

## Human Resources Development and Management in Nigeria Education System

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**Abstract:** The paper examined human resources development and management in education in Nigeria. The paper viewed various terms and definitions in terms of resources, human resources, financial resources, human resources utilization and development. The paper also dealt with human resources planning and reasons for planning. It went further to discuss human resources utilization and the scope of personnel development. The assumptions for human development were highlighted in the paper. It further discussed human resources management, its importance and its major activities. The paper ended with brief recommendations.

**Key words:**

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### INTRODUCTION

Resources according to Elippo in Nwakpa [1] mean anything that can give help or support when needed in order to achieve a goal or an objective by an individual, group of individuals or an organization. Irondi [2] opined that the resources needed in order to achieve secondary school goals and objectives include: human, material and financial resources. Human resources in schools are all categories of personnel such as the principals, teachers, messengers, bursars, librarians, typists' etc. Human resources consist of skilled and unskilled workers who help to collate and mobilize other resources.

Adeogun in Nwakpa [1] observed that adequacy of human resources means having the right quantity and quality of staff in an organization. It is our belief that what propels many systems to success is how they harness and manage their human resources. The ability to realize and sustain the goals of the system lies within the workforce. We cannot but agree with Harbinson in Nwangwu [3] that human beings are the active agents who amass capital, explore and exploit natural resources, build social, economic and political organizations and enhance national development. It is surprising that irrespective of this over-whelming and pervasive role of human resources in organizations including educational system, not much attention is given to human resources development and management in the field of education.

Planning is the first step in every human activity. Thus, French in Nwangwu [3] defined human resources planning as a process of appraising the organization's

human resources needs in respect of organizational goals and ensuring that efficient stable workforce is engaged. Ebegbuna in Onah [4] noted that human resources planning is concerned with having the right individuals, in the right numbers, in the right place at the right time.

The recruitment of teachers is in most cases not planned as to respond to the above definition of having, "the right individuals, in the right numbers, in the right place at the right time".

Recruitment is an outcome of planning in an organization. Recruitment according to Flippo in Udeze [5] is a process of searching for and encouraging prospective employees to apply for a given job. In recruitment exercise, the focus is to have as many applicants as possible so as to have a large pool of candidates from which to select. Koontz in Nwangwu [3] defined selection as a process of choosing among the candidates the most suitable ones.

Having selected the most "acclaimed" suitable candidates for the job, the next stage is the development of the workforce in personnel development in education is defined by Nwangwu [3] as a process of staff improvement through strategies that foster self development, self-actualization and self-growth. Development embraces all those activities that are geared towards the growths and improvement of skills, knowledge, abilities and attitudes of system personnel.

The next step in this paper is the management of human resources in school system. According Glueck in Nwangwu [3] human resources management is that function of all enterprises which provides for effective

utilization of human resources to achieve both the objectives of the enterprise and the satisfaction and development of the employees. It is the systematic utilization of human potential to realize educational objectives and staff contentment. The achievement of educational goals and objectives in Nigeria calls for adequate human resources planning, provision, development and management.

**Resources in Education:** Resources in education are made up of human, material and financial resources. Flippo in Nwakpa [1] maintained that resources in education are those things that are needed to help in achieving educational goals or objectives. The human resources include the teachers, clerks, typists, cleaners, messengers etc. The material resources in school include: classrooms, tables, chairs, chalk boards, books, laboratory equipment etc while the financial resources constitute the physical cash and cheques available for the school use. No school can function well in the absence of school resources.

Anyaele in Nwakpa [1] defined finance as money available to a person, organization or state. Oguntoye in Nwakpa [1] opined that financial resources to schools consist of government budgetary allocations to schools, monetary donations of gifts to schools, parents, teachers association (PTA) levies, proceeds from school business etc. based on policy and interest, governments allocate resources to schools.

**What is Human Resources Planning?:** French in Nwangwu [3] defined the concept of human resources planning as a process of appraising the organization's human resources needs in respect of organizational goals and ensuring that efficient stable workforce is engaged. He further maintained that human resources planning involves analysis of current and expected vacancies emanating from retirements, transfers, promotions, discharges, sick leaves, leaves of absence and analysis of current and expected expansions or reductions in departments. The retirement of teachers is in most cases not planned as to respond to the above definition of having the right individuals in the right number, in the right individuals in the time. Thus, most of the schools are understaffed, even when qualified personnel roam the streets. Nwankwo (6) gave seven basic reasons why human resources planning is very important. These include:

- To obtain and retain the quantity and quality of manpower needed for effective use.

- To ensure the optimal use of human resources currently employed, through training and career planning.
- To avoid waste by eliminating redundancies.
- To provide for the future manpower needs of the organization in terms of the needed skills, experience, location, number, age and sexes.
- To establish and recognize future job requirements.
- To be better prepared to cope with the human problems associated with increases or decreases in manpower.
- To enable an organization to identify areas where a shortage or excess of manpower will likely occur in the future and to take advantage of impending situation.
- It follows that the realization of the school goals depends to a large extent on proper planning and implementation.

**Human Resources Utilization:** Human resources utilization has been described in different ways by different authors. Udo-Aka in Nwangwu [3] defined it as a sequence in the relationship between development and utilization of human resources with emphasis on their relevance to the manpower requirement and their actual deployment in their appropriate mix to meet national needs. In other words, human resources utilization refers to decisions and actions arrived at to employ or utilize the human resources of a system so as to attain its goal and objectives. Egunwu in Nwangwu [3] remarked that systematic human resources utilization schemes require the placement of only right employees in right job, at right times and places irrespective of their origins, and adequately motivating them through appropriate management techniques to be productive.

Human resources utilization in Nigerian schools leaves more to be desired. People are recruited to teach not because they have the training and desire, but because they cannot pick a better job. This is an indication of poor planning and implementation of education policies.

**Human Resources Development in Education:**

Human or personnel development could be defined as a process of staff improvement through strategies that foster self-development self-actualization and self-growth. Development embraces all those activities that are geared towards the growth and improvement of skills, knowledge, abilities and attitudes of system personnel.

A well planned and systematic personnel development programme will return immeasurable values of the system in terms of increased productivity, reduced

costs, enhanced morale, greater stability in the system as well as flexibility to adapt to ever-changing technological society. The school personnel officer should, therefore, design such activities that address effectively the issue of personnel development, resolving grievances in the system, retirement, health, tenure, leaves of absence etc.

**The Scope of Personnel Development in Education:**

Personnel development occupies important position on the list of those processes designed by the system to attract, retain and improve the quality and number of personnel required in a system to solve its problems and attain its stated goals. Personnel development process is closely linked to personnel planning and utilization. This is because good human resources plans have these objectives to achieve:

- To improve and consolidate the performance of workers.
- To develop major skills of the selected personnel and
- To promote the self-development of every personnel in the system.

Professional occupations in recent times have laid premium on the provision of systematic strategies for the continuous development of skills, problem solving abilities, knowledge and positive attitudes of system personnel so as to cope with the volatile society orchestrated by modern technology. Different scholars have different perceptions of what the term personnel development means in the field of education. In some studies, it is referred to as in-service education, professional development, continuing education, higher degree studies, staff development and training.

Nigerian teachers need both in-service education as well as staff development programmes. Presently, little attention is being paid to the education and re-education of Nigerian teachers. There is enormous unwillingness on the part of government to provide enough money and time needed for adequate training of teachers. A soldier needs not less than eight years to be educated but mere three or four years are provided to train a teacher for the most complex, arduous and demanding responsibilities of developing the intellectual potentials of children. Other professions such as medicine, law and military understand and appreciate the need for the re-education of their practitioners.

There is urgent need for re-education of Nigerian teachers. This re-education will be a source of motivation

for teachers already in the profession, it will also attract and retain outstanding scholars. A teacher who is not constantly abreast with modern knowledge is not only a liability to the school but also dangerous [3].

**Human Resources Management:** The management of human resources in education is very important because of its role in the achievement of educational objectives. It involves planning, leading, directing and a number of other activities. It involves integrating society's needs with education objectives among other things. Gibson in Peretomode [7] used the term personnel administration in education for the management of human resources and explained it, as acquisition of personnel and coordination of performance within the organization.

**Importance of Human Resources Management:** Human resources management is important for the following reasons:

- It is recognized by law as functional area of management.
- It makes certain that those who graduate from schools receive the desired skills and knowledge.
- It identifies the current and future human resources requirements.
- It makes certain that when there is vacancy, it is filled internally to boost workers' morale.
- It ensures that the staffs regularly undergo development programmes.
- Its selection and placement of staff is based on laid down principles to avoid favouritism.
- It provides the grading and evaluation system of staff.
- It rewards good performance and punishes poor performance.
- It provides the atmosphere for staff professional growth etc.

**Major Activities of Human Resources Management:** The following highlights are the major activities of human resources management:

- Human resources planning (2) Recruitment and selection (3) Induction and orientation (4) Performance appraisal (5) Development programmes (6) Promotion (7) Demotion (8) Transfer (9) Discipline (10) Termination of appointments (11) Dismissal (12) Retirement.

## CONCLUSION

It has been observed that human resources provision, development and management in education can make or mar the entire education system. Adequate provision of human resources and other resources in school and proper development of the staff and adequate management of the available staff is a key to the achievement of the educational goals and objectives. So, it is incumbent on the government to ensure that there is adequate provision of human resources in schools, adequate provision of staff development programmes and finally adequate utilization of all forms of resources in schools by the school managers.

**Recommendation:** The following recommendations are made:

- Adequate human, material and financial resources should be given to schools.
- The available personnel resources in schools should be adequately trained and retrained through various development programmes.
- The available human and material resources should be fully utilized by the school managers, while at the same time; the staff should be adequately motivated by the government and the school administrators.

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