



ASSESSMENT OF THE EFFECTIVENESS OF SCHOOL PRINCIPALS AND TEACHERS ON QUALITY HUMAN RESOURCES MANAGEMENT PRACTICE IN SENIOR SECONDARY SCHOOLS IN 21ST CENTURY IN NORTHEAST NIGERIA

ABDULHAKEEM SIDI UMAR

Department of Educational Foundations, Faculty of Education, Federal University of Kashere, Gombe State.

Abstract

The purpose of this study is to investigate the effectiveness of school principals and teachers on quality human resource management practice in the 21st century in Northeastern State Nigeria. The objectives of the study were to determine the quality

Keywords

Human Resource Management Practice, Effectiveness, Challenges, Principals and Teachers

and effectiveness of school principals in human resource management n public secondary schools as

INTRODUCTION

Human resource management (HRM) is a critical part as well as the engine room of an organization that is concerned with people dimension. It is a junction of all staff in the organization. Its role is to provide assistance on matters pertaining the employees who are directly involved in production in the organization.

Educational organizations are comprised of human and material resources and so acquiring their services, developing their skills, motivating them to high levels of performance and ensuring they maintain total commitment to the organization is essential for the achievement of the organization objectives. There is no

perceived by teachers and the principals, to ascertain the challenges faced by principals in their role of managing human resources; to propose some strategies that could be used by Secondary School Principals for them to be effective in their management of staff in schools. The research study used ex-post factor design, the population of the study comprises of principals of Bauchi and Gombe States, Purposive sampling technique was used in selecting 55 principals in each of the State which make a total of 110 respondents. A self-designed questionnaire developed by the researcher titled *Opinion of School Principals' and teachers on Human Resource Management Practice (OSPTHMP)*. The questionnaire was validated by three experts, one in the area of educational administration and planning, one in the measurement and evaluation and one in educational psychology all from educational foundations department. From the study findings, Principals and teachers lacked the knowledge of human resource management practice as a result of which they are ineffective in the discharge of their functions. The school managers (principals) lack budget for human resources activities at their proposal that would enable them discharge their function rigorously and they are no longer involve in selection and recruitment process. Based on the findings the study recommended that School principals and teachers should be trained to apply strategic human resource management practice. Equally Government should embark on induction training for the newly employed staff in order to make them more skillful in their duties. Government and non-governmental organization should endeavor as much as possible to enable the school managers with adequate budge that would cater for human resource planning. Thereby given educational managers (principal) autonomy for recruitment and selection process in their respective schools.

doubt about this assertion, regardless of any organization; government or non-governmental, health, education, business, recreation or social. (NGAIRE, 2015)

HRM is an important factor that is critical in any organizational success. Without it, vision, mission and opportunities of the educational organization will be squandered. Without it, there can be wastage of organizational resources and the workforce full potential will not be utilized. Acquiring employees with the right talents is the key to building organizational leadership pool. Therefore, good recruitment and selection require clear understanding about the type of talent needed. Selected employees should be inducted in order to familiarize themselves with the organization operations. To enhance employees' skills, principals/managers should expose them to training and development programs. Motivation is also crucial in maintaining a stable workforce with minimal turn over (Khan, 2011& NGAIRE, 2015). Effectiveness in human resource management can only be measured through the principals' manager's ability to contribute positively to the success of the organization and bring out the best in the teachers through recruiting, selection, induction, development and motivation. Human resource management practice in secondary schools refers to both the teaching and non-teaching staff. The success of any education program largely depends on the availability and the utilization of skilled work force of all types in a school system. This is because human resource in the school is the initiator and the determinant of all activities that are in the school. The students, books, structures, school farm, offices, machines and other material resources are unproductive without the direction of the human effort (Nwafor, 2006;; Adeleye, 2008; NGAIRE, 2015). As such, school principals can be said to be effective in their human resource management duties if they carry out the HRM practices in a way that produces the desired results among the teaching and non-teaching staff in school organization

Human resource management practice in education is a systematic process of recruitment, selection, induction, training, development, and motivation of teachers toward achieving educational goals and objective. It is concerned with people at work and their relationship within the system. Human resource management is aimed at achieving absolute dispensation of justice and efficiency in the organization. It enables every employee to offer the best contribution towards the success of the organization. It seeks to ensure there are fair terms and condition of employment so that the employees are satisfied in their jobs. (Nwafor, 2006)

Statement of the Problem

Human resource management is vital in any organization such as a school. Some of the prevailing problems of the organizations such as high turnover, poor performance, poor quality of work and even indiscipline can be attributed to poor staff management in many organizations. Secondary school is not an exception as principals are continually faced with human resources management problems.

The role of the principal in the management of human resource is a key component in the performance of staff and their ability to function effectively towards the realization of success in teaching and learning in the school situation. In Nigeria, principals are appointed by the Teacher's Service Board to promote the teaching and learning process, which they cannot achieve without the proper management of human resource. Principals should inculcate commitment in their staff through their leadership styles.

Objectives of the Study

The objectives of the study were to:

1. Determine the quality and effectiveness of school principals in human resource management in public secondary schools as perceived by teachers and the principals.
2. Ascertain the challenges faced by principals in their role of managing human resources practice.

Research Questions

1. To what extent are the principals effective in human resource management practice?
2. What are the challenges faced by the principal in the management of human resource?

Methodology

The research study used ex-post factor design, the population of the study comprises of principals and teachers of Bauchi and Gombe States, Purposive sampling technique was used in selecting 50 principals in each of the State and 280 teachers were purposively selected which make a total of 380 respondents. A self-designed questionnaire developed by the researcher

titled Opinion of School Principals' and teachers on Human Resource Management Practice (OSPTHRMP). The questionnaire was validated by three experts, one in the area of educational administration and planning, one in the measurement and evaluation and one in educational psychology all from educational foundations department. Their suggestions and recommendations were incorporated into the final version and the reliability coefficient index of 0.78 was obtained after test-re-test with an interval of two weeks. Data collected were analysed using Statistical Package for Social Science (SPSS).

Human Resource Management Practices

It is recognized that HRM plays a pivotal role in employee's motivation and retention. Researchers have found that HRM practices in remuneration and rewards, job security, training and developments, supervisor support culture, work environment and organization justice can help reduce absenteeism, improve employee retention and better quality of work for the school setting. Armstrong (2001) emphasized that human resource management is people working in an organization who individually and collectively contribute to the achievement of its objectives. The human resource (HR) is a living and active input that operates in an organization for the attainment of its desired goal. It is people who create organizations and make them survive and prosper. Hence, their special management cannot be neglected as other components of the organization are likely to suffer. Without people, organizations could not function. Yet people also need the organizations so that they can maintain their living standards, by working in these organizations.

Jackson, (2009), explained that, employees work in exchange for compensation. Hence there is a symbiotic relationship between organizations and employees who work in them. Human resources management practices describe the way in which managers or educational planners set about achieving results through people. It is how managers behave as team leaders and how they exercise authority. Managers can be autocratic or democratic, tough or soft, demanding or easy going, directive or laissez-faire, distant or accessible, destructive or supporting, task oriented or people oriented, rigid or flexible, considerate or unfeeling, friendly or cold, keyed-up or relaxed. How people behave will depend partly on their natural inclination, partly on

the example given to them by their manager, and partly on the norms, values and climate of the organization.

Human resources management is a strategic and coherent approach on the management of organizations' most valued asset; the people working there who individually and collectively contribute in one way or the other to the achievement of its desired goals. Human resource management is a distinctive approach to employment management which seeks to obtain competitive advantage through the strategic deployment of a highly committed and skilled workforce, using an array of cultural, structural and personnel techniques. It is clear that human resources management is an important part of today's educational organization.

Barasa, (2007) asserts that all organizations, schools being no exception cannot do without human and material resources. These resources complement each other in organization development and must be managed properly without any nepotism. Human resource management practices, termed as best practices, which could improve organizational performance. These are namely; selective hiring, extensive training, employment security, diffusion of information, team working, reduction of status differences, performance related and incentive pay. However, relationship exists between the use of appropriate human resources management practices and positive employee attitudes among them job satisfaction and commitment. HRM equip employees and enable them to function autonomously and responsibly in an educational organization thereby providing them with accessible quality resources for organizational effectiveness.

Human resources management is the management of various activities designed to enhance the effectiveness of an organization's workforce in achieving organizational goals. To get work done, organizations need to attract people to apply for jobs and retain those who do their jobs well. After applicants have applied for a job offer, the process of selection occurs. Employers world over want to select employees who will be able and willing to learn new tasks and continually adapt to changing conditions. As job requirements change, existing employees must be able to develop new competencies, become proficient in new jobs and even change their occupations. Training and development practices enable employees to develop themselves and remain employable (Jackson, 2009).

In addition, employees work in exchange for compensation, monetary or otherwise. Employers on the other hand offer incentives and other forms of rewards to motivate employees to perform to their best. They must further provide a healthy and safe workplace and also give an ear to their employees' grievances. Human resources management encompasses a wide area and it can be said that good human resources management practices add value to a job and increase the job satisfaction. The review also covers literature on the dependent variables of this research conceptual framework. Notwithstanding the technological advances and new systems now available in the workplace the most important factor in the production of goods and services is the human factor. The other factors of production are only useful when they are operated by competent well motivated employees.

Human resource management must change as the business environment in which it operates changes. Human resources management as defined by Armstrong (2009) is a strategic and coherent approach of the management of an organisation's most valued assets, the people working there who individually and collectively contribute to the achievement of its goals. Human resource management is a distinctive approach to employment management which seeks to obtain competitive advantage through the strategic deployment of a highly committed and skilled workforce, using an array of cultural, structural and personal techniques.

Etor, (2014) opined the importance of human resource management practice in an educational institution cannot be over emphasized, bearing in mind that it include: Identifying the current and future human resources requirements so that there will be no shortage of human resources to work towards the realization of the organizational goals, Ensuring that the staff regularly undergoes developmental programmes to enable them carryout their present and future functions diligently, thereby providing grading and evaluation system of staff which enables the employee and the employer to know how far the employee has fared during a specific period, Rewarding good performance to motivate employees and disciplines staff for poor performance or mismanagement of educational resources as a corrective measure.

Human resources management practice involved a lot of activities in an educational organization as enumerated by Armstrong (2009), include

human resource management planning, advertisement, recruitment and selection, induction and orientation, knowledge management, development programmes, health, employee safety, performance appraisal, promotion, retirement, as well as industrial relations. Some of these are roles of the school principals or head of department. But in Nigeria principal have no any business in respect of recruitment and selection process which contributed immensely to the managerial problems in secondary schools in Nigeria. Ofojebe (2009) affirmed that human resources management is a process which attempts to provide adequate human resource that are professionally skilled in the field of endeavor to achieve future organization objectives. In the same vein, Etor, (2014), maintained that it is through the human resource planning process that an organization ensures that it has the right number of people, with the right skills or qualification, in the right places and at the right time and that the objectives of the school will be achieved because these people are capable of carrying out these tasks efficiently and effectively. He confirmed that the administrators must know the requirements of the school in terms of types of skills, levels and age category, present number available and then forecasting future needs in areas of changes. HRM involves forecasting techniques of future needs of organization of various types and setting out conditions for continuous development process.

Human resources management practices or management of personnel have been linked to organizational competitiveness, increased productivity, higher quality of work life and greater profitability in a global economy, competitiveness means the ability to take the most advantageous position in a constantly changing market environment. In order for this link to be accomplished between human resources management and organizational success, the role of human resources management must become strategic instead of operational, aligning the human resources function with the strategic needs of the organization. Management of the personnel is an extension of general management that is concerned with promoting and stimulating every employee to make his fullest contribution for the purpose of the organization. (Mitaru, 2015)

Murat, Mustafa, Turgay, (2014) the overall purpose of [human resources](#) (HR) is to ensure that the organization is able to achieve success through people. HR professionals manage the [human capital](#) of an organization and focus on

implementing policies and processes. They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, [parental leave](#) programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or [business partners](#). These HR professionals could work in all areas or be [labor relations](#) representatives working with [unionized](#) employees (teachers).

Many educational organizations tend to focus on the administrative aspects of the HRM function, due to difficulties they face on the integration of HRM to organizational goals. As a result, they ignore the long term perspective of HR planning and set their sights too low, ending up with HRM strategies that are too functional, too operational, too narrow and too generic. In the end, such strategies fail to energize their managers (Principals) in making necessary changes to achieve competitiveness through teachers and other staff and often fade away or are replaced before they achieve any real impact. (Hyde, 2004)

HRM strategies need to be integral to organizational strategies; they need to pay attention to multiple levels for strategy implementation, including organization, development, recruiting and staffing, rewards, performance and employee relations; they should provide for innovative ways to differentiate organizations in competitive markets and they must establish an achievable implementation of plan. The new strategic role for the HRM function entails two major aspects. First, the function should provide enough input into the organisation's strategy about whether it has the necessary capabilities to implement it. Second, it has the responsibility to ensure that the HRM programs and practices are in place to effectively execute the strategy. The key functions of HRM differ from one organization to the other and from one country to another, but includes mainly the employment process, management of movement of employees in the organizations, employees motivations, reward management, performance management, personnel

administration, training and development, exit management and employee welfare. (Nju-guna, 2010)

Over the last 20 years there has been a growing interest in people management practices. In part this reflects the accumulating evidence that workers hold the key to enhanced organizational performance. Thus many of today's organizations are re-evaluating their human resource management (HR) practices in an attempt to tap workers' discretionary efforts and improve organisational performance.(Omebe, 2014)

In many instances, the growing interest has been accompanied by a change in the nature and title of the personnel function, with former personnel managers now referred to as human resource managers, and workers considered as 'valued employees' deserving respect and dignity from senior managers. Where such changes have occurred it is not uncommon to find human resource managers occupying strategic roles within organisations, alerting directors and other senior persons of the implications of change from a human capital perspective.

Data Analysis and Presentation of Results

Research Question One

RQ 1: . To what extent are the principals effective in human resource management practice?

Table 1: Effectiveness of Human Resources Management Practice

S/N	Items	Agree F (%)	Disagree F (%)	Undecided F (%)
1	Human Resources Management Planning	30(8)	289(76)	61(16)
2	Recruitment and Selection	6(2)	326(85)	48(13)
3	Induction	29(8)	299 (78)	52(14)
4	Training and Development	182(48)	192 (50)	6(2)
5	Motivation	98(26)	252(66)	30(8)

Source: Field Work 2019

From the findings in Table 1, 8% of the respondents agreed with the principals effective planning for school human resource while 76% disagree and 16% of the respondents were undecided. However, Item 2 of the table revealed that 2% of the respondents agreed while as 85% disagree and 13% were

undecided. Similarly, Item 3 of the table states that 8% of the respondents agreed while 78% disagree and 14% of the respondents were undecided. In addition, Item 4 of the table divulge that 48% of the respondents agreed while 50% of the respondents disagree and 2% of the respondents were undecided. In conclusion, Item 5 of the table disclose that 26% of the respondents agreed, in which 66% of the respondents disagree and 8% of the respondents were undecided.

RQ 2: What are the challenges faced by the principal in the management of human resource??

Table 1: Challenges Face by School Principals in Managing Human Resources Practices

S/N	Items	Agree F (%)	Disagree F (%)	Undecided F (%)
1	Lack of HR budget	331(87)	10(3)	39 (10)
2	Incompetent selection panel	280(74)	60(16)	40(10)
3	Lack of human resource records	25 (66)	110 (29)	20(5)
4	Lack Strategy development	310(81)	10 (3)	60(16)
5	Interference from community	291(77)	21(6)	68(17)

Source: Field Work 2019

Table 2, indicates that the majority 87% of the respondents agreed, in which 3% of the respondents disagreed and 10% of the respondents were undecided. Equally, Item 2 of the table spilled that 74% of the respondents agreed and 16% of the respondents disagreed while 10% of the respondents were undecided. Similarly, Item 3 of the table indicated that 66% of the respondents agreed while 29% of the respondents disagreed and 5% of the respondents were undecided. More ever, Item 4 of the table postulated that 81% of the respondents agreed whileas 3% of the respondents disagreed and 16% of the respondents were undecided. In the same vain, Item 5 of the table lamented that 77% of the respondents agreed while 6% of the respondents disagreed and 17% of the respondents were undecided.

Discussion of Finding.

This research study focused on the effectiveness of school principals and teachers on Quality Human Resources Management Practice in Senior

Secondary Schools in 21st Century in Northeast Nigeria. Two research questions were raised in order to identify the quality and accessibility of services rendered in senior secondary schools. The first research question focused on the effectiveness of school principals. Findings based on research question one depicts that all the sampled schools principals and teachers affirmed that they have no any plan for human resource planning considering the fact that all the activities of human resources were handle and manage by the ministry officials, the study indicated the ineffectiveness of principals this shows poor human resource management in their school. However, on the issue of recruitment and selection process the study revealed that majority of the respondent disagree with recruitment and selection process by school principals which implies that principal has no any power in respect of recruitment and selection process. Similarly, the respondents portrayed that in most of their recruitment no any induction training has been rendered to teachers, this stipulate the school principal have no funds or facilities in order to ensure induction training for the newly employed teachers and non-teaching staff. The study equally delineate that they is need for training and development of staff in order to increase their moral to work assiduously. This conquered with Omebe, (2014) that the success of educational organization hinges on the strength, quality and development of the staff members. There is need for training and retraining of staff to improve and grow in competence. In addition, research question two that dealt with challenges face by school principal in the discharge of their function in human resource management practice limn that majority of the respondents lack human resource budget at their proposal that would enable them to discharge their duties without any hiccup in an educational organization. Finding of the study also drew that incompetent selection panel were nominate by the ministry of education in which majority of the member have no any idea about recruitment and selection process which usually resulted to unqualified teacher due to nepotism or bias in the selection process. More ever, findings posited that human resource records are not kept off to date especially matters that are related to workshops, seminars and conferences attended by the teachers. Equally, findings of the research indicated that school principal lack strategic management in human resource practice. In conclusion findings of the study

states that majority of the respondents testified that there is a lot of community interference in relation to school activities.

Conclusions

Base on the major findings of the study, the following conclusions were drawn:

1. It was found that the principals and teachers lacked the knowledge of human resource management practice as a result of which they are ineffective in the discharge of their functions.
2. The school managers (principals) lack budget for human resources activities at their proposal that would enable them discharge their function rigorously and they are no longer involved in selection and recruitment process.

Recommendations

Based on the findings of this study, the following relevant recommendations were made:

1. School principals and teachers should be trained to apply strategic human resource management practice. Equally Government should embark on induction training for the newly employed staff in order to make them more skillful in their duties.
2. Government and non-governmental organization should endeavor as much as possible to enable the school managers with adequate budget that would cater for human resource planning. Thereby given educational managers (principal) autonomy for recruitment and selection process in their respective schools.

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