

HUMAN RESOURCES MANAGEMENT: A HARBINGER OF CHANGE TO THE NIGERIAN EDUCATION SECTOR.

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Abstract

Human resource management in education is very important, and this is as a result of the fact that education personnel are the major instrument for achieving educational goals and objectives. This research work tries to investigate the role of human resources management as a harbinger of change in the Nigerian education sector. The variables used for this research work are linking human resources management and various variables which include: employee performance, employee motivation to work and training and development of employee. The main objective of the study was to examine the role of human resource management as a harbinger of change in the Nigerian education sector. Data were collected from primary sources. The population of the study is all teachers in Warri south local government area of Delta state, while a non-parametric instrument (chi-square) which can determine the significant relationship between variables was used. The sample size was 100 respondents. The research concludes that there exist a significant relationship between employee performance, employee motivation to work and training and development of employee in human resources management, as effective and efficient human resource management is a gateway of change in the educational sector. It was recommended that Education should be made attractive by creating conducive working environment atmosphere for teachers, also there should be adequate training for teachers and research and development should be encouraged.

Key words: Human resources management, Employee performance, Employee Motivation to work, Employee training and Development, Education and Change.

Human resources are the basic factors and requirement for development and competitiveness in an organization. HRM can be defined as a process of procuring, developing and maintaining competent human resources in the organization so that goals of an organization are achieved in an effective and efficient manner. In other words HRM is an art of managing people at work in such a manner that they give their best to the organization.

Appelbaum (2001), Opines that HRM practices are basically concerned with the management of people within the internal environment of organizations, comprising the activities, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives.

Education equips human resources with the needed knowledge, skills and competencies, which would make them functional, and to contribute to the all-round development of the nation. Education, as a key component of human capital formation is recognized as being vital in increasing the productive capacity of people. Mohammed, Rufai and Azeez (2016).

Education can then be described as the process of acquiring knowledge, skills, attitudes, interest, abilities, competence and the cultural norms of a society by people and to transmit this life to

the coming generations so as to enhance lasting development to the society (Haralambos and Heald, 2006).

According to Ahmed & Schroeder (2003), human resources are considered the most important assets of an organization, but very few organizations are able to fully harness its potential. For Obaji (2005), the responsibility of producing high quality manpower and specialist is that of the nation's tertiary educational institutions. The quality of teachers constitutes a major determinant of the quality of education, because no educational system can rise above the quality of its teaching staff. The quality of teaching staff in the nation's educational institutions, whether primary, secondary or tertiary is a cause for concern. Their ability to deliver would be impaired by the ineffective training received. There have been several studies on Human Resource Management however these studies have provided mixed results on the efficiency of human resource management system in an organization. The Nigerian education sector is troubled with a lot of issues hence struggling to revamp the system, one of such issues is having unsatisfied employees as such this produces unsatisfactory results in the sector based on this it is the sole objective of this study to critically look into human resource management as a harbinger of change in the Nigerian education sector, with specific interest in teachers of secondary schools present in Warri South Local Government Area of Delta State, as well as proffer adequate solutions to the problems. And also to examine if there exists a relationship between employee performance, training and development and motivation to human resource management. This study will be beneficial to all major stakeholders in the education sector and the general public at large. This paper is divided into three sections, the first section is the introduction the second section is the literature review and the theoretical framework and lastly the last section is the third section which comprises of the materials, methods, findings, conclusion and recommendation.

Literature Review

Human Resource Management (HRM)

Minbaeva (2005) viewed HRM practices as a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organizational knowledge to sustain competitive advantage.

However, the specific objectives of human resource management are as follows:

- (i) To ensure effective utilisation of human resources and, all other organisational resources will be efficiently utilised by the human resources.
- (ii) To establish and maintain an adequate organisational structure of relationship among all the members of an organisation by dividing of organisation tasks into functions, positions and jobs, and by defining clearly the responsibility, accountability, authority for each job and its relation with other jobs in the organisation.
- (iii) To generate maximum development of human resources within the organisation by offering opportunities for advancement to employees through training and education.
- (iv) To ensure respect for human beings by providing various services and welfare facilities to the personnel.
- (v) To ensure reconciliation of individual/group goals with those of the organisation in such a manner that the personnel feel a sense of commitment and loyalty towards it.
- (vi) To identify and satisfy the needs of individuals by offering various monetary and non-monetary rewards.

Education

Parankimallil (2012), Opines that the fundamental aim of education is the physical, intellectual, emotional and ethical integration of the individual as a social instrument for developing human resources and for human capital formation. It is considered as the most important factor for development as well as for empowering people.

Education can be seen as a vehicle that can be used to achieve national development. Many perceive education as an instrument for self-reliance, change, social reconstruction and economic development. (Uwaifo and Uddin, 2009). Alaba (2010) argued that, the quality of education determines the quality of the products of its education system and by extension the quality and quantity, pace and level of its development. Hence this is where human resource management comes to the lime light by efficiently and effectively managing human resources to achieve desired goal and objectives of an organization.

Human Resource Management and Employee Performance in Nigeria's Education Sector

Human capacity has become a critical index of competition in the world of business, Unsatisfied employees produce unsatisfactory results, therefore, it is very vital for top management to take care of their employees to ensure that they are satisfied with their jobs; when they are satisfied; they strive to attain the organizations' goals and objectives (Egan, 1998). Employee performance is a component of HRM and it refers to what employee does or does not do.

Qureshi, Tahir., Ramay , Mohammad., Marwat & Zubair. (2007), concluded that HRM practices are positively correlated with employee's performance. Performance appraisal as HRM practice as opined by Shahzad, Bashir & Ramay (2008) represents "a formalized process for monitoring workers and is intended to be a management tool to improve the performance as well as productivity of workers". Performance appraisal is used as a mechanism for improving employee performance. It is widely recognized as the primary human resource management intervention for providing feedback to individuals on their work-related achievements that ultimately improve workers' performance. Waddell Cummings & Worley (2000).

Employee performance in an organizational context is usually defined as the extent to which an organization's member contributes to achieving the goal of the organization. Pfeffer (1994).

The recruitment of academically qualified employees is a necessary start for sustainable human resource management in all organizations. The success of any organization depends on the ability of human resource managers to provide a motivating environment for its employees. Every organisation is concerned with what should be done to achieve sustained high levels of performance through its workforce. Excellent human resource management (HRM) practices are advantageous for both employees and employers.

Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development etc

Human Resource Management and Employee Motivation in Nigeria's Education Sector

Rajput (2011) considers motivation as another component of HRM practice and defines it as "individual desire to demonstrate the behavior and reflect willingness to expand efforts". Motivation is the set of forces that cause people to choose certain behaviors from among the many alternatives open to them. Highly motivated staff will not only perform better but also provide a higher quality of services. Employee motivation is considered as a force that drives the employees toward attaining

specific goals and objectives of the organization. The only way to get people to like working hard is to motivate them. Sharzadi, Javed, Pirzada, Nasreen, Khanam (2014) Today, people must understand why they're working hard. Every individual in an organization is motivated by some different way.

Lecturers and teachers who are motivated in their current job may also be as less inclined to leave their job or even their country behind in search of alternatives, such as higher salary as well as better working conditions.

Dauda (2012) in the educational sector among university staff affirmed the significant relationship between employees' motivational factors and their performance. In view of the literatures above, it is amply evident that motivational packages of employees at such as pay, promotions, recognition impact on their performance.

Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them. Motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

Human Resource Management and Employee Training and Development in Nigeria's Education Sector

In order to achieve the goals of the organization efficiently and effectively, management of the organizations require training of its members. Training is very useful for the employees in various ways as: it keeps them up to date with the fast changing trends and environment of the dynamic globalized world; helps anxiety and frustration reduction caused from work overload or demand of work; helps improve skills to handle the work effectively etc (Chen and Lou, 2004).

Training improves efficiency and productivity of employees. Training increases and updates the knowledge of employees which leads to increase in performance.

Employees who are ready to learn are more satisfied with their jobs and ultimately show more positive performance than others Tsai, Yen, Huang and Huang (2007). In line with Tsai et al (2007), Harrison (2000) established that learning that is prompted by training positively effects employee performance and is an essential element for the achievement of organizational goals.

According to Guest (1997) training and development program is one of the vital human resource management practices that affect the value of the workforce's knowledge, capability and skill positively. Tzafirir (2005) also asserted strongly that, Training is an important element in producing the human capital. Investing in training programs can make employees feel indebted to their work place. Training is necessary for the employees to perform particular job because most jobs require specific skill and knowledge by which the job is much easier to perform as it is in the benefit of the employee. Qureshi, Tahir, Ramay, Mohammad, Marwat and Zubair. (2007) came to the conclusion that training as an HRM practice has a very positive impact on the of the employees since a highly positive correlation was found in that study. Danvila del Valle, Castillo, Miguel, Rodríguez and Antonio (2009) intimated without mincing words the provisions training equips employees with in terms of skills, abilities and knowledge required by their various positions. The benefits of training

can be summed up as: Improves morale of employees, Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover. Less supervision, a well trained employee will be well acquainted with the job and will need less of supervision. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes. Well trained employees show both quantity and quality performance.

Based on the literature reviewed the following hypothesis was constructed:

Statement of Hypotheses

Ho: There is no significant relationship between human resources management and employees' performance at work

Ho: There is no significant relationship between human resources management and employee motivation to work

Ho: There is no significant relationship between human resources management and training and development of employee's

Methodology

The study employed the survey research design which is ex post facto in nature. The sample size was 100 teachers from various secondary schools in Warri south local government area of Delta State. The 100 copies of questionnaires administered were all returned in usable condition.

Research design

The survey research design method was used in this study. It involves using a self-designed questionnaire in collecting data from the respondents. This method was chosen in order to make references to phenomena as they exist in real life.

Population

The target population of our study was all the teachers teaching in secondary schools present in Warri south local government area of Delta state.

Sample

The sample of the study comprises of one hundred (100) teachers selected from two (2) secondary schools (Demonstration secondary school, college of education Warri and Dom- Domigos secondary school) both operating in Warri south local government area of Delta State Nigeria.

Sampling technique

For selecting the above mentioned sample we used simple random sampling technique which provides every item of population equal chances of being nominated.

Area of study

It is the aim of this study to critically look into human resource management as a harbinger of change in the Nigerian education sector, with specific interest in teachers who teach in secondary schools present in Warri South Local Government Area of Delta State

Instrument of data collection: The data collection instrument used was structured questionnaire because questionnaires are extremely flexible and could be used to gather information concerning almost any topic, from a large or small number of people. The questionnaire was specifically designed to accomplish the objectives of the study. The questionnaire was divided into four sections. Section A collected basic demographic information regarding the respondents such as gender, location and working experience, Section B sought to determine the extent to which human resource management is related to employee performance; Section C captured information on the extent to which human resource management is related to employee motivation to work; Section D captured information on the relationship between human resource management an employee training and development; Section A consisted of closed-ended questions. Section B to D used a structured 2 points modified likert scale of Yes and No.

Validity of research instrument

In confirming the validity of the research instrument, face and content validity were ensured by two lecturers in education department using the content validity of the items.

Method of data collection

In this research primary data were obtained by administering questionnaires and Secondary data were obtained from human resources management textbooks, journals and relevant personnel management publications

Method of data analysis report

Primary data gathered using the completed questionnaire by the respondents was properly analysed using the sample percentage method for comparison. The chi square test was used to test the validity of the hypothesis chi-square test is applied in the following situations: when the data are non-parametric, when the data are expressed in frequencies.

Results and Discussion of Findings

The study tested three hypotheses using the statistical (χ^2) chi-square test based on the reaction of respondents. at 0.05 level of significance where the table value of 1 from degree of freedom = (r-1) is 3.841.

Using chi-square (χ^2)

$$E = \frac{100}{2} = 50$$

$$X^2 = \sum \frac{(o-e)^2}{E}$$

Human Resources Management: A Harbinger of Change to the Nigerian Education Sector.

Table1: Relationship between human resources management and employees' performance at work
Items Yes No

Will a teacher perform better at work if the school offers various monetary rewards other than salaries?	64	36
Does the working environment affect a teachers' performance at work?	76	24
Does a well structured and functional human resource department guarantee high performance of teachers'?	75	25
When a teacher's roles and responsibilities are well defined will the teacher perform better at work?	81	19
Total	296	104
Mean	74	26

SOURCE: Field survey 2016

Table1.1: Average response of respondents on the relationship between human resources management and employees' performance at work

Option	Avg resp.of respondents	Percentage %	O	E	o-e	(o-e)	(o-e) ² /E
YES	74	74%	74	50	24	576	11.52
NO	26	26%	26	50	-24	576	11.52
TOTAL	100	100%					23.04

SOURCE: Field survey 2016

Using $X^2 = \sum (o-e)^2 / E$

X^2 calculated value = 23.04

Level of significance = 5%

Degree of freedom = $r-1 = 2-1 = 1$

DECISION RULE:

Based on the above analysis, 74 percent of the respondents agree that there is a relationship between human resources management and employees' performance at work while 26 percent disagree. The researcher rejects the null hypothesis (H_0) and accepts the alternative hypothesis (H_a) since the calculated value of X^2 of 23.04 is greater than the tabulated critical value 3.841 required for 5% level of significance of 1 degree. We therefore conclude that there is a significant relationship between Human Resources Management and employees' performance at work. This is in line with the findings of Qureshi et al. (2007) who concluded that HRM practices are positively correlated with employee's performance.

Table 2: Relationship between human resources management and employees' motivation to work
Items Yes No

Will a teacher working under stressful condition have reduced motivation to work?	70	30
Will adequate school facilities for research and development present in a school motivate a teacher to work better?	64	36
If rewards for exceptional performance are given will teachers' be motivated to work better?	62	38
Does a well structured and functional human resource department guarantee high motivation of teachers' to work?	64	36
Total	260	140
Mean	65	35

SOURCE: Field survey 2016

Table 2.1: Average response of respondents on the relationship between human resources management and employees' motivation to work

Option	Number of respondents	Percentage%	O	E	o-e	(o-e) ²	$\frac{(o-e)^2}{E}$
Yes	65	65%	65	50	15	225	4.5
No	35	35%	35	50	-15	225	4.5
Total	100	100	100	100	0	450	9.00

SOURCE: Field survey 2016

X² calculated = 9.00

Level of significance = 5%

Degree of freedom = r-1 = 2-1 = 1

x² = 3.841 at 1 degree of freedom (0.05) level of significance.

Decision rule:

Based on the above analysis, 65 percent of the respondents agree that there is a relationship between human resources management employees' motivation to work while 35 percent disagree. and Since x² calculated value is greater than tabulated value 3.841 required for 5% of significance for one degree. Based on the above analysis, the researcher rejects the null hypothesis (Ho) and accepts the alternative hypothesis (Ha) we therefore conclude that There is a significant relationship between Human Resources Management and employee motivation to work. This is in line with the findings of Kalimullah (2010) who concluded that a motivated employee has his/her goals aligned with those of

Human Resources Management: A Harbinger of Change to the Nigerian Education Sector.

the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work.

Table3: Relationship between human resources management and employees' training and development

Items	Yes	No
Will a teacher require less supervision after engaging in various training and development programs?	63	37
Are high quality graduates a product of highly trained teachers?	71	29
Does a well structured and functional human resource department guarantee effective and efficient training of teachers'?	70	30
Does training and development of employees overtime lead to achievement of the school goals and objectives	68	32
Total	272	128
Mean	68	32

SOURCE: Field survey 2016

Table 3.1: Average response of respondents on the relationship between human resources management and employees' training and development

OPTION	NUMBER OF RESPONDENTS	PERCENTAGE %	O	E	o-e	(o-e)	(o-e) ² /E
YES	68	68%	68	50	18	324	6.48
NO	32	32%	32	50	-18	324	6.48
TOTAL	100	100%					12.96

SOURCE: Field survey 2016

X² calculated value = 12.96

Level of significance = 5%

Degree of freedom = r-1 = 2-1 = 1

Decision rule:

Based on the above analysis, 68 percent of the respondents agree that there is a relationship between human resources management employees' training and development while 32 percent disagree. Based on the above analysis, the researcher rejects the null hypothesis (Ho) and accepts the alternative hypothesis (Ha) Since the calculated value of X² of 12.96 is greater than the tabulated critical value 3.841 required for 5% level of significance of 1 degree. We therefore conclude that there is a significant relationship between Human Resources Management and training and development of employee's. This is in line with the findings of Tzafirir (2005) who asserted strongly that, Training is an important element in producing the human capital required in an organization and Qureshi et al.

(2007) who also came to a conclusion that training as a HRM practice has a very positive impact on the performance of employees in the organisation.

Conclusion

Based on the above analysis, the researcher rejects the null hypothesis (ho) and accepts the alternative hypothesis (ha) therefore conclude that: there is a significant relationship between human resources management and employees' performance at work also there is a significant relationship between human resources management and employee motivation to work and lastly there is a significant relationship between human resources management and training and development of employee's.

Recommendations

It was recommended that

1. Adequate facilities and conducive work environment for teaching and learning should be provided with up to date facilities that aids effective teaching and learning
2. Teachers should be properly remunerated or motivated, so as to ensure total concentration to their job tasks.
3. There should be adequate funding which will enable teachers to confidently carry out research, innovate ideas or give the best of what they have to the learners.
4. Only qualified teachers and lecturers should be employed in our educational institutions. Teaching appointment should not be made for the Jobless or those who are looking for a place to earn income for a living. It should be for those who have the have the adequate knowledge and skill to perform on the job.
5. Educational teaching facilities in our schools should be upgraded to meet the rapid social changes in our present society.

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