

## MANAGING EDUCATION FOR HUMAN RESOURCE DEVELOPMENT

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### ABSTRACT

This paper dealt on managing education for human resource development. It discussed some conceptual viewpoint on management which is seen as is a process of working with and through others to achieve organizational objectives in an efficient and ethical manner. The paper also explained education as an instrument for national and individual development. Human resources which encompass all the experiences, skills, judgment, abilities, knowledge, contacts, risk-taking and wisdom of individuals and associates in an organization were discussed. This paper equally x-rays the need for human resource development in education, which is seen as sacrosanct and significantly related to the performance and the attainment of educational goals and objectives.

### Introduction

Every human organization ranging from industrial firm, business enterprise, hospital organization, churches, military institutions, and even educational institutions, need to be properly managed for the actualization of stated objectives. This makes management integral to the success of all human activities and indeed, the hub of all human organizations. It is an essential element and is at the heart of every educational organization. Management according to Kreitner & Kinicki (2001) is a process of working with and through others to achieve organizational objectives in an efficient and ethical manner. This implies that the successes and failures of educational organizations are determined, to a large extent, by the way and manner people work together as members of the education enterprise.

Undoubtedly, education is a powerful tool for the all-round development of an individual; economically, socially, physically, and spiritually. It is the bedrock

of livelihood and national development. Akubue (1992) sees education as:

All human activities which are geared towards enabling a person to develop into a well matured, fully-functioning human being in his or her society;...a process by which an individual attains full development of personality intellectually, physically, socially, emotionally, and spiritually (p. 6).

Supporting this view, Ocho (2005), defines education as a process through which human beings become useful to themselves and to the nation. In the view of Federal Ministry of Education FME (2007), education is an instrument for national and individual development.

However, managing education does not come about magically as their success depends to a very appreciable extent, on the development and management of human resources in education sector. This stems from the fact that educational organizations are largely human enterprise (Okeke, 2007).

According to Griffin (1997), human resource management is the set of organizational activities directed at attracting, developing, and maintaining an effective workforce. Hence, it is believed that the caliber of human resource in education is significantly related to the performance and the attainment of educational goals and objectives.

The role of human resources in the long-term viability of any business or non-profit-making enterprise is enormous and significant. Other resources such as financial, information and physical are also essential, but only human resources are virtually boundless in the potential impact on the organization. Rather unfortunately, this overwhelming and pervasive role of human resources in organizations appears to be compromised to the extent of misplacing its role in the achievement of organizational objective. Little wonder the attention given to issues in human resource management and development, especially in Nigeria, is less than satisfactory (Onah, 2008).

Organizations today face many challenges in management of their human resources—challenges that range from constant changes in organizational environment, through unmotivated workforce to shortage of skilled manpower even in the face of high rate of unemployment. In the words of Mathis and Jackson (1997), what sets most successful organizations apart is how they manage human resources. The ability to achieve and sustain competitive advantage lies within the workforce. Without exception, what keep executives up at night are decisions about human resources that are rather difficult and delicate; how to select and develop future leaders; how to reward good performance; how to control labour

costs while still treating people fairly. The specific challenges depend on the pressure organizations face. Therefore, without well trained human resources in school i.e. teachers to implement school programmes, education will continue to experience pitfalls in the attainment of its goals. Education should be of the service to humanity as a whole and contribute to providing a better quality of life for all and productive environment for present and future generation. Hence, if the right kinds of teachers (human resources) are not made available, the innate potentials the students cannot be tapped. The future of Nigeria rests on the shoulder of her teachers, for the qualities the teachers possess today will be reflected in the citizens tomorrow.

### **Concept of Management**

Every human organization ranging from industrial firm, business enterprise, hospital organization, churches, military institutions, and even educational institutions, need to be properly managed for the actualization of stated objectives. This makes the concept of management integral to the success of human activities of all organizations. The term manage seems to have come into English usage directly from Italian word *meeggeare*, meaning “to handle”, especially to handle or train horses. It traces back to the Latin word *manus*, meaning “hand” (Obi, 2003).

However, the concept of management has, in recent time received varied definitions from different scholars and it shows that definers differ in their perceptions. For example, Management according to Mgbodile (2003) involves planning, organizing, staffing, leadership, directing, controlling and coordinating of people

towards the achievement of goals. This is in congruent with Ogbonnaya (2009) perception that management involves planning, organizing, staffing, leadership, directing, controlling and coordinating of effort of people towards the achievement of goals. In line with the stated definitions, one could view management as a concept that comprises planning, organizing, staffing, leading or directing and controlling a group of one or more people for the purpose of accomplishing a goal.

Management has also been defined by Akanwa and Ohiri (2003) as a process of achieving, organizational goals or objectives through the use of people and other resources of the organization. Their conceptualization agrees with that of Gomez, Luis, David, and Robert (2008) who opines that management in all organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. These definitions observed the place of resource utilization in order to achieve result i.e. making judicious use of available resources to achieve a desired outcome in fastest and most efficient way.

According to Babalola, Ayeni, Adedeji, Suleiman and Arikewuyo (2006), management in school system is a process to put the formal education system under control, regulation or supervision in its attempt to use carefully available scarce resources through cooperative efforts when establishing institutions of learning, rolling learners, attracting best staff, conducting teaching, learning and research, as well as graduating learners at all levels of education in an effective and efficient manner. In Kreitner & Kinicki (2001) assertion, management is a process of working with

and through others to achieve organizational objectives in an efficient and ethical manner.

Arising from the above definitions, it is conspicuous that management is basically concerned with the use of men, materials, and fund to achieve set objectives. Hence, management in education is a process of strategizing, planning, organizing, running, governance and supervision of the entire process of teaching and learning that takes place at all spheres of the formal education system. In this study, management is more or less the effective and efficient utilization, and coordination of educational resources such as capital, plant, material, and staff to achieve defined educational objectives with maximum efficiency.

### **Elements of Management**

Henri Fayol (1916) one of the earliest notable writers on organization believed that there are management functions common to all types of organizations including educational establishment. He listed the five basic elements of management in an acronym "POCCC" which means planning, organization, commanding, coordinating and controlling. The works of the early writers have been repeated, adopted and expanded by other writers concerned with identifying other elements of the process of management. For instance, in 1937, Gurlick and Urwick developed an axiomatic seven elements of management as "POSDCORB" which means planning, organizing, staffing, directing, coordinating, reporting and budgeting.

**Planning:** Planning is an important management component in educational establishment, it is through planning that

education purposes are initiated and translated into programmes and implemented. Knezevich (1975:20) preferred to look at planning as a process of preparing a set of decisions for future actions directed at achieving goals by optimal means. This definition implies that planning is associated with making forecast for future actions. Thus, planning is futuristic in nature. Therefore, it is concerned with deciding in advance what to do, how to do it, when to do it, where to do it and who is to do it.

**Organizing:** No school administrator can function alone without the assistance of others. Thus, in order to achieve the set school objectives, the administrator must have a framework or structure for his institution on which posts are created and assigned to people. As a management process therefore, organizing in school system means the process of having a structure in the school, creating posts on the structure and assigning people to the posts for the purpose of performing specific duties. In a general sense, organizing could simply be defined as a process in which a manager identifies and groups the work to be done in smaller units, and assigns people to the various units with relevant materials and authority.

**Staffing:** Staffing is a personnel function of employing, training and maintaining staff. It is concerned with the process of ensuring that competent employees are selected, developed and rewarded for accomplishment of organizational objectives. According to Onah (2008:12), “staffing is a term used to describe the entire process of deciding workforce requirements, selecting individuals to fill positions in the organization, training, appraising and

compensating them”. It is therefore in the place of educational administrators to ensure that quality and quantity of manpower needed to fill vacancies are properly and effectively selected based on merits.

**Coordination:** Educational institution, with its various departments, programmes, facilities, equipments, staff, students, etc. no doubt needs a manager to harmonize these human and material resources. This is where coordination comes in as an element of management. According to Newman (1961:4), coordination is the synchronizing and unifying of actions of groups of people into one whole body for the purpose of achieving common goals. Therefore, a school manager is saddled with the responsibility of directing and harmonizing resources and group activities for achieving set health goals without frictions.

**Directing:** Directing is at the centre of decision making. It has to do with making decisions, issuing order, command and instructions and above all, leading.

**Reporting:** This is a process or an act of giving account of appraisal or updating the members in an organization through effective communication and records. It is within the jurisdiction of a school administrator to keep apprise or update his/her subordinate members and even the constituted authorities on the current trends and events in the school.

**Budgeting:** This involves fiscal planning, accounting and control for a certain period. It is an estimate of expected income and expenses over a certain period of time usually a year. A budget has two aspects namely; the revenue and expenditure. Organizational managers whether private or

public always endeavor to balance the two sides i.e., the expected revenue is made equal to the proposed expenditure. Budget is said to *balance* when the expected revenue (income) is equal to the proposed expenditure. Where expenditure is greater than the revenue, then there is what is known as *budget deficit*. On the other hand, a *budget surplus* is when revenue is greater than expenditure. For this reason, budget so much help to control the financial behaviour of managers and serves as a veritable tool for prevention of waste or reckless spending.

### Concept of Education

Education obtained at any level is a weapon against poverty and ignorance. It is a vehicle for the development of a nation. It is equally an instrument per excellence for effecting national development. In the words of Okeke (2007), education is now in forefront of the state. The public has great concern and interest in education. Education has been perceived by people and government as a potent means to ensure the welfare of the people.

According to Ocho (2005), the ability of a nation to grow and develop depends on the quality and emphasis in its educational system, not on the amount of natural wealth such as minerals, arable land, forestry and sea products available in the country. Consequently, there is considerable growth in the volume of educational activity to the point where education today is one of the largest industries in virtually all the countries. In Nigeria, it is the chief employer of highly skilled personnel (Peretemode, 2004).

Education no doubt is a powerful tool for the all-round development of an individual;

economically, socially, physically, and spiritually. It is the bedrock of livelihood and national development. Nwagwu (1976) views education as:

A process by which every society attempts to preserve and upgrade the accumulated knowledge, skills and attitudes in its cultural setting and heritage in order to foster continuously the well-being of human and guarantee its survival against the unpredictable and, at times, hostile and destructive elements of human and nature (p.2) This is to say that education equips a person to cope with the vicissitudes of life. In the avowal of Ocho (2005), education is a process through which human beings become useful to themselves and to the nation. Federal Ministry of Education FME (2004) sees education is an instrument for national and individual development. Akubue (1992) defines education as:

All human activities which are geared towards enabling a person to develop into a well matured, fully-functioning human being in his or her society;...a process by which an individual attains full development of personality intellectually, physically, socially, emotionally, and spiritually (p. 6).

### Concept of Human Resource

Resources in every organization use in achieving organizational objectives and goals are man (i.e. men and women), money, material and machine otherwise known as the 4Ms of organizational resources. Each of these resources needs to be carefully managed and developed. It is through the combined and concerted effort of the man that monetary, mechanical and material resources are harnessed to achieve organizational goals. But this effort has to

be sharpened from time to time to optimize the effectiveness of the human resources.

According to Glueck (1978), “man” is most important because man has the intelligent ability, capability, zeal, energy to do work, operate the machines and above all, the organizational ability to combine the other resources effectively in order to accomplish the organizational objectives. In his avowal, Onah (2008) opines that a manager or an employee, whether in the private or public sector, who underrates the critical role and underplays the importance of people in goal achievement, can neither be effective nor efficient.

Human resources, easily recognized as the most important out of resources required for the production of goods and services, are the key to rapid socio-economic development and efficient services delivery. According to Barney (1995: 50), “human resources include all the experiences, skills, judgment, abilities, knowledge, contacts, risk-taking and wisdom of individuals and associates in an organization. This implies that without an adequate, skilled and well-motivated workforce operating within a sound human resource management programme, development is not possible.

Human resources include all the knowledge, skills and expertise in technical, mechanical, managerial, social and other areas potentially available for utilization in various ways in operating social and economic institutions and enterprises (Mathis and Jackson, 1997). Such resources do not come by chance. They are created and developed in order to achieve the overall goals of the various sectors of the ever expanding national economy.

Similarly, human resource development according Griffing (1997) is the process of improving, molding, changing and developing the skills, knowledge, creative ability, aptitude, values, and commitment of an employee based on present and future job and organizational requirements. This function includes; performance appraisal, training, management development, and career planning and development.

### **Need for Human Resource Development in Education**

It is generally accepted that education is a profitable private and even public investment, both from the economic and the social point of view. It increases the personal earnings of the individual as well as the supply of skilled and highly educated manpower needed for economic development. All humans possess some latent abilities needed in production. The stock of abilities can collectively yield a whole stream of services that are needed over a long period of time thus yielding income for both the individual and the nation. Human beings therefore constitute what in economic terms is seen as ‘capital’ and in the parlance of the social scientist, is a ‘resource’.

Human knowledge, skills and abilities constitute resources, not only in terms of productive labour, but in terms of constructive imaginative thought which yields other goods. Human resource is of great importance to education because it decides how much can be achieved with the other resources.

The various sectors of the economy including the educational sector require

varied human skills and abilities which must be planned for and provided. Nigeria needs but cannot continue to borrow professionals and diverse technicians from other countries. Experience has shown that many of the ones borrowed or hired from other countries were not very highly rated professionally; yet, they were very paid as expert (Onah, 2008). The need therefore arose for the nation to plan and develop her own human resources.

Human resource is, therefore an integral part of any educational system .Why is human resource important to all managers? Dessler (2001) notes that it is easier to answer this question by listing some mistakes a manager would not want to make while a managing. For example, he would not want to:

- Hire the wrong person for the job.
- Experience a high turnover.
- Find his people not doing their best.
- Waste time with useless interviews.
- Have the company taken to court because of discriminatory actions.
- Have the company cited under federal occupation safety laws for unsafe practices.
- Have some of the employees think their salary are unfair and inequitable relative to others' salaries in other organizations.
- Allow lack of training to undermine the department's effectiveness.
- Commit any unfair labour practices.

It is a well known fact that no organization including educational establishments can function efficiently and effectively without adequate number of human resources in both quality and quantity. Employing the right number of people with the right skills and in the right places is a sure way to success for any organization. This is one of the main functions of the Human Resources Department in planning for the organization's human resources requirements.

### **Recommendations**

In the light of above foregoing, the following recommendations are made:

- The government should heavily invest in human resource development since the caliber of human resource in education is significantly related to the performance and the attainment of educational goals and objectives.
- The Government through the Ministry of Education should encourage training and development of school administrators. This will result in increased productivity, reduced labour turnover, and greater employee satisfaction.
- Stakeholders in education should overemphasize the essence of human resource development in education. This stems from the fact that the future of a nation depends overtly and covertly on the quality of its education of its educational system while the quality of any educational system depends largely on the quality of its human resources.
- To make meaningful improvement in school, all hands must be on deck in

order to improve human resources in all spheres. To achieve this, the government, school administrators, teachers, and other stakeholders must take more proactive measures to improve the deteriorating human resources in our schools.

## Conclusion

Without well trained and competent human resources in school (i.e. administrators and teachers) to implement school programmes, education will continue to experience pitfalls in the attainment of its goals. A nation cannot be dreaming of transformation in education so long as unqualified personnel continue to man her education. Therefore, there is need to develop human resources in education to man the school programme and events in order to churn out competent and self-reliant individuals who will contribute to the development of Nigeria.

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