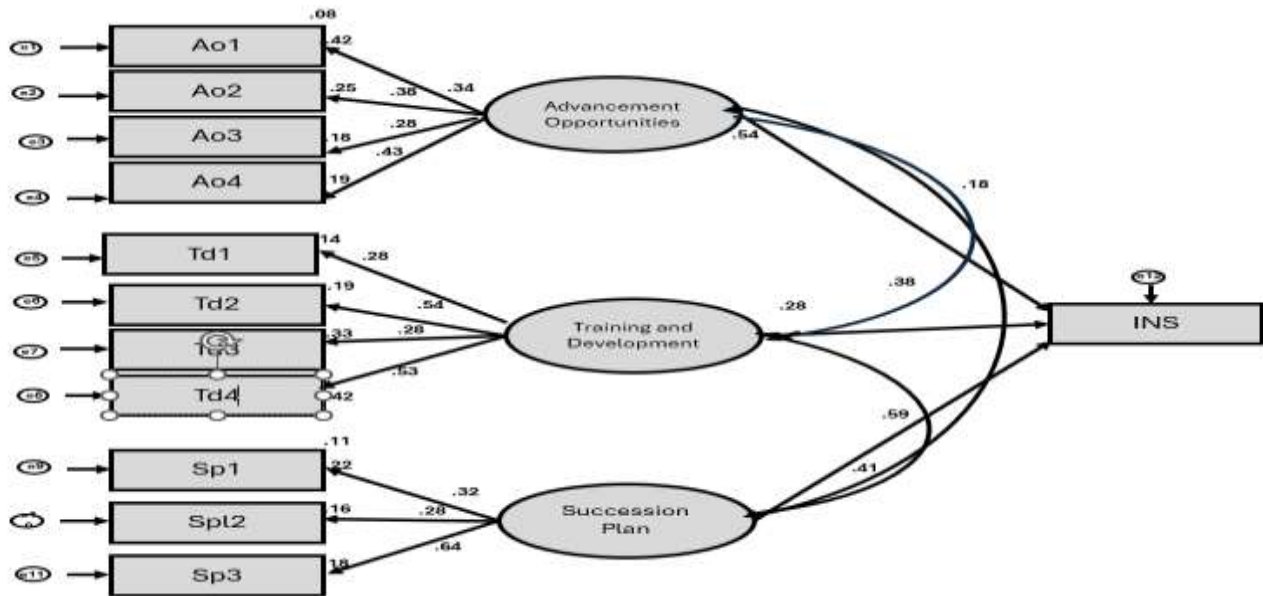


Figure 1: Path analysis of recruitment strategy and institutional stability model Hypothesis

1. Recruitment strategies have no significant effect on institutional stability in public and private universities in southwest Nigeria.

Table 5: Analysis Result for the Hypothesis

Model	Sum of Squares	Df	Mean Square	F	Sig. Value
Regression	458.528	7	97.264	132.574	0.000
Residual	45.249	496	.735		
Total	503.777	593			

Source: Data Analysis, 2024

The findings of the null hypothesis test on recruitment tactics and institutional stability in public and private universities in Southwest Nigeria are displayed in Table 5. The results indicate that the model's f-statistic ($F=132.574, p < 0.05$) is statistically significant at the usual threshold. Thus, the outcome refutes the null hypothesis asserting no substantial impact of recruitment techniques on institutional stability in public and private universities in southwest Nigeria. This outcome indicates that recruitment techniques substantially influence institutional stability in public and private universities in southwest Nigeria.

DISCUSSION AND FINDINGS

The hypothesis testing revealed that recruitment techniques significantly enhance institutional stability in public and private universities in southwest Nigeria. The tactics being evaluated

(advancement opportunities, training and development, and succession planning) are fundamental to this dynamic. Opportunities for advancement are a crucial element in recruitment techniques that profoundly influence institutional stability. Universities that offer explicit professional advancement pathways attract high-caliber individuals who are invested in both their current positions and long-term development within the institution. This emphasis on professional advancement aids in retaining skilled individuals, since they perceive a future for themselves inside the firm. Training and development are essential components of recruitment techniques that enhance institutional stability. Offering continuous professional development opportunities guarantees that employees consistently refine their skills and remain informed about contemporary developments in their domain. This enhances individual performance while also fortifying the institution's general capacity and adaptability. Succession planning is a crucial recruitment approach that promotes institutional stability. By identifying and cultivating future leaders within the institution, colleges can facilitate a seamless transition during leadership changes or the departure of key personnel. Efficient succession planning alleviates interruptions and preserves continuity in leadership and strategic direction.

The notable positive impact can be ascribed to the implementation of effective advancement opportunities, training and development, and succession planning practices within the university, which collectively foster a more engaged, skilled, and prepared workforce, crucial for sustaining stability in an academic environment. When employees perceive their worth and recognise prospects for advancement, they are more inclined to maintain their allegiance to the organization. Investing in their continuous development and preparation for leadership transitions ensures the institution can adapt to changes and prosper. Theoretical justification for these findings can be derived from the Resource-Based View (RBV) of Firms. The Resource-Based View asserts that a firm's competitive advantage stems from its distinctive resources and skills. Within the realm of universities, human resources constitute a vital asset. Efficient recruitment tactics emphasising career progression, training, and succession planning augment the institution's people capital, so bolstering its overall stability and competitive edge. By cultivating a robust and proficient staff, universities can more effectively address difficulties and capitalise on growth possibilities.

Empirical research offer evidence that both corroborates and contests these conclusions. Akinyemi and Akinbode (2022) discovered that colleges offering robust advancement possibilities and extensive training programs achieved greater staff retention and institutional stability. Their research indicated that these recruitment tactics cultivated a favourable work atmosphere and improved employee engagement. Likewise, research conducted by Olaniyan and Ojo (2021) indicated that effective succession planning correlated with enhanced organisational performance and stability in Nigerian universities. Nonetheless, certain studies offer divergent viewpoints. Research by Adeyemi and Okeke (2023) posited that although recruitment tactics are significant, their influence on institutional stability may be constrained by external variables, including financing limitations and political interference. Their analysis indicated that concentrating

exclusively on recruitment tactics, without tackling wider institutional difficulties, may not result in substantial enhancements in stability. This study's research reveals a considerable favourable effect of recruitment tactics on institutional stability in public and private universities in southwest Nigeria.

CONCLUSION AND RECOMMENDATION

This study recommends that universities enhance their recruitment efforts to strengthen institutional stability. This entails offering transparent career progression options to attract and retain exceptional workers and academics. Investment in training and development initiatives is essential for skill augmentation and career advancement. Establishing comprehensive succession planning guarantees continuity and equips the institution for future leadership requirements. By concentrating on these recruitment tactics, colleges may cultivate a dedicated and proficient workforce, thereby improving institutional stability and performance. Ongoing assessment of recruitment methodologies and adjustment to evolving requirements will facilitate stability and successfully tackle growing difficulties.

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