

PROCESSES OF PERSONNEL ADMINISTRATION IN AN INSTITUTION

***Violet Chinelo JIMMYABEL**

** Post Graduate Student at The Nigerian Baptist Theological Seminary, Ogbomoso, Oyo State.*

Abstract

Personnel administration talks about management of the humans who work in an institution. Personnel are the strongest link that management of any institution has. The work of personnel administrators was found to be enormous but vital for the success of an institution. Personnel administrators take care of personnel's welfare from enlistment period till the time its personnel retire from active services from its institution. The main task of personnel management is to enlist and recruit personnel, and ensure that the workforce aligns with the institutional purpose and mission of existence. Institution's administrators must be fair, thorough and transparent in the recruitment exercises so that the best candidates will be employed for the available jobs. These personnel should be placed in the right unit to serve the institution adequately.

Keywords: Personnel Administration, Recruitment, Employee Welfare, Workforce Alignment, Job Placement

Introduction

Personnel administration otherwise known as human resource management deals with all the processes that an institution goes through in the bid to recruit its staff and sees to it that they perform their obligations of employment. Personnel administrators take care of personnel's welfare from enlistment period till the time its personnel retire from active services from its institution. Institution is an organized setting or established environment where education, training and public services are being executed on daily basis.

This paper is focused on discussing the major activities that institutional administrators together with the management perform to see that its institution operates effectively to realize its purpose of existence as well as fulfil its set goals and objectives. The processes involved in personnel administration that was discussed here include: Advertisement, Screening, Recruitment, Selection of Employee, Testing Applicants and Interview Process, Prototype of Testing and Evaluation for Promotion.

Concept of Administration

Administrative skills and functions has been in existence in ancient times. Adetunji (2010, p. 4-5) noted that the term administration comes from the Latin word *administrare* which means to serve. Therefore, an administrator is considered to be a servant of the people, whether the individual serves people in a Church or in an institution. The root word of administration which in Greek is

kubernetes means “helmsman”. A helmsman is described as a unit leader in a ship saddled with the task of steering the ship.

Ishola (2022, 30-31) stated that administration has to do with the ability of a leader to efficiently supervise and coordinate human and material resources in the day-to-day running of an institution's operations to realize its set goals. It was noted that effective administration ensure that there is cordial relationship among all stakeholders in an institution. Ukeje et al (1992, 162) described administration as all the activities that keeps any institution running smoothly and it coordinates the activities of the workforce in an institution. It has elements of decision-making, planning, organizing, communicating, supervising and controlling.

Administrator

Ukeje et al (1992, 162) opined that an administrator is a person who has been vested with professional and legal status, and has the responsibility and consultation authority to decide on what is to be done or not to be done in an institution. Ishola (2022, 113-114) described an administrator as someone who was employed by management to render services to its institution, as well as guide and control the activities that goes on in its institution. Selznick (2011, 2) noted that it is the task of an administrator to develop strategies that will encourage good relationship between members of staff and the management. Certo (1989, 133) also opined that an administrator must have a workable strategic plan for effective administration. The strategic plans must be a comprehensive blueprint that points to where its institution is heading to and how to get there.

Biblical Perspective for Personnel Administration

Administration is a spiritual gift from the Holy Spirit, 1 Corinthians 12:28. Adetunji (2010, 40) stated that Moses father-in-law Jethro taught him some administrative skills (Exodus 18:14-23), which are still being used today. The administrative formats that Jethro taught Moses became saving grace to him not to wear himself out trying to minister to the multitudes in the wilderness. The early disciples of Jesus appointed administrative officers to tackle complains raised among them (Acts 6:1-8). Olaniyan (2025) cited Genesis 1:26-28 as the origin of personnel administration. God in making man called on His team to make man as seen in verse 26. This implies for effective personnel management, team work is essential. King Solomon had an orderly manner in which he handled his servants that made the queen of Sheba to marvel (1 Kings 10:4-8).

Perman (2011, 1-3) submitted that in Ephesians 6:9, administrators are admonished to avoid threat, but to motivate staff intrinsically (from the heart) and not extrinsically (with enticing rewards). The implication of this is that the workforce should be allowed to carry out their tasks from their hearts and as unto the Lord (Colossians 3:22-23). Ruckel (2012, 1-2) stated that an administrator is often seen as the chief of staff and the number two top leader in an institution. Like the experienced helmsman, the administrative manager should respond to the challenges and processes of an institution through the help of the Holy Spirit (1 Corinthians 12:4, 28; John 14:26). Heward~Mills, (2016, 34-35) noted that God created man and ordained for man to replenish the earth, be fruitful and have dominion in (Genesis 1:28). God did not just create man, He made adequate provisions on how man will live and survive.

Overview of Personnel Administration

Personnel administration is the responsibility of School managers. Personnel are the fundamental support any institution has, therefore they should be catered for adequately. Ishola (2022, 125) described personnel as individuals who perform their official duties in an institution by depending on their superior colleagues whom they are answerable to. University of Minnesota Libraries (2016, 2) also stated that personnel administration is the art of engaging persons, train and pay them salaries, develop strategies on how to make them stay with the organization and build policies that affect them positively.

Juneja (2025, 1) opined that staff constitute the core and backbone of any institution. For an institution to do well its staff should be taken good care of. It is essential for human resource administration to be handled effectively. For effective personnel management to be achieved these requirements should be followed. (1) High qualified staff must be recruited. (2) Staff must be treated with fairness and equitable wages. (3) They should be given rights of representation.

Juneja (2025, 1) added that (4) The work environment should be made to be conducive and friendly to the staff. (5) Establishment of civil service employment prestige of the workers. Equally, the first important step to be taken in human resource management is to do classifications of posts or jobs based on functions and responsibilities. A formal classification of posts will ensure that all units with existing tasks and position are placed together in an orderly manner. There will be rules and regulations for each unit's administration, interpretation and amendment when needed. The second step deals with position classification. The position of each staff and task to be done should be specified

Greer (2001, 4, 6-7) observed that many institutions now recognize that their human resources should be treated fairly and build good relationship with them if the institution must move forward and succeed. Management should address fundamental values in issues that concerns the personnel. When new innovations or merger or acquisitions are introduced to an institution, the personnel must be communicated through human resource policies. How personnel are treated shows if administration sees them as an investment opportunity or mere employees.

Processes involved in Personnel Administration

Oyeniyi (2024, 115) opined that personnel handle vital tasks in institutions. It serves as the building block or driving force where other resources of an institution depends upon to function. Hence, it is essential to carefully and thoughtfully handle the enlistment and recruitment processes of human resources. There are several processes involved in human resource management. Ukeje et al (1992, 255) noted that institution works with human resource which is being guided by policies and practices. Thus, an equitable and appropriate personnel programmes should put into consideration in the selection and employment of talented people.

Advertisement

Advertisement in recruitment talks about the process of bringing job opportunity notice within an institution or the public so that qualified candidates could apply. Ukeje et al (1992, 236) opined that before recruitment exercise, vacant posts will be advertised, prospective candidates applied and after screening of the applicants, some will be selected for recruitment based on their qualifications. Maryville University team (2022, 1-2) opined that advertisement comprises of all actions an

institution takes to make public or to its preferred audience its products, opinions, causes or job opportunity.

Maryville University team (2022, 1-2) noted that there are different types of advert placements. Few of them will be highlighted here. (a) Paid Search Advertisement: This is a marketing approach in which advertisers pay search engines to place their ads in the search engine results pages (SERPs). (b) Social Media Advertisement: Institution could make use of ads delivered via Facebook, Twitter, Instagram, and other social media platforms to target specific demographics. (c) Display Advertising: Display advertising is a form of digital advertising that uses banners and other visual ad formats on webpages, on social media, and in applications.

Maryville University team (2022, 1-2) further mentioned (d) Native Advertising: Native advertising is a form of digital advertising in which ads have the look and feel of editorial content on a webpage or in an application. (e) Print Advertising: This is the newest form of digital advertising that makes use of innovative ways to print out the adverts that complements media advert which is one of the oldest type of advertisement. (f) Broadcast Advertising: Advertising via broadcast over television and radio continues to grow and it is cheaper than its streaming counterparts.

Screening

Apurba (2025, 1) opined that screening takes place between the application stage and interview exercise. It aids to prevent common recruitment pitfalls, thereby enhancing improved efficiency and recruitment accuracy. Hapke (2024, 1) stated that screening is done to ensure that applicants who comes for the recruitment exercise are well qualified. Several screening criteria are used to identify and eliminate applicants who do not meet the stated minimum requirements listed by the personnel manager for the advertised position. The baseline minimum requirements for placement include criteria such as- educational qualification, years of experience, technical skills and right certificate for the job.

Hapke (2024, 2) mentioned (c) External Verification: It is good to verify candidate's stated educational qualifications and the references. (d) Resumes and Application Form: Resumes and application forms are the two most popular initial applicant screening methods nowadays. This initial screening system aids institutions to reduce long time exercise and costs of a paper-based recruiting and screening process.

Recruitment of Staff

Recruitment here talks about all the processes that managers have to go through in search of competent staff to work with an institution. Adams and Odiwo (2023, 1) opined that recruitment is a vital task of personnel management. Recruitment should be done based on merit to ensure that competent staff is employed and to enhance success of an institution. Ukeje et al (1992, 236) opined that recruitment of qualified staff is one of the most difficult challenges facing education sector all over the world today. There is also challenge of long range issues of ensuring a continuous recruitment of qualified staff and non-teaching staff.

Oyeniya (2024, 119) opined that recruitment goes hand in hand with selection process that is done to fill vacant position in a school. There are two kinds of recruitment- informal and formal

recruitment. Informal recruitment is when a leader in a school brings in a prospective candidate gradually into the vacant area. With time, this person could develop interest in the job. Formal recruitment process begins as soon as human resource manager has put up advert for the vacant posts and some prospective workers have applied and selected. The selected ones will then be invited for written and oral interview.

Selection of Qualified Candidates

Barrah (2020, 286-288) stated that one of the principal task of personnel administrator is staff recruitment. Personnel recruitment and selection exercise is focused on how to get qualified candidates, and absorbed them into the school staff if they successfully passed all the processes. Every institution starts its operations by recruiting specified numbers of job seekers. This step is followed by selection exercise whereby less qualified candidates will be dropped.

Barah (2020, 289) stated that there are selection principles or criteria that must be uphold to get fair selections of best qualified candidates without bias. (1) Selection criteria should be documented and given all applicants which must be consistent to core elements in the institution's relevant classification policy. (2) Candidate's abilities, knowledge and skills relevant for the job must be fairly assessed. (3) Selection method must be relevant to the task to done. (4) The processes and decisions made must "reflect and provide procedural fairness". (5) The decision taken must be documented and subject to review. (6) The confidentiality of applicants must be kept. (7) All candidates should be treated equitably, fairly and without discrimination of sex, age, disability, marital status, race or ethnicity, physical features or background.

Testing Applicants and Interview Process

Apurba (2025, 1) opined that candidates undergo "structured interviews, behavioral assessments, various question types, case studies, and/or job-related skill tests". This step helps hiring teams make data-driven hiring decisions by analyzing both technical capabilities and cultural alignment. Barrah (2020, 288) also opined that there are mainly three different kinds of interview- probing interview, direct questions interview and non-direct interviews and probing interviews. During testing an applicant factors to consider are- the candidate's intelligent quotient, aptitude, ability and personality. These are assessed using psychometric tests.

Alp Consulting, (2025 1-2) noted that there are about six types of interviews. (a) Phones Interviews: During recruitment exercise, the academic selection committee may call an applicant and ask few questions to assess the individual's skills and competence with the job's task. (b) Video Interviews: Recruiters do conduct live interviews making use of platforms such as Goggle meet or Zoom or Microsoft Teams. At the same time, interview could be pre-recorded, and the applicant asked to respond to a set of questions at convenient time. (c) In-Person Interviews: This is traditional way of assessing the applicant's personality as body language and communication mode is being observed, and get to know more about skills the applicant possesses.

Furthermore, there are (d) Panel Interview: This interview exercise involves the coming together of head recruiter, human resource representative and other committee members to interview the candidate. (e) Technical Interviews: This is done for roles requiring particular technical skills like programming, engineering or data analysis. (f) Assessment Centre Interviews: Some institutions that have numerous candidates to interview could make use of the assistance of

assessment centers to evaluate them in a controlled environment. Here, interview exercises are crafted to evaluate each applicant's teamwork ability, communication and leadership skills. Key stages in interview are- Introduction, Information gathering, Wrapping up and Follow up.

Prototype of Testing

Taffa (2005, 1) noted that prototype testing includes the creation and testing of existing model of plans outlined for personnel self-appraisal document or web designed application made for selected group of users. Thus, there is need for to develop web-based personnel performance appraisal application system to be used for staff's promotion evaluation exercises. It was observed that there is noticeable increase in transparency as staff underwent appraisals through web-based application systems.

Taffa (2005, 1) noted that the exercises involved in prototype test are: (a) There is need to state and define the needed outcome from the testing exercise. What the prototype is set to evaluate and achieve must be established- is the staff complying with school's terms and conditions, is the staff acceptable to the management and how well does the staff make use of other resources in the school..(b) The prototype for the test should be developed. This is done by creating stipulated appraisal tool such as- new performance appraisal model, self-appraisal coordinated questions and revised set of guidelines. .

Evaluation for Promotion

Greer (2001, 704, 706) stated that effective evaluation of personnel starts with encouraging diversity to prevent shortage of labour. Effective management of personnel enables an institution to tap from the full potentials of its personnel. To assess if staff are due for promotion, performance evaluation should be carried out. Informal feedback through personal mentoring or network could be used. Otherwise, "performance appraisal systems must be improved for increased effectiveness" (706). Olaniyan (2024, 105) noted that evaluation is an art of having a reporting system that will establish performance standards and criteria for assessment of staff. Evaluation also involves setting out corrective and reward plans in motion that will be used to assess staff due for promotion.

Herrity (2025, 1) opined that performance evaluations are crucial vital ways administrators could help their personnel to get needed feedbacks. Management should engage the use of inspiring evaluation performance sentences or phrase so that its staff will be aroused to give in their best as they work. Performance evaluations is a kind of documented review that aids management to know how effectively a staff is meeting set goals and objectives. This will aid to prevent imprecision, provide fair treatment amidst all and offer measurable performance administration. Any staff that meets the requirements of the performance evaluation should be duly promoted and rewarded

Conclusion

Personnel administration which deals with the management of human resources in an institution. Particularly all the processes involved in getting staff that work for an institution and how to handle them from day 1 of recruitment till their retirement, is what this write up has examined. Human resource management is a crucial task of institutional management that must be carefully, thoughtfully and efficiently done if an institution wishes to thrive in achieving its vision and mission of existence. Personnel are the strongest link that management of any institution has. This

is why management must not play with staff's welfare, reward packages, development and growth as long as the personnel works for its institution. There are several processes involved in staff's enlistment and assessment for promotion. Personnel enlistment processes which include-advertisement, screening, selection, recruitment, testing and interview, prototype test and performance evaluation for promotion are listed and explained here.

Article Publication Details

This article is published in the **STRATONOMY**, ISSN XXXX-XXXX (Online). In Volume 1 (2025), Issue 1 (October-December)

The journal is published and managed by **Erudexa Publishing**.

Copyright © 2025, Authors retain copyright. Licensed under the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. <https://creativecommons.org/licenses/by/4.0/> (CC BY 4.0 deed)

Acknowledgements

We sincerely thank the editors and the reviewers for their valuable suggestions on this paper.

Authors' contributions

All authors read and approved the final manuscript.

Declarations

Funding

The authors declare that no funding was received for this work.

Competing interests

The authors declare that they have no competing interests.

References

1. Adams, B., & Odiwo, W. O. (2022). An evaluation of employee selection and placement in public institution in Nigeria. *Journal of Banking and Financial Studies*, 2(2), 1–3.
2. Adetunji, O. G. (2010). *Leadership in action: A sourcebook in church administration for students and ministers*. Baptist Press.
3. Alp Consulting. (2025, April 8). *Types and stages in interview process*. <https://alp.consulting/types-and-stages-in-interview-process/>
4. Apurba, R. (2025, April 16). *Improve candidate screening: Detailed guide to screen smarter & faster*. Phenom Intelligent Talent Experience.
5. Bajaji, R., Sinha, S., & Tiwari, V. (2013). Crucial factors of human resource management for good employee relations: A case study. *International Journal of Mining, Metallurgy and Mechanical Engineering*, 1(2), 90–92.
6. Barrah, I. (2020). Staff recruitment and management in Nigerian educational institutions. *International Journal of Institutional Leadership, Policy and Management*, 2(2), 285–303.
7. Certo, S. C. (1989). *Principles of modern management functions and systems* (4th ed.). Win. C. Publishers.
8. Greer, C. R. (2001). *Strategic human resource management* (2nd ed.). Prentice-Hall.
9. Hapke, M. (2024). *Recruitment and selection-screening methods*. eCampus Ontario Press Books.
10. Herrity, J. (2025, April 24). *45 examples of effective performance evaluation phrases*. Indeed Career Guide. <https://www.indeed.com/career-advice/career-development/performance-evaluation-examples>
11. Heward-Mills, D. (2016). *The art and science of applied leadership*. House Christian Publishers.
12. Ishola, S. A. (2022). *Essential of church administration*. Kingdom Impact Publishing and Media.
13. Juneja, H. (2025, April 3). *What is personnel administration*. Management Study Guide.
14. Maryville University. (2022, May 3). *6 types of advertising methods and how they are used*. Online Maryville Education.
15. Mthembu, T. (2022, February 21). *How to improve your institution's administrative processes*. Adapt IT. <https://education.adaptit.tech/blog/how-to-improve-your-institutions-administrative-processes/>
16. Natsir, C. (2022, September 24). *Administration: Definitions, types, and functions*. HashMicro. www.hashmicro.com
17. Olaniyan, G. (2024). Leadership functions. In S. A. Ishola & R. M. Oyeniyi (Eds.), *Theological education textbook series: Effective Christian leadership* (pp. 97–114). Kingdom Impact Publishing and Media.
18. Oyeniyi, R. M. (2024). Enlistment, recruitment and training of leaders for the church. In S. A. Ishola & R. M. Oyeniyi (Eds.), *Theological education textbook series: Effective Christian leadership* (pp. 115–166). Kingdom Impact Publishing and Media.
19. Perman, M. (2011, April 29). *A Christian view of management in Ephesians 6:5-9*. What's Best Next. <https://www.whatsbestnext.com/2011/04/a-christian-view-of-management-in-ephesians-65-9/>

20. Ruckel, S. (2012, December 6). *A biblical view of administrative leadership*.
<https://www.church-business/a-biblical-view-of-administrative-leadership/>
21. Taffa, G. (2005). *Prototype expert system for personnel selection and promotion: A case study of Federal Civil Service Commission of Ethiopia* [Unpublished thesis]. Addis Ababa University Libraries.
22. Ukeje, B. O., Akabogu, G. C., & Ndu, A. (1992). *Educational administration*. Fourth Dimension Publishing.
23. University of Minnesota Libraries. (2016). *Human resource management*. University of Minnesota Libraries Publishing.

Publisher's Note

ERUDEXA PUBLISHING remains neutral with regard to jurisdictional claims in published maps and institutional affiliations. The statements, opinions, and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of ERUDEXA PUBLISHING and/or the editor(s). ERUDEXA PUBLISHING disclaims responsibility for any injury to people or property resulting from any ideas, methods, instructions, or products referred to in the content.