



## LEADERSHIP AND APPROPRIATE STAFFING IN UNIVERSITIES

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### ABSTRACT

Leadership and appropriate staffing in universities are very pivotal. The university which is also an organisation manages both human and material resources. This paper examined leadership and appropriate staffing in universities. The attainment of organisational goals of the universities through bridging the gap between leadership and staffing is the nexus of this study. There are different approaches to leadership as well as appropriate staffing in universities as put forward by scholars. The researcher reviewed some of these approaches to properly place the existing relationship between leadership and staffing in universities so as to attain a robust human capital development. Therefore, all these groups such as parents, chancellors, students, academic and non-academic staff as well as ministry of education were suggested, should live up to their expectations. The Nigeria Government should live up to their responsibilities by making resources available within the reach of university management so as to put in place proper organisational structure for universities in Nigeria.

**Keywords:** Leadership, Appropriate Staffing, Universities, Nigeria, Organisational Goal, Higher Institutions, University Management, Human Resources, Material Resources.

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### INTRODUCTION

Leadership is the act of influencing the exercises of the workers towards achieving organisational goals while appropriate staffing is putting the right people in the right positions at the right time for the organisation to function properly. There are many definitions of leadership and appropriate staffing by different authors and scholars (Lumenlearning, 2019).

Leadership and appropriate staffing are synonymous with practicability and very pivotal in the management of universities (Ward, 2019). Without effective leadership, appropriate staffing in the universities or organisations is practically impossible (Daramola & Amos, 2016). Mullins, (2007).observed that an organisation such as the university without leadership but

seeking for appropriate staffing is like venturing into long-distance swimming without life-jacket or driving without automotive lighting

Therefore, as substantiated by Egeberg, Gornitzka and Trondal, (2017) appropriate staffing is the transparent, all-inclusive and explicit process of recruiting and retaining workers that are the best fit for an open position in an organization. The ‘appropriateness’ in appropriate staffing is looking out for those who are not just qualified to manage an office but those who are qualified with traits of leadership capacity. It does not stop there. It also requires the best approach to retaining such good hands (Bundi, 2016).

Watson (2019) noted that in the university, appropriate staffing implies looking out for lecturers, office clerks, vice-chancellor as well as messengers who are not just qualified but are forward-looking. Forward-looking leaders are creative thinkers. They contribute to problem-solving not problem-sourcing. They are patriotic. They do not use their influence and expertise to disorganise the system but to reorganise the system and ensure that the founding fathers' efforts are not eroded. They do not see university as ‘no-man’s-land’ or ‘a place to harvest’ but they see the learning community as a place to keep a legacy of positive invention. These set of people are leaders with character. We can as well describe them as genetical leaders (Beck & Cowan, 2014).

Leaders with character are very essential to manage the universities. The universities that are successful today are known to have effective leaders with good character and behaviour from their family background that cuts across cultural and ideological boundaries like ethical behaviour good communication skills, transparency, motivation (Mathooko, 2013) and participation of staff in activities and also the leaders should be full of initiatives and also adequate knowledge of delegating jobs to the appropriate staff (Chima, Mduluzza, & Kipkemboi, 2013). For a leader to succeed there should be that inherent qualities and training that comes from expositive, experience, environment and wide interaction with persons of high caliber in the leadership scenarios that will enhance his capabilities (Khoshhal & Guraya, 2016). Leadership also has to do with the spiritual, physical and emotional well being or aspects of a person or leader in the management of the universities for any organisation to strive the leader should have qualities such as strong conviction, accountability, humility, integrity, equality, irresponsibility, discipline, and sacrifice (Ololube, 2018; Anderson, 2015; Cooper, Sarros, Santora, Sarros, Santora, 2007).

The leadership of the federal and state government can also influence the administration of the universities such as appointments appropriate staffing funding etc. but if the leader is incompetent the funds given will not be utilized judiciously which will have negative ripped effects and cog in the wheel of administration in the universities. Northouse (2007) and Rowe in Ololube (2019) define leadership as a process whereby the leader influences the members of their group to accomplish common organisational goals.

Gupta (2008) defines staffing as the function of the management to hire and develop the personnel required to occupy the different positions in an organisation. Total Quality Management (TQM) is a management system that stresses methods, teamwork, serious analysis, assessing oneself and leadership that has a broad knowledge for educational institutions. Creech (1994) defines (TQM) as a comprehensive humanist management principle in every aspect of the organisation.

## Background to the Study

The sound management of an organisation by the principal person does make the organisation to always maintain standard so as to fit changing conditions and new challenges without removing or evacuating the basic principles (Creech, 1994). Creech also refer to sound management of university as an organisation by the principals as the method that will bring about success in management and transformation in the community of scholars as well as affiliated organisations to the university.

The focus of this study remains those needful policies and actions leaders make and execute for the benefit of eradicating and improving staffing in the university system. These policies and follow-up actions are necessary to curtail callousness of leaders in the university system in Nigeria so that there will be sanity in the system as well as improved productivity of personnel such as what is obtained in the developed countries (Zorina, Yarullina, Akhmetova, Shaimardanova, Nikishina, & Garipova, 2018). The educational system of the university affects the level of consciousness of the people in any given country. Our leaders in the universities are expected to be proactive and creative so as to make the system a web of innovation. The leadership of the universities in Nigeria, in doing the needful through policymaking and implementation, are expected to take into cognizance, the enablement of a conducive environment for harmonious work environment (Daramola et al., 2016).

For appropriate staffing the basic steps utilised for effective recruitment and employment process are to elaborate specification, advertise the position, accept and screen applicants, interview, check references, enhance a hiring resolution, initiate an employment agreement (Larson & Hewitt, 2012). The general aim of this study is to sanitise the system so that innovative teaching and learning can take place by creating sub-systems that will randomly spot effective leaders for the school management through appropriate staffing (Irawati, Runiawati, & Hermawati, 2017).

Leadership and appropriate staffing in universities are very essential in Nigeria and any part of the world without which any organization which includes the university cannot function effectively. Competent leadership is the key to the attainment of organisational goals. Leadership is a lifelong activity which is basically dependent on how people get into the system of any organization (Ajibade, Ajayi, & Shobowale, 2017).

Appropriate staffing is the process of spotting proficient people who will make it to leadership through the recruitment of workers that are qualified for tight positions in an organisation. Leadership is subject to loyalty through workers who are willing to learn and relearn. Appropriate staffing involves a system that is in place to make staff embark on lifelong learning to make a better lead.

Igbaekemen, (2014) observed that leaders with character are essential building blocks to a socially responsible organisation. A proficient leader can be a great influence that can develop the organisational structure. The leadership in the universities should not focus on educating a man's mind without his values cannot transform him/her and this makes him dangerous to society. The youths should be properly educated to become better citizens of the country.

An American industrialist, Carnegie (2010) said if you take away his people, grass will soon grow on the factory floors but when you take away his factory leaving the people, soon a new and better factory will emerge, meaning that people are more important in order words, a good and effective leader should be able to influence his/her subordinates to be able to achieve the goals of the universities. Yuki in Ibara (2010) defines leadership as a process whereby a

leader uses its efforts skillfully or diplomatically over the members to induce, inspire and direct the affairs/ activities to help actualize organisational goals.

The university organisational leader talks about and is interested in the welfare of all the workers and there is a division of labour and equity. It is the combination of different types of activities to accomplish its aims and objectives (Farouq in Ololube, 2018). An effective leader will encourage its workers the opportunity to learn from colleagues and also training and retraining them. This gives the employees a sense of belonging, seeing himself/herself as a part of the university and not just a staff or a novice.

Mayhem in Ololube (2018) asserts that the six basic elements of organisational structures are job grouping, establishing of organisational hierarchy, departmental design, departmental unity or coordination and designing of authority. However, Enohwo (2002) said that Total Quality Management (TQM) in education includes regular school advancement in the existing environmental circumstances while bringing down the cost of operation.

Rieley (1992) explains Total Quality Management (TQM) as a new method of initiating and the new management of a system that includes new types of equipment and exercises for advancing the effectiveness of the institutions. The leadership of the universities needs to manage the people or staff properly in the administration of the system because most problems in the universities are caused by people and not by equipment. Some of the factors that will make workers do their jobs effectively are:

- The leaders should be easily accessible by the members to discuss their problems;
- Not to criticize staff on things that are beyond their capacity to handle;
- Teaching the staff how to handle their jobs effectively without errors;
- Talk to staff politely even when they are at fault or use positive criticism;
- Fulfill all promises made to workers;
- Appraise and recognize the workers for a job well done;
- Staff should be informed at all times about what is happening presently and what will happen in the future;
- The leader should take workers' complaints seriously and take action immediately;
- The workers should be allowed to participate in decision making and making suggestions towards organisational enhancement or growth;
- The decision to punish an erring staff should not be taken in haste when both parties are emotionally imbalanced.

For any university or other organisations to functions effectively, the leader has to be fair, friendly and firm. Staffing is the function of the management which is in charge of hiring and developing the right personnel to fill in the different positions in an organisation (Gupta, 2018). While Koontz and O'Donnell (1972) assert that staffing is the right way of effectively and carefully selecting, appraising and developing staff to occupy the functions designated into the organisational structures by the management.

Martin-Alcazar, Romero-Fernandez, and Sánchez-Gardey, (2005) agreed that appropriate staffing is an essential function of the manager or leader which determines the size and level of staff requirement. It is also hiring the right people, improving their skills through regular training. The purpose of this study is to identify the right type of leadership style in the universities that will motivate the staff to willingly put in their best to achieve the organisational

goals by utilizing appropriate staffing for sustainable development, growth and enviable height of the universities.

## **THEORETICAL FRAMEWORK**

### **Organogram of the University**

When we are looking at leadership architecture in the university system as it relates to appropriate staffing, we cannot but discuss the working organogram and procedures in the university system. An organogram is an organisation chart to describe the graphical relationship between one official to another. It is also used to represent how a department is related to another. The chart is important because you can see it in the mind's eye the entire organisation and how it is represented by pictures (Chandler, 1962).

A procedure is aimed to depict who, where, when, what, why by suggesting of officially recognized embodied responsibility in encouraging the accomplishment of a policy Fritz, Froehlick, Allen, Kent, Carolyn, Hall, (1988). The organogram is very crucial in leadership and appropriate staffing in all institutions of higher learning for effective management to produce better citizens for the nation which in turn will produce a better nation for us all.

The word University is derived from the Latin word Universitas which means populace or community and to distinguish it from the other types of communities which were later amended to Universitas Scholarium (Community of Scholars) and further Universitas Magistrorum et Scholarium (community of masters and students). Oxford Advanced Learner's Dictionary (International as an institution at the apex of the same height of education where a degree is acquired and researches are made).

A university can also be defined as a community that gives undergraduates and postgraduates' enlightenment or education (Oyebade, 2011). However, the British oldest model sees education from the aristocratic angle stresses free or liberal education, characteristics, and treasures. The administration of the University beforehand was only teachers and students.

The administration was designated to minuscule students or masters commission which was presided by a rector. Rector was interchanged to Vice-chancellor in Britain and some universities under the dominance of Britain like Nigeria. In the United States of America, the leadership of those institutions is referred to as president (Oyebade, 2011).

The organisational structure of a university is the chain of command through which the appointment of responsibility is achieved or attained. This will make the students and workers to be aware of what they want to do or achieve it consists of activities or job that will be allocated, co-ordinate and supervised which are channeled to the direction of accomplishment of organisational goals (Ziwa, 2014). It is also reasoned or measure as the way of seeing through the viewpoint that will enable the individuals to see their organisation and environment.

An organisational chart can also be called an organogram. It shows the diagram of an organisational structure and how the different positions are connected. It is reputedly used to tell us the hierarchy and heights of different positions in an organisation or department and this includes information like job titles, names and their type of work and nature of job each employee will do.

However, the procedure is a steady process of succession of activities of action (with a particular starting and terminating point) which is compulsory to adhere to in similar sequences to do the job or task properly. Procedure in the university system can, therefore, consist of the

organogram and determined structure that includes affiliated and inextricable fundamentals. These fundamentals always impact each other either (directly or indirectly) to sustain their excises and continue the system so that the organisational goals of the system can be accomplished.

The organisational structure in universities is very pivotal because it leads to instructional exercises. Higher Education scholars have brought out several dimensions or aspects pasterns of the behaviours of the organisation that can throw more explanation to the University structure and processes better it tells us about the organisational behaviour in different types of institutional and many institution exercises.

The number of dimensions varies for J. Victor Badridge's, it is three dimensions and they are: Bureaucratic, collegial and political. However, for Lee Bolman and Terrence Deal's, it is four namely: Structural, human resources, political and symbolic. To Robert Birnbaum, it is five dimensions which are: Bureaucratic, collegial, political, anarchical and cybernetic.

The patterns will aid to contemplate the process and organisational structure in colleges and universities. It is a blend of organisational structure and process that makes the university behaviour and colleges to conform. The federal political leaders, state, communities, and members of the public, business and philanthropic foundations regularly have contact with and shape the plans and methods of organisational framework or structures in the university. The organisational framework or structure/organogram of the University are:

- Visitor
- Chancellor
- Pro-chancellor and chairman of council and senate
- The Bursar
- The university librarian/special advise on library service
- Deans of Faculties, Directors, and Heads of Departments
- Congregation
- Convocation.

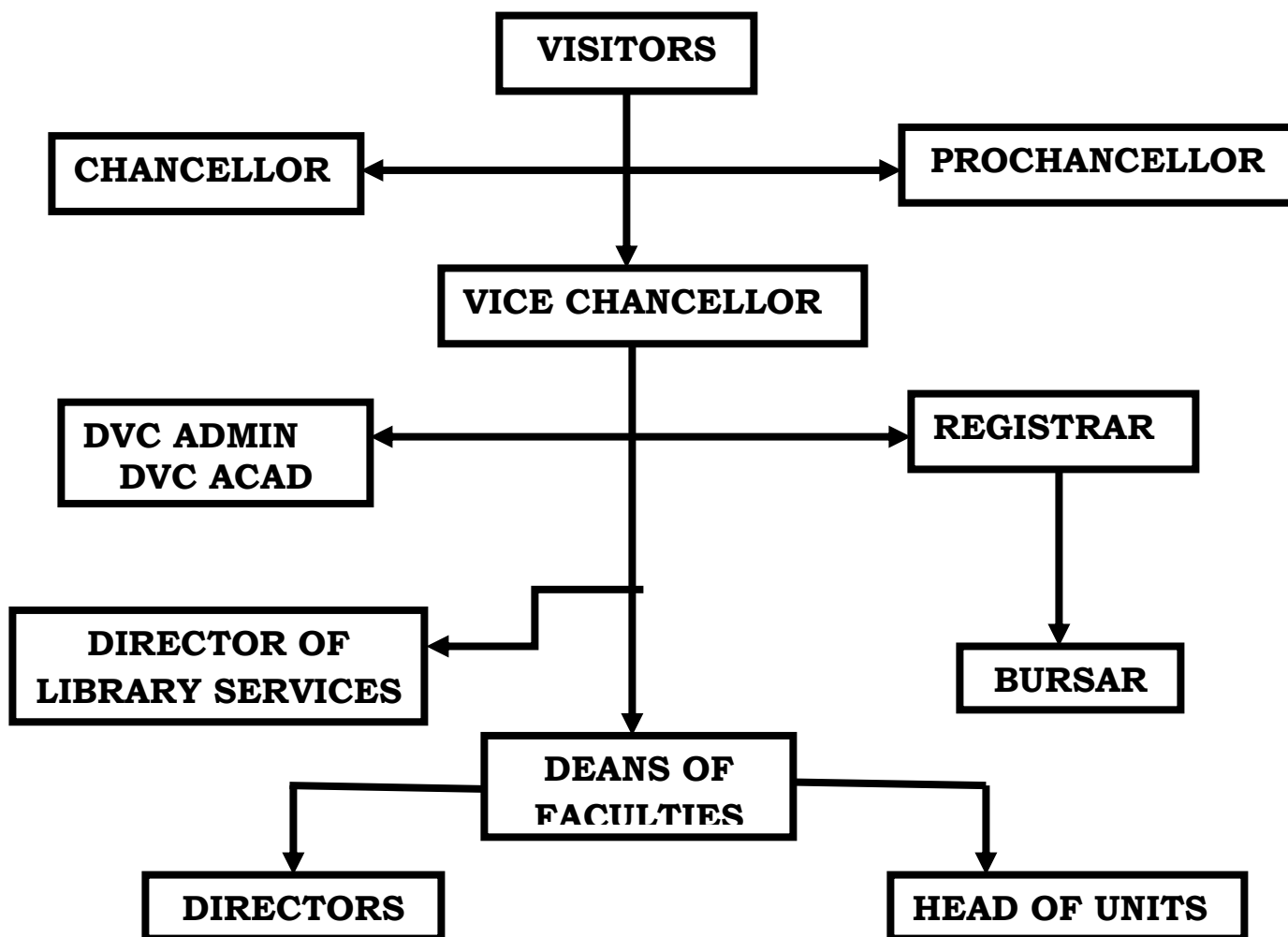


Figure 1: Organisational Framework / Organogram of the University

### The Visitor

The visitor for federal university is the president of the country while for state university is the executive governor. The president /governor shall delegate someone for all occasions of the university including convocation ceremonies. He/she visits one in five (5) years the reason is to make some institutional remedies and reevaluations.

The appointment of pioneer officers of the university is done by the visitor. He also appoints a governing council that will administer the affairs of the intended University. The appointment of foundation officers will thereafter be by the Governing of the university and also the chancellor shall be appointed by him to rule for only five (5) years.

## **Chancellor**

The visitor shall appoint the chancellor for only five (5) years tenure. The highest principal officer of the proffered University. The chancellor should be a great prestigious traditional ruler or a big industrialist or eminent retired member of the society that has a great love and interest in academics. The chancellor shall administer at convocation ceremonies and other congresses or councils of the University for the Conferment of degree, diploma, certificates and other awards of the University.

## **The Pro-Chancellor**

The visitor appoints the pro-chancellor of the university. His tenure of office is only a period of four (4) years and may be renewed for another four (4) years only. The pro-chancellor is the chairman of the governing council who is responsible for administering the policies and operations of the university and for only specific matters such as condition of service of staff, finance, discipline and in charge of the maintenance of the university's properties initiate academic programmes the staffs are occupied meaningfully and supplies of material application in the process of the functions of the staff of the university.

## **University Governing Council**

The governing council; is appointed by the visitor, he administers the affairs of the university. The governing council consists of the following:

- Pro-chancellor is the chairman;
- The vice-chancellor;
- Four (4) appointed members of the public to represent different interests;
- Four (4) persons appointed by the senate;
- Congregation will appoint two (2) persons;
- National universities will be represented by one person.
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Industrious and hardworking persons will be selected that have succeeded in their fields of endeavour. Experience persons that have character should be drawn from different sections be confidence, courage with experience in the administration of the institution governing council shall be accountable to the visitor.

## **The Vice-Chancellor**

The vice-chancellor is the chief executive and academic officer of the university and chairman of the senate. The vice-chancellor is particularly given the mandate by the law of the university to administer the institution effectively and in charge of discipline and general supervision, monitoring of the university properly. The vice-chancellor has general functions and other duties assigned to him by the university law to more the activities of the university to attain the goals of the institution.



## **Senate**

The senate is an apex decision making body on academic matters concerning the university. The senate with the acceptance of council and the national universities commission can open new campus, faculty, department, school, institute or other academic and research sections. The chairman of the senate is the vice-chancellor

## **Deputy Vice-Chancellor**

The deputy vice-chancellor is the assistant to the vice-chancellor. He works hand in hand with the vice-chancellor and also other functions shall be assigned to him from time to time from the vice-chancellor or the council.

## **Registrar**

The registrar is the chief administrative officer of the university and is responsible for the vice chancellor for the daily administrative activities of the university. The registrar is the secretary to the governing council senate, congression and convocation and the caretaker of the seal and other documents of the university.

## **Bursar**

The bursar is the Chief finance officer of the University and is liable to the vice-chancellor for the administration and presides over the financial affairs of the university.

## **University Librarian**

The University librarian is the academic and administrative head of the university library. He/she shall be liable to the vice-chancellor for the management of the library services in the university and for other issues that relate to the library.

## **Deans of Faculties and Heads of Departments**

The faculties of the university are controlled by deans. The dean of a faculty is a professor that is chosen by the university has a departmental head that is answerable to the vice-chancellor, through the dean of the faculty for mutualism, directing and controlling, teaching, examinations, research, and other activities.

## **Congregation**

The congregation proffers suitable circumstances for members to gather and communicate their opinions on all affairs or issues influencing the interest and welfare of the university and its members. The vice-chancellor is the chairman at all meetings of congregation.

## **Convocation**

Convocation is the legal organ of the university. The chancellor is the chairman at all meetings of convocation. Universities must allow students to form functional unions if they want the countries in which they are established to achieve their social and political goals. Student unionism helps to develop leadership skills in young adults. Many persons who played major roles in politics in the yesteryears and even today were greatly involved in student unionism in their days in the universities. (Califano, 1960; Babatope 1999; Eesuola 2012; as cited in Akinboye, Solomon Eesuda, Olakayode Segun, 2015).

Appropriate staffing is putting the right people in the right place and at the right time. Gupta (2008) said the term staffing may be defined as the administrative duty of employing and advancing the needed workers to fill up the many positions in an organisation. Koontz and O'Donnell (1972) assert that staffing includes administering the organisational structure through decent and successful choice, evaluation and advancement of workers to occupy the functions planned into the infrastructures. This role includes the conviction of the size and classified worker necessity. It is also interested in hiring the right type of person and developing their skills by training them. The staffing role is absorbed in the main training and ameliorating the workforce or worker in an organisation.

Green (2001) likewise said that staffing is the process of locating the work needed in an organisation deciding the number of people and the necessary skills to do the work, recruiting, selecting and advancing the candidates that are qualified. It is the selection process of ascertaining and employing new workers which include roles like recommending surveying, interview, medical testing, evaluation testing, and background experience.

Okumbe (1998) also said staffing is the total workers role of assembling in and training the worker and keeping good conditions of recruiting, selection, classification, training and advancement and accomplishment evaluation of individual staff in organisation staffing is however a very crucial administrative role because it is the process of matchmaking people with jobs (Dyer & Holder, 1998).

Cole (2002) asserts that recruitment as a dimension of staffing is to make it lucrative enough for the rightful, possible workers to apply for vacancies in the organization. Therefore, staffing is a dynamic and ongoing process. It is the life-wire of an organization by identifying the needs required for training and also gives different educational institutions.

The basic steps for effective recruitment and hiring process include the following:  
Elaborate the position specification, advertise the position, accept and screen applications interview applicants, check references enhance a hiring resolution, initiate an employment agreement and provide an elaborate the position specification. There should be clearly written job specifications to be able to clarify the skills of the job, knowledge, and experience needed in a new worker.

## **Advertise the Position**

This talks about how and where you should look for the needed applicant that has the knowledge and experience. This has to do with creativity by utilizing different posting advertising avenues like newspapers websites, etc.

## **Accept and Screen Applications**

The applicant of the employees should be acknowledged that their applications have been received by sending a short e-mail or letter to the candidates individually.

## **Interview Applicants**

After the selection of applicants to be interviewed prepare the list that will enable you to get the information you need from the candidate. The open-ended questions are the more potent question because it encourages are applicants to talk about its experience of his/her job, skills and other vital qualifications.

## **Check Reference**

Check references all the time before hiring or at any point in the hiring process. You should get permission from applicants before checking reference. it should be related to their job performance and experiences. Academic qualifications should be verified and criminal background checking should be thoroughly done before employment and must sign a consent form.

## **Enhance a Hiring Resolution**

The director must be responsible for the employment decision or the hiring committee, the candidates chosen must have the necessary qualifications or requirements of the job. A written recommendation should be done by the committee members. The requirement of the applicant is kept for at least one year after the employment decision has been made.

## **Initiate an Employment Agreement**

There should be a contract agreement to be signed; it is designated as an offer letter for employment which includes the position title, benefits, salary, days of work, days of work-leave and other important hiring information. The employment is based on collaboration between the employee and employer.

## **Orientation and Induction**

A copy of their position description and a staff handbook that has all its policies /rules connected to their hiring should be given to all the new employees. They should be given a document sign to prove that they are now employed. During orientation, the performance, an appraisal should be the best time to talk to the employees and a copy of the yearly assessment equipment will be used.

The benefits of effective appropriate staffing are:

- The staffing process enables employers to get the right people at the appropriate time. The role of staffing aid the administration to know the member of workers the type of qualification and experience required by the organisation;
- Staffing process aid the improvement of organisational accomplishment. Adequate selection of workers can boost the quality of the workers, enhance proper training, performance height of the workers can also be ameliorated;
- The workers will have job satisfaction which makes them put in their best happily and therefore have a high morale. When the workers are adequately trained and developed, they are motivated, effective this makes the worker feel secured and their career improved;
- Staffing brings about the oneness in the organisation. Thus, when staffing performance is thoroughly done. In the organisation, their performance is always appraised and promoted on excellence which brings happiness, peace, and harmony in the organisation and the achievement of all organisational goals.

### **The Role of Leadership in Appropriate Staffing**

For a leader to lead effectively, he/she should be able to know how to delegate jobs to the worker. Delegating involves entrusting one's power and responsibilities to another person that is knowing the capabilities of each worker and assigning them appropriately. This leads to motivation. The leader should be able to motivate the worker for them to put in their best in their jobs. Motivation varies from one individual to another. It is the willingness to work without being forced to work.

An effective leader will know how to motivate each individual after studying them properly. For a good leader to accomplish all the organisational goals, he/she will have to communicate effectively with all the workers for improved performance. The input of the leader will bring out the output of the worker which is the achievement due to motivation (Balyan, 2011). Improving communication means improving performance (Hargie, Dickson, & Tourish in Ololube, 2019).

Effective communication facilitates the management of higher institutions because it improves the performance of the workers to enable them to accomplish the organisational goals. Appropriate staffing is the ability to handle extreme difficulties, to find out structures and systems that will bring about order and harmony leadership is the ability to cope with change, to introduce a new way, and to get, institutions and individuals to go in that new direction (Dennis, 2009).

A vice- chancellor's job includes both appropriate staffing and leadership. The major role of a vice-chancellor is to pilot the affairs of the university in order and to control the other groups within to put in good order and direct its ethics, to put up an appropriate staffing team and to make decisions around a shared vision and a way to make it work. The vice-chancellor should encourage and not assume the position of a controller (Bain, 2004).

The people in the society portray the happenings of the higher institutions while the performance of the university system reflects the leadership and appropriate staffing of the higher institutions which is the think tanks of the nation. The state of a nation is the incorporation of the leadership and appropriate staffing of the universities.

Leadership is the primary vital requirements in a university. It is mostly seen as what solves most of the problems in the organisation (Daft & Marcic, 2006). It guides human

resources toward the objective method of an institution and to make sure that roles of the organisation are in line with the external environment. However, effective leaders can forecast the future of things that might or not happen and form the choice and methods to satisfy things that not sure of (Riaz & Haider, 2010).

Appropriate staffing and leadership in higher institutions are very vital as the requirement of having universities (Seyoum, 2012). A nation that has ill-managed higher institutions is as disadvantaged as that nation without any higher institution. This means that the government and society at large cannot benefit the full reward of having a higher institution system put in place unless staffing and leadership is secured.

The impact of leadership inappropriate staffing when the leader put the appropriate staff in the right positions there will be discipline. Staff will work hard to achieve the organisational goals, the funds will be managed judiciously for administering the higher institution properly, the effective leadership will be able to condition expectation of the workers, there will be no industrial actions caused by the leadership of the higher institution students will not go on violent demonstration, etc. there will be peace and harmony which will in turn enhance proper teaching and learning.

When there are effective leadership and appropriate staffing, there will be adequate facilities such as lecture halls, laboratories, students' hostels, office spaces, books and journals, library space, good infrastructure for teaching, learning, and research. Workers will be regularly paid as at when due and also encouraged to go in for research to produce goods research work compared with their counterparts in foreign countries and not just to get a promotion.

Effective leadership and appropriate staffing can do the needful to enhance the status of the higher institutions so that everything will fall in place so that it will be transformed into a world-class. Leaders like our amiable Prof. Ozo-Mekuri Ndimele who has used the little resources given to him to transform Ignatius Ajuru University of Education Port Harcourt, Nigeria.

## **CONCLUSION**

This study has theoretically examined leadership and appropriate staffing in Universities. It discussed the effective leadership and appropriate staffing is all about, different views of scholars about leadership and appropriate, staffing, the working organogram and procedures in the university system, the steps in appropriate staffing, benefits of staffing process, motivation, communication, delegation of job, the role of leadership inappropriate staffing, all these can be managed properly to achieve the organisational goals. if funds are properly managed by the leadership of the higher institutions they will be transformed into world-class like our good, dynamic Prof. Ndimele Ozo Mekuri, who is worthy of emulation.

## **Future Research Direction**

It is clear from this research that leadership and appropriate staffing are very essential in higher institutions. Leadership is the key in any, university management likewise putting the right persons in the proper positions at the right place and time. When these are put in place, the organisational goals will be accomplished. A leader without a character cannot be an effective leader. Therefore, it will be imperative to conduct more studies in the area of how leaders can be

more effective and also how appropriate staffing can be done properly in the universities for better teaching, research, and learning.

## Recommendations

Regrettably, the problem of this country, Nigeria is leadership both in the federal and state Government. Things are no longer done in the right way any longer due to bad leadership which is in every organisation because the appropriate staff are not put in the right offices to run the affairs of the organisations based on godfatherism without bothering if they are the right persons for the job thereby putting square pegs in round holes making a menace of the whole situation. Due to this, there is corruption everywhere, no one wants to know, how people acquire their wealth but will be praised and given chieftaincy titles.

Most leaders today got their leadership positions through whom they know and dubious means. If leadership in high places is made less lucrative, there will be no do-or-die affair to get those leadership positions and there will be appropriate staffing in our organisations.

Some people see leadership as their birthright and want to remain in power for life. They will do everything to cling to power for their selfish interest. Based on the highlights of the study, the following are recommended:

- The government both federal and state should not influence the leadership positions in the higher institutions and appropriate staffing should be done on transparent grounds based on merit to enhance proper administration of the systems;
- Leadership with character should Mann the leadership positions of higher institutions in order to show sanity, peace, and harmony in the systems;
- Morale ethics should be built upon and taught in secondary schools while leadership qualities development programmes should be integrated into programmes of tertiary education;
- The government requires appropriate staffing in all offices for the effective accomplishment of organisational goals.

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