

Human Resource Management for School Effectiveness

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Abstract

The success of an organization to a large extent depend on the human performance and the human performance is a dictate of the knowledge, skills, values and behaviours of individual staff of the organization. The human resource management is being considered as one of the basic tools for improving staff quality that will enhance the efficiency and effectiveness of secondary schools being formal organization. The role of secondary school in the accomplishment of the overall goals of education in Nigeria cannot be over-emphasised. The paper discusses human resource management with reference to public secondary schools in Nigeria, roles of human resource management in enhancing the effectiveness of public secondary schools in Nigeria and challenges of human resource management in the public secondary schools. To overcome these challenges and enhance public secondary school effectiveness in Nigeria, the paper recommends that secondary school should be adequately funded, regular and adequate supervision of schools, establishment of coordinating agency or body, improvement of recruitment procedures, regular and continuous training of staffs and effective maintenance of disciplinary mechanism.

Keywords: Human Resource; Human Resource Management, School Effectiveness

Introduction

Every organisation irrespective of the size, structure and complexity exist in order to achieve a set of pre-determined objectives. The school as an organisation also existed to achieve a particular set of goals. The objectives of secondary school in Nigeria as contained in the National Policy on Education (2004) are: (a) Preparation for useful living within the society (b) Preparation for higher education. These goals can only be achieved by collaborated efforts of every staff of the school that constituted the human resource. They varied in terms of qualification, knowledge, skills and nature of services rendered but their actions or behaviours are geared towards achieving the same goals. The manager having realized the role of human resource in the success of an organization therefore saw the need to invest in human

resource with the activities such as selective techniques, incentive and compensation, reward and punishment, training and re-training of staff, etc. which is primarily to enhance personnel quality that will foster the attainment of the goals of the organization without wasting scarce material resources and human labour.

Nowadays, the growth and development of organizations depend on correct application of human resource and human resources is considered the most important asset of the organization and their effective management is the key to success of an organization. In secondary school, the staff both teaching and non-teaching are the main assets that are responsible for the success of secondary education. The effectiveness of an organization simply means the extent to which the organization is able to achieve its goals. Thus, the effectiveness of secondary school is due to the favourable performance of the staff and poor performance will lead to crises in education as a vital sector of the nation. An appropriate and effective human resource management system can increase the effectiveness of the school by an efficient management of staff. Search, selection and recruitment of staff are vital and strategic issues for secondary schools. Secondary schools should be managed in such a manner that merit and qualified people are employed as teachers and non-teaching staff in the secondary schools so that they will be able to play decisive roles in achieving the objective of secondary education.

Soleiman, etal (2016) described human resources management as a strategic and coherent approach to the management of an organization's personnel being the most valued asset. Moradi and Zanjani (2018) posited that human resource management is an approach geared towards getting the best from the employee for the success of the organization. They explained further that techniques such as on the job training, mentoring and various incentives that motivates employees to be more productive and adopted by the management makes the staff most valued asset of an organization thereby building a strong brand staff that will enhance the effectiveness of the organization. Akeke and Ofem (2016) added that mentoring is part of the approaches adopted in the management of human resource. They described mentoring as a powerful emotional interaction between an elder and younger person, in a relationship in which a more experienced and knowledgeable individual (mentor) act as a counsellor, role model, teacher and champion of a less experienced or knowledgeable individual (protégé), sharing advice, knowledge and guidance and offering support and challenge on behalf of the protégé's personnel and professional development. They concluded that mentoring is an aspect of staff training.

Meanwhile, staff training is a deliberate attempt by the organization to provide the staff with the skill and knowledge to enable them become competent in handling their present and future tasks so as to enhance the effectiveness of the organization. Motivation which is the inner driver that makes an individual to behave in a particular way is another aspect of human resources management. When staff are motivated through all kind of incentives such as prompt payment of salaries, prompt promotion based on merit, attractive salary, conducive office environment, car loan,

housing loan, etc. they will perform their duties better and they will enhance school effectiveness (Wodi, 2018). Teachers and the other adhoc staff are the major determinant of the success of the secondary education in Nigeria. They constitute the human resources that serve as the great asset. Like the personnel in the other production or business organizations, they require effective and efficient management so that they can discharge their duties in such a way that will enhance the attainment of the goals of education. Human resources in the secondary schools in Nigeria as reported by Nwakpa, (2019), has been handled with levity. He further explained that this may be one of the reasons some public secondary schools in Nigeria are not effective. This may also constitute one of the reasons why most parents preferred to send their children to private secondary schools instead of the public secondary schools. Human resources management is a vital aspect of school administration which educational administrator, educational monitoring or control agencies and government at all levels should not handle lackadaisically. Without quality staff, the objectives of the secondary schools cannot be achieved and the only way to arrive quality staff is through effective and efficient management of human resources.

The Role of Human Resource Management in Secondary Schools Effectiveness:

Human resource management is one of the vital aspects of school administration because it ensures the recruitment of right staff, training and retraining of staff, staff motivation, appropriate reward and punishment system which are geared towards ensuring the best is get from the staff to enhance the attainment of the objective of the school. In a specific term, the following are the roles of effective and efficient human resources management in enhancing secondary schools' effectiveness in Nigeria.

1. Promotion of Staff Morale: The approach of human resource management that does this better is training. The staff who attend training to acquire new knowledge and skills possessed higher self-efficacy, passion and motivation to perform better prior to the training (Nmadu & Khalil, 2017). Training definitively will improve the capacity and capability of the staff to improve their outcome as well as the effectiveness of the school. This equally promotes mutual relationship among the staff and between the staff and their immediate superior which will promote team work spirit that enables them to perform their duties effectively that will influence the attainment of the school objectives.

2. Minimize Wastage: Human resource management helps to reduce wastage of resources to the bearest minimum. Effective management of human resource ensures recruitment of competent staff who are later train and retrain. Their competent level will be very high, so, they will discharge their duties effectively and this enhances the attainment of the school objective without waste of time and

resources. This is because some negative behaviours such as absenteeism from school, lateness to school or classes, leaving school before closing, non-preparation of lesson notes, lesson plan and teaching aids, and so on. would have been eliminated through effective human resource management. These deviant behaviours are hindrances to school growth, development and also liable to wastage of resources. But once they are eliminated through effective human resource management, the school objectives will be achieved without spending much resources.

3. Promotion of Job Satisfaction: The poor condition of teaching profession in Nigeria has made a lot of good teachers to leave the job for greener pastures elsewhere leaving behind the bad ones who don't have much to offer, and this is one of the factors that contributed to poor students' academic performance in most secondary school subjects. (Wodi 2018). Human resource management ensures that the basic needs of staff are met and their conditions of service improved. This will make them to be happy working in such organisation and he/she thinks less about going elsewhere. This will ensure that the good ones are retained and serve as mentors for the up-coming teachers. When most of the staff in a school are fully satisfied with their job, then they perform their duties efficiently and effectively with little or no supervision and this will positively enhance the effectiveness of the school.

4. Effective Adaptation to Work Situations: School is dynamic in nature like other organizations. Effective human resource management provide the staff with the skills needed to adapt to new situations owing to globalisation and technological modification prompting secondary schools to improve their personnel by developing and involvement of employees in the change process (Nmadu & Khalil, 2017). Change is inevitable and when it arises the staff should adapt accordingly because failure to do so will hinder the effectiveness of such organisation.

5. Promotion of Uprightness: Effective human resource management give adequate room for rewarding and punishment. When staff with outstanding performances are recognized and honoured by the school management, it encourages others to put in their best. In the same way if those with deviant behaviours are sanctioned accordingly, it will serve as deterrent to others. This of course encourages every staff to exhibit the required behaviours and this promotes the effectiveness of the school as a social organisation. This could only be achieved through effective human resource management. In a situation where nobody cares about the hardworking staff and those with deviant behaviours, the morale of those hardworking will decline naturally and those with deviant behaviours will be increasing on daily bases. In such a situation, the school would not be able to achieve the purpose for which it was established. Effective and efficient human resource management is prerequisite to the success of school as an organization.

Challenges of Human Resource Management in Public Secondary Schools.

Public secondary schools in Nigeria are confronted with a lot of challenges which are hindrances to the effectiveness of the school manager. Human resource management being an aspect of school administration also has its own challenges which include the following:

1. Inadequate Funding: Funding of the secondary schools is highly essential considering the kind of costs needed to carry out various activities in the school. Apart from Federal Government Colleges and few Model Colleges owned by the state government that are given running cost or overhead cost because of their peculiar nature being a boarding school, others are hardly given any money as impress. The amount given to some schools are so ridiculous. It therefore becomes a problem for the school administrators to organise any training programme or send their staff for training. Nigerian government has not fund her educational institutions adequately to enhance the achievement of the best human resource management result (Famade, Etal. 2015). The insufficient budgetary allocation to education has posed a very serious challenge to human resource management and development of secondary schools in Nigeria. The government seems to pay less emphasis in the budgetary allocation to education in Nigeria. Nigerian government has not been able to meet the United Nation's Educational Scientific and Cultural Organization (UNESCO) recommendation of 26% over the years. (Ofojebe & Chukwuma, 2015).

2. Misappropriation of Fund: Corruption is one of the major problems confronting Nigeria as a nation. It has hindered and still hindering her national growth and development. The education sector is not spanned as most school administrators of the secondary schools and other agencies connected to it always misappropriates money and other valuable resources that are set aside for the benefit of the staff to their personal gain at the expense of the development of the staff which will in turn affect the success of school. The effect of this could be viewed in two ways; firstly, the staff will not be able to acquire the required skills through training that they needed for better performance that will significantly influence the effectiveness of the school. Secondly, the staff are usually aware that the money and other materials meant for them had been taken by their superiors. They now become demoralised and show lackadaisical attitude towards their jobs which affects the school negatively. In fact, this constitute one of the greatest factors that are affecting public secondary school's effectiveness in Nigeria. It also becomes difficult for school principals to effectively control their staff since their morale have been totally dampened.

3. Poor Assessment of Training Needs and Training Programme for the Staff: Training is highly essential to both incoming staff and those already on the job to enhance their performance. Because of corruption, trainings were haphazardly organised without thorough consideration for area of need of the staff and those that

actually needed the training among the staff. Also, staff in secondary schools in Nigeria are selected for training by the school principals based on sentiment of tribal, religious and political affiliations. Most times those that needed the training would not be selected. The Principals selects their loyalists because of the allowances attached to the training programme. Some principals will not notify their staff of the training programme if they are the one to cater for the allowances. This is common in Federal Government Colleges where teachers are paid such allowances from the overhead cost allocated to the school. All these affects the skills, morale and motivation of the staff thereby leading to poor performance which hindered the overall achievement of the school.

4. Poor Salaries and Staff Conditions of Services: The employees salaries are a very sensitive issue in ensuring effective human resource management in any organisation. The wages and salaries serves as what he/she gets in return for the services rendered to the organisation. In Nigeria, the monthly salary of staff of secondary schools is low when it is compared to what is obtained in other part of the world. Apart from being small, the salaries are not regular, they don't pay as and when due. In fact, many times we have seen situations when all other civil servants will be paid and teachers will be left out. Reasons for this only God knows. Apart from salaries, there are some benefits and incentives that secondary school personnel are supposed to enjoy such as car loans, medical assistance, accommodation loans, befitting working environment, study leave with pay, etc. which are totally absent. Most people that took up teaching appointment in Nigeria do so in order to keep the body and soul together. They are always eager to get a better job. Their minds most times are not on the job. So, their performances are too weak to bring about any positive change in the life of the school. Also, it becomes a great challenge for the school administrators to adequately control them. When salaries are not paid majority of the staff put up deviant behaviours which are inimical to the success of the school. The principals are helpless in this type of situation because they too are not left out of the pain and agony associated with non-payment of salaries. They would come late to school and leave early, they will not attend to their lessons regularly, students are left uncontrolled, some engaged in other petty business and show less concern for their job. Personnel are better controlled, organized, coordinated and supervised when their salaries and conditions of service are good and they will put in their best to enhance the success of the organization. When the salaries and conditions of service are bad, the exhibition of deviant behaviours becomes the order of the day and it becomes difficult for the school to achieve its aims and objectives. (Famade Etal. 2015)

5. The Effects of Brain Drain Syndrome: Poor staff salaries and conditions of service led to this problem. Secondary schools in Nigeria has lost a high number of her skilled and experience staff to other organisations. Those who could have been

models for the incoming staff to emulate had gone. Also, those who could have risen to be school administrators and as such use their wealth of experience and knowledge to better the system had gone. The fate of these schools are therefore left in the hands of less efficient and effective staff that have little or nothing to contribute for the betterment of the school.

6. Poor Entry Recruitment Procedure: Another vital aspect of human resource management is recruitment of staff that will carry out the day to-day activities of the school that are geared towards the attainment of the objectives of the school. In Nigeria of today, recruitment of secondary school teachers and other non-teaching staff are not done by merit. A higher number of the teachers are not professionally trained. They came in through God fatherism. Some of them become uncontrollable by the school administrators. To sanction or punish them when they put-up deviant behaviours is also difficult. They will make their superiors be aware of their 'God father' and since he/she would not want to lose his/her job, their behaviours are overlooked. The danger is that the school administrators becomes unfair and unjust to other staff. This affects the morale and commitment of others to their job because they are quite aware that some of them are 'sacred cow'. This also hinders the effectiveness of human resource management which consequently affects the school negatively. (Onele, 2014)

7. Inadequate and Irregular Supervision of School: Every aspect of the school is supposed to be inspected by a group of experts periodically and regularly. The essence is to render professional advice to the school administrators and other staff to ensure quality control and assurance. Supervision these days are not done regularly and their recommendations most times are not looked into by the appropriate educational/government agencies. The inspectors are in the best position to determine the training needs of the staff, those that needed such training among the staff, those that are not fit to be on the job, the number of staff that each school should possessed based on the number of students, etc. through effective supervision of schools. The experience of the researcher as a classroom teacher for almost two decades shows that the absence of this posted a strong challenge to human resource management in the secondary schools. Experience equally revealed that majority of these in the inspectorate unit now, are those that ran away from school because they cannot cope with the demands of teaching as a profession. It is therefore difficult for them to come and supervise their colleagues who are conversant of their antecedent. Again, some of the inspectors are junior in rank to the school administrators. They cannot exert their full authority to control them when negative things are noticed about their school.

8. Absence of Co-ordinating Body/Agency: Secondary school is the only level of education in Nigeria that does not have its own separate commission that

oversee its affairs. The commission is supposed to co-ordinate every aspect of the school in respect to a particular guideline and the objectives. The essence of this is to ensure uniformity and quality control. The absence of this body is a great challenge to secondary schools in Nigeria. Also, the secondary school teachers if not just of the recent did not have a separate trade union where issues concerning them in particular could be made known to the government. They were formerly under Nigerian Union of Teachers comprising of both primary and secondary school teachers whose interests and challenges are not the same to a large extent. The absence of this body posed a strong challenge on the secondary schools in the areas of staff recruitment, training, reward and punishment, transfer, condition of service which are the focus of human resource management.

Conclusion

The success of an organisation lies in the hands of the entire staff. No organization can grow and develop beyond the quality of its staff. Human resource management is an aspect of school administration that must not be handled with levity if the objectives of secondary education and education in general are to be accomplished. It is extremely difficulty for staff in the secondary schools in Nigeria to be effective and efficient amidst these numerous challenges. Hence it becomes imperative for educational policy makers, the government and the school administrators to intensify efforts and see that these challenges are eliminated or reduced to the barest minimum to avoid wastage of resources and reduce drop-out rate in our society.

Recommendations

Based on the above conclusion, following were recommended as possible ways to enhance human resource development and secondary schools' effectiveness in Nigeria:

- 1. Adequate Funding of Secondary Schools:** Government should improve the annual budgetary financial allocation to education in general and secondary schools in particular. Once there is adequate fund, salaries and allowances of staff should be paid promptly. The first step to attract a worker to be dedicated and committed lies in his salary, once the salary is fairly okay and paid as an when due, he will do his work as expected and this will foster the accomplishment of the school objectives. Training programmes should be organised for secondary school teachers to improve their quality which in turn enhances their performances of the students which is the major indices used in measuring school effectiveness. Allocated fund should be properly monitored to ensure that the fund is used for the purpose for which it was released. The fund should also be used to provide certain incentives for the teachers to boost their morale and motivation so that they can put in their best for the betterment of the student in particular and the school in general. Also, the promotion arrears of the

teachers should be paid regularly when adequate fund is made available. Every staff wants promotion in his office, but if denied, it demoralizes the workers and his output. Every staff should be promoted after satisfying the statutory requirements and the promotion arrears should be paid accordingly. Experience shows that teachers in state owned secondary schools in Nigeria are mostly affected in this aspect and it affects their productivity. Availability of fund plays a vital role in the life of the secondary schools considering the enormous ways in which if the money is judiciously expended will guarantee higher effectiveness level of the school.

2. Regular and Adequate Supervision of Schools: The inspectorate division of the Federal and State Ministries of Education should ensure that schools are inspected regularly and adequately. Meanwhile, people with wealthy of experience in teaching and school administration should be appointed as inspectors so that they can render useful professional advices, identify training needs of the staff and those that actually needed the training among the staff. The authorities at the Ministries of Education should ensure always that the recommendations of the inspectors are fully implemented so as to improve the quality and standard of the school. Also, their recommendations should be made known to the school principals so that they can work towards improving on their weaknesses identified by the inspectors. The Principals should be advised on the danger of not allowing their staff to go for training programme and sending staff for training based on sentiment. The ministry or the organising agencies of any training programme for the teachers should give the notice a wide publication instead of sending letters through the school Principals which they may not delivered to the staff concerned. These will surely bring about positive change if they are done well.

3. Curbing the menace of Brain Drain: Efficient and effective right mix of quality and quantity of staff is a necessity for the attainment and sustainability of secondary schools in Nigeria. The government should make concerted effort introducing a robust attractive reward system such as better job security, car loans, house loans, better medical care, etc. that will attract and retain the staff in secondary schools in Nigeria. The education institutions on Nigeria should emulate the developed and other developing countries in the upward review of monthly salary of the staff. This will enable them to fully concentrate on their job because they will not be thinking of getting other job or combining other job to what they are doing for their substance. These good ones will also service as mentor to the incoming ones thereby increasing the number of quality staff that will influence the school positively.

4. Improved Recruitment Procedures: The notion that no school can be greater than the quality of its staff is not debatable. The recruitment of staff especially the teaching staff into the secondary schools in Nigeria should be purely on merit in

terms of professional qualifications, knowledge of the subject matter and general behaviour. The exercise should not be politicized and should be devoid of tribal and religious sentiment. When the round pegs are inserted in the round holes, everything work well in the school and achieving success becomes very easy. Those that secured job on merit have been found to have high level of direction, commitment and ready to take to corrections issued buy their superiors at any time since they have no 'God Father'. These are factors that enhances individual's performance and consequently influence the effectiveness of the school.

5. Establishment of Co-ordinating Agency or Body: The Federal Government should establish National Secondary Schools Commission that will coordinate and regulate the activities of secondary schools in Nigeria in which human resource management should become one of the key focus of the commission. Teaching service commission established by each state are not doing enough in the sarea of human resource management and development in the secondary schools.

6. Regular and Continuous Training of Staff: The school management should encourage staff training and education to ensure that their staff are abreast with the new or current ideas, methods and procedures, thus updating their knowledge in their fields of study. The management should ensure that members of staff are encouraged to attend seminars, workshops and conferences. They should also be encouraged to pursue higher professional programmes to be jointly financed by them and the government through a scholarship programme.

7. Allocation of subjects and duties based on knowledge and competency: Allocation of subjects to the teachers and duties to other staff should be done by a committee headed by the Head of Departments. This will encourage proper consideration of area of specialization and strength of individual staff. Subjects should be allocated to teachers on the bases of ability and qualification. This will encourage quality teaching which will positively influence the students' academic performance and the attainment of the school objectives.

8. Effective Maintenance of Disciplinary Mechanism: 'A self-disciplined and controlled man is a moral agent. The high level of indiscipline in the world today is the real cause of man suffering on earth. The high level of indiscipline in our schools today is as a result of indiscipline among the members of staff. Hence, the rules and regulations of the school should be properly implemented by the management. Both the staff and students should have separate disciplinary committee that will investigate and recommend appropriate sanctions for any indiscipline cases. The management should ensure that the recommendations of the committee are carried out religiously to bring sanity to the school, so that the goals of

the school can be achieved without much stress. Meanwhile, staff and students with outstanding performances should be adequately rewarded to encourage others to put in their best.

9. Appointment of School Principals Based on Merit: Those to be appointed as school Principals should be people that have worked for a reasonable number of years in the secondary schools. They should be people with outstanding records of good conduct both officially and behaviourally. The appointment should not be based on tribal, religions and political affiliations.

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