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Refocusing Human Resource Management in Educational Organizations for Peace and National Security

By

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Abstract

Human Resource Management (HRM) is vital in organizational behaviour and management. When human beings working in an organization are motivated, peace and security of that organization and the nation could be guaranteed. This paper examined the concept of Human Resource, Management, Human Resource Management, Peace and National Security. It discussed the challenges of human resources management that could lead to instability and national security. The authors looked at the importance of human resource management as well as its implication on peace and National Security and submitted that, when human resources are properly managed in organizations; especially the educational organizations, their concentration will be for the well-being of that organization and they will be determined to maintain peace and security. It recommended that Human Resource Management should be given priority as a vehicle for peace and national security through harmonious and cooperative relationship between the employees and employers. Employers should put in place motivational

strategies such as in-service training, compensation and remuneration for their work-force

Key words: Human Resources Management, Peace and National Security.

A well-managed human resource of educational organizations could guarantee peace and national security of a nation. To achieve its required goals, every organization, be it business or education must have not only the required human resources but also use them effectively. Generally, management is concerned with the proper utilization of men, materials, machines and money for the goals of the organization to be achieved. According to Okai, (2002), managers of educational organizations are charged with the responsibility of acquiring, developing, protecting and effective utilization of organizational resources to achieve organizational goals. This could be the reason why the importance of human resources in the success or failure of an organization to a large extent depends on the workers, their skills, ideas, knowledge, satisfaction and commitment. The human resource of a nation embraces the individuals who have a wide variety of knowledge, skills and abilities required to perform job activities that will contribute to the attainment of organizational goals. This therefore means that, in any organization, the pre-requisite for effective management is the human resource. These are the people involved in the production and distribution of goods and services. Little wonder that the generic configuration and management of human resources are key to organizational task performance. It is therefore easy to see why human resources are recruited, trained and posted in specific departments of any given organization. These resources are carefully organized so their talents and abilities harnessed for maximum, enhanced, effective as well as efficient unit task accomplishment (NIPM, 2013). This leads to overall organizational accomplishment, with various talented personnel heading different units in different geo-locations intra and internationally.

The quality of the human resources programme, abilities and attitudes of the manager, to a great extent determines the effectiveness of the employee contributions. The manager requires tact to create a conducive environment for the effective utilization of members of any organization. Human resources which is the most valuable and controversial resource must be properly harnessed. A satisfied work force enables its organization to achieve its corporate objectives which include satisfied customers, cost effectiveness and profitability. A satisfied human resource of a nation implies a well determined work force in educational organization, thus the attainment of peace and national security and therefore an atmosphere conducive for rapid growth and development. The critical role of human resource manager becomes even more critical in the face of diverse industries with equally diverse phenomenal advancement and ecology. Human resource managers have to realize that the question of which resource

is to be recruited and where to post them is a matter of what task and goal is the focus (Chike-okoli, 2007). A Jet-speed personnel is rather preferred over just a meticulous worker when deadline dictates the pace. Again the geo-location of the task is another crucial factor. Human resources that possess uncommon peaceful disposition- neither easily provoked nor fault finding are suitable in all work atmospheres but more so when the geo-location is vulnerable to volatility. Human resource managers of both private and public organizations cannot afford to ignore refocusing human management for improved national peace and security because, the human resources of an organization have a stake in determining peace within such an organization. Besides, all organizations are located in host communities; states and nations therefore, a careful resource deployment and task assignment hold a huge potential for contributing to peace and national security. (Francis, 2011).

The society is changing and there is corresponding need for organizations to adjust strategic focus and modus operandi. Never before in human history for example, has the world experienced increased colossal insecurity and volatility; '...this is perhaps the first generation to take the world to the brink of a [political, economic...] systems breakdown.' noted the Global Risk Report in *Awake* (2019). Routinely, one ethnic group engages another in armed conflict, terrorism ravages human organizations in another, religious and political chaos are deep seated intra and internationally. We are now witnessing the highest level of displacement on record; more than 68million people have had to leave their homes, nearly one person is forcibly displaced every seconds' a 2018 United Nations Refugee Agency Report as quoted in *Awake* (2019). This makes educational, financial and business organizations lose human and material resources on an industrial scale. Some of the destructive insecurity developments are rooted down in workplace among human resources bearing grudges and expressing them through hate speeches for instance. This results from lop-sided appointment (real or perceived) as well as ethnic chauvinism.

This paper examined the concepts of Human resource, management, Human resource Management, peace and national security as well as discussed the importance and challenges of human resource management and how human resource management can guarantee peace and national security.

Concepts

Human Resource

Human resources are the people who make up the work force of an educational organization, business sector or economy. Human resources as a concept therefore, refer to the totality of the energies, skills, knowledge and experience available in a country (Anyanwu, 1997). It's the managerial, scientific, engineering, technical, craftsman and other skills which are employed in erecting, designing, developing, managing and operating productive and service enterprises and economic institutions (Anyanwu, 1997). Human resources are a nation's most valuable resources. They

constitute a nation's human capital. Without the required human capital, physical capital will not give rise to rapid economic growth and development (Anyanwu, 1997). Chike-okoli (2007) defined human resources as the acquisition of trained and skilled men for further productive activities. Given the importance of human resource in the transformation of an economy, the need for effective management of human resources cannot be under estimated.

Concept of Management

Management could be seen as a group of people with a common purpose aimed at actualizing the specific goals of an organization. Etesike (2012) stated that management is a social process which is designed to ensure the cooperation, participation, intervention and involvement of others in the effective achievement of a given or pre-determined objectives. Management is an interactive process planned to ensue cooperation, participation and involvement of others, to achieve specific goals of an organization. Peretomode (2003) defined management as the guidance, leadership and control of the efforts of a group of people towards some common objectives. It is a social process that involves a sequence of coordinated functions, planning, organizing, coordinating and controlling in order to utilize available resource to efficiently and effectively achieve specific set goals.

Concept of Human Resource Management.

The term Human Resource Management could be interchangeably used with human resource development personnel. Human Resource Management (HRM) has been subjected to considerable debate. It has been defined in several ways by various authors and institutions. Considering the importance of human resources who are the people that work for the success of any organization, their management becomes utmost for organizations to achieve their set goals.

The National institute of personnel management (NIPM, 2013) defined human resource/ personnel management as "that part of management which is concerned with people at work and their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups to enable them to make their best contributions to its success". Human Resource Management is concerned with caring for people at work to enable them contribute their best for the success of the organization. According to Decenzo and Robbins (2011), Human Resource Management is concerned with the people dimensions in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to organizational objectives. This is a fact, regardless of the type of organization whether education, government, business, health, recreation or social action. Human resource

management can be defined as a process of procuring, developing and maintaining competent human resource in the organization in order to achieve the organizations goals in the most effective and efficient manner.

According to Flippo (2008) “Personnel management or human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration and separation of human resource to the end that individual, organization and social objectives are accomplished. Since it is the human beings that take decision, provide the knowledge and skills, energy and the abilities, the cooperation and harmony through which the organizations achieve their set goals, their management become pertinent as they will be motivated to work and maintain peace and security of both the organization and society at large.

Concept of Peace

The concept of peace is defined differently by different scholars and policy makers. There is no universally accepted definition of peace. However, peace as defined by most scholars is the absence of war, fear, conflict, anxiety, suffering and violence (Francis, 2006 and Igbuzor, 2011). As Igbuzor (2011) noted, this conception was criticized by some scholars such as Ibeanu (2006); Reychler (2006); Wibreg (2006) and Bajpay (2003) for being inadequate for understanding the meaning and nature of peace. To avert these limitations in the future definition of peace, the peace theorist Johan Galtung (2006), distinguished three types of violence that can help in the understanding of the concept peace namely:-

- (i) Direct violence manifested by physical, emotional and psychological violence.
- (ii) Structural violence which comes in the form of deliberate policies and structures that cause human suffering, death and harm.
- (iii) Cultural Violence which involves cultural norms and practices that creates discrimination, injustice and human suffering. He further outlined two dimensions of peace known as:-
 - (i) Negative peace which is the absence of direct violence, war, fear, and conflict at individual, national, regional and international levels;
 - (ii) **Positive Peace**;- Positive peace according to him depicts the absence of unjust structures, unequal relationships, justice and inner peace at individual levels. It has been deduced from the foregoing that, the meaning of peace goes beyond the narrow focus on the absence of war, fear, anxiety, suffering and violence. Ibeanu(2006), defined peace as a process involving activities that are directly or indirectly linked to increasing development and reducing conflict, both within specific societies and the wider international community.

According to him, peace has philosophical, sociological and political definitions. Many philosophers see peace as a national origin of God-given, state of human existence. Sociologically, peace is seen as a condition of social harmony in which there are no social antagonisms. Politically, peace refers to the political order: that is institutionalization of political structure in a way that makes justice possible. Garuba(1999), argued that, even though war may not be going on in a country. If there are pervasive poverty, intimidation of ordinary citizens by those in power, oppression or monopolization of resources and power by some social cleavages in the society or nation, it would still be wrong to say that there is peace in the country or society.

Concept of Security.

Quality security is an ingredient of peaceful and harmonious coexistence which are determinants of overall national development. Security can be viewed as a defense against external and internal threat as well as the overall socio-economic well being of the society. United Nations (2013) understood security to mean far more than simply the absence of conflict and armed violence. Development, human rights and protection from environmental hazards are pre-conditions for security and lasting peace. Nigeria cannot boast of security where injustice, kidnapping, men's inhumanity to man, neglect of the people's aspiration, unemployment and environmental hazards. Achumba, Ighomereho and Akpor-Robaro (2013) defined security as the existence of conditions within which people in a society can go about their normal daily activities without any threats to their lives or property. Their emphasis is that, security is the protection against all forms of harm whether physical, economic or psychological. According to Francis (2006) security is the condition or feeling of safety from harm or danger, the defense, protection and absence of threats to acquire values.

Security is not only the presence or availability of ammunition for destruction. It has to do with the activities of managers of organizations. When human resources are well managed using the necessary motivation strategies by managers of organization, they are likely to maintain peace and security of such an organization for positive development.

Challenges of Human Resource Management.

The role of proper management of human resources to achieve peace and security for the development of a nation cannot be underestimated. This could be the reason for the concerns on human resource management in educational organizations. Human resources are people who live, work and contribute to the development of the nation in which they live. It is worthy of note to understand that for human resource to put in their best and work hard to maintain peace and security an organization, their management is paramount. The breakdown of peace and security arise due to certain factors like unemployment, insufficient benefit in work places, lack of motivation and infrastructural facilities to work with. These challenges facing human resource

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management may render them inefficient in their duties leading to breakdown of peace and security. It then means that any challenge to adequate human resource management could eventually constitute serious problem to societal or national development. This paper considered areas that pose greater challenges to human resource management as:-

- (i) **Impatience:** Managers of organizations' lack of understanding of the virtue of patience, steadfastness, resilience and painstaking effort to arrive at a desirable result in the management of human resource.
- (ii) Lack of personnel data management and control.
- (iii) Lack of personnel information and questionable accuracy levels.
- (iv) Inappropriate benefits and incentives
- (v) Allocation
- (vi) Critical human resource management indicators not available
- (vii) Inappropriate staff utilization and control, unutilized skilled human resources in Nigerian society.
- (viii) Inadequate remuneration, lack of motivation as well as infrastructural facilities to work with while there is also in depth emphasis on certification rather than acquisition of skills.
- (ix) Ethnic and tribal affiliation, influenced recruitment, selection and job placement, induction, training of staff, appraisal, discipline, promotion and transfer of staff. Recruitment of staff is not based on merit.

Importance of Human Resource Management

Human Resource Management (HRM) is designed basically to create a system for individual, ministries and departments to effectively and efficiently utilize the available human resources as the most valuable resources in service delivery to harmonize the society or nation. It then means that organizations and individuals should manage day-to-day personnel affairs revolving around recruitment, maintenance, relation, job performance reward (such as training, workshop and seminars) as well as annual leave; as this will limit the chances of unnecessary breakdown of peace by individuals as a result of frustration.

Ehiamentlor(1985) stated in his view that the success of any organization solely depends upon the quality and efficiency of its employees who perform the functions necessary for fulfilling the stated goals and objectives of the organization. This means that the quality and competence of employees of an organization is the determinant factor for the achievement of its stated goals and objectives. Adzemba(2006) agreed with Ehiamentlor that the success of any organization depends on the quality and strength of its staff. Other resources such as land, capitals (money, equipment and machinery) required for the achievement of organizational goals and objectives have to be coordinated and operated by people. This make the human resource (the people at work) very important without whom no organizations can function effectively. The activities of different organizations which operate in a country directly or indirectly

affect the economy, the politics and the social life of that country. The condition of human resources in organizations is directly related to what happens in the nation as such their development should be at top priority to every nation that wants to grow.

Okai (2002) opined that human resources development or human capital formation is the process of acquiring an increasing number of persons who have education, skills, experience and the motivation which are critical for economic and social development of the country. This involves investment in human capital and its development as a creative and productive resource.

Human resources development includes investment by society in education, investment by employer in training and investment by individual in time and money in their own self development. Human resource management therefore performs through creating job opportunities by filling the vacant positions that may exist in organizations, select the type of people that should be employed, trained and developed, maintained and motivated. The extent to which this can be achieved is through the quality of the educational process they receive which determined the effectiveness with which they carry out individual and group responsibilities. The stability of the society or nation can only be achieved using appropriately trained human-resource who could otherwise cause the breakdown of peace and security if not well managed.

Implications of Human Resource Management to Peace and National Security.

Human beings are a vital resource in the development of a nation as well as controversial in nature as such adequate management is required to keep them in a harmonious and cooperative state. When people are sure of good treatment in their work place, they are determined to have mature commitment in their assigned responsibility as well as maintain peace and security. Fundamentally, citizens of a country are concerned with survival and only the existence of peace and security can guarantee this, in fact, peace and security creates the environment for the attainment of basic goal of development. It is a precondition for nation building. The absence of peace but repeated violence, conflict and disharmony, development cannot be guaranteed as there will be no meaningful investment by investors in a violent and crisis environment. Peace leads to stability and national security. The absence of peace is a threat to national security. Bulus(2005) observed that peace enhance stability and security and these cannot be regimented but promoted through a conscious exposure of people to their rights and responsibilities. It then makes human resource management imperative to the attainment and sustenance of genuine peace and security.

Moreover employees tend to be highly motivated and engage themselves in meaningful activities towards the development of the organization when they are justly treated in the area of maintenance, job performance reward (training, re-training, workshop, seminars, and compensation) and think less about negative activities that will disrupt peace and security of the society or nation.

Conclusion

A well managed human resource in the area of staff-maintenance, job performance reward and staff-relation is an indispensable factor in the development of a nation and motivation is an important tool in the transformation of human resources into a highly committed work force capable of maintaining and sustaining the required peace and security. It is therefore, pertinent to give human resource management in educational organizations the priority it deserves to ensure maximum peace and security of the society and the nation.

Recommendations

Based on the above, the following recommendations are made:-

1. Human resource management should be given priority as a vehicle for peace and national security through harmonious and cooperative relationship between the employees and employers.
2. Low morale of employees should be boosted through motivational strategies such as in-service training, compensation and remuneration for the work place.

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