



Influence of Human Resources Management on Students' Performance in Examinations in Public Senior Secondary Schools in Port Harcourt Metropolis, Rivers State

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ABSTRACT

The study examines influence of Human resource Management on students' academic performance in West African Examination Council examinations in public senior secondary schools in Port Harcourt Metropolis of Rivers State. Two research questions and two hypotheses guided the study. The study adopted a descriptive research design. The study geographically concentrated on Port Harcourt Metropolis, with 35 public senior secondary schools. This study's population was two Hundred and seven (207) respondents which comprises of 122 male and 85 female Administrators. The sample size for this study was 207 respondents. The purposive sampling technique was used to determine the sample size of this study. The instrument for collecting data in this study was questionnaire. The instruments were titled Influence of Human Resource management on students' academic performance in WAEC "IHRMSAPWAEC". Research questions were analyzed using mean ratings with criterion mean of 2.50, while the hypotheses were tested using z-test at 0.05 level of significance. The results showed that there was no significant difference between the mean opinion ratings of male and female administrators on the influence of recruitment/selection and staffing, on students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis of Rivers State. It was therefore concluded that human resource management has significant influence on students' academic performance in WAEC in public senior secondary schools in Port Harcourt Metropolis, Rivers State. It was recommended that Rivers State Government can urgently address staff shortage by recruiting and selecting competent people to improve the quality of teaching and learning in schools in Port Harcourt Metropolis, Rivers State. Rivers State secondary School Board should deploy and transfer teachers based on the need in each school, making sure that all schools in urban and rural areas have enough teachers to bring about quality teaching delivery in schools in Port Harcourt Metropolis, Rivers State.

Keywords: Human Resource, Management, recruitment, staffing, academic performance.

INTRODUCTION

Education has been considered as the bedrock of any society. However, the word "Education" alone could not attain great perfection without human beings who serve as the driving force in the wheel of education. Furthermore, the success or failure of any educational programme depends to a considerable extent on the availability of human resources, especially the teachers and principals at the secondary school level. These men and women constitute skilled manpower and work force of all grades and types in the entire school system (Weli 2017).

The available school plants-offices, machines and other material resources can only be made productive if people are there to use, direct and manipulate them, which are the human resources. Thus, human resources management is a necessity for education at all levels from crèche to daycare, nursery to primary and secondary to tertiary institutions.

Armstrong (2006) asserted that Human Resources Management is the strategic and coherent approach to the managements of an organization most valued assets-the people working there who individually & collectively contributes to the achievement of its goals and objectives. Maduagwu and Nwogu,

(2006), opined that Human Resource Management involves bringing in suitable men and women into an organization, making sure they work optimally with little or no discomfort in an environment that is very friendly. To this end, there is need for clear-cut policy concerning staff relations, duties and most importantly motivations in terms of remuneration and other staff welfare oriented policies which are the core aim of human resource management.

Secondary education is an important sector in national and individual development. It plays a vital role in creating a country's human resource base at a level higher than primary education (Achoka, Odebero, Maiyo and Mualuko, 2007). In secondary school system, human resource include principal, vice principal, teachers and non-academic staff such as librarian, bursar, laboratory attendant etc. while the managers are personnel from ministry of Education and state secondary Education Board. These personals are backed with the responsibilities of managing the affairs of the academic and non-academic staffs in the school, which can lead to quality instructional delivery. Thus the National policy on Education (FRN, 2004) clearly spells out the broad responsibilities of managing schools as recruitment, deployment, promotion, development and discipline of teachers among others. As such, the quantities of school personnel are vital to the operative of good schools.

In any educational institution, it is the work of teachers that determines the degree of success or failure in the institution's effort to achieve its goals of integrating morality and learning. This implies that "It is the teacher who ultimately interprets and implements policy as represented in the school curriculum, which is designed to actualized educational goals (OmoJunwa, 2007). So maintaining and improving educational standard is only possible through teachers, and that can lead to students' academic achievement. Adediwura and Tayo (2007) opined that academic achievement is designed by test and examination scores assigned by the teachers to students. Therefore students' academic performance is of great importance in the educational institution. It is the basis for judging the quality of output vis-à-vis the input in the educational institution. One major input which can largely influence academic performance of student is human resources. That is why, the human resource management practice of recruitment, staffing, promotion, transfer etc must be implemented effectively.

Practices of Human Resource Management

Recruitment

Recruitment is the process of identifying and attracting or encouraging individuals with the needed skills to apply to fill existing vacant positions in the organization by making them aware that such vacancies exist (Peretomode & Peretomode 2005). The more often you recruit, the richer and more focused the process becomes.

The overall aim of recruiting process should be to obtain at minimum cost the number and quantity of employees required to satisfy the human resource needs of an organization. The principal purpose of recruiting activities is to attract sufficient, suitable and potential employees to apply for vacancies in an organization while selection activities by comparison is to identify the suitable applicants and persuade them to accept a position in the organization (Cole, 2012). From the foregoing, it is not just recruitment but effective and transparent recruitment/selection and the right placement that is important. That's why Griffin (2009) maintains hiring the right people and then equipping them with the right skills and abilities can substantially affect the quality and quantity of whatever goods or services the organization produces.

Secondary schools are very significant factor in the development of every nation. Personnel working in these institutions both in academic and administrative capacities are receptacles from whom students get empowered and nurtured with skills and expertise to contribute to national development. Therefore, there is needs to ensure that the right people are hired. Berry and Petrin (2011) observed that there is a conscious effort by educational agencies and institution to recruit qualified and professional teachers since they have a direct influence on the learning outcome of educational process. However, not all schools have qualified teachers (UNESCO, 2015). The fact that not all schools have qualified and professional teachers stems from the fact that there are loopholes in the recruitment/selection practices of educational system. Management sometimes use their power by virtue of their position to influence recruitment/selection by recruiting family members, friends and close allies instead of recruiting the most qualified candidates. This does not allow the recruitment processes achieve its purpose of selecting persons by merit and the most qualified person for the Job (Armstrong, 2011).

Selection goes hand in hand with recruitment and represents the final stage of the recruiting life cycle. This is where you choose a preferred candidate or candidates from the applicant pool. Therefore selection is simply defined as the process of choosing the most suitable candidates for the vacant position in the organization (Amadi, 2012).

Staffing

Once recruitment has been completed staffing is the next essential step. Those employed are then posted and deployed to different stations or assigned a particular position. This takes the form of class and subject to teach, including other non-teaching educational activities such as head of department, game master, patron/matron etc. The effective deployment and placement of recruited teachers would largely determine the internal efficiency of the schools system thus, adequate placement and deployment of teachers is very significant in achieving the objective in the secondary school system.

Staffing ensures that teachers required in each subject are deployed to schools to meet the approved standard of one (1) teacher to (40) forty students in a class. The deployment of teacher is said to be normal if it meets the required number of teachers in the each teaching subject in the school. On the other hand, staffing of teachers is said to be faulty if there is uneven distribution of teachers.

Imuekheme (2008), observed that deployment of teachers to schools are lopsided in some states. The deployment of teachers to schools could also affect the utilization of teachers and the academic performance of student in secondary schools. Over the years, there has been increasing demand for an adequate supply of teachers in public secondary schools in Rivers State. This is clearly seen in mostly rural schools where some basic subjects such as English Language, Mathematics, physics, chemistry and biology are being taught by person posted to these areas for their one year mandatory (NYSC) without the presence of the core subject teachers. It is the responsibility of ministry of education and State Secondary Education Board to deploy human resources to secondary schools evenly, both in rural and urban areas of Rivers State, Paul (2010). Hence, effective staffing of teachers can bring about academic performance among students.

Academic performance has the wide spread believe that it has the most validity in indicating whether the educational institution or its teachers are excellent. According to Nwokocha and Amadike (2005), academic performance of students is the yardstick for testing the educational quality of a nation. Therefore, it is expedient to maintain high performance in internal and mostly external exams such as WAEC, NECO, JAMB etc.

Statement of the Problem

The decline in the quality of secondary school graduate in recent time has given stakeholders a lot of concern because their performance has not been good enough. The recurrent poor performance of secondary school students in Senior Secondary Certificate Examination (SSCE) conducted by West African Examination Council (WAEC) and National Examination council (NECO) in Rivers State is disturbing. The human resources available in secondary schools in Port Harcourt Metropolis for students' academic performance in WAEC are known to suffer neglect. Although, many scholars have conducted research on the causes of poor students' academic performance the current researcher is of the view that lack of adequate human resource management practices such as recruitment (selection, staffing, welfare could be factors responsible for poor instructional delivery in schools, thereby leading to the students' poor performance in external exams. It is also asserted that the high rate of failure stems from a potpourri of factors including dearth of teaching aids, lack of infrastructures, poor remuneration for teachers, students poor attitude to study etc, (The punch, April, 2009). Therefore, proper Human Resource Management is very important for education at all level and particularly at the senior secondary school level in order to enable them carryout quality instructional delivery which will in turn enhance students' academic performance in WAEC and NECO exams in Port Harcourt Metropolis. Thus, it is against this background that the researcher seeks to examine how Human Resource Management can be used as a veritable tool to improve students, academic performance in WAEC exams in schools in Port Harcourt Metropolis.

Purpose of the study

The main objectives of the study are to investigate the influence of human resource management on students' academic performance in WAEC examinations in Public Senior Secondary Schools in Port Harcourt Metropolis, Rivers State. The objectives of the study include to:

1. Investigate the extent to which teachers' recruitment influenced students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis, Rivers State.

2. Ascertain the extent to which staffing of teachers influence students’ academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis, Rivers State.

Research Questions

The research questions were stated as follows:

1. To what extent does recruitment influence student academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis, Rivers State.
2. To what extent does staffing of teachers influence students’ academic performance in WAEC examinations in Public senior secondary schools in Port Harcourt Metropolis, Rivers State.

Hypothesis

The following null hypotheses were formulated to guide the study and will be tested at 0.05 level of significance.

Ho₁: There is no significant difference between the mean scores of male and female administrators on the extent to which teachers’ recruitment/selection influence students, academic performance in WAEC examinations in Public senior secondary schools in Port Harcourt Metropolis, Rivers State.

Ho₂: There is no significant difference between the mean scores of male and female administrators on the extent to which staffing of teachers influence students’ academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis, Rivers State.

METHODOLOGY

The study adopted descriptive research. The population of the study consisted of 207 male and female personnel from human resource planning, research and development department of the Rivers State Education Board. The sample size consisted of the 207 personnel from Rivers State Education Board representing 100% of the entire population of the study. A self-structured questionnaire instrument tagged ‘Influence of Human Resource Management on Students’ Academic Performance in WAEC examination in public senior secondary schools Questionnaire (IHRMSAPWAECQ)’ was used for data collection. The mean, standard deviation and weighted mean were used to answer the research questions, while z-test was used in testing the hypotheses at 0.05 level of significance.

RESULTS

Research question 1: *To what extent does recruitment influence students’ academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis, Rivers State?*

Table 1: Mean \bar{X} , standard deviation Σ , and rank order on the response of male and female administrators on the extent recruitment influence students’ academic performance in WAEC examinations in Public secondary schools in Port Harcourt Metropolis

| S/N | Items | Male administrators | | Female administrators | | Weighted mean | Rank order |
|-----|--|---------------------|----------|-----------------------|----------|---------------|-----------------|
| | | \bar{X} | Σ | \bar{X} | Σ | | |
| 1 | Advertisement for position in your school follows the established procedures for filling vacancies | 2.50 | .938 | 2.56 | 0.789 | 2.53 | 4 th |
| 2 | Interview panels are well structured, and interviewers are well trained and knowledgeable | 2.82 | .668 | 2.72 | 0.648 | 2.77 | 2 nd |
| 3 | In general, your school hires teachers through an open, free and competitive process | 2.59 | .667 | 2.55 | 0.646 | 2.57 | 3 rd |
| 4 | Short listing of candidates is done professionally | 2.85 | .420 | 2.79 | 0.490 | 2.83 | 1 st |
| | Grand mean | 2.69 | 0.67 | 2.65 | 0.61 | 2.67 | |

Data on Table 1 shows that all the items (1-4) had weighted mean scores above the criterion mean of 2.50 and that declared that recruitment influence students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis. In summary, with an aggregate weighted mean of 2.67 which is above the criterion mean of 2.50, the respondents agreed that advertisement for positions follows established procedures, interview panels are well structured, Board hires teachers through an open, free and competitive process and shortlisting of candidates is done professionally.

Research questions 2: *To what extent does staffing of teachers influence students' academic performance in WAEC examinations in Public Senior Secondary Schools in Port Harcourt Metropolis, Rivers State?*

Table 2: Mean scores \bar{X} , standard deviation Σ , and rank order on the response of male and female administrators on the extent staffing of teachers influence students' academic performance in WAEC examinations in Public secondary schools in Port Harcourt Metropolis

| S/N | Items | Male administrators | | Female administrators | | Weighted mean | Rank order |
|-----|---|---------------------|----------|-----------------------|----------|---------------|-----------------|
| | | \bar{X} | Σ | \bar{X} | Σ | | |
| 5 | Staffing of teachers is involved in the recruitment process in our schools | 3.00 | .853 | 2.92 | 0.834 | 2.96 | 1 st |
| 6 | We take note of different positions that need to be filled when embarking on staffing process | 2.70 | .830 | 2.72 | 0.811 | 2.71 | 2 nd |
| 7 | We ensure that the right teachers are given the right position in the schools | 2.52 | 1.151 | 2.55 | 1.15 | 2.54 | 4 th |
| 8 | We evaluate the teachers recruited before posting them to the available positions in schools | 2.57 | .926 | 2.67 | 3.4 | 2.62 | 3 rd |
| | Grand mean | 2.70 | 1.44 | 2.71 | 1.56 | 2.70 | |

Data on Table 2 shows that all the items (5-8) had weighted mean scores above the criterion mean and that shows that staffing of teachers influence students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt metropolis. In summary, with an aggregate weight mean of 2.70 which is above the criterion mean of 2.50, the respondents agreed that staffing of taken into consideration when recruiting, right teachers are given the right position in the school and the teachers are evaluated before posting to available position in schools.

Hypotheses Testing: The null hypotheses formulated for the study were tested using z-test analysis, at 0.05 level of significance.

Ho₁: There is no significant difference between the mean ratings of male and female administrators on the extent to which teachers' recruitment influence students, academic performance in WAEC examinations in Public senior secondary schools in Port Harcourt Metropolis.

Table 3: Summary of z-test Analysis of the mean ratings of male and female administrators on the influence of teachers' recruitment on students' academic performance in WAEC examinations in public secondary schools in Port Harcourt metropolis

| Administrators | N | \bar{X} | SD | Level of sign | DF | Z-cal | z-crit. | Decision |
|----------------|-----|-----------|------|---------------|-----|-------|---------|--|
| Male | 122 | 2.69 | 0.67 | 0.05 | 205 | 0.21 | ±1.96 | Not significant Accept Ho ₁ |
| Female | 85 | 2.65 | 0.61 | | | | | |

Data on Table 3 show z-test of difference between the mean rating of the male and female administrators on the influence of teachers' recruitment/selection on students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis Rivers State. At 0.05 level of significance and 205 degree of freedom, the calculated z-value of 0.21 is less than the z-critical value of ±1.96. Hence, there is no significant difference between the responses of the respondents. Consequently, the researcher accepted the null hypothesis and concluded that there is no significant difference between the mean ratings of male and female administrators on the influence of teacher's recruitment/selection on students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis, Rivers State.

Ho₂: There is no significant difference between the mean ratings of male and female administrators on the extent to which staffing of teachers influence students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis, Rivers State.

Table 4: Summary of z-test Analyze on the mean ratings of male and female administrators on the influence of staffing of teachers on students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt

| Administrators | N | \bar{X} | SD | Level of sign | DF | Z-cal | z-crit. | Decision |
|----------------|-----|-----------|------|---------------|-----|-------|---------|---------------------------------------|
| Male | 122 | 2.70 | 1.44 | 0.05 | 205 | 2.16 | ±1.96 | Significant accept Ho ₂ |
| Female | 85 | 2.71 | 1.56 | | | | | |

Data on Table 4 shows the z-test of difference between the mean rating of the male and female administrators on the influence of staffing of teachers on students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis. At 0.05 level of significance and 205 degrees of freedom, the calculated z-value of 2.16 is greater than the z-critical value of ±1.96 the null hypothesis which states that there is significant difference staffing of teachers influence students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis is here by rejected and the alternative hypothesis which states that there is a significant difference is hereby accepted. We come to the conclusion that there is a significant difference between the mean staffing of teachers influence students' academic performance in WAEC examinations in public senior secondary schools in Port Harcourt Metropolis in Rivers State.

DISCUSSION OF FINDINGS

Results from research question 1 showed that the respondents were of the opinion that advertisement for positions in schools follows the established procedures for filling vacancies, the interview panels are well structured, hiring of teachers is done through an open and competitive process and shortlisting of candidates is done professionally to set the best teachers.

This implies that recruitment/selection of teachers has great influence on student academic performance in WAEC exams in public senior secondary schools in port Harcourt Metropolis. This finding is in line with that of (Berry and Petrin, 2012) that observed that there is a conscious effort by educational agencies and institution to recruit qualified and professional teachers since they have direct influence on the learning outcome of educational process.

Results from research question 2 showed that the respondents were of the opinion that staffing and posting of teachers is included in recruitment process, the positions that need to be filled are taken into consideration and that helps to ensure that the right teachers are given the right position and

subjects to teach in the new school. And this can be effective by evaluating the teachers recruited before posting them to the available positions in schools. This implies that staffing of teachers influence student academic performance in WAEC exams in public senior secondary schools in Port Harcourt Metropolis in Rivers State. This finding is in line with that of Silas and George (2015). It is worthy of note that for the goals & objectives of recruitment to be achieved, the recruited teachers should be posted to all schools that needs their services, both in urban and rural areas and all vacant positions filled. Employment of a teacher is accompanied by assigning them to a particular school or position in the school.

CONCLUSION

The research concludes that Education remains the bedrock of our society and the word education can attain great perfection when the human resources (teachers) are adequately managed. As such, when Human Resource Management is effective, the workers feel satisfied, the goals of the schools can be achieved, which shows in the performance of students in external exams such as NECO, WAEC, JAMB, NABTEC etc.

RECOMMENDATIONS

The study made the following recommendations thus:

1. The rivers state Government should urgently address staff shortage by recruiting and selecting competent people to improve the quality of teaching in schools in Port Harcourt, Metropolis, Rivers State.
2. Rivers State secondary school Board should deploy and transfer teachers based on the need in each school, making sure that all schools in urban and rural areas have enough teachers to bring about quality teaching delivery in schools in Port Harcourt Metropolis, Rivers State.
3. Effective human resource development policies should not be based on favouritism and lobbying in both recruitment/selection and staffing processes.
4. For public sector organizations to have healthy and suitable employees capable of achieving high productivity, they should devise a formal and logical staffing process and consistently adhere to it without deviation.

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