



Human Resource Planning for Quality Education Delivery in Secondary Schools in Rivers State

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Abstract

This study assessed human resource planning for quality education delivery in secondary schools in Rivers State. Two research questions and two hypotheses were formulated to guide the study. All principals from the 286 public secondary schools in Rivers State constituted the population and the sample size of 150 principals which represents 52% of the population were randomly selected for the study and they constituted the study respondents. An instrument titled Human Resource Planning for Quality Education Delivery Questionnaire (HRPQEDQ) was used for data collection and its reliability coefficient was computed at 0.96. Mean and standard deviation was used to analyze the research questions while z-test statistics was used to test the hypotheses. Findings of the study revealed that principals agreed that inadequate funding is a challenge of human resource planning. The study also revealed that human resource planning and implementing of programmes can help solve the problem of human resource management in secondary schools in Rivers State. Some of the recommendations made were that the government should continually fund the education sector, provide a mechanism to check the school administrators on the management of fund and the administrators should devise a means that will help them in managing the funds made available to schools.

Keywords: Human Resource, Planning, Productivity, Quality.

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INTRODUCTION

The caliber of human resources both in quantity and quality that an organization has depends greatly on organization's ability to attract and retain them which to an extent determines the success of the organization since they are one of the most essential assets in any organization. When the right type of people in the right quantity, at the right place and right time are placed, the organization functions effectively and it is also well managed. Human Resource Planning (HRP) therefore is the process of identifying how many people to select, at what job and at what time they should be selected which makes it a step in human resource management. In other word, human resource planning has to do with getting the right number of employees with the right skills, experience, and competencies in the right jobs at the right time and at a minimum cost. This aspect of human resource in an organization makes sure the business production requirements are met in an efficient and effective manner hence having too many employees is challenging due to the risk of high labour expenses, downsizing, or layoffs and also having too few employees is also difficult due to high overtime costs, the risk of unmet production requirements and so on.

Human resource planning is the process of evaluation and identification of human resource requirement for meeting the organizational goals to ensure competitive advantage in the market place and it is also known as the process of determining and assuming that the organization will have an adequate number of qualified persons available at the proper lines, performing jobs which will meet the needs of the enterprise and which will provide satisfaction for the individuals involved. Human resource planning is a strategy for the acquisition of movement and preservation of an organization's human resource. It also has to do with the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization. Human resource planning therefore is also known as human resource management.

Armstrong (2006) defined human resource management (HRM) as a strategic and coherent approach to the management of an organization's most valued assets that is the people working there who individually or collectively contribute to the achievement of its objectives. This is so because without these people the organization is going nowhere therefore, they have to be properly taken care of for the organization to attain greater heights. Human resource management is seen as those activities designed to provide for an organization with the necessary human resources (HR) since it represents one of its largest investments (Byars & Rue, 2004). Human resources management is being regarded as a combination of people centered management practices that recognizes employees as assets and are geared towards creating and maintaining skillful and committed workforce for achieving organizational goals.

According to Beardwell and Claydon (2004) human resource management is the philosophy, policies, procedures and practices related to the management of people within an organization. Human resource management involves all management decisions and actions that affect the nature of the relationship between an organization and its employees. In the school system, human resource includes the principal, vice principal, teachers, non teaching staff and students and they are the driving force in the school system that are entrusted with the responsibility of making sure that the goals and specific objectives of the school are achieved both in academics and extracurricular activities. These responsibilities as posited by Stoner, Freeman and Gilbert (2007) are human resource planning, recruitment, selection, orientation, training and development, performance, appraisal, promotions, transfers, demotions and

separations. Human resource management has to do with human resources needs, assisting in the design of work systems in areas like recruitment, selection, training, development, counseling, motivation, rewarding employees, acting as liaison with unions and government organization and handling other matters of employees' well-being.

Human resource planning has some major objectives in an organization which are:

- Ensuring optimum use of human resources currently employed
- Avoiding imbalances in the distribution and allocation of human resources
- Assessing or forecasting future skill requirements of the organization 's overall objectives
- Providing control measures to ensure availability of necessary resources when required and controlling the cost aspect of human resources
- Formulating transfer and promotion policies.

In other words, the basic function of human resource planning is to coordinate the requirements for and the availability of different types of employees. Human Resource Planning is also known as Manpower planning and it has to do with some activities which are:

Preparing an inventory of present manpower: An important task in human resource management is to prepare an inventory of the present human resources of an organization. This inventory contains data about each employee's skills, abilities, work preferences and other items of information.

Forecasting future manpower requirements: Forecasting future manpower requirement is another function of manpower planning and it has to do with future forecasting based on future requirement of people in the organization.

Anticipating manpower resources: This can be done by projecting present resources into the future and comparing the same with the forecast of manpower requirements. This helps to determine the quantitative and qualitative adequacy of manpower in future.

Meeting Manpower requirements: This can be achieved through planning, recruitment, selection, training and development, introduction and placement, promotion and transfer, motivation and compensation so as to ensure that the future manpower requirements are correctly met.

Quality education on the other hand involves continual improvement in inputs, processes and outputs. These improvements are expected to include students' enrolment, retention, gender ratio, student-teacher ratio, facilities, curriculum, assessment, training and development of students and teachers, improved result in internal and external examinations, high moral standard, obedience to rules and regulations and so on. When there is evaluation of quality work during supervision, use of competent staff, dissemination of information to teachers and students, teamwork, proper guidance and counseling and new research and development to invigorate all educational activities, then quality will continually improve in the educational system. There is need to adequately plan human resources so as to achieve quality education hence this study

tends to look into the challenges facing human resource planning and the strategies for improving human resources planning in secondary schools.

The challenges facing human resource planning according to Armstrong, (2006) are poor planning, inadequate funding, lack of motivation, non-availability of training platforms and inappropriate human resources development programmes. Planning in any sphere of human endeavour relates essentially to making decisions for future actions and choices needed for the effectiveness of any given process. Like others, human resource planning is an integral to the efficient running and continued flourishing of secondary schools as to achieve quality education. Proper planning would ensure the infrastructure and human resources needed are clearly identified and provided for. Odu (2011) identified poor planning for human resource development as a critical challenge in the provision of quality education. Funding education in Nigeria has been a major challenge to the education sector. Popoola, Bello and Atauda (2009) have argued that the ability to allocate enough funds for education programmes in Nigeria remains the greatest challenge the education sector faces as it is assumed that allocation below the 26% (?) UNESCO recommended threshold will affect human resource management. Nigerian's 2021 budget to the Education sector was N605.8 billion which represents a meager 7.04% of the country's annual budget. This certainly will affect human resources management just as infrastructure, teaching materials and amenities will also be affected if there is inadequate funding for the education system. For a country with a large population such as Nigeria and a failing economy, the challenge of financing public education is enormous (Omwami & Keller 2010).

Motivation in any organization including the school cannot be over emphasized as the human capital base of any organization, including the education system remains its major input for sustainability. Manzoor, (2011) opined that employee performance fundamentally depend on many factors among which are performance appraisal, employee satisfaction, compensation, job security, organizational structure, employee motivation, training and development and so on as motivated employees are ready to define goals, objective and targets. Availability of Training Programme Platforms is necessary for human resource planning as this will help to develop the workforce capacity to meet the organizations need but where this is not put in place, quality education cannot be delivered. Appropriateness of Human Resource Development Programmes is another challenge of human resource planning as most of the programmes lined up for teachers need to be continually evaluated to determine their relevance to the present needs of the school. Moreover, some staff undergo courses or programmes that are not relevant to education usually to fulfill the demand for certificate or qualification and it becomes a problem because their added certification may not be relevant to their classroom work.

Strategies for improving human resource planning so as to achieve quality education are meeting the needs of employees for healthy, safe and supportive work environment, interpersonal relation between management and the employees, providing an environment in which employees are encouraged to learn and develop, attracting and retaining high quality manpower, continual reward for success, proper management of data, and planning and implementing of programmes designed to enhance the effectiveness with which organizations function and respond to change (Armstrong, 2009).

Statement of the Problem

Human resources are a critical component for effective service delivery and the achievement of the overall goals and objectives of the school system. It appears however that inadequate funding and lack of proper programmes planning and implementation are hindering quality education delivery in secondary schools in Rivers State. The study therefore examines resource planning for quality education delivery in secondary schools in Rivers State.

Research Questions

The following research questions were used to guide the study;

- What is the primary challenge of resource planning in secondary schools in Rivers State?
- What is the primary strategy for improving resource planning in secondary schools in Rivers State?

Hypotheses

The following null hypotheses were used to guide the study:

- Ho₁: There is no significant difference between the mean ratings of male and female principals on the primary challenge of resource planning in secondary schools in Rivers State.
- Ho₂: There is no significant difference between the mean score of rural and urban principals on the primary strategy for improving resource planning in secondary schools in Rivers State.

METHODOLOGY

The design for the study was the descriptive survey. Answers were sought to research questions and research hypotheses tested for results that were inferred on the population of the study. The population of the study comprised all the principals from the 286 public secondary schools in Rivers States. From which a stratified random sample of 150 principals was drawn. A 4-point instrument designed after a modified likert scale model, tagged human resource planning for quality education delivery questionnaire (HRPQEDQ) was used for data collection and its reliability coefficient was computed at 0.96. Mean scores and rank order were used to answer research questions and z-test statistic was used to test the hypotheses at 0.05 alpha level.

Research Question 1

What is the primary challenge of human resource planning in secondary schools in Rivers State?

Table 1: Mean scores of the challenges of human resource planning in secondary schools in Rivers State.

S/ N	Items	Male		Female		RANK	
		N	X	N	X		XX
1	Poor planning	60	3.28	90	3.17	3.23	2 nd
2	Inadequate funding	60	3.29	90	3.20	3.25	1 st
3	Lack of Motivation	60	3.24	90	2.25	2.75	4 th
4	Non availability of training platforms	60	2.43	90	2.84	2.64	5 th
5	Inappropriate human resources development programmes.	60	2.79	90	3.10	2.95	3 rd

The result as revealed in Table 1 indicated that the primary challenge of human resource planning in secondary schools in Rivers State is inadequate funding with mean scores of 3.29 for male and 3.20 for female principals.

Research Question 2

What is the primary strategy for improving human resource management in secondary schools in Rivers State?

Table 2: Mean Scores of the strategies for improving human resource planning in secondary schools in Rivers State.

S/N	Items	URBAN		RURAL		RANK	
		N	X	N	X		XX
6	meeting the needs of employees	100	3.59	50	3.62	3.61	2 nd
7	interpersonal relation	100	3.46	50	3.46	3.46	3 rd
8	providing an environment in which employees are encouraged	100	3.21	50	3.53	3.37	4 th
9	attracting and retaining high quality people	100	3.18	50	3.51	3.35	5 th
10	continual reward for success	100	3.14	50	3.24	3.19	6 th
11	proper management of data	100	2.20	50	3.90	3.05	7 th
12	planning and implementing of programmes	100	3.70	50	3.62	3.66	1 st

The result as revealed in Table 2 indicated that respondents agreed that planning and implementing of programmes is a primary strategy for improving the human resource management in secondary schools in Rivers State with mean scores of 3.70 for urban and 3.62 for rural principals.

Table 3: Z-TEST results for male and female principals on the primary challenge of human resource planning I secondary schools in Rivers State.

S/N	N	MEAN	SD	DF	z-cal	z-tab	REMARK
MALE	60	2.93	0.36				Agreed
FEMALE	90	2.83	0.11	148	0.91	1.96	

Table 3 shows the result of the statistically significant test on the responses of male and female teachers on the primary challenge of human resource management. From the table, since the Z-

cal value of 0.91 is lesser than the Z-crit. value of 1.96, there is no statistically significant difference between the opinion of both male and female principals on the primary challenge of human resource management in secondary schools in Rivers State.

Table 4: Z-TEST results on the primary strategy for improving human resource management in secondary schools in Rivers State.

S/N	N	MEAN	SD	DF	z-cal	z-tab	REMARK
URBAN	100	3.38	0.22				Agreed
RURAL	50	3.50	0.17	148	-1.71	1.96	

Table 5 shows the result of the statistically significant test on the responses of urban and rural principals on strategies for improving human resource planning in secondary school in Rivers State. From the table, since the Z-cal value of -1.71 is lesser than the Z-crit. value of 1.96, there is no statistical significant difference between the opinion of both urban and rural principals on the primary strategy for improving human resource planning in secondary schools in Rivers State.

DISCUSSION

The study revealed that administrators of schools, regardless of gender are faced with the challenge of inadequate funding due to government attitude towards funding resulting in diversion of funds made available by government for construction of class rooms, procurement of instructional materials and purchase of equipment for other purposes not related to the school objectives including human resource planning. This attitude of the administrators has negatively affected the educational sector of the country and it is based on this that Popoola, Bello and Atauda (2009) opined that the ability to allocate enough funds for education programmes in Nigeria remains the greatest challenge the education sector faces as it is assumed that allocation below UNESCO recommended threshold certainly will affect human resources management such as infrastructure, teaching materials and amenities will also be affected, if there is inadequate fund in the educational system. For a country with a large population such as Nigeria and a failing economy, the challenge of financing public education is enormous (Omwami & Keller 2010).

The study also revealed that the strategies for improving human resource planning in secondary schools in Rivers State, is primarily through planning and implementing of programmes. It is on this note that Armstrong, (2009) agreed that planning and implementing of programmes which are designed to enhance the effectiveness with which organizations function and respond to change will help in quality education delivery. The Rivers State government therefore should come up with a standard that will serve as a deterrent to both predecessors and successors of government so as to enable them fund the educational sector of the country properly. It is also important to state that programmes should not only be planned but also implemented.

CONCLUSION

Based on the findings of the study, the following conclusions were made:

Principals should keep proper records of school finances in order to avoid problems of accountability and mismanagement. There should be constant follow up to ensure that any programme that is planned is effectively implemented.

Recommendations

The following recommendations were made based on the findings of the study:

- The government should continually fund the educational sector for the sake of quality education delivery because adequate and continuous funding of schools will speed up the development of the country.
- The government should establish an internal audit unit in secondary schools which will be under the supervision of the audit department of the state ministry of education to ensure monitoring and effective utilization and management of school fund.
- School administrators should create financial management committees headed by the principal of the college with the vice principal (administration), heads of departments and chairman of Parents Teachers Association as members. This will deepen the financial management systems and ensure transparency and accountability in the disbursement and overall management of school funds.

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