

Educating for Effective Human Resource Management and Sustainable National Transformation in Nigeria

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Abstract

Effective human resource management in education is an important phenomenon that need not to be toyed with. This is because human beings are the major instrument for the attainment of educational goals and consequently sustainable national transformation. Human resources are the key to economic growth, national transformation and sustainable development. That is why this paper stressed that without adequate, skilled and well developed manpower, there would be difficulties in achieving sustainable national transformation through human resources management. Every educational systems depends on its human resource for execution of its basic programmes. The objectives of human resources management was discussed, the issues identified as assessing the need for staff, satisfying the need for staff, maintaining and improving the staff services, while the various roles of human resources management for sustainable national transformation were listed as strategic role, operational role. The paper recommended amongst others that there is need for a robust and healthy relationship between employers and employees in the education sector, there is need to step up the standard of education in Nigeria and need for adequate and encouraging reward system for those working in the education sector.

Keywords: **Education, Human Resource Management, Sustainable National Transformation**

Introduction

Education is the foundation on which the society must live, if it must achieve societal values and be counted among the nations of the world that are striving to develop its citizens. Education is an instrument for sustainable national transformation. This is because there is a direct relationship that exists between education and sustainable national transformation. By implications, nations of the world are advancing in her educational system, which has in turn transversed into sustainable national development.

Human resource management can be seen as the design of formal system in an organization to ensure effective and efficient use of human talents to achieve a set of organizational goals or objective. Obasi and Asodike (2014) defined human resource management as that part of the management process that specializes in the management of people in work organizations. The major asset of any organization is its human resources who work for the attainment of the organizational goals. The people in the organization are the ones who make things happen. The sophisticated machines, equipment cannot operate themselves; likewise are the material resources which when not utilized will be unproductive and wasteful. According to Likert in Koko (2021), all other units of management: Financial and materials are unproductive without human intervention. Human resource management is a basic function of management that determines the performance of staff in any organization. This implies that when staff in the educational sector are adequately recruited, selected, supervised, inducted, adequately rewarded; and provided for, properly developed, appraised, and promoted on the job, they will be committed to the job, remain dedicated and productive in the educational sector. This can simply be put that it is the co-ordination of the activities and efforts of the workers in the educational sector, so that educational goals are achieved. Hence human resource management in education is the process of motivating workers to maximize their performance in order to obtain maximum output. Starting from the day they are recruited. That means utilizing people to perform duties and functions in the school (Omebe 2014). Human resources are easily recognized as the most important resource out of the resources required for the production of goods and services. Human resources are the key, to rapid socio-economic development sustainable national transformation and efficient service delivery (Omebe, 2014), without an adequate, skilled and well-motivated workforce operating within a sound human resource programme, development is not possible.

Concept of Education

Education is a concept that has different meanings and given different interpretations by scholars, educational managers and philosophers at different times. This implies that education has a myriad of definitions. Education therefore involves the acquisition of knowledge, skills, beliefs, values and the culture of a given society. The contemporary Western understanding of education is as a life-long process of learning that is facilitated in organised ways that include both formal (such as in schools and Universities) and non-formal settings (such as community environment and the media) as well as in unorganized ways or informal places. However, education is more than vocational training because it is not only confined to skills development. Friedrich Froebel in Omebe (2014) defined education as the unfolding of what is already inherent in the individual. It is a process through which a child makes the internal, external. Similarly, John Dewey in Edunutch (2021) defined education as the development of all the capacities in an individual that enable him to control his environment and fulfil their responsibilities. From the various definitions, it can be seen that education serves as an avenue through which appropriate skills, values, norms, belief, knowledge, culture are impacted into an individual. This knowledge and skills acquired through education helps individuals to develop as they will be useful to the society and improve the nations.

Human Resources Management in Education

Human resource refers to the personnel, staff or workers in an organization. Management refers to the methods by which the leader utilizes material and human resources to achieve predetermined organizational or educational goals. Thus, human resource management is the process that deals with utilizing people to perform duties and functions in an organization or institution. Human resource deals with the establishment of procedures for the employment and payment of staff. It is the arrangement of conditions which make possible greater self-direction by staff in the performance of their duties. It is therefore an important aspect of management. Human resource management in education is a set of practices and methods of integrating and maintaining the teaching and other staff in the institution or school so that the institution or school can achieve its purpose as well as meet the goals for which they were established. It is the motivation and coordination of the activities and efforts of teachers and other employees in a school in order to obtain maximum output from them and consequently achieve the goals of education optimally. This implies that human resource management in education is concerned about the process of making the efficient and effective use of human resources in the educational sector so that the set goals of education are achieved.

Objectives of Human Resources Management in Education

The major objectives of human resource management in education for national transformation as summarised by Nwala (2021) includes;

1. To help the educational organization to attain its goals effectively and efficiently by providing competent and motivated teachers.
2. To utilize the efficiency of each teacher available in schools effectively.
3. To increase the job satisfaction of each employee and teacher to the level of self-actualization.
4. To develop and maintain the quality work life which makes employment in the educational organization a desirable personal and social institution.
5. To help maintain ethical behaviour and policies inside and outside the educational institution.
6. To establish and maintain ethical cordial relationship among employees and management.
7. To reconcile each individual teacher/employee or group of teachers/employees with organizational goals.

The educational system at every level depends heavily on the human resources for execution of its programme. It is the teacher who ultimately interprets and implements policy as represented in the school curriculum, which is designed to actualize educational goals. Maintaining and improving educational standards is only possible through teachers. They are the greatest aid to learning. On the one hand, the teachers are the critical resources for effective implementation and realization of educational policies and objectives at the practical level of classroom and on the other hand they could be identified as members to improve the entire institutional system.

It is imperative to note that the major premise of human resource management in education is that the end results of the educative process will be determined by the effectiveness of the teachers who facilitate learning for self-actualization, national transformation and development. Human resources management in education essentially concerned with three major issues namely;

1. **Assessing the need for staff:** The school needs to assess areas of need and recruit the staff to exhibit capable governance and leadership at various levels, both of which will promote student performance and school effectiveness. Every institution needs to develop assessment tool to; identify available services and gaps in it and assess the level

of knowledge, perceptions, and attitude of its employee/teachers. The assessment will help in collecting information about existing policies, prevention and intervention, students knowledge, and perceptions of abuse; and resources and service available to students in schools. This information will assist the school in or consortium in identifying strengths, gaps in resources and services and highlight successes in order to leverage resources to achieve desired educational goals.

2. **Satisfying the need for staff:** There is need to identify internal factors that motivates the behaviour of an individual. Physiological needs include things such as food, water, shelter and clothing, all of which can be satisfied with a reliable income. Disbursing competitive financial compensation will satisfy the employee's physiological needs. Organization must provide comprehensive benefits to its employees to satisfy their safety needs. Safety needs includes physical health, job security and protection for private property. Let your words and actions ensure that employees have job security to reinforce their safety needs. Create a welcoming company culture based on mutual respect to satisfy employees' needs for belonging. Giving employees the freedom to socialize can be a double-edged sword; while some employees may become loyal due to their workplace relationship, others may become dissatisfied if they do not fit into social circle. Reward high performances publicly and provide employees with personality rewarding challenges to satisfy their esteem needs.
3. **Maintaining and improving the staff services:** These ideas are intended only to illustrate some of the measures service organization may take. In practice there is need for the improvement of staff services so that there is national transformation. Such services involves providing what staff need like favourable working conditions, regular promotions and on the job trainings, schemes of welfare for employees etc.

Role of Human Resource Management in Education

The role of human resource management in education for sustainable national transformation are to enhance the development of the employees or teachers so that they can contribute to goal achievements. Some of these roles includes;

1. **Strategic role:** Operational human resource management professionals typically handle the day-to-day, tactical operations. Human resources are critical for effective educational functioning, this stem from adequately recruited, selected, supervised, inducted, properly developed employee appraised and promoted on the job, remain dedicated and productive in the education system. It also represents a significant

investment of the educational efforts. If managed well, human resources can be a source of competitive strength for the education sector. Strategically, human resources must be viewed in the same context as the financial, technological and other resources that are managed in an organization for sustainable national transformation.

2. **Operational role:** The strategic human resource management staff performs a planning role that focuses on the long-term interests of education. Operational human resource functions for relations of employee and employer and encompasses maintaining policies and records, ensuring compliance to local, state and national regulations, and managing disciplinary disputes and complaints. Operational human resource tasks are associated with recruiting and training of employees. No doubt, the institutions need both functions to ensure that they have the right staff, with the right skills and knowledge, at the right time to complete work for the quality in education. This allows the educational institutions to achieve their goals and objectives. Human resource management for sustainable national transformation is interested in compliance with equal employment opportunities and observation of law in educational sector; like employees or teachers must be oriented to the educational institutions, supervisors must be trained, safety problems must be resolved; wages and salaries must be paid. A wide range of activities typically associated with the day-to-day management of people as provided by laws and regulations must be effectively, and efficiently performed.

Sustainable National Transformation

Sustainable national transformation is an approach to growth and human development that aims to meet the needs of the present without compromising the ability of future generations to meet their own needs, such transformation is geared towards the enhancement of individuals in the economy and which would enhance human resource development of members of the society for sustainable national development.

Nwandike (2022) defined sustainable national transformation as those changes in the society that stands time and that which impacts are felt by members of the society driven by real changes in virtually all sectors of the economy.

Sustainable national transformation is seen as a systematic process of positive change in man which translates into the transformation of his immediate environment. In essence, sustainable national transformation is man centred toward changes that stands for a long period of time. That means that any development that does not revolve around changing the man to be good himself and the general society is not a sustainable one (Idari in Wugate, Abai & Nlenee (2023).

Benefits of Human Resources Management in Education

Every educational system at every level depends heavily on the human resource for execution of its programme. These benefits amongst others includes;

1. **Staff maintenance:** This is primarily concerned with making the work environment conducive for workers, such conducive environment includes; promotion and transfer, safety, health and security of workers. Most educational institutions have sound policies in respect of staff transfers and promotion to ensure that justice and fairness prevail in dealing with staff and students. As work to be performed in the school is important, the mode of the man to perform the job is also important (Omebe, 2014).
2. **Staff relations:** This entails good communication in the school to enable workers to be constantly informed of the progress being made in the school. This implies that workers should be encouraged to participate in planning and decision making in the school. The workers should be encouraged by recognizing the staff as human beings with feelings, interest and needs.
3. **Development of staff:** This involves 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. This involves providing staff development programmes and training courses that are suitable for the programme. The success of every 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, so as to achieve sustainable national transformation.
4. **Procurement of staff:** This involves the process of recruitment and selection by which educational institutions get the best personnel to interpret and implement the curriculum programmes. Procurement of staff is a job performed by the ministry of education through its agencies in the federal and state government. The procurement of staff in education, deals with obtaining people with appropriate and necessary skills, abilities, knowledge and experiences to occupy the vacant teaching post in schools.
5. **Job performance Rewards:** This involves the design and administration of rewards for jobs performed. It is very important that management, ministry of education and the various agencies take the issue of reward system very seriously. Staff performance will increase substantially if they are adequately rewarded according to the quality and quantity of work done and by so doing there would be sustainability of their job and national transformation.

Conclusion

This paper concludes that education remains a veritable means of human resource management for sustainable national transformation. Therefore, effective and efficient use of the human resource will enhance the proper development of the education sector vis-à-vis sustainable national transformation.

Suggestions

Considering the importance of education in human resource management for sustainable national transformation, the following suggestions are advised

1. There is need for adequate and encouraging reward system for those working in the educational sector.
2. There should be more government attention for the education sector through staff development programmes, training and skills.
3. The education sector should be made attractive by creating a conducive environment for teachers and workers.
4. There is need to step up the standard of education in Nigeria to meet up with global standards.
5. There is need for a robust and healthy relationship between employers and employees in the education sector.

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