

**STRATEGIES FOR DEVELOPING SOUND HUMAN RESOURCE
MANAGEMENT IN TERTIARY INSTITUTIONS FOR ATTAINMENT OF
EFFICIENT AND EFFECTIVE QUALITY ASSURANCE AND NATIONAL
DEVELOPMENT**

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Abstract

This study was aimed at finding out strategies for developing sound human resource management in tertiary institutions for the attainment of efficient and effective quality assurance for national development. The study was a survey and was carried out among 94 staff in Nwafor Orizu College of Education Nsugbe and 122 staff in Chukwuemeka Odumegwu Ojukwu University both in Anambra State. Three (3) research questions guided the study and the data collected in the course of the study was analyzed using mean ratings. The study revealed that competent resource personnel with academic and administrative experience are needed to manage tertiary institutions in order to meet up with goals and aspirations of quality assurance that will bring about sound and rapid national development. The researcher made some recommendations such as establishment of resourceful centers like (ICT) to enhance teaching and learning, organize in-house refreshment programme for the in-service staff to challenge favourable with what are obtainable in the modern offices and global settings.

Keywords: Strategies, Human Resource Management, Quality Assurance, and National Development

Introduction

In every organization, there are three major resources to be managed if the organization wants to achieve its objective and goals. The resources are human, material and financial resources. Out of these three, human resource management is the most important and difficult to manage. The reason being that every human being is born unique and therefore is bound to have different characteristics and which are, the way they think, feel, reason and act. Secondly, human beings control and co-ordinate other resources. They constitute the workforce of an organization and are referred to as personnel. Since human nature plays a vital role in the overall success of an organization, it is therefore important to have an effective working relationship between the employee and the manager and this is essential for the success of the organization.

Human resource management which involves the efficient and effective management within an organization is one of the vital functions of every administrator. This is because every administrator has a function to perform through his staff at his own abilities. Tertiary institutions like other formal organizations need sound human beings to execute its programmes and achieve educational goals and objectives. To be able to achieve this, the Registrar who is the chief administrator has to ensure that personnel with whom he work

with know what to do, when to do it and how to do it. Another name for human resource management is personnel management. No matter the name we choose to call it, its basic function is to deal with people who make up the organization or institution and these people have diverse interest, goals and values.

Akachukwu (2003) regards personnel management as the proper utilization of people in an organization towards achieving their needs and organizational goals. It involves understanding the nature of people in an organization, their needs, aspiration and evaluating the necessary strategies to accomplish these needs and aspirations. It also involves identifying the objectives of the organization and creating a conducive atmosphere towards leading staff to achieve the goals of the organization. Armstrong (2012) in Akpakwu (2003), sees personal management as the process of obtaining, organizing and motivating the human resource needed by an organization. He advocates for the creating a conducive and cordial environment in order to satisfy the needs of the workers and achieve organizational goals

Effective sound human development is very critical to the success of every organization, whether profit or non-profit organization. In essence, the growth of any institution depends on the development and utilization of human resource in such an institution. It is worthy to note that the efficiency of an institution depends to a large extent on how effectively human resource are utilized or managed. Argyle (2009) classifies human resource functions into three basic functions namely: personnel utilization to meet organizational needs and maintenance of a good human relationship. Other human resource management function according to Argyle include: recruitment and selection of staff, training and educating of staff, payment of wages and salaries, administration of staff, staff appraisal and promotion, staff welfare etc. Making his own contribution Aransiola (2011) maintained that for an organization to attain its desired objectives, it must seek and attain the willingness and co-operation of the people it has to work with. Aransiola further suggested that management must not just only work with employees, they should therefore develop programmes and policies that will enable it to attain the best result from them.

Today, institutions of higher learning are being encouraged to map out programmes for efficient and effective attainment of quality assurance and national development. This emphasis on the role of management in making the most efficient and effective use of human resources in order to meet the set objectives must be given urgent attention. Quality assurance according to Ezeuduji and Asiegbu (2010) is a clear mental picture of the future which must represent a significant improvement on the current situation of things in the country. It must however be supported by a clear and realistic path to its realization and requires consistent sustained effort for its actualization. Quality assurance is a comprehensive frame work designed to stimulate economic growth in the country. This entails that, if quality assurance is maintained in every establishment, Nigeria will be one of the 20 largest economies in the world and be able to consolidate its leadership role in Africa and establish itself as a significant player in the global economic and political area. This also calls for tertiary institutions develop modern and have vibrant education system which will provide for every Nigerian the opportunity and facility to achieve his maximum potentials and provide the country with adequate and competent manpower.

For an organization to fully utilize their human resource there is need to put the right person in the right position because wrong placement of staff is likely to bring about abuse of position/office, crisis and insecurity in an organization. Presently, tertiary institutions have put into use a wide range of refreshment programmes and practices aimed at improving

utilization of their human talents. Government and tertiary institutions management have spent huge sum of money annually as human resource development. This is necessary because with effective human resource development, tertiary institutions are in a better position to have the right time to fulfill both institutional and individual objectives. Hence, with proper use of human resources, organization will be able to provide employees with realistic and satisfying carrier opportunities.

Human beings are the most valuable assets owned by an institution since all other non-human resources and activities of an institution is initiated and determined by the persons who make up that institution (Awajobi 2002). These workers may have to achieve personal objectives by accepting employment in the institution. The personal objectives may however concur with that of the institution, the management who realizes the objectives so that the right workers are employed for achieving the institutional goals thereby help in achieving the workers' objectives through promotion, motivation etc.

A well-prepared and motivated work force is possibly the most important of the three intangible assets to support an organizations value creating process. According to (Drucker 1999), the most valuable assets of a 20th century company were its productivity equipment. The most valuable assets of a 21st century institution will be its knowledgeable workers and their productivity.

A great deal exists in literature about the provision of staff development and training as investment for organizations. Staff development and staff training are parts of the bigger concept of human resource development. Effective strategies for sound human resource cannot be over emphasized. Nebo (2007) states clearly that workers will perform satisfactorily well if their needs are met. Nwankwo (2008) opines that the more the needs of workers are satisfied within the organization, the more they are motivated to work and thus satisfy the need of the organization. That is to say, satisfying the needs of workers therefore propel, impel and energize them into action that will lead eventually to the actualization of organizational goals. Money may not be the only primary source of rewarding behavior in an organization as there is limit to what can be used to motivate workers. People can become committed to the goals of the organization as a result of participating in decision making in their work place or co-partnership schemes through their relationship with groups or supervisors. Commitment could also come through job itself, for example through one's achievement, recognition, responsibility and professional growth. All these are motivators that would energize human resource to meet organizational goals and objectives. The ability of the educational manager to plan and organize human resource effectively, motivate and control the staff is crucial to the effective and efficient management of an institution and national development.

Statement of Problem

There have been several arguments regarding the distortions in human resource development for national growth in Nigeria as a result of colonialism which was falsified towards economic exploitation (Ezeuduji and Asiegbu (2010) in Davda 2003). It could be recalled that the advent of colonialism led to the integration of the Nigerian economy into the world capitalist system, thereby placing minimum primeval on labour when compared to other factors of production. This poor performance of indigenous labour by colonial government no doubt has persisted in post-colonial Nigerian state. As a result of this, lack of adequate attention was given to labour as a critical part of the production process in Nigeria.

Faced with rapid changes, organizations need to develop a more focus and coherent approach to managing people, just as a business requires a marketing or information technology strategy. It also requires a human resource strategy. It is observed that many administrations in Nigerian tertiary institutions are known for adopting outdated personnel administrative techniques which made them not to be acquitted with the new innovation experience.

Furthermore, the quest by the federal government to achieve quality assurance in every sector of the economy has made her to see the need for her to be persuasive in making organizations to embrace designed policies at improving the development of human resources in Nigeria. The situation has become worrisome to all organizations in which tertiary institutions are not left out and as result they are striving to adopt efficient and effective strategies for developing sound human resources in the institutions.

Umezulike (2007) maintained that what is needed to uphold a system is strong commitment to its implementation of its development, especially as it concerns placement and grading of staff. This prompted the researcher to move into the study to find out strategies for developing sound human resource management in the tertiary institutions for efficient and effective quality assurance and national development.

Purpose of the Study

The main purpose of this study was to determine strategies for developing sound human resources management in tertiary institutions for attainment of efficient and effective quality assurance and national development. Specifically, the study sought to:

1. Find out kinds of people that are needed for efficient and effective attainment quality assurance in tertiary institution.
2. People's programmes that must be designed to attract staff development for quality assurance of national development in tertiary institutions.
3. Ascertain various ways efficient and effective human resource management could help in attaining efficient and effective quality assurance and national development.

Research Questions

The following research questions guided the study:

1. What kinds of people are needed for efficient and effective attainment of quality assurance in the tertiary institutions?
2. What people's programmes must be designed to attract staff development for quality assurance and national development in tertiary institutions?
3. In what ways could efficient and effective human resource management in tertiary institutions help in attaining quality assurance and national development?

Methodology

The study was a survey and was carried out among 2,160 teaching and non- teaching staff from Nwafor Orizu College of Education, Nsugbe (NOCEN) and Chukwuemeka Odumegwu Ojukwu University (COOU). The staff were distributed as follows:

Institution	Teaching staff	Non-Teaching staff	Total
NOCEN	400	540	940
COOU	420	800	1220
	820	1340	2160

The researcher draws up a sample size of 216 using stratified random sampling techniques. That is in every stratum, 10% of the population was taken. The sample sizes of the staff were distributed as follows:

Institution	Teaching staff	Non-Teaching staff	Total
NOCEN	40	54	94
COOU	42	80	122
	82	134	216

Structured questionnaire which was used as instrument for data collection was subjected to face and content validation, and reliability of the instrument was established using Pearson Product Moment Correlation Coefficient at 0.92. Data collected in the course of the study was analyzed using mean ratings.

Results:

Research Question 1: What kinds of people are needed for efficient and effective attainment of quality assurance in the tertiary institutions?

Table 1

Respondent ratings on kinds of people needed for efficient and effective attainment of quality assurance in the tertiary institutions?

N = 216

S/N	Categories of manpower	X	Remarks
1	Professors/ Associate professors	4.07	A
2	Ph.D. holders with administrative experience	4.26	A
3	Ph.D. Holders with little or no administrative experience	3.4	UD
4	M.Sc. holders with administrative experience	4.26	A
5	M.Sc. holders with little or no administrative experience	3.40	UD
6	B.Sc. HND holders with administrative experience	4.26	A
7	B.Sc. HND holders with little or no administrative experience	3.40	UD
8	NCE holders with administrative experience	3.97	A
9	NCE holders with little or no administrative experience	3.00	UD
10	SSCE/GCE/NECO with administrative experience	3.85	A
11	SSCE/GCE/NECO with little or no administrative experience	3.00	UD

The respondents agreed that only people with administrative experience should be employed in tertiary institutions if quality assurance and national development are to be realized. However, those with little or no administrative experience may or may not be employed because some of the respondents believed that services of semi-skilled and unskilled labour are still needed for effective function of an organization.

Research Question 2

What peoples' programmes must be designed to attract staff development for quality assurance and national development?

Table 2

Respondent ratings on peoples’ programme that are to be designed to attract staff development for quality assurance and national development N = 216

S/N	Human Resource Development Programmes	X	Remark
12	Conferences	3.85	A
13	Workshops	4.07	A
14	Seminars	3.97	A
15	Pre staff orientation	4.26	A
16	Special training programmes for physical challenge people	4.16	A
17	Committee assignment	3.52	A
18	Motivational packages	3.52	A
19	In-service-training	4.07	A
20	On-the-job-training	4.26	A
21	Off-the-training programmes	3.60	A
22	Induction training	3.59	A
23	Staff appraisal	3.85	A
24	Networking	3.75	A

The data in Table 2 shows that the respondents agreed that too many programmes are to be designed in order to attract development and to retrain staff to compete effectively in tertiary institutions. All the 13 items were agreed by the respondents as people’s programmes that must be designed and implemented to attract development and retain staff to compete effectively in tertiary institutions for quality assurance and national development.

Research Question 3: In what ways could efficient and effective human resource management in tertiary institutions help in attaining quality assurance and national development?

Table 3: Respondent ratings of various ways efficient and effective human resource management in tertiary institutions could help in attaining quality assurance and national development.

S/N	Benefits of Efficient and Effective Human Resource Management	X	Remark
25	Helps in acquisition of necessary skills	5.0	A
26	Makes staff commandment to work	4.87	A
27	Help in training competent staff	3.76	A
28	Help in effective management of resources	4.12	A
29	Makes achievement of institutional objectives easy	4.82	A
30	Brings about democratic leadership style	4.75	A
31	Staff discipline is enhanced	3.55	A
32	Brings about provision of adequate facilities	3.87	A
33	Makes staff develop positive attitude to work	4.75	A
34	Brings about staff improvement through performance appraisal	3.84	A
35	Provision of conducive working and learning environment	3.86	A

The data in Table 3 show that there will be better working conditions, modern facilities should be provided, employees should put in their best in discharging their duties and

quality is assured in the work performed thereby, bringing about national development if sound human resource management is developed in the tertiary institutions.

Discussions of the Results

Research question one dealt with the kinds of people needed for attainment of quality assurance in tertiary institutions. The result of the study revealed that the respondents generally agreed that people with academic qualifications and administrative experiences such as Ph.D holders, Professors, Associate Professors, M.Sc, degree holder etc are needed to manage the institutions to meet up with the organizational objectives. This is in line with Akume (2002) when he observed that any organization with the best equipment, products and premises will not be successful unless it employs people who can make the best use of organizational resources. It is obvious that tertiary institutions without competent staff to manage the institution will result to ineffectiveness and inefficiency in its administrative management. But there is no doubt that university and colleges of education with qualified personnel like Ph.D holders, Professors, Associate Professors, M.Sc holders, degree holders, NCE holder, SSCE/GCE/NECO without administrative experience may also be needed because if the organizations employ people with only administrative experience, nobody will agree to be assistance to each other and that may hinder the organization's effort in maintaining efficient and effective human resource management thereby bringing about poor quality in administration and national development.

Research question 2 dealt with peoples' programmes that must be designed and implemented to attract development and retrain staff to compete favourably in modern offices and labour market. The respondents generally agreed that too many staff development programmes such as conferences, workshops, seminars, in-service/ on the job training etc are to be designed and implemented in order to retrain staff to compete favourably in tertiary institutions and in the labour market. This is line with Okafor (2010) assertion that informal training programmes are efforts by the employer to provide opportunities for the employees to acquire job related knowledge, skills and attitudes. Many tertiary institutions have designed these programmes to help their employees to know their left from their right. They designed orientation programmes as a way of human development. When an employee has been duly appointed, it is expected that such employee need to be positively oriented in line with vision/ mission and aspirations of the organization. This to a great extent according to Igboamuche (2016) will help staff demonstrate higher order skills in reasoning, problem solving and collaborative work.

Research question 3 dealt with the ways efficient and effective sound human resource management could help in achieving quality assurance and national development. The result of the study revealed that efficient and effective human resource development will bring about lots of positive growth and improvement in the management and administration of tertiary institutions as well as national development. This is line with Osayi(2010) submission that unless and until the government realizes that today's Nigeria teachers and the entire world have been taught by the society that they are not sufficiently motivated and that their reward is no longer in heaven but must start here on earth. Thus, there is urgently and handsomely need to improve the condition of service of the teachers including their learning environment. It would be extremely difficult to make the teacher return to the legally of efficiency and moral absoluteness of yester years which used to be the peg on which the values and norms of the teaching profession were anchored in the past. Thus we must think of tomorrow and the child is the hope of tomorrow, the teacher should be

obliged to ensure the safety of the child via proper education. He stressed further that after having appropriate and usable knowledge, and after having been recognized and adequately motivated, the teacher would become an authentic agent or vehicle that should impart the desired learning contents/ experiences to the child. The researcher opined that when the staff (teaching and non-teaching) in the universities and colleges of education are happy with their work, they will all geared their efforts towards the realization of quality in the system which will as well bring about national development.

Conclusion

The results of the study had provided empirical evidence that the kinds of people needed to manage Colleges of Education and Universities in order to meet up with the organizational goals are: Professors, Associate Professors, Ph.D holders, M.Sc holders, B.Sc holders etc with administrative experiences. The services of staff without administrative experiences to an extent are also needed for effective and efficient administrative work. Thus, the study revealed that both staff with or without administrative experience must attend refreshment programmes such as: conferences, seminars, on-the-job training etc in order to up-date knowledge and skills. Government should also realize that measures such as increase in budgetary allocation in education, provision of motivation packages, good working condition for staff etc are veritable tools that will increase the staff moral in promoting quality through capacity building and harnessing the state of human resource which constitute a sine-qua-non to national development.

Recommendations

Based on the discussions and conclusions drawn, the following recommendations were given:

- a. institutions of higher learning should go for the best candidates in the labour market, direct their developmental efforts towards achieving organizational goals,
- b. paper qualification emphasis on employment and promotion should be de-emphasized and emphasis on job performance should be encouraged
- c. Staff should be adequately and promptly remunerated by providing them with good pay packages like: housing, transport, medical allowances as well as good working - conditions.
- d. In order to achieve national development through quality assurance from institutions of higher learning, government should work collaboratively with management of tertiary institutions by establishing ICT resource centres where their staff should be developed to the fullest through the organization of workshops, conferences, seminars, in-service training etc so as to meet up with the challenges of modern office administration and labour market.

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