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**HUMAN RESOURCE MANAGEMENT FUNCTIONS FOR EFFECTIVE ADMINISTRATION
OF PUBLIC SENIOR SECONDARY SCHOOLS IN RIVERS STATE**

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ABSTRACT

This research paper critically analyzes Human Resource Management Functions for Effective Administration of Public Senior Secondary Schools in Rivers State. Human resource is the basic need of any nation. A nation is said to be wealthy when the human resources are well developed. It is the foundation of development, because education is development. Better management of the human in school brings about development. Human resources are perceived as the most vital of the resources that are at the disposal of the educational enterprise. Therefore, the proper management of the human resources in schools, would apart from being an added advantage in attaining educational goals, also attract efficient and quality staff.

Keywords: Human Resource Management, Public Secondary Schools, Rivers State.

Introduction

Human resource is the basic need of any nation. A nation is said to be wealthy when the human resources are well developed. Today, we talk about the development in Europe and America. It is because they have a developed system of human resources. It is the foundation of development, because education is development. Better management of the human in school brings about development. Human resources are perceived as the most vital of the resources that are at the disposal of the educational enterprise. Therefore, the proper management of the human resources in schools, would apart from being an added advantage in attaining educational goals, also attract efficient and quality staff. Understanding this, therefore human resources is said to be directly proportional to educational system, that is any economic plan that does not encompass adequate human resources planning is a mirage and cannot be achieved.

The important thing to note here is the concept of Human Resource Management. Human Resource Management, according to Denisi and Graffin (2005), is defined as the comprehensive set of managerial activities of and tasks concerned with developing and maintaining a qualified workforce—human resources in ways that contribute to organizational effectiveness. Armstrong (2009) defined Human Resource Management (HRM) as a strategic, integrated and coherent

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approach to the employment, development and well-being of the people working in organizations. Peretomode (1995) defined Human Resource Management in education as the harnessing of the totality of the people's skills, energies, talents, latent capacities, social characteristics, like belief to achieve educational objectives and simultaneously making the people to be part and parcel of organization in fulfilling their life goals. He maintains that, it is the systematic utilization of human potentials to realise educational objectives and staff contentment.

The stock of human resources is a measure of a nation's strength, security and well-being. This is because the human resources of a nation hold the key of its survival, prosperity and future economic and social development. In the framework of development, human resource plays an indispensable role because they can prepare a nation, if adequately managed and developed, and can also limit or retard the nation's progress if poorly managed and poorly developed and inadequately utilised.

An Overview of the History of the Human Resource Management

HRM, as a management discipline is of comparatively recent origin, Flamholtz (1974) pointed out, during the 1970s, personnel management evolved into a new discipline and study under the name of Human Resource Management. As a defined school of thought, HRM traces its roots back to the 1970s with the development of Human Resource Accounting Theory. Incorporating the methodological tradition of the personnel and organizational psychologists and the theoretical frameworks of the organizational behaviorists, the new discipline has included staffing (recruiting and hiring staff); workplace policies (schedules, vacations, etc.); compensation and benefits; training and developing employees and regulatory issues that organizations or businesses need to follow to stay in compliance with regulations. The primary responsibilities associated with HRM as observed by Cushway (2001) include, HR planning, job analysis, recruitment and selection of employees, organization and measurement and appraisal of work force performance, utilization of work force, implementation of reward systems for employees, professional development of workers, and maintenance of work force.

Functions of Human Resources Management

In order for the management to recruit appropriate people, it is necessary to know in detail what these works and the personal and social characteristics required by the job. These determinations are performed through business analysis. Business analysis is the cornerstone of human resources management. Without performing a thorough analysis of all tasks, it is difficult to perform other human resource functions sufficiently. A thorough assessment of the entire office, operational, technical and administrative affairs, business analysis for salary, training, performance evaluation and publicity decisions provides a solid foundation. Business analysis is often seen as a sub-process that explores tasks and behaviors related to a particular job. The assumption underlying business analysis is that the work is static and stable and that a job can be examined independently of the person who does the work.

According to literature, job analysis is the collection of the necessary information on a job. The following data are collected by business analysis:

- Functions: The relationship between the person and the data/information, the other persons and the physical elements.

- Work areas: The techniques used to fulfill the tasks of the work and the tools, materials, equipment and other helpers used in this context.
- Material, product or services: Output from work or purpose of work. Employee qualifications: Personal characteristics, skills, training, etc.
- Physical requirements of the work: Physical power, reasoning, observation, speech, etc. the requirements of the job.

Human Resources Planning

Human resources planning is the process of finding the desired number of elements at the desired time, in the desired qualifications and for the tasks that will support the business strategy and objectives. Human resource planning is one of the essential functions of human resources management which is vital for organizations. The pre- determination of the need for adequate and sufficient employees for each sector of the enterprise is a predetermined determination of where, when and how the people, who will work in the organization will be provided. The organizational prediction, which aims to use the existing human resources of the organization in the most rational way and to decide on the quality and quantity of the manpower resource from this day on, is called human resources planning.

Human resources planning, employees in the organization is a cost element and turns it into a production factor. Human resources planning has a characteristic that determines efficiency and profitability in organizations. It is of great importance for the organization as a tool that enables the organization to use its potential for its present and future human resources efficiently, effectively and rationally. Since the organizations that do not have human resources planning will have good use of their human resources potential, this may lead to unintended consequences such as the selection, promotion, transfer and termination of employment of all personnel in the organization on the basis of arbitrary and emotional principles. Human resources planning should fulfill the following functions of a business organization:

- To ensure the effectiveness of human resources,
- To ensure the harmony between the activities of the employees and the objectives of the organization,
- To ensure the efficiency of the employment of the new employees,
- To ensure the use of the human resources information system in the activities of the employees and the organizational units,
- To help in the coordination of all human resources activities,

Finding and Selecting the Human Resource

The first step in the selection and placement process is employee planning. The basis of the planning process is the determination of the need, the evaluation of the applications and the placement of the appropriate candidates in the required places. Employee needs can be closed in two ways. Employee Provisioning from Internal Resources: It may be through transfer or transfer. Both ways should be based on the volunteerism of the employee. there may also be changes about the promotion of the person's responsibilities, job descriptions, wages and so on. Employee Provisioning from External Resources: Those who are still working in the organization and those who have the desire and the power to work in the organization. Recruitment from external sources

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can help bring new ideas, methods and techniques. In addition, the new employee will be able to increase the efficiency of those around him/her as he will spend extra labor to prove himself. Ensuring compliance of the personnel to the job, the qualifications and skills required by the job, the qualifications and talent of the personnel engaged in the job, the satisfaction of the job of the personnel involved in the job and to be more efficient in the work-related activities.

Orientation training is the process of recruitment, which is designed to enable new staff to understand after employment and to become a productive staff as soon as possible. Some of the newly recruited personnel may also adapt to their work and business without the need for a training program and although they may be successful, they need to be trained separately in order to create the behavioral change required by the task. The balance between the knowledge and skills of newly recruited personnel and the features required for the job together with orientation training and work-related training. Therefore, if only one of these training programs is used, there will be a lack of training in terms of new recruits. In briefly, it would be helpful to use both of these programs together.

Training and Career Management

Training means social, physical and mental development of individuals; whereas development is to make the knowledge and skills of the individuals to be more effective. Training and development are actions to improve their existing and future performances by increasing their ability to perform efficiently. Career, as a word, has different meanings. In literature, it's written as moving forward on a chosen business path, making more money with the progress, taking on more responsibility. In this process of progress, the development of knowledge, experience, mastery and education is achieved. Hence, it can be described that the career as a reflection of the sensitivity of a person in his/her life. In this point, changing attitudes and behaviors due to experience is closely related to training. The companies increase the knowledge and skills of the employees in order to reach organizational objectives by means of training.

Wage Management

Wage management is an important human resource management function that meets the objectives of the company as well as the expectations of the personnel and provides a balance between them. The main purpose of wage management is to ensure that the wage paid to the employer is adequate and fair. There are some objectives to be considered in pricing. These objectives:

Withdrawal of Qualified Personnel: In determining the fees, it should be ensured that the qualified personnel are able to compete with the market in order to include them in the organization.

Keeping the existing staff in the institution: The fees must be in conditions that can compete with other institutions. Otherwise, there will be an employee flow to different institutions and the institution will be adversely affected.

Motivation: Motivating the employees to do what they are doing or the services they are doing, enables them to work with higher performance and enthusiasm.

Upgrading the Performance of Employees and the Institution: A link can be made with the wages, employee productivity and, ultimately, the corporate performance. It is known that there is a consistent relationship between the increase in productivity and wage increases in such implementing institutions.

Safety and Health

It is mentioned in some sources as a protection function of human resources. Occupational safety includes the protection of the health and safety of theft against workplace limits and hazards arising from work. The aim is to prevent occupational accidents and to create a safe working environment. Employee health means that they can live in a peaceful environment in a working environment free of hazards arising from working conditions and tools and equipment and minimizing hazards. The purpose of protecting the health of the employees is that they do not harm their health due to the work they do.

Training Function in Human Resource Management

The main objective of human resources management is to ensure that the goals of the enterprises are achieved in the most efficient way. Human resources management is responsible for ensuring that human resources are developed in the best way with the idea that human being is the most important role in achieving the goals of the institution. This is possible through education.

Benefits of Training

Training, which is a vital activity in all organizations, plays an important role in determining the effectiveness and efficiency of the organization. However, in order to play this role, education should be carried out within the framework of a systematic program and above all, it should aim to increase mental quality. In this context, first of all, the minds of the employees; placing the company's mission, philosophy and purpose; The concepts of quality, efficiency and commitment must be adopted. Otherwise, the expected benefits of education cannot be obtained. The programs implemented in the enterprises have many benefits both for the enterprises, the individual, as well as the intergroup and group relations.

Functions of Human Resources Management in Education

Human resource management in education is a set of practices and methods of integrating and maintaining the teaching staff in the school so that the school can achieve their purpose and as well as meet the goals for which they were established. It is the motivation and co-ordination of the activities and effort of the teachers in school in order to obtain maximum output from them and consequently achieve the goals of education optimally. The functions include the following:

- Staff maintenance
- Staff relations
- Staff development
- Procurement of staff
- Job performance reward

Staff Maintenance

This concern making the work environment conducive for workers, pertinent practices include; promotion and transfer, motivation, staff safety, security and health services. It is pertinent that educational establishments have sound policies in respect of staff transfer and promotion to ensure that justice and fairness prevail in dealing with staff. As work to be performed in the school is important, the mood of the man to perform the job is equally important. For maximum and productive goal attainment, the school head must ensure the comfort and happiness of the workers. That can be done through prompt payment of salary, and ensuring a safe and healthy working environment.

Staff Relations

There must be a good communication network in the school to enable workers to be constantly informed of the progress being made in the school. Workers should be encouraged to participate in planning and decision making in the school. Workers should be encouraging by recognizing the staff as human beings with feelings, interest, needs and emotions and treating them as such with fairness and respect.

Staff Development

This is the process of appraising staff performances and identifying their key skills and competence that need development or training to improve their skills for better performance. It involves providing development programme and training courses that are suitable for the programme. The success of educational organization hinges on the strength and quality of the staff members. There is need to change through training and to improve and grow in competence. This can be done through in-service training, conference, workshop and seminars.

Procurement of Staff

Human resource management functions start with the process of recruitment and selection by which educational institutions get the best personnel to interpret and implement the curriculum programmes. Staffing of schools is a job performed by the ministry of education through its agencies in the federal and state government. Procurement of staff in education deals with obtaining people with appropriate and necessary skills, abilities, knowledge and experience to fill the vacant teaching posts in schools.

Job Performance Rewards

This involves the design and administration of rewards for jobs performed. It is very important that management, ministry of education and its agencies take the issue of reward system very seriously. Staff performance would increase substantially if they are adequately compensated according to the quality and quantity of work done. Challenges of Human Resource Management in Education Human resource management has become notably complex in the sense that as human beings, they are not reliable for doing one thing over and over in exactly the same way. They can be expensive depending on their cadres, qualification and skills. Their productivity is highly dependent on the person's ability to instruct. The same content cannot be delivered every time. A number of factors have contributed in this complexity. They Include the Following:

Poor working condition: It is not out of way if staff expects to be paid finance rewards commensurate with the services performed. The ideal thing is to have a systematic producer for establishing a sound reward system and structure. A good remuneration tends to reduce inequalities between staff earnings, raise their individual morale, motivate them to work for pay increase and promotions, reduces inter group friction and employee grievances. Teachers' salaries are not paid alongside with other civil servants and in some cases, teachers are owed many months of salary areas.

Problems of staffing: The problem of staffing is enormous. There is problem on the quality and quantity of staff recruited for the education of our citizens. The reason is from poor staff recruitment and selection process. Politicians and God fatherism has taken the upper hand. Some staff rarely stay in the remote areas where the management wants their services. They use to stay in the urban areas for self-convenience. The verification exercise carried out by Universal Basic Education Commission (2000), Shows that an additional 275 to 462 female teachers needed to teach in primary schools in Nigeria.

Human Resource Management for Effective Administration

When human resource management is effective, the workers feel satisfied, happy and the goals of the organization then can be achieved. Denisi and Griffin (2005) asserted that while managers were becoming increasingly concerned with ways to improve productivity and competitiveness, they also began to realize that it was important for workers to feel that their jobs were a source of personal satisfactions and growth. They contend that, successful organizations were those that could maximize their effectiveness while at the same time make work more meaningful and fulfilling.

Griffin (2005) in Amanye (2015) maintained that hiring the right people and then equipping them with the right skills and abilities can substantially affect the quality and quantity of whatever goods or services the organization produces. Properly motivated and committed employees can add immeasurable value to an organization's bottom line. Strengths, weaknesses, opportunities and threats (SWOT), analysis must be formulated by managers. Nwikina and Okara (2014) contended that jobs can be designed properly to ensuring that people and other resources are effectively and efficiently utilized.

The beauty of any work enterprise is its designation and not the name. Nwikina and Okara (2014) maintained that in educational setting, teachers' effectiveness is a function of how motivating their jobs are, to what extent the job offers what they actually desired from it. People seem to perform better when they are sure that in every area of their lives, they derive fulfillment of both intrinsic and extrinsic needs. The duo argues that the school management must be able to identify and provide what people need in the school that will enable them perform effectively and efficiently to give a high productivity level. In essence, workers need to experience satisfaction at their jobs so that they can perform better. Farrant (1975) asserted that for effectiveness and efficiency to hold, the teachers must maintain certain conditions such as being methodical, maintain all routine matters, being punctual, knowing the job, always prepare, being energetic and enthusiastic. Ukeje et al. (1992) viewed effectiveness as a getting the right things done. Reddin (1970) in Ukeje et al. (1992) listed some effective management roles as doing things right produces creative alternatives, optimizes resources utilization, obtains results, increase profits, achieve objectives, solve problems and safeguards resources.

Conclusion

Human resource is the basic need of any nation. A nation is said to be wealthy when the human resources are well developed. It is the foundation of development, because education is development. Better management of the human in school brings about development. Human resources are perceived as the most vital of the resources that are at the disposal of the educational enterprise. Therefore, the proper management of the human resources in schools, would apart from being an added advantage in attaining educational goals, also attract efficient and quality staff.

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