



Human Resource Management as an Effective Tool for Productivity in Nigerian Universities

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Abstract

This paper deals with human resource management as an effective tool for productivity in Nigerian universities. Human resource in Nigerian universities are the staff, both academic and non-academic that are employed to work in the university. Human resource management refers to the supervision and management of people in an organization. University education can be said to be education which an individual receives after passing through the secondary/high school level. In any organization, the human resource management is responsible for recruitment, training and retraining, maintenance, awarding rewards and incentives to the work force. The aim of this paper is to see how human resource management brings about educational development in Nigeria. The overall objective of the paper is to increase productivity of the human resource in Nigerian universities to achieve the university goals. Although, human resource management has the organizational goals as its main priority, it faces various challenges in its effort to increase productivity. These challenges include inadequate funding, favoritism, lack of motivation to work, unfavorable working environment, among others. It was concluded that the productivity of the human resource in Nigerian university would lead to the productivity of the university. Possible solutions to the challenges faced by human resource management in its effort to increase productivity were provided to include provision of adequate funds, provision of rewards and incentives for motivation of staff, merit-based system to avoid favoritism -in the university, provision of safe and conducive work place for staff amongst others.

Keywords: Human, Resource, Management, Productivity, Universities, Nigerian.

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INTRODUCTION

Human resource management is basically recruiting qualified individuals for specific positions for a certain period. In human resource management, the needs and wants are rightly identified and human resource management is present to achieve these goals. Education is the most

important route through which human capital is acquired (Odhong & Omolo, 2015). In education, the university to be precise at different levels people are managed and supervised. Armstrong (2009) mentioned that human resource management is concerned with how all aspects of people are employed and managed in the organization. Human resource management ensures effective and smooth running of the organization.

Human resource are the staff working in the organization in relation to the university system which includes the academic and non-academic staff. Human resource management in the university is how the university administrators in Nigeria properly manage these resource, how they are being developed in terms of training and retraining, and how they are well placed in the organization to achieve the goals and objectives of universities in Nigeria at the utmost shortest period to increase productivities in the university system. The university administrators must always develop programmes to ensure teamwork among staff in other to achieve the organizational goals and objectives of the entire university system. The aim of human resource management is to increase productivity in their universities in terms of their products which come in as raw materials and are well refined and produced out to the society as finished products of highly quality material (products), who can stand the test of time to compete nationally and globally in the labour market and for sustainability. The essence of human resource management is for innovative ideas that will bring out the potentials of the staff to the fullest. The university administrators have to ensure that there is qualified human resource to man the various positions in the university from time to time, from the vice-chancellor to the cleaners to the security guards, to achieve the goals of the university.

This resource needs to be managed effectively and efficiently. No wonder Igbinedion (2016) submitted that management as a dynamic process of mobilizing both the human and non-human resources towards the attainment of goals and objectives of an institution. Consequently, Akpan (2011) pointed out that management is the effective organization and utilization of human and material resources in a particular system for the attainment of identified objectives. Such effective organization is the examination of an administration that is free of corrupt tendencies. In the same vein, Eze, Mahuta and Ezeugbor (2018) are of the view that the job of an effective educational manager is to plan, design and implement an efficient and effective learning system responsive to the need of the learners and the society.

Resources are the inputs utilized in the universities for the actualization of its goals and objectives in Nigeria. The resources used in the universities in Nigeria are human, material, physical and time resources where there is an absence of one of them, the goals and objectives cannot be achieved. The core of this work is solely on human resource. Human resource is the most valuable asset in an organization It is the pivot of all other resources in any organization especially the universities in Nigeria without which, all other resources cannot function effectively and efficiently to achieve the goals and objectives of university education in Nigeria. University education is education given after secondary school because it is important in the production of skilled manpower to the society and the nation so as to boost its economy. There is need for proper and efficient use of human resource, that is why human resource management is an effective tool for productivity in Nigerian universities. Where this resource is not well managed and staff are not well developed and placed where they ought to be, the organization will be experiencing decrease in productivities that is why the author wants to fill the gap by working on proper human resource management as an effective tool for productivity in Nigerian universities. Human resource management for any organization is very important and must be

managed effectively to achieve maximum results. With proper human resource management in education, challenges can easily be identified, and solutions will be proffered.

Human Resource Management is efforts made by the educational sector in the recruitment, training, maintenance of staff (lecturers) for educational goals. For education to be effective and efficient, human resource management should be properly managed. James and George (2003) cited Agabi (2012) implied that the five major components of human resource management and selection, training and development, performance appraisal and feedback, pay benefits and labour relations.

CONCEPTUAL CLARIFICATION

University Education

The administrators' focus on the university is to achieve the goals of University education. Dike in Igbokwe (2015) posited that the focus of educational system all over the world is the development of human capital required to meet present and future challenges of globalization and knowledge economy. University education as we see it today is a complex system facilitating teaching, research, and international co-operation (Mishra, 2017). Tanangahar and Orokpo (2018) maintained that quality university education involves the coordination of finance, infrastructural facilities, staff, students, and education policies. For human resource management to achieve effective tools for productivity in Nigeria is flout with some challenge such as favouritism, corruption, among others. Oseni (2014) opined that it is the extent to which education accomplishes the various roles ascribed to it such as usefulness of education for employment relevant to the developmental needs of the recipients and the society in which the individuals live and operate as citizens, and achievement of students.

Omemu (2015) citing Anikweze (1989) mentioned that quality education as a body of highly valued knowledge also reflected as observable behaviour and performance of the product of educational system. Mu'uazu (2011) asserted that quality education connotes not only the production of college or university graduates who can perform efficiently and effectively, but those who can function with the right types of values and attitudes for the survival of individuals and society in general. A gap has been created which needs to be filled, that is why the researcher is carrying out work on human resource management. There is a rationale for human resource management in Nigerian Universities.

Human Resource

Isa (2015) rightly put it that in any organization, efficient and effective performance of resources available to achieve organizational goals must be put in place to ensure a good working relationship among the workers as well as the employer. Human resource in any educational environment covers all members of staff, administrators, lecturers, and other working members of the educational organization. Human resource management gives an insight on how better to handle employees, the process of recruiting, training, and retraining in other words developing them to be better, motivating staff, promotions at different times. Uche (2011) maintained that human resource refers to organization employees, which are described with reference to their training, experience, judgement, intelligence, relationship, and insight.

Human Resource Management

The primary task of human resource management is to ensure that the organization human resource is utilized and manage effectively. Rouse (2016) posited that the objectives of human resource management include the utilization of staff, provision of desirable working relationship among all members of the organization, staff motivation, efficient and effective deployment of organization's resource where and when they are needed and for them to be in possession of the tools, skills and discipline required. Draff (2010) asserted that human resource management is the effective and efficient use of human talents to accomplished organizational goals. Oduma (2012) maintains that human resource management in education is seen as the process of motivating workers to maximize their performance to obtain maximum output starting from the day they are recruited. That means utilizing people to perform duties and functions in school. Human resource management is the art of procuring, developing, and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner. (Rao, 2010).

Amstrong (2009) submitted that the human resource management as the process of increasing knowledge, skills, and the capacity of people in the society. Peretomode (1995) cited in Etor (2014) added that human resource management comprise all the functions of all organizations which makes for effective utilization of human resources to achieve not only the objectives of the organization but also the satisfaction and development of employees. French (2007) asserts that human resource management is the philosophy, policies procedures and practices related to the management of people within an organization. Human resource management consist of the following propositions. That human resource policies should be integrated with strategic business planning and used to reinforce an appropriate (or change an inappropriate) organizational culture, that human resource are valuable and a source of competitive advantage, that they may be tapped most effectively by manually consistent policies that promote commitment and which as a consequence foster a willingness in employees to act flexibility in the interests of the adaptive organizations pursuit of excellence (Legge, 1989) cited in Oladele, Ilesanmi, Isaac and Adegoroye (2015).

French (2011) mentioned that human resource management as “a term used to refer to the philosophy, policies, procedures, and practices related to the management of people within an organization. Armstrong (2011) asserted that human resource personnel as that integral part of management that is concerned with obtaining, organizing and motivating the human resource required by all enterprises with developing an organization climate and management style which will promote effective effort and co-operation and trust between all the people working in it; and with helping the enterprise to meet legal obligations and its social responsibility towards its employees with regards to the conditions of work and quality of life provided for them. Dugguh (2001) opined that human resource management is important for affecting organizational competitiveness and its ability to fulfill its mission statement and goals. Human resource management is commonly defined as a process of acquiring, training, appraising and compensation of workers and attending to their labour relations, health and safety, and fairness concerns (Ali, 2014). Draff (2010) rightly put it that human resource management as the effective and efficient use of human talents to accomplished organizational goals. Bamey cited in Usman and Dugguh (2014) sees human resource management as including all the experience,

skills, judgement, abilities, knowledge, contacts, risk taking and wisdom of individuals and associates within an organization. Uche (2011) described resource as an organization's employee, which are described with reference to their training, experience, judgement, intelligence, relationship, and insight.

Aim of Human Resource Management

- The aim of this paper is to see how human resource management brings about educational developmental through the staff in education.
- To define the organizational structure of staff within the university.

Objectives of Human Resource Management

- Human resource management helps the organization to forecast future problems and how better to achieve them.
- To monitor workforce efficiency.
- To attain organizational goals.
- To promise employability skills.

Purpose of Human Resource Management

- The purpose of human resource management is developing appropriate staff in-order to achieve educational goals;
- Human resource management recruits, trains, maintains developing appropriate staff to achieve university goals;
- Developing staff skills, knowledge, and skills.

Importance of Human Resource Management

- At the appropriate time, qualified staff are carefully recruited at different levels in organization.
- With the help of human resource management resource are accounted for and there will be increase in productivity.
- Human Resource Management is important for development and knowledge.
- Productivity and organizational goals are met at its highest peak cause of Human Resource Management.
- Human Resource Management is important for quality service and quality delivery.

Armstrong (2011) mentioned that human resource management is concerned with how aspects of people are employed in the organization, such as:

- Purpose of human resource management;
- Personnel development; and
- Increased organization productivity

Functions of Human Resource Management in the University

In University education in Nigeria, different duties, responsibilities are enlisted upon individuals at specific departments. One of the functions of Human Resource Management is to find suitable individuals to fit such positions. Therefore, employability skills come into play as different qualifications in terms of academics, skills, experience are considered.

The following are the functions of human resource management in Nigerian universities:

Advertisement: Advertisements are sent out in every form. A certain period is given for submission of different CVs. In the university, after careful selection, appropriate appointment letters are given out for resumption of duty.

Staff recruitment: Different personnel are carefully selected based on appropriate knowledge, skills and working experience. This is the start of human resource management functions to obtain credible staff to carry out educational goals. Recruitment is selection of qualified candidates for a particular post in an organization. Mondy and Noe (1986) cited in Usman and Duggah (2014) of inviting individuals on a timely footing, in adequate numbers and with required qualifications and motivate individuals with skills to apply for positions with the organization. Different personnel are carefully selected based management functions to obtain creditable staff to carry out educational goals.

Staff Training and Retraining: This has to do with knowledge and skills development or rather improving knowledge and skills. These skills are identified and further exploited. Training can be in the form of workshops, seminars, conferences. It is very important to be kept updated on the new ways of doing things (innovation). This has to do with knowledge and skills development or rather improving knowledge and skills. This is the start of human resource management function to obtain credible staff to carry out educational goals.

Staff Maintenance: Staff must be motivated every day to stay on the job. The environment should be comfortable enough in the high of transfers, promotion, bonus, health services. For there to be adequate productivity, workers should be kept happy and have the willingness to work.

Staff Relationship: Relationship between workers is essential as there is a civil and friendly atmosphere among workers. Their ability to communicate effectively, have a sense of leadership and work together as a team to achieve educational goals. Staff relations are the ability of the manager to understand, communicate, work, and integrate the workers. It enables the manager to understand himself and his subordinates. It helps the manager in communication process and to be skillful in using it in all his work relationship. It is these skills that help the manager to /establish a healthy manager-subordinate relationship. Failure to use this skill can jeopardize the /attainment of the school goals (Akpan, 2011).

Rewards and Incentives (Staff motivation): At the end of the month or probably the year rewards for jobs performed should be given. The staff should be motivated enough yearly or monthly as the case maybe. This will enhance workers performance. As seen by Uchendu,

Anijaobi- Idem and Nkama (2013), the extent to which teachers are willing to cooperate for the effective working with school management depends on the school manager’s administrative behaviour. Adeyemi and Oyetade (2011) upheld that motivation determines the level of activation, dedication, intensity, consistency, and commitment with which teachers carry out their assignment as well as the direction in which the assignment will go eventually. Ekundayo (2010) noted that teachers are the centre-piece of any educational system as no education system can rise above the quality of its teachers. Ekundayo (2010), also went further to say that teachers greatly influence the quality of educational output and as such, when they are not well motivated to do their jobs, their commitment to the job becomes lowered and the objectives of the school remain unattained.

The Fombrum, Tichy and Devanna model of human resource management (1984) cited in Glad and Perpetua (2016) added on the model of human resource management emphasizes the interrelatedness and the coherence of human resource management activities. Their model consists of four key constituent components namely selection, appraisal, development, and rewards. These four human resource activities aim at increasing school performance. The strength of the model is to express the coherence of internal human resource management policies and practices to the organization’s external strategy. It also serves as a pedagogical framework for explaining the nature and significance of key human resource management practices and the interactions among the factors making up the complex field of human resource management.

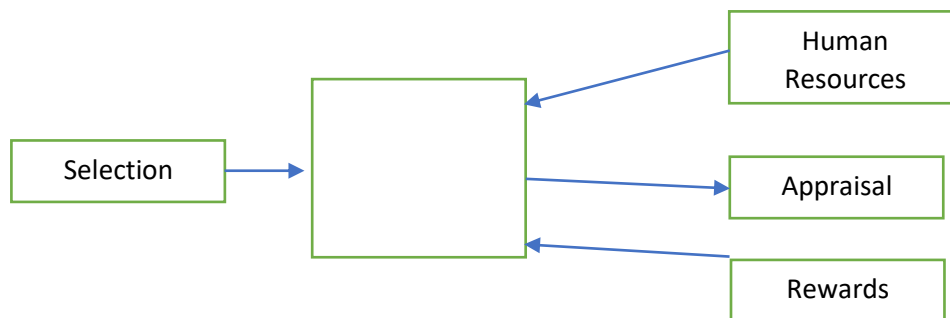


Figure 1: Fombrum, Tichy and Devanna model adapted from Glad and Perpetua (2016).

This study is based on the matching model of human resource management postulated by Fombrun, Tichy, and Devanna (1984), which stated that human-resource system and the organization structure should be managed in a way that is congruent with organizational strategy (hence the title: ‘matching model’). They further explained that there is a human resource cycle (an adaptation of which is illustrated in Figure 1), which consists of four generic processes or functions that are performed in all organizations including the educational institutions. These are:

- **Selection** – matching available human resource to jobs;
- **Appraisal** – performance management;
- **Rewards** – ‘the reward system is one of the most underutilized and mishandled managerial tools for driving organizational performance’; it must reward short-term as

well as long-term achievements, bearing in mind that ‘business must perform in the present to succeed in the future;

- **Development-** developing high quality employees.

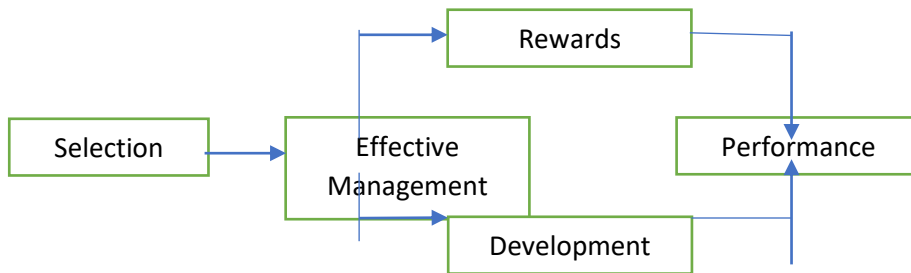


Figure 2: The Human Resource Cycle adapted from Fombrun, Tichy and Devanna (1984) cited in Ofor-Douglas (2008). Human Resource Management and Administration of Universities in Rivers State.

Resource Management

A resource be whatever aids an organization to achieve its goals and objectives to increase productivity. An importance of resource management in universities is to see whether human resource is over or under allocated in a particular faculty in the university to avoid wastage. Human resource management is organizing and executing activities that are put in place to increase productivity in any organization.

Productivity

The school management is expected to play a leading role in improving the quality of teaching and learning, ensuring that schools meet the objective in an efficient and effective manner, communicates effectively to the staff and enlists their commitment. Implicitly, effectiveness subsumes productivity (Manz & Neck, 2002; Monica, 2017). Productivity is conceived as effectiveness, hence where a school is educationally productive, and then it is considered to be effective, indicating that it is able to produce quality learners (Dara, 2006: Adieme & Sergeant - Awuse, 2016). Hervie and Winful (2018) avers that effectively maintained regard system creates a motivating environment that may enhance performance. Venkata and Lokanadha (2015) upheld that teacher (employee) welfare means better working condition for employees in terms of their well-being which refers to anything done for workers for their comfort and improvement over and above their salaries or wages.

How University Can Increase Productivity in Nigeria

Introduction of E-learning: E-learning is a method of teaching and learning that requires the use of ICT and internet facilities. It is a modern method of teaching and learning and a far cry from the old method which required the use of a white/black board and a chalk/marker. The inculcation of e-learning into universities in Nigeria will ensure productivity with the universities.

Assessing and evaluating its staff from time to time: Universities should make it a priority to ensure that they have trained staff who carry out their duties perfectly. This can be done by thoroughly assessing and evaluating the performance of staff from time to time. Routine check-ups and regular supervision would aid in this activity.

There should be strict competition among universities in Nigeria: The university should engage its students in competitions to test their academic progress. This competition can be held within the university intra-departmental competitions and outside the university with students from other universities, both home and abroad.

Availability of facilities to avoid anger/strike by university staff/students: The lack of facilities: hostel and lecture facilities within the university would no doubt lead to a decline in productivity. This is because a lack of these facilities could lead to a derail in academic progress, frustration and anger which may further lead to a strike action by students and staff of the university. Where these facilities are made available, there would be peace which will result to progress and productivity. There should be strict competition among universities in Nigeria to see if their staff and students are doing very well locally and internationally.

Challenges

Lack of Staff Development: This is the process of improving staff performance to ensure their productivity in secondary schools through staff appraisal and identifying the skills and competence of staff members. Development provides staff with specific, identifiable knowledge and skills for use in their present and future responsibilities. Raja, Furgan and Muhammed (2011), training and other human resource development programmes had positive effect on organizational performance. In the opinion of Ogunmakin (2013), human resource development is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. It avails the new and experiences teachers the opportunities to improve the quality of classroom instruction. Teachers are at the focus of any human resource development and the major agent through which the curriculum of Education finds its fulfilment and actualization (Ndu, Ocho & Okereke in Ugbong, (2011).

Lack of Training and development: In any organization, it is important that the staff is adequately trained but unfortunately, there is no yearly training of staff in Nigerian universities thus, productivity cannot occur. Engetou (2017) adds that training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve on the employee's capacity and performance. Oribabor as cited in Kulkarni (2013) adds that training and development aims at developing competencies such as technical, human, conceptual, and managerial for the furtherance of individual and organization growth. Training and development process are not merely concerned with the worker's present activity but prepares the worker for imminent work requirement (Kim, Richard & Karodia, 2014).

Poor funding for personal development research: It is very noticeable that educational research is poorly funded in Nigeria. Moreover, funding is not forthcoming for research so lecturers are left with little or no money to complete their research and this is preventing personal

development. Adesomoju (2008) pointed out that this government and the organized private sectors as two sources of research funding in universities. Nigerian universities have several outlets for which funding is provided in the form of organizations or the government. Donwa (2006) argued that university research in Nigeria is funded mainly from government purse with no industry support and in few cases funds have been obtained from foreign agencies. Nworgu (2006) cited in Akpan, Archiong and Undie maintained that there are many brilliant university lecturers who have spent over ten years without receiving a single research grant either from within or outside. They make use of their meagre salaries in funding in their research. Consequently, Ochai (2012), entails number, qualifications and ethics of teaching and learning in the institution. The provision of quality staffing in universities is perceived to have been affected by lack of financial resource in federal and state universities. Funds are necessary for the employment and payment of staff salaries and allowances in the universities (Ochai, 2012). Ogbogu (2011) mentioned in his study that the academic staff did not attend workshops and conferences regularly and there was a drastic reduction in the awards of research grants and fellowships all due to lack of funds particularly on the state Universities which Ebonyi State University is one of them.

Lack of Funding: Adenugba (2013) upheld that internally generated revenue that was hoped to accelerate finance is bedeviled by corrupt practices on the part of revenue officials, those that are involved in collecting and keeping records of revenue are not giving accurate financial statement. Undoubtedly the financial challenges facing university education in Nigeria is gross under funding which could be linked to undue reliance on Government for funds by university management (Ofoegbu & Alonge 2016). Lucky, Uwaezuoke, and Seibai (2018) assert that it is a known fact that in almost all the economy, education receives the least fund in budgetary allocation.

In-service Training: Omar (2014) opined that in-service training is a planned process whereby the effectiveness of teachers collectively or individually is enhanced in response to new knowledge, new ideas and changing circumstances in order to improve, directly or indirectly the quality of students' education.

Favouritism and Nepotism: Nepotism is a term that is widely seen in the university system. It seems to be the case of favouring individuals because of family ties, friendships or sometimes in Nigeria religious or tribalistic. This favouritism is greatly concerned with employment of favoured individuals in places of position. Nepotism is a hindrance to human resource management. It causes no motivation among workers to put in their best because it seems that only those whose connections in the higher ups can easily be promoted, there will always be a negative attitude to work.

Tribalism: This is the act of favouritism where an individual receives benefits simply because he/she belongs to a particular trib. In Nigeria, there are various tribes and some of these tribes see themselves as superior to the others. Tribalism is a major problem in Nigerian universities as it affects employment into high positions in the university, admission of students from states other than the state where the university is situated, high level of employment of indigenes from a particular tribe to lecture, and much more.

Corruption: Corruption in human resource management has taken various forms. One of such is in the form of ghost workers. A ghost worker is in any case a person who is not active in employment but is placed on the payroll by individuals looking to extort money to their pockets. Money meant for workers in the form of salaries may be withheld for a period. It could be months or possibly years. In this case, money is being siphoned to a different source instead of who it was meant for that is, the workers. With the way the economy seems to be dwindling, in this economic crisis, low earning workers to meet up or compensate themselves demand bribes, misuse resources. This can also be seen as a form of corruption. Ejiogu (2015) noted that the disease of corruption and the obvious management of resources have been blamed for the shocking state of the educational system in Nigeria. Also, Voigt and Thornton (2015) cited in Ofor-Douglas (2019) asserted that the range of acts and omissions which include bribery, abuse of functions, misappropriation of state funds, illicit enrichment as well as trading influence. In the same vein, Asema and Mamkaa (2013) accepted that corruption as an aggressive cancer that has eaten deep and strangled all the vital cells of Nigerian's development.

Lack of motivation/commitment to work: Vinary (2014) averred that the motivation is a management concept used and applied by managers in organization to encourage the workers put in their best to accomplish set goals. Employees in any organization can give of a feeling of lack of motivation due to the fact they may feel underappreciated and there will be no discipline or commitment to the various job positions. That is why rewards and incentives are important to encourage staff and motivate work.

No training and retraining: Training is essential for employees in any organization. With a decline on the training and retraining the employees' level of productivity is very low because the world is a global village and there is a level of technology the staff employees must be acquainted with. In the light of this, employers that are not regularly trained to tend to perform poorly to standards. It is important to invest in staff for productivity to soar high. To avoid poor quality performance and have unsatisfied customers training and retraining should be done year in year out.

CONCLUSION

It should be the university's goal to improve productivity of its human resources. This is because the productivity of the human resource in the university would lead to the achievement of the other goals of the university. Thus, it is important for an effective human resource management to take place in Nigerian universities. This can be carried out in various ways such as provision of rewards and incentives to motivate staff, provision of absence of favouritism and bias in the university, among others. The problems universities in Nigeria face when attempting to carry out an effective human resource management were discussed in the paper and the way forward from these problems. The way forward for human resource management as an effective tool for productivity in Nigeria is been highlighted below:

- The Federal and State government should provide adequate funds for the university and proper recording and filing should be done to keep up with the expenses made by the university;

- Universities should organize in-service training to ensure continuous development of staff;
- Merit based system: There should be merit based recruitment to avoid nepotism. Employment of staff should be based on merit and not favoritism. Employment should be based on a person's capabilities and not his tribe or relation to his employer;
- Universities should encourage unity amongst its staff despite differences in culture and tribes. Corrupt employees should be sacked upon through investigation;
- The university should provide a suitable, comfortable, and safe working place for staff to ensure productivity from them. To avoid ghost workers, the payroll and organizational records should be adequately managed.
- There should be recruitment of qualified staff and training and retraining programs for the staff.

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