

## STAFF PERSONNEL MANAGEMENT AND UNIVERSITY EFFECTIVENESS IN SOUTHWEST, NIGERIA

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### **Abstract**

This study examined the relationship between staff personnel management practices in Southwest Nigerian universities. Descriptive survey design was adopted for the research. The population of the study consisted of all academic and non-academic staff of the 3 universities in Ekiti State. Simple random sampling technique was used to select 240 academic staff and non-academic staff as respondents to the instrument. A self-developed structured questionnaire entitled "Staff Personnel Management and University Effectiveness Questionnaire (SPMUEQ)" was used for data collection. The reliability coefficient of 0.81 was established with the help of Cronbach Alpha. The data generated was analysed using mean statistics and independent sample t-test at 0.05 level of significance to test the hypotheses. Findings revealed that staff personnel services are inadequate and need more improvement. It was concluded that administrators of universities should ensure that staff are offered opportunities for re-training to enhance their professional growth. It was recommended that all staff personnel services should be geared towards getting the best out of the work force.

**Keywords:** Staff Personnel Management, University System, University Effectiveness, Ekiti State

### **Introduction**

Education is very vital to the pace of social, political, cultural, technological, and economic development of any nation. This could be the reason why most nations of the world provide education for their citizens and also allocate a proportion of their GNI (Gross National Income) to the development of the educational sector. Education plays

a crucial role in the development of a nation. As a major investment in human capital development, it enhances productivity and growth at both micro and macro levels (Anyanwu, 2019).

The main drive for the establishment of any organisation (formal or informal) is to achieve stated objectives. These objectives cannot be achieved without maximizing the efforts of people working in the organization through coordination of their activities for optimum performance. Management culture in the university system is the key towards progression and productivity of a university and the society at large. This is to say that management of people at workplace for optimum productivity has been of great importance in today's developed organization i.e., school management system. Staff are one of the most important components of any educational system, they contribute to the attitudes of the society, thereby shaping the nation (Nkpodia, 2001). The quality of any education system depends on the way the skills of the staff in the system are developed. However, the importance and quality of staff can only be noticed when the personnel managers in the universities perform their statutory duties effectively. This will ensure overall effectiveness of the system most especially the university education.

University as a place of enlightenment have facilitated and contributed to societal development. It is a place for training high-level manpower and for equipping the individuals to determine their level of performance of future roles (Adekigbe, 2005). Universities as institutions for knowledge generation and its transfer to society have been central to development, contributing ideas, skills, technology and expertise in many spheres of human endeavor (Jega, 2007). These are centres of creative undertakings, innovation and inventions which influence skills pertinent to all those who are eligible for enrolment (Jega, 2007).

Despite the immense benefits of university education to nation building yet the potentials of higher education and indeed the university system in developing countries to fulfil these responsibility is frequently thwarted by long-standing problems of poor staff personnel management that bestow on the system. University education is faced with number of multi-faceted problems of poor staff personnel management which may like inhibited achieving effectiveness in goal attainment and putting the system is at a cross road.

Effectiveness refers to performing the correct activity or operation. The effectiveness of a university education is about the degree to which predetermined goals of the university are successfully achieved. University effectiveness revolves round many factors of which staff factor remain a prominent one. Staffs are the support to the management pillar in achieving the goals of tertiary education.

University effectiveness referred to the degree to which predetermined goals of the university are successfully achieved. The level of effectiveness of the members of staff and non-teaching staff could make or mar the performance of the university and it could go a long way to determine the degree to which objectives are achieved and the extent to which problems are solved within the university system (Sonnentag, Volmer and Sychala, 2010). The job effectiveness of every worker in a unit of an organization add up to become unit effectiveness which can culminate in group or organizational effectiveness to the organization if all or most of its staff are consistently effective on the job.

Personnel is the most crucial and valuable resource in all organizations. The term personnel refer to all the human resource involved in the day-to-day running of an organization. The absence of personnel in any organization makes the rest of other resources such as finance and material resource useless. It is the personnel resource in any organization that organizes controls and coordinates other resources of the organization and channels them towards actualizing the set goals of the organization. Personnel resource in university education management board includes all human beings that function to aid teaching and learning. They include administrative staff, academic staff and students. Personnel resource in any organization is made up of people, their abilities, knowledge and skills which, when properly coordinated and managed, determine the success of the organization (Emechebe, 2009).

Aja-Okarie (2016) defined staff personnel management as an important function concerned with obtaining, developing and motivating the human resources required by an organization to achieve its objectives. According to Ezeaku (2019), staff personnel management helps to increase the effectiveness of an educational institution whereby the staff facilitates personal and professional attributes for individuals and groups, allowing them to attain their potentials and

promote the establishment of excellence in teaching and research occurrences. Staff personnel include both teaching and non-teaching staff employed by the government and posted to various sections of the university to teach and work. However, the interest of this paper is on both teaching and non-teaching staff because they are solely responsible for providing supports in term of executing management rules and regulations towards achieving the institutional goals. Hence, it is the function of the university management to adopt various managerial practices to ensure that staff performs their duties creditably. Staff personnel managerial practices are geared toward attracting, retaining and developing a team of highly dedicated, committed and motivated workforce that is willing to contribute meaningfully to the development of the university.

An effective personnel management will go a long way in ensuring that educational policies are implemented to the latter. This translates into helping policy makers gauge their successes and failures so as to re-strategize subsequently. The job of policy makers will be quite daunting in the absence of an effective staff personnel services or management. Certain strategies help to make staff personnel management quite effective. Nakpodia (2010) reports that a number of factors tend to influence staff personnel management for effective job performance in schools namely training and manpower development, employment policy and conditions, managerial difficulties, environmental administration, exterior environmental causes and recruitment strategies. Feeble administrative organization and making of decision, tensed fiscal supervision policies and inadequate administrative workforce aptitude institute to lots of difficulties to the deliberate ways of overseeing staff.

The interest of the management in the welfare of the staff goes a long ways in promoting effectiveness of services rendered by the staff. The basic objective of staff welfare is “to enable workers to live a richer and more satisfactory life” (Monappa, 2008). Patro (2015) pointed out that “in order to increase employee welfare facilities, employers need to offer extra incentives in the form of employee welfare schemes, and to make it possible to pursue employees to be more committed to their work.

Recruitment involves all prospective applicants for job positions in the organisation. Recruitment is defined as the process of attracting

individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, and encouraging them to apply for jobs with an organization (Mondy and Noe, 2008). Organizational success nowadays is exceptionally dependent on attracting high-quality individuals who can keep up with the intensifying global competition and increasing customer expectations as job assignments are becoming more specialized organizations are forced to compete for the best resources, recruiting competent employees is of predominant importance and should not, therefore, be underestimated (Markkanen, 2005; Newell, 2005). A good recruitment programme is one that is properly planned and well operated. An efficient recruitment process is an organization-specific sourcing model that aims to find the right fit for the right job at the right time. It is a step-by-step approach to bringing in talented people who can help the company grow. Nel, Werner, Du Plessis, Fazey, Erwee, Pillay, Mackinnon, and Millett and Wordsworth (2012) submitted that vacant job positions should be duly advertised on all forms of job advertisement outlets, including e-mails, direct mail, signs in shop windows and on company notice boards, as well as advertising to the general public in newspapers, on the radio, TV and internet. In most cases, some vacancies are not advertised by the university board before interviews are conducted and this may prevent the organization from getting the best talent for the vacant job. Poor recruitment efforts could lead to the selection of poor applicants.

Participation in decision making is an important element of staff personnel management. Giri and Kumar (2013) also concurred that, employee participation in decision making helps to improve the level of employee satisfaction, commitment, morale, support and inefficiency in the work place. Decision making is important to education administration because it is a process that guides actions. Training according to Udo in Ezeani and Oladele (2013) is the development of specific skills and attitudes needed to perform a particular job or series of jobs to maximize the productivity of the individual and improve the overall organizational efficiency. Babaita in Ezeani and Oladele (2013) observing the impact of training and retraining on workers noted that it has become a driving force for investment in training and management development. He therefore recommended that it is vital that managers, senior executives as well as all employees receive training. Training and retraining enhance the job

performance of staff and increase the overall effectiveness of the organization.

The extent motivational practices are made available by personnel management may negatively or positively influence on the effectiveness of the staff and the institution. Welfare in term of motivation (good communication pattern, regular meeting with staffs, praise and reward of excellent performance of staffs as well as ensuring regular salary payment) to help the staffs to be effective and efficient in discharging their duties (Ojokuku, 2015).

Since staff personnel are the essential in all organizations, especially the university system, the effective management of staff personnel no doubt has a great influence on the overall effectiveness of the university. Studies have shown that the human resource is the most valuable asset in any organization whether in the public or private sector (Adebayo, 2001; Ejiofor and Mbachu, 2001; Olowu and Adamolekun, 2005). The humanoid aspect is therefore essential to the attainment of the structural aims. According to Gabadeen (2005), the staff personnel management has seven sequential stages that could be described as employment life cycle. These steps include: (i) selection and recruitment (ii) promotion and placement, (iii) wages and salaries, (iv) development and training, (v) merit rating and job evaluation, (vi) discipline and motivation, (vii) separation and compensation. Personnel management of staffs can be through the adoption of these management strategies; recruitment and selection, appraisal training and development, compensation and wealth, employee relations among others (Alhassan, 2014). Hence, staff that are partakers of the above named strategies will be bound to give all of their best in discharging his or her duty because their self-esteem and job satisfaction would have been boosted, which in turn will boost his/her productivity and thereafter leads to an effective organization. It is against this background that the study examines the relationship between staff personnel management and effectiveness of the universities in Southwest, Nigeria.

### **Statement of the Problem**

The importance of staff personnel management cannot be over-emphasized. First of all, it is through it that staff are recruited, selected, trained and developed for the achievement of the objectives of an

organization. Secondly, without an efficient personnel management, staff welfare, appraisal and promotion will be neglected. The implication of the above is that the university education management boards in the southwest Nigeria are expected to ensure efficient and effective personnel management practices in order to achieve their set goals and objectives. Serious concerns are being expressed by teaching and non-teaching personnel in the southwest university system over the staff personnel management practices that are not geared towards improving the working conditions of the staff. Salaries are delayed, rewards and compensation schemes were not effective, poor recruitment and selection process, lack of appraising training and development and poor employee relations among others. The management appears not to be interested in the welfare of the staffs. In most cases, vacancies are not advertised by the board before interviews are conducted. Also the board does not sponsor her staff to conferences in their areas of specialization. All these may be due to ineffective staff personnel management practices. The problem of this study therefore is to empirically investigate the extent to which the staff personnel management practices of the universities in Southwest Nigeria has affected the effectiveness of the universities.

#### **Purpose of the Study**

The study established the link between staff personnel management and effectiveness of universities in Southwest, Nigeria.

Specifically, the study set to:

- i. examine the relationship between staff personnel management practices and university effectiveness.
- ii. determine the extent to which staff personnel management practices adopted by university administrators influence university effectiveness in Southwest, Nigeria.

#### **Research Questions**

The following research questions were raised for the study:

1. What are the staff personnel management practices adopted by university administrators for promoting university effectiveness in Southwest, Nigeria?

2. To what extent does the staff personnel administrative practices adopted by university administrators influence university effectiveness in Southwest, Nigeria?

### **Research Hypotheses**

The following hypotheses were generated for the study:

1. There is no significant difference between the mean ratings of Head of Department and Deans on the staff personnel management practices and university effectiveness in Southwest, Nigeria.
2. There is no significant relationship between staff personnel practices and university effectiveness in Southwest, Nigeria.

### **Methodology**

The study adopted a descriptive research design of survey type. The population of the study comprised of 240 staff (both teaching and non-teaching) in the 3 universities in Ekiti State. Simple random sampling technique was employed to select 20 teaching staff and 60 non-teaching staff from each of the 3 universities in Southwest, Nigeria. One self-designed instrument titled Staff Personnel Management and University Effectiveness Questionnaire (SPMUEQ). Face and content validities were ensured by experts. The reliability coefficient of 0.81 was established with the help of Cronbach Alpha. The data generated was analysed using mean statistics and independent sample t-test at 0.05 level of significance.

### **Findings and Discussion**

**Question 1:** What are the staff personnel management practices adopted by university administrators for promoting university effectiveness in Southwest, Nigeria?

**Table 1:** Staff Personnel Management Practices

S/N	Items	Mean	SD	Rank
1.	Recruitment of personnel is based on academic qualification	3.32	0.66	<b>A</b>
2	There is provision for welfare, package for staffs	3.00	0.88	<b>A</b>
3.	Involves staffs in decision making	3.46	0.78	<b>A</b>
4.	Encourages in-service training for advancement of knowledge in staffs' areas of specialization	3.16	0.60	<b>A</b>
5.	Encourages staffs to participate in staff discussion forum	3.60	0.85	<b>A</b>
6.	Sponsors staffs for ICT proficiency to update their knowledge based on the current trend in technology advancement in service delivery	2.90	0.58	<b>A</b>
7.	Endeavours to meet staffs' welfare needs as a source of building their trust in the management	3.20	0.71	<b>A</b>
8.	Gives praise and commendation to staffs as deserve to boost their ego	3.25	0.94	<b>A</b>
9.	Builds effective communication system	3.14	0.80	<b>A</b>
10.	Unbiased selection for staff development programmes	3.45	0.74	<b>A</b>
	<b>Grand Mean</b>	<b>3.60</b>	<b>0.75</b>	<b>Agreed</b>

Table 1 reveals that all the items have mean scores above the benchmark mean of 2.50. This shows that they are the staff personnel management practices adopted by the university management in promoting staff job performance. The result of data analysis presented on table 1 revealed that respondents agree that university staff personnel managers adopt staff professional development practices in enhancing staff job performance.

**Question 2:** To what extent does the staff personnel administrative practices adopted by university administrators influence university effectiveness in Southwest Nigeria?

**Table 2:** Staff Personnel Management Practices and influence on university effectiveness

S/N	Items	Mean	SD	Rank
1.	Enhances staffs' morale and productivity.	3.58	0.66	Agreed
2.	Good academic performance of the students	3.41	0.51	Agreed
3.	Effective administrative service delivery	3.48	0.51	Agreed
4.	Job satisfaction improves productivity	3.17	0.78	Agreed
5.	Promotion of job standardization for optima organization functioning	3.18	0.81	Agreed
6.	Enhancing creativity in discharging responsibilities	3.39	0.92	Agreed
7.	Allowing collaborative efforts within the university	3.41	0.66	Agreed
8.	Improves the competency of members of staff and the achievement of learners are maximized	3.25	0.45	Agreed
	<b>Grand Mean</b>	<b>3.36</b>	<b>0.66</b>	<b>Agreed</b>

To a significant extent, information documented on table 3 showed uniformity in responses among respondents as regards the influence of effective staff personnel management on effectiveness of university programmes. This conclusion was reached as a result of the high agreement rate among the respondents on the eight items presented to them.

### Test of Hypotheses

**H<sub>01</sub>:** There is no significant difference between the mean ratings of Head of Department and Deans on the staff personnel management practices and university effectiveness in Southwest, Nigeria.

**Table 3: t-test** Statistics showing difference in the mean ratings of Head of Department, Deans on the staff personnel management practices and university effectiveness.

Variables	N	X	SD	Df	t-cal	t-tab	Decision
Male	240	3.45	1.76	118	1.56	1.96	NS
Female	240	3.32	1.65				

**P<0.05 NS – Not Significant**

The result of data analysis presented in table 2 revealed that t-calculated (1.56) was less than t-table (1.96) at 0.05 level of significance. This makes the null hypothesis one not to be rejected. Hence, there is no significant difference in the mean ratings of Head of Department, Deans on the staff personnel management practices and university effectiveness. This means that staff personnel management is related to university effectiveness.

**H<sub>02</sub>:** There is no significant relationship between staff personnel management and university effectiveness;

**Table 4: t-test** Statistics showing relationship between staff personnel and university effectiveness.

Variables	N	X	SD	Df	t-cal	t-tab	Decision
Male	240	3.45	1.76	118	1.08	1.96	NS
Female	240	3.08	1.66				

**P<0.05 NS – Not Significant**

The result of data analysis presented in table 5 revealed that t-calculated (1.08) was less than t-table (1.96) at 0.05 level of significance. This makes the null hypothesis two not to be rejected. Hence, there is no significant relationship between staff personnel management and university effectiveness in Southwest, Nigeria.

**Discussion**

The study revealed the prospects of achieving effectiveness in the university system through effective personnel services. It was found that university effectiveness could be achieved through: due process recruitment exercise as supported by the finding of Nel, Werner, Du Plessis, Fazey, Erwee, Pillay, Mackinnon, and Millett and Wordsworth (2012) that vacant job position should be duly advertised on all forms of job advertisement outlets. These include e-mails, direct mail, signs in shop windows and on company notice boards, as well as advertising to the general public in newspapers, on the radio, TV and internet, provision for welfare package for staffs, involving staffs in decision making. This was supported by Giri and Kumar (2013) that employee participation in decision making helps to improve the level of employee satisfaction, commitment, morale, support and inefficiency in the work place and encouraging in-service training for advancement of knowledge in staffs' areas of specialization. This was pointed out by Babaita in Ezeani and Oladele (2013) that training and retraining enhance the job performance of staff and increase the overall effectiveness of the organization through sponsoring of staffs for ICT proficiency to up-date their knowledge based on the current trend in technology advancement in service delivery. Meeting staffs' welfare needs as a source of building their trust in the management, giving praise and commendation to staffs as deserve to boost their ego, building an effective communication system and unbiased selection for staff development programmes. This is supported by the finding of Ojokuku (2015) that good communication pattern, regular meeting with staffs, praise and reward of excellent performance of staffs as well as ensuring regular salary payment helps the staffs to be effective and efficient in discharging their duties.

Personnel management services have been found by the finding of the present study to have significance influence on the staff effectiveness and the university effectiveness. It reflect in the area of enhanced staffs' morale and productivity, good academic performance of the students, effective administrative service delivery, job satisfaction, promotion of job standardization for optima organization functioning, enhancing creativity in discharging responsibilities, allowing collaborative efforts within the university, improves the competency of members of staff and the achievement

of learners are maximized.

Accordingly, in a study conducted by Odoegubulem (2003) on strategies for improving human resource management, the findings showed that staffs' participation in decision-making, organizing workshops and enlightenment programmes for staff increased their feelings of togetherness and comradeship, resulting in their job satisfaction

### **Conclusion**

The relationship between state personnel management and teachers productivity are conditional as the findings of this study indicated. For example if the staff welfare package is appropriate enough, there is enough promotion for professional courses and seminars, adequate staff involvement in university decision making among others, the staff would be equally satisfied with the job consequently. This will enhance staff performance as well as their overall effectiveness of the university system.

### **Recommendations**

In the light of the discussion so far, it was concluded that administration of universities should ensure that staffs are offered opportunities for re-training to enhance their professional growth, adopt other indices of staff motivation for job satisfaction and improved performance.

Based on the findings of the study and the conclusion arising therefore, it was recommended that:-

1. University Administrators should ensure that staff are adequately compensated for outstanding performances to boost their job productivity and satisfaction.
2. Administrators of universities should promote the professional growth of administrative and lecturers by recommending them for staff development programmes, conferences and workshops to update their knowledge through interactions with fellow professionals to enhance job satisfaction and improved performance.
3. Staffs recommended for growth-oriented programmes should be devoid of favouration and sentiments.

4. Personnel managers of universities should establish and sustain harmonious relationships with and among staffs in various sections by respecting and recognizing the worth, dignity and hardwork of the individuals as this would enhance job satisfaction.
5. Moreover, in addition, staff recruitment and selection should be made to follow due process and the existing staffs should be retrained for globalization and university development.

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