

HUMAN RESOURCE MANAGEMENT TECHNIQUES AND VIABLE UNIVERSITY EDUCATION IN RIVERS STATE

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Abstract

The study investigated human resource management techniques as predictors to viable University education in Rivers State. Four research questions and four hypotheses guided the study. The research adopted correlation design. The population of the study comprised all the 455 HODs, Deans, Principal Officers, and Directors in 3 Public Universities in Rivers State. The sample of 455 Respondents representing 100% of the population was used, therefore there was no sampling technique in the study. A questionnaire titled “Human Resource Management Techniques Questionnaire” (HRMTQ) with 40 items and Viable University Education Scale (VUES) with 20 items were used for data collection. The instruments were validated by two experts in test and measurement. The reliability of the instruments yielded 0.81 for Human Resource Management Techniques and Viable University Education was 0.83 through Cronbach Method. The research questions were answered using simple regression, while the null hypotheses were tested using t-test associated with simple regression at 0.05 level of significance using SPSS. The findings among others are that human resource planning technique predicted 21.5% of viable University education while hypotheses showed that human resource planning technique significantly predicted viable University education in Rivers State. It was recommended among others that Government should provide training opportunities (internal training, educational programs, conferences, etc.) to keep employees up to date in their respective field.

Keywords: Techniques, Planning, Organizing, Directing, Controlling and Viable

Introduction

The existence of the development of science and technology has a major effect on lifestyles and human habits, especially if there is no filter in the development of science and technology, it will certainly affect the performance of every human being, including University Education. Human resources have a big role in the implementation of University education. Education which is a process, cannot be separated from the role of human resources because one of the important aspects is human resources themselves. In addition, humans always play an active role in every activity of the

organization, because humans sometimes become planners, actors, and determinants of the realization of organizational goals. Objectives are not possible without the active role of employees even though the tools of the institution are sophisticated. This also applies in the world of University Education, because specifically, the learning process played by educators cannot be replaced by technology (Ara & Iman, 2018)

To make University Education viable, effective and efficient management is needed, starting from planning to the final stage in the management function. Discussing the existence of human resource management in educational organizations is a natural thing because in the process of education human resources have a large role both in terms of administrative and operational. Human resource techniques need to be managed properly so that they can play roles according to their functions.

Sondang (2017) explained that "management is a district process consisting of planning, organizing and controlling, performed to determine and accomplished stated objectives by the use of human beings. Mulyasa (2012) defined management as the art of getting work done through people. This definition means that a manager is tasked with managing and directing others to achieve organizational goals. Thus the manager coordinates the number of activities of others which include planning, organizing, placement, direction, and control. In addition, Mulyasa (2012) opined that personnel process technique is a system of management and structuring of educational resources, such as education personnel, students, communities, curriculum, funds (finance), educational facilities and infrastructure, governance and educational environment. Therefore in the study of learning management or personnel process technique is divided into two groups namely. (a) Administrative management that focuses on planning, organization, guidance, direction, coordination and supervision activities, and communication. (b) Operational management that focuses on administrative, staffing, financial, and school relations with the community (Awarmayanti, 2013).

Therefore functions in the management of personnel must be carried out optimally so that the needs relating to individual, organizational / institutional, organizational or institutional goals can be achieved. Besides that, with good personnel process management procedures, it is expected that the shortcomings and problems faced by the Indonesian people, who are related to competitiveness, can be overcome (Emie, 2015).

Personnel management or human resource is a function in educational institution designed to maximize employee performance that will bring about viable University Education. Human resource is primarily concerned with the management of people within organizations, focusing on policies and systems with organizational change and industrial relations, that is, the balancing of

organizational practices with requirements arising from collective bargaining and from governmental laws.

Human resource planning techniques

There are many aspects of human resource planning techniques which include: (a) clearly define the quality and quantity of human resources needed. (b) Collecting data and information about human resource. (c) Grouping data and information and analyzing it. (d) Establish several alternatives. (e) Choose the best from the available alternatives into a plan. (f) Inform employees of the plan to be realized (Ezeala & Chinda, 2016). With the established procedures, it is expected that in the process of human resource planning avoiding unwanted mistakes. Planning is part of our daily activities. Planning is an explicit statement of intention that identifies both objectives and the activities needed to achieve them (Djony, 2019). According to Wisdom (2018), planning is deciding the best alternative among others to perform different managerial operations in order to achieve the predetermined goal. Planning is thus the process of recruiting and termination of appointment by the institution.

Organizing Technique as a Personnel Function

Organizing involves the establishing of effective behavioral relationships among selected options, persons and work places so that the group/environment works together effectively. It is the process of bringing together physical and human resources and establishing productive relationships between them for the achievement of specific goal. It also refers to the integration and co-ordination of individual efforts to achieve goals (Sagala, 2013). Organizing is thus a joint or group activity and a process that involves delegating duties and granting authorities to sub-ordinates through a fixed responsibilities and coordinated activities system.

Directing Technique as a Personnel Function

Directing is the activity of directing all employees, so they want to work together and work effectively and efficiently in helping the achievement of company, employee, and community goals. Direction involves telling people what to do and seeing that they do it to the best of their ability. Directing means instructing, guiding and inspiring people in an organization to achieve its goals. It means moving into action or motivating individuals to act in pursuit of the objectives of the organization or institution (Dadang, 2011). After motivating and initiating employee action, directing should integrate employee efforts and thereby bring stability and balance to the organization which will facilitate its change and growth. Directing also involve working towards the promotion the employees in the educational institution.

Controlling Technique as a Personnel Function

In view of Sulasmi (2020), Controlling is the activity of controlling all employees, so that they comply with company regulations and work according to plan. Controlling in personnel process technique consists of verifying whether everything is occurring according to the adopted plans. Instructions are issued and principles are established during this process. Controlling identifies weaknesses and errors in order to rectify them and prevent their recurrence (Bumi, 2019). Having effective control systems offers advantages to organizations. These systems help to achieve goals and objectives, ensure that resources are used efficiently, help control decentralization, promote high morale among employees, and aid in the monitoring of large scale organizations like the schools. Controlling is also part of employee assessment, which centres on whether employees who are trained and developed benefit from what they do, it is necessary to evaluate or evaluate their achievements.

Statement of Problem

Educational sector serves as manpower supplier to other institutions and industries. If industries must function optimally, they require developed human resource management techniques from educational sector which will further improve or bring about growth and viable University education in Rivers State and country at large. In recent time there have been downward trend in students' result in some universities, and since the Administrators of these institutions are responsible for proper management of their personnel, it could further be assumed that human resource management techniques in the schools are lacking, or that there is inadequate human resource management techniques for viable University education in Rivers State.

Aim and Objectives of the Study

The study investigated human resource management techniques as predictors to viable University education in Rivers State. The objectives of the study sought to:

1. examine the extent human resource planning technique predicts viable University education in Rivers State.
2. investigate the extent human resource organizing technique predicts viable University education in Rivers State.
3. assess the extent human resource directing technique predicts viable University education in Rivers State.
4. identify the extent human resource controlling technique predicts viable University education in Rivers State.

Research Questions

The following research questions guided the study.

1. To what extent does human resource planning technique predicts viable University education in Rivers State?
2. To what extent does human resource organizing technique predicts viable University education in Rivers State?
3. To what extent does human resource directing technique predicts viable University education in Rivers State?
4. To what extent does human resource controlling technique predicts viable University education in Rivers State?

Hypotheses

The following hypotheses guided the study

1. Human resource planning technique does not significantly predict viable University education in Rivers State.
2. Human resource organizing technique does not significantly predict viable University education in Rivers State.
3. Human resource directing technique does not significantly predict viable University education in Rivers State.
4. Human resource controlling technique does not significantly predict viable University education in Rivers State.

Methodology

The research adopted correlation design. The population of the study comprised all the 455HODs, Deans, Principal Officers, and Directors in 3 Public Universities in Rivers State. The sample of 455respondents representing 100% of the population was used therefore, there was no sampling technique. A questionnaire titled “Human Resource Management Techniques Questionnaire” (HRMTQ) with 40 items and Viable University Education Scale (VUES) with 20 items were used for data collection. The instruments were structured on five point rating scale.

The face and content validity of the instruments were achieved through the assistance of some experts in Educational management. The reliability of the instruments were established through Cronbach Method, the reliability yielded co-efficient of 0.81 for Human Resource Management Techniques and Viable University Education was 0.83 while the sub scales are 0.89, 0.85, 0.82 and 0.87 respectively for planning technique, organizing technique, directing technique and controlling technique. The research questions were answered using simple regression, while the null hypotheses were tested using t-test associated with simple regression at 0.05 level of significance using SPSS.

Results

Research question 1: To what extent does human resource planning technique predicts viable University education in Rivers State?

Table 1: Simple regression on the extent human resource planning technique predicts viable University education in Rivers State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.089 ^a	.215	.004	2.43544

Table 1 revealed that the regression correlation coefficient (R) was 0.089 while the R square and adjusted R square were .215 and .004 respectively. The coefficient of determinism was calculated to be 21.5%. This showed that human resource planning technique predicted 21.5% of viable University education in Rivers State. This means there was low extent of prediction of human resource planning technique on viable University education in Rivers State.

Research question 2: To what extent does human resource organizing technique predicts viable University education in Rivers State?

Table 2: Simple regression on the extent human resource organizing technique predicts viable University education in Rivers State

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	.274	.237	2.3235

Table 2 revealed that the regression correlation coefficient (R) was 0.489 while the R square and adjusted R square were .274 and .237 respectively. The coefficient of determinism was calculated to be 27.4%. This showed that human resource organizing technique predicted 27.4% of viable University education in Rivers State. This means there was low extent of prediction of human resource organizing technique on viable University education in Rivers State.

Research question 3: To what extent does human resource directing technique predicts viable University education in Rivers State?

Table 3: Simple regression on the extent human resource directing technique predicts viable University education in Rivers State

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.186	.202	2.32413

Table 3 revealed that the regression correlation coefficient (R) was 0.435 while the R square and adjusted R square were .186 and .202 respectively. The coefficient of determinism was calculated to be 18.6%. This showed that human resource directing technique predicted 18.6% of viable University education in Rivers State. This means there was low extent of prediction of human resource directing technique on viable University education in Rivers State.

Research question 4: To what extent does human resource controlling technique predicts viable University education in Rivers State?

Table 4: Simple regression on the extent human resource controlling technique predicts viable University education in Rivers State

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453 ^a	.236	.121	2.04612

Table 4 revealed that the regression correlation coefficient (R) was 0.453 while the R square and adjusted R square were .236 and .121 respectively. The coefficient of determinism was calculated to be 23.6%. This showed that human resource controlling technique predicted 23.6% of viable University education in Rivers State. This means there was low extent of prediction of human resource controlling technique on viable University education in Rivers State.

Test of Hypotheses

Hypothesis 1: Human resource planning technique does not significantly predict viable University education in Rivers State

Table 5: t-test associated with simple regression on the independent prediction of human resource planning technique on viable University education in Rivers State

Model	Df	F. ratio	Unstandardized Coefficients	Std. Error	Standardized Coefficients	Beta	t	p-value	Decision
			B	Error				Sig.	
1 (Constant)	1	36.305	.766				47.453	.000	Hypothesis rejected
	453	3.032							
human resource planning technique			.039	.023	.089		-7.741	.000	

1 (Constant)	1	53.341	1.788		29.828	.000	Hypothesis rejected
	453						
Human resource directing technique		-.437	.049	.435	-8.825	.000	

Table 7 revealed that the regression analysis showed that scores of Human resource directing technique significantly predicted scores of viable University education as degrees of freedom were 1 and 453, F-ratio of 77.886, standard beta value and t-test were .435 and -8.825. The p-value of 0.000 is below the level of significance of 0.05 therefore, the null hypothesis is rejected. By implication, Human resource directing technique significantly predicted viable University education in Rivers State.

Hypothesis 4: Human resource controlling technique does not significantly predict viable University education in Rivers State.

Table 8: t-test associated with simple regression on the independent prediction of Human resource controlling technique on viable University education

Model	Df	Unstandardized Coefficients		Standardized Coefficients		p-value	Decision
		B	Std. Error	Beta	t		
1 (Constant)	1	54.711	2.602		21.028	.000	Hypothesis rejected
	453						
Human resource controlling technique		-.468	.071	.453	-6.584	.000	

Table 8 revealed that the regression analysis showed that scores of Human resource controlling technique significantly predicted scores of viable University education as degrees of freedom were 1 and 453, F-ratio of 43.346, standard beta value and t-test were .453 and -6.584. The p-value of 0.000 is below the level of significance of 0.05 therefore, the null hypothesis is rejected. By implication, Human resource controlling technique significantly predicted viable University education in Rivers State.

Summary of Findings

The findings of this study are summarized as shown below

1. Human resource planning technique predicted 21.5% of viable University education in Rivers State
2. Human resource organizing technique predicted 27.4% of viable University education in Rivers State.
3. Human resource directing technique predicted 18.6% of viable University education in Rivers State.
4. Human resource controlling technique predicted 23.6% of viable University education in Rivers State.
5. Human resource planning technique significantly predicted viable University education in Rivers State
6. Human resource organizing technique significantly predicted viable University education in Rivers State
7. Human resource directing technique significantly predicted viable University education in Rivers State
8. Human resource controlling technique significantly predicted viable University education in Rivers State

Discussion of Findings

Human resource planning technique and viable University education

The finding of the study revealed that human resource planning technique predicted 21.5% of viable University education in Rivers State. Planning is an explicit statement of intention that identifies both objectives and the activities needed to achieve them (Djony, 2019). According to Wisdom (2018), planning is deciding the best alternative among others to perform different managerial operations in order to achieve the predetermined goal. Planning is thus the process of recruiting and termination of appointment by the institution. Therefore, human resource planning technique significantly predicted viable University education in Rivers State

Human resource organizing technique and viable University education

The finding of the study revealed that human resource organizing technique predicted 27.4% of viable University education in Rivers State. Organizing involves the establishing of effective behavioral relationships among selected options, persons and work places so that the group/environment works together effectively. It is the process of bringing together physical and human resources and establishing productive relationships between them for the achievement of specific goal. It also refers to the integration and co-ordination of individual efforts to achieve goals (Sagala, 2013). However, human resource organizing technique significantly predicted viable University education in Rivers State

Human resource directing technique and viable University education

The finding of the study revealed that human resource directing technique predicted 18.6% of viable University education in Rivers State.

Directing means instructing, guiding and inspiring people in an organization to achieve its goals. It means moving into action or motivating individuals to act in pursuit of the objectives of the organization or institution (Dadang, 2011). However, human resource directing technique significantly predicted viable University education in Rivers State

Human resource controlling technique and viable University education

The finding of the study revealed that human resource controlling technique predicted 23.6% of viable University education in Rivers State. Controlling identifies weaknesses and errors in order to rectify them and prevent their recurrence (Bumi, 2019). Having effective control systems offers advantages to organizations. These systems help to achieve goals and objectives, ensure that resources are used efficiently, help control decentralization, promote high morale among employees, and aid in the monitoring of large scale organizations like the schools. However, human resource controlling technique significantly predicted viable University education in Rivers State.

Conclusion

Personnel process techniques are important aspects in every activity in an institution or organization. Personnel process techniques can function optimally if managed properly. Therefore management is needed. Therefore functions in the management of personnel process must be carried out optimally so that the needs relating to individual, corporate, organizational or institutional goals can be achieved.

Recommendations

1. Administrators should utilize various recruitment technologies to acquire a high volume and diverse pool of candidates and to filter them based on experience.
2. Administrators should Protect the institution from lawsuits by satisfying legal requirements and maintaining ethical hiring practices
3. Government should provide training opportunities (internal training, educational programs, conferences, etc.) to keep employees up to date in their respective fields

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