

Human Resource Management in Nigerian Universities Administration in Osun-State, Nigeria

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Abstract

The purpose of this study is to examine the usefulness of human resource management in the administration of Nigerian University with special reference to Osun State, Nigeria. To guide the investigation, researchers raised research questions and formulated hypotheses in the study. A sample of six universities were selected from a total of eight public and private universities in Osun State, Nigeria. The findings show that there is a significant difference between the performances in HRM practices in public and private universities. It is also revealed that effective HRM leads to improvement in staff and students performance. It concludes that the environment of operation largely determines how much of that potential is utilised and the purpose for which it is used. It was recommended that universities administration should invest more on human capital in order to improve quality of their workforce. It was opined that university personnel should undergo higher academic training in their area of specialities and attend regular workshops, academic conferences and seminars locally and internationally and also utilise the benefits of mentoring.

Keywords: Human Resource Management, Human Capital, Universities Administration

Introduction

The principal resource of an organisation is the people. Managing its people is the most important aspect of managing an organisation. There are whole gamuts of system of administration in private and public institutions. Central to all such systems is Human Capital. People are the most important resource in the enterprise, since people make the decisions concerning other organisational resources. People operate machines, borrow money and come up with the ideas which give the enterprise its purpose. The human factor can be defined as the interface between man and his work environment. That interface is maintenance and operation. It is obvious therefore that human effort cannot be eliminated in any productive activity. Man is the only animal capable of limitless thinking. And as far as thinking is a component of productive enterprise, man will continue to be relevant. Because, as Drucker (1998) wrote, only labour-saving, not thinking-saving, machines have been invented so far.

Human capital is the most productive capital. The Takata plan established that a Country's physical capital (infrastructure) accounts for 16 percent of its wealth while its natural capital accounts for 20 percent. Human capital however accounts for 64 percent.

In another sense, the importance of human factor can be illustrated by the Marxian theory of surplus value. Man is the only producer of surplus value. This relate to the unlimited capacity of man. The other factors of production (raw materials, capital, and entrepreneurship) have finite capacities and the value of their contribution to output is matched by the returns to them. According to Marx, the surplus value that is appropriated by the owners of the capital is contributed by human labour. Even if one does not agree with these analyses, one can hardly deny the promise of the unlimited capacity for creativity, innovation, ingenuity and continued improvement of the human factors.

The second characteristic of man relates to its nature. The human being (man) is the most endowed and the most complex of all nature's creation. Man as Marx claimed, is not a "natural being" but a 'human natural being' whose being is for himself (Carver, 1983). Marx described man as biological (aggression, jealous and protective of territory), sociological and psychological autonomous self-reflective and creative in his way of acting in society on the one hand, he sees man as capable of 'unlimited cultivation of the senses, symbolic communication, conceptual thinking and problem solving, autonomous in innovative activity and ability to harmonise relations with other individual in a community'. On the other, man is 'heteronomous' and is capable of substituting dominating power for creative power' and of using communicative means in order to set up barriers rather than bridges to other communities' (Baltimore, 1991).

Human Capabilities – Managerial, technical, use of information, communication, problem-solving ability etc are certainly not lacking in Nigeria. Why is it that in spite of this rich and diverse mix of human resources, many organisations in the country especially the public ones remain inert? Life in a typical public organisation is sheer drudgery. A keen observer easily notices a staffing attention to routine matters, a narrow vision by the leadership of the organisation's fundamental unique purpose, its mandate, potentials and objectives and above all, the inability to identify develop and creatively use the human resources available within the organisation. Initiative is most often discouraged due to an environment that neither empowers nor enables the individual to accomplish anything. Effective plan implementation can be impaired by inadequate investment in the human capital; or by any action that destroys or many ways inhibits the capacity of people to realise their optimal potential. Incompetence due to poor training suppression of freedom and the installation of fear in people can be contributory to poor planning and ineffective implementation. Contributory to poor planning and ineffective

implementation, it is plausible to argue that the greatest damage done by the military in Nigeria is not in fact the massive stealing of public money or damage done to physical control. The most damaging legacy of the military was the destruction of people's psyche, through intimidation, and of the human capital enhancing institutions (the universities and other training and research institutions, the professional associations etc). The result is a loss of skills and an enthronement of sycophancy. (Iyanda, 2001).

Human resource management examines what is, can be, or should be done to make people both more productive and more satisfied with their working lives. In spite of its importance, however, human resource management function has been misunderstood, undermanaged, or mismanaged in many organisations.

The objective of this paper is to make an exposition of human resource management as a critically important function in Nigerian Universities specifically universities located in Osun State. This paper also made an attempt to examine problems and prospects of Human Resource Management in University Administration in Osun State.

Literature Review

The Concept of Human Resource Management (HRM)

Human resource management is a process of bringing people and organisations together so that the goals of each are met. It tries to secure the best from people by winning the whole hearted cooperation. Human Resource Management may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner. (Rao 2010). Assisted by French (2007) human resource management refers to the philosophy, policies procedures and practices related to the management of people within an organization. Human resources management encompasses a dynamic, organization –wide prospective that is action-oriented and necessarily interrelated with strategic planning of the top executive team of the organisation.

Human resources management consists of the following propositions. That human resource policies should be integrated with strategic business planning and used to reinforce an appropriate (or change an inappropriate) organisational culture, that human resources are valuable and a source of competitive advantage, that they may be tapped most effectively by manually consistent policies that promote commitment and which as a consequence, foster a willingness in employees to act flexibly in the interests of the adaptive organisations' pursuit of excellence (legge 1989).

Human resource management is the process of acquiring, training, appraising and compensating employees and of attending to their labour relations, health and safety, and fairness concerns. Human resource management deals with the governance of organisations-with the fabric of policies and practices that governs that lives of the people in the organisation.

Features of Human Resource Management

The following are features of human resource management

1. **Pervasive Force:** HRM is pervasive in nature. It is present in all enterprises. It permeates all levels of management in an organization.
2. **Action Oriented:** HRM focuses attention on action, rather than on record keeping, written procedures or rules. The problems of employees at work are solved through rational policies.
3. **Individually Oriented:** It tries to help employees develop their potential fully. It encourages them to give their best to the organisation. It motivates employees through a

systematic process of recruitment, selection, training and development coupled with fair wage policies.

4. **People Oriented:** HRM is all about people at work, both as individuals and groups. It tries to put people on assigned jobs in order to produce good results. The resultant gains are used to reward people and motivate them towards further improvements in productivity.

5. **Future Oriented:** Effective HRM helps an organisation meet its goals in the future by providing for competent and well motivated employees.

6. **Comprehensive Function:** HRM is, to some extent, concerned with organizational decision which has an impact on the workforce or the potential workforce. The term 'workforce' signifies people working at various levels, including workers, supervisors, middle and top managers.

Objectives of Human Resources Management

The principal objectives of human resources management may be listed thus:

a. **To help the organisation reach its goals:** Human resource department, like other departments in an organization, exists to achieve the goals of the organisation first and if it does not meet this purpose, human resources department will wither and die.

b. **To employ the skills and abilities of the workforce efficiently:** The primary purpose of human resources management is to make people's strengths productive and to benefit customers, stockholders and employees.

c. **To provide the organisation with well-trained and well-motivated employees:** Human resources management requires that employees be motivated to exert their maximum efforts, that their performance be evaluated properly for results and that they be remunerated on the basis of their contributions to the organisation.

d. **To increase to the fullest the employee's job satisfaction and self-actualisation:** It tries to prompt and stimulate every employee to realise his potential. To this end suitable programmes have to be designed aimed at improving the quality of work life.

e. **To develop and maintain a quality of work life:** It makes employment in the organisation a desirable, personal and social, situation. Without improvement in the quality of work life, it is difficult to improve organisational performance.

f. **To be ethically and socially responsive to the needs of society:** Human resource management must ensure that organisations manage human resource in an ethical and socially responsible manner through ensuring compliance with legal and ethical standards.

Importance of Human Resources Management

The following are major importance of human resources management to the organisation.

- To attract and retain talent
- To train people for challenging roles
- To develop skills and competencies
- To promote team spirit
- To develop loyalty and commitment
- To increase productivity and profits
- To improve job satisfaction
- To enhance standard of living
- To generate employment opportunities

Theories of Human Resources Management

The categories of human resources management theory listed by Guest (1997) and Boselie et al (2005) are listed below;

Theories of Human Resource Management by Guest (1997)

1. Strategic Theories: The implicit but untested hypothesis is that good fit (between human resources practice and the internal/external context) will be associated with superior performance. The hypothesis is that firms that have a fit between strategy, structure and human resources management policy will have superior performance.
2. Descriptive Theories: These either list areas of human resources policy and outcomes or adopt a systems approach, describing the relationships between levels.
3. Normative Theories: These are normative in the sense that they establish a norm or standard pattern in the form of prescribed best practice. These take a considerable risk in implying 'one best way'.

Theories of Human Resources Management by Boselie et al (2005)

1. Contingency Theory : Human resources management is influenced by organisations' environment and circumstances (Iegge, 1978)
2. The resource – based view : Human resources management delivers added value through the strategic development of the organisation's rare, hard to imitate and hard to substitute human resources (Barney, 1991, 1995).
3. AMO theory : Ability + Motivation + Opportunity to participate provides the basis or developing human resources systems that attend to employees interest, namely their skill requirements, motivations and quality of the job.

Human Resources Management Model

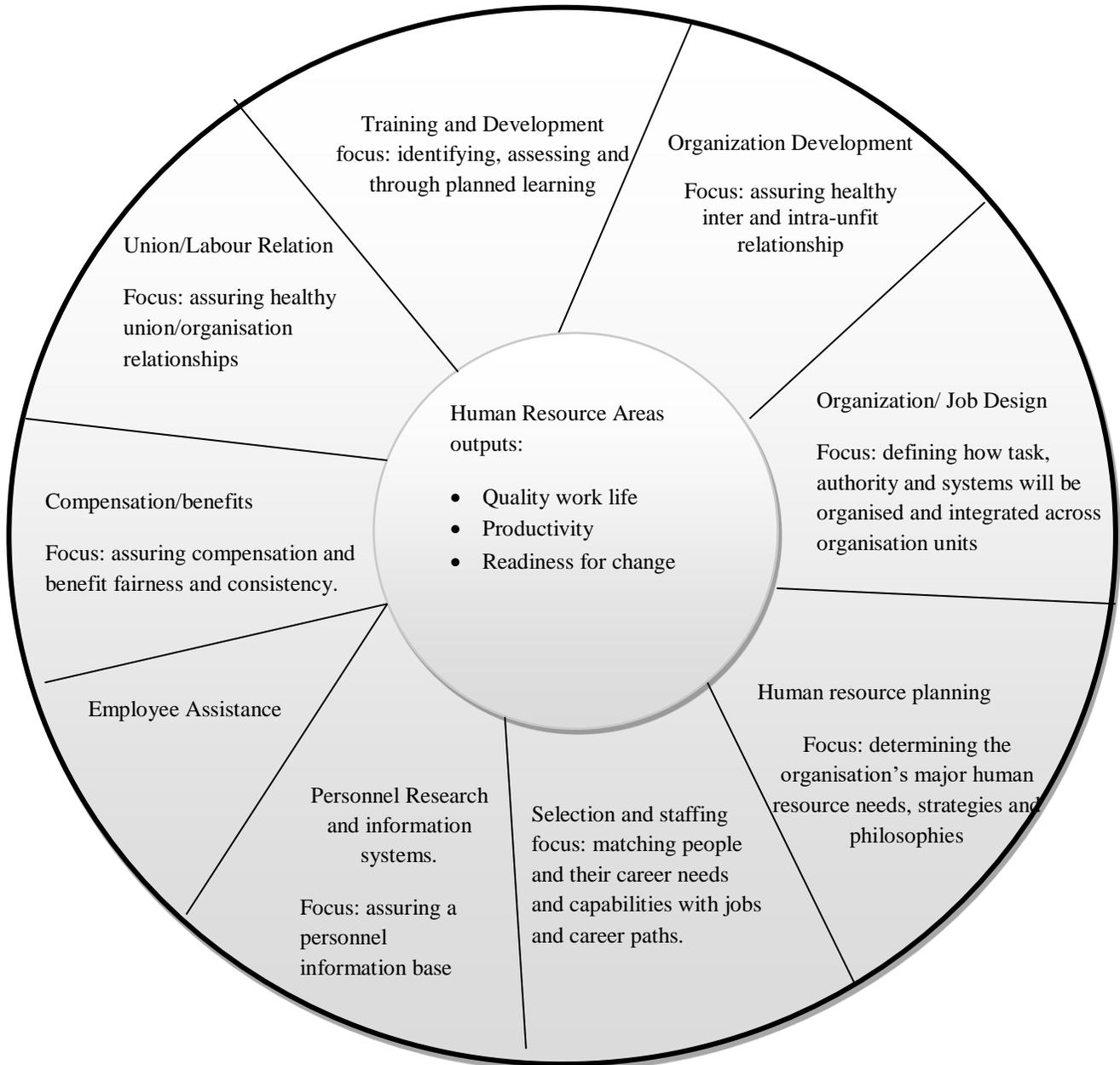
The model that provided the focus was developed by the American Society for Training and Development (ASTD). ASTD identified nine human resource areas;

1. Training and Development
2. Organisation and Development
3. Organisation/ Job Design
4. Human Resources Planning
5. Selection and Staffing
6. Personnel Research and Information Systems
7. Compensation / Benefits
8. Employee Assistance
9. Union/ Labour Relations

These nine areas have been termed spokes of the wheel in that each area impacts on the human resource outputs; quality of work life, productivity and readiness for change. Figure 1.1 is a representation of this model, and the focus of each spoke.

Figure 1: HUMAN RESOURCE WHEEL

SOURCE: American Society for Training and Development, Models for Excellence (ASTD, 1983), p. 23.



Major Processes in Human Resources Management

A useful way to describe human resources management as it practiced today is in process-system terminology. The significance of the process-systems view is that it recognises the interdependence of HRM components with all other aspects management and organisation.

A process is an identifiable flow of interrelated events moving towards some goals, consequence or end. An example in human resources management is the staffing process, a flow of events that results in the continuous filling of positions within the organisation. The events will normally include such activities as recruiting applicants, making hiring decisions and managing career transitions such as transfer and promotions. These include;

A system, on the other hand, is a particular set of procedures or devices designed to manage a process in a predictable way. The staffing system of a given organisation for example, might include application blanks, interviews, reference checks, a six-month probationary period, a procedure for posting job openings within the organisation and procedure for posting job openings within the organisation and procedure for applying for job transfer.

Conducting job analyses determining the nature of each employee's job

- Planning labour needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees
- Managing wages and salaries (compensating employees)
- Providing incentives and benefits
- Appraising performance
- Communicating (interviewing, counselling, disciplining)
- Training and development staff
- Building employee commitment
- Equal opportunity and affirmative action
- Employee health and safety
- Handling grievances and labour relations

There is a great deal at stake in human resources management people's careers, their physical and emotional health, and the effectiveness and viability of their organisations are directly influenced by the quality of the 'people practices' where they work. Changes in terminology reflect the increased significance associated with the management of people in organisations as well as the broader perspective from which the field had a strong functional focus, personnel specialists were primarily concerned with the administration of specific employee related functions such as hiring training, wage setting, and disciplinary action. A more modern view is that all personnel functions are interrelated. Moreover, how well these functions are managed has a tremendous effect on an organisation's ability to meet its overall objectives.

Individual motivation and teamwork are highly affected by this fabric of HRM policies and practices, matters of fairness and equity are central to HRM. The effective management of human resources in the organisation requires the utilisation of knowledge from many disciplines including social and counselling, psychology, employment law, management theory, medicine, group dynamics, philosophy, ethics, statistics and more. Human resource management is both a science and an art of creating an organisational culture that foster high morale. Human resource management has to do with the integration of technology and the human/social system of organisation.

According to the process-systems view, human resources management is the systematic planning, development, and control of a network of interrelated processes affecting and involving all members of an organisation. These processes include;

Human Resource Planning is the process of assessing the organisation's human resources needs in the light of organisational goals and changing conditions and making plans to ensure that a competent, motivated workforce is employed. The basic purpose of having a human resource plan in the university is to have an accurate estimate of the number of employees required, with matching skill requirements to meet organisational objectives. It provides information about the manner in which existing personnel are employed, the kind of skills required for different categories of jobs and human resource requirements over a period of time in relation to organisational objectives. It would also give an indication of the lead time that is available to select and train the required number of additional manpower.

More specifically, HR planning is required to meet the following objectives (Overman 1999). Forecast personnel requirements, cope with changes use existing manpower productively and promote employees in a systematic and promote employees in a systematic manner.

Human Resources Planning is highly important and useful as it offers the following benefits reservoir of talent; prepare people for future, expand or contract of manpower, cutting of costs as it facilitate the preparation of appropriate HR budget for each department or division; helps in controlling manpower costs by avoiding shortages/ excesses in manpower supply, technological changes, occupational changes, retraining, shortage of relevant skills and knowledge and mobility (transfer, promotion, resignation, upgrading of technological, substitution of product lines and changes in product mix) the physical facilities such as canteen quarters, school medical help etc can be planned in advance, prepares the organisation for succession planning.

The necessities of HRP include changes in environment, organisation, replacement against deficiencies, and employment of surplus manpower and stability of employment.

The functions of HRP include;

- The recruitment of sufficient and suitable staff
- Retention of such staff in the university
- Ensuring optimum utilisation of all staff
- Improving staff capacity and performance
- Disengagement of staff when due.

To plan for the resources in any university, it is the key responsibility of the Vice-Chancellor, Registrar, Bursar and of course the Auditor of Academic Planning.

According to Girle (2007) the three elements of HRP are demand, supply and timing which usually determine the quality and the quantity of available staff. In all universities selected Obafemi Awolowo, Ile Ife, Osun State University, Osogbo (with six campuses), Fountain University Osogbo, Joseph Ayo Babalola University, Ikeji Arakeji, Adeleke University Ede, Redeemers University Ede, the policy of Government (Proprietor) on funding has always determined the number and calibre of staff to be employed at any given time. The university plans for and recruits staff on the basis of the National University Commission (NUC). Parameters Employment are made for (a) Academic staff (b) Administrative and Technical staff (c) Junior staff. The particular guide for this purpose is full time equivalent.

Organisational Structure

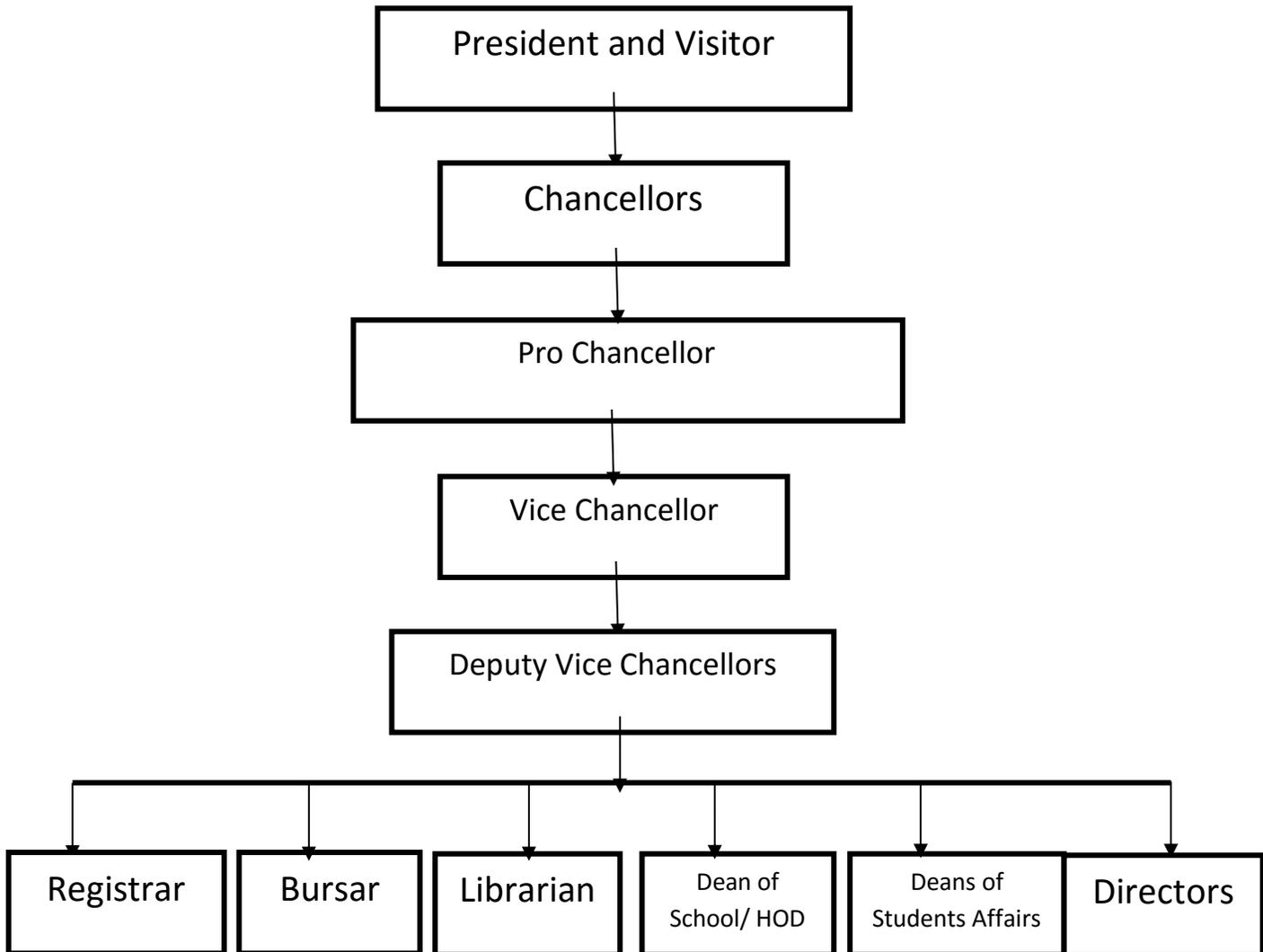


Figure 1.2 Organisational Structure

The organisation of positions follows the principle of hierarchy, each lower office being subject to the control of a higher one. There is a systematic division of labour, each office has a clearly defined shape of responsibilities (see figure 1.2). The occupant of the offices must be selected on the basis of technical qualifications in the university system. There is need to put the most qualifies staff in the most appropriate office in order to get the best in the fulfilment of their objectives. The university has not fared badly in the past, but in recent terms have been expressed by many that there has been a level of favouritism in certain appointments which in variably affects the graduates being sent out. This fear to a cancer and must be surgically and surgically removed.

Staffing Procedure

In the university, Staffing Procedure begins with the management through the appropriate unit informing all budgetary units to forward their estimates in terms of their Full Time

Equivalent (FTE) to the Bursary Department through the Academic Planning Unit. The Vice Chancellor presides over the total budget as recommended to the Governing Council through the Financial and General Purpose Committee. The Registrar prepare and forward staff requirements for advertisement in type with the approved budget.

Recruitment Procedure

Recruitment Procedure may be internal or external advertisement. The information officer forwarded the documents to at least two national dailies. A period of six weeks is normally given as closing date from the day of publication. An applications received are forwarded to the Registrar to be processed by the Registry Staff.

Selection Procedure

Based on the existing vacant positions to be filled the Registrar forward the publications to the departments and units for possible short listing of candidates. The Registrar and his staff verify that the returns are in consonance with the laid down provisions. Interview panels are constituted by the Registrar and other Registry Staff and forwarded to the Vice-Chancellor who chairs the Panel.

Applicants who are qualified are invited for interview on a set date that is sufficient enough to receive invitation. The advent of the GSM, phone calls are made to fast track certainty that such candidates received invitation on time. Interviews are conducted sometimes with the assistance of external consultant or Professors in that area of need. The best candidates are forwarded to the chairman for vetting. Thereafter, a report is prepared to the respective Appointments and Promotions Committee (A&PC). The Vice Chancellor approves that letters of appointments be issued and A&PC ratifies such approval during its next meeting. The process of selection is a regular feature either because of staff turnover or the need to increase in staff turnover or the need to increase in staff strength as a result of increase in the number of students to be admitted as approved by the NUC or introduction of new courses. High staff turnover in itself is a sign of weakness or problem in the system. Efforts must be made to reduce high labour turnover in the university system.

Appointment

After selecting the appropriate staff, an appointment letter is forwarded to the successful candidates, within six weeks he should assume duty or give reason why he could not assume duty. On assumption of duty, a new staff reports to the Registry for assumption formalities/ Documentations which includes medical test in the University's Health Centre. He is deployed to the right office and a job description given to him. The Regulations Governing the conditions of service of Employee are given to him for study and compliance.

A new staff is integrated to the system through induction and orientation. The academic staff report at the College, Faculty and Department. The Dean, HOD and College Secretary put him through the necessary tutelage.

Challenges Faced By H.R.D Managers

H.R.D. managers are facing many challenges these days. Some of these are listed below;

1. Enlarging the scope on personnel management
2. Focus on knowledge and skill
3. Structure and size of enterprise

4. Globalisation of business
5. Managerial skills in HRD
6. Number of employees
7. Quality of employees
8. Sustainable competitive advantage
9. Empowerment of employees
10. Government intervention
11. Social orientation
12. Reservation issues
13. Manpower costs
14. Future challenges

Methodology

In this study, the researchers apart from using the secondary data also carry out a survey to obtain relevant data from respondents using participatory survey method (PSM). The method provided opportunity to all Registry staff to give Professional view on ways of enhancing effective human resource management in the six selected universities namely; Obafemi Awolowo University Ile-Ife, Osun State University Osogbo, Joseph Ayo Babalola University Ikeji Arakeji, Fountain University Osogbo, Adeleke University Ede and Redeemer University, Ede. A questionnaire titled Effective HRM in Osun State University (EHRMS OSUN) was used to obtain relevant information. The questionnaire has two parts. Part A: background of the respondents, while part B respondents views on strategies of enhancing effective HRM in the selected six universities.

Progressive sampling technique was used to select 160 Registry Staff who were requested to list ten ways by which effective HRM could be enhanced in the six selected universities in Osun State.

Regression analysis was used to test the four hypotheses formulated.

Weights were assigned to various Likert scales of Strongly Agree 5, Agree 4, Undecided 3, Disagree 2 and Strongly Disagree 1.

Decision rule: if the calculated value is greater than 0.6 there is a strong positive relationship and if it is lower than 0.4 – 0.1 there is relationship but a weak one.

In situation of strong relationship, alternative hypothesis is accepted and vice-versa.

$$r = \frac{n\sum\chi y - \sum\chi\sum y}{\sqrt{[n\sum\chi^2 - (\sum\chi)^2] [(n\sum y^2 - (\sum y)^2)]}}$$

Decision rule:

Accept Ho, reject Hi when the table value is greater than the calculated value. Reject Ho and accept Hi if otherwise.

Results and Discussion

Responses	No of respondents	Percentage (%)
Strongly agree	87	54.37
Agree	48	30
Undecided	13	8.13
Disagree	7	4.37
Strongly disagree	5	3.13
Total	160	100.00

Table 1. Source: Administered Questionnaire (2014)

Table 1 shows that 87 (54.37%) strongly agree to the fact that good HRM can lead to improved performance in staffs and students' performance, 48 (30%) agree, 13 (8.13%) undecided, 7 (4.37%) disagree and 5 (3.13%) strongly disagree.

Hi Effective HRM leads to Improvement in staffs and students performance.

X	Y	XY	X ²	Y ²
5	87	435	25	7569
4	48	192	16	2304
3	13	39	9	169
2	7	14	4	49
1	5	5	1	25
15	160	685	55	10116

Table 2

$$\begin{aligned}
 r &= \frac{n\sum\chi y - \sum\chi\sum y}{\sqrt{[n\sum\chi^2 - (\sum\chi)^2][n\sum y^2 - (\sum y)^2]}} \\
 &= \frac{5(685) - 15(160)}{\sqrt{[5(55) - (15)^2][5(10116) - (160)^2]}} \\
 &= \frac{3425 - 2400}{\sqrt{(275 - 225)(50580 - 25600)}} \\
 &= \frac{1025}{\sqrt{(50)(24980)}}
 \end{aligned}$$

$$= \frac{1025}{\sqrt{1249000}}$$

$$= \frac{1025}{1117.59}$$

$r = 0.9171$ or 91.71%

Decision Rule

The alternative hypothesis which states that effective HRM leads to improvement in staff and students performance is hereby accepted while H_0 is rejected. This shows that effective HRM on the part of staff and students leads to improvement performance.

Test of Hypothesis Two

H_1 : There is a significant difference in the HRM Practices in Public and Private Universities.

X	Y	XY	X ²	Y ²
5	28	140	25	784
4	94	376	16	8836
3	16	48	9	256
2	12	24	4	144
1	10	10	1	100
15	160	598	55	10120

Table 3

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$= \frac{5(598) - 15(160)}{\sqrt{[5(55) - (15)^2][5(10120) - (160)^2]}}$$

$$= \frac{2990 - 2400}{\sqrt{(275 - 225)(50600 - 25600)}}$$

$$= \frac{590}{\sqrt{(50)(25000)}}$$

$$= \frac{590}{\sqrt{1250000}}$$

$$= \frac{590}{1118}$$

r = 0.53 or 53%

Decision Rule

The alternative hypothesis which states that there is significant difference in the practices HRM in public and private universities is here by accepted, Ho is rejected.

The suggested strategies were grouped into ten items and ranked on the basis of the number of respondents. The ten items were later presented to the respondents after an interval of four weeks to authenticate using a five point type Likert Scale. This is to enable the researcher to authenticate the suggested strategies and compare the respondents' level of agreement. The population of the study were all the Registry staff of universities. One hundred and eighty (180) questionnaires were distributed only one hundred and sixty (160) were returned and found useful for the study. 96 (60%) of the respondents are males while 64 (40%) are females. A total of 72 (45%) of the respondents work in public universities, 88(55%) work in public private universities.

Suggested Strategies	No of Respondents	%	Ranking
1. Improved conditions of services	136	85	1st
2. Adoption of efficient policies on recruitment, selection that is fair and equitable.	132	82.5	2 nd
3. Career Opportunities	122	76.25	3 rd
4. Training and Development	114	71.25	4 th
5. Rewards and Sanction	107	66.87	5 th
6. Nationwide advertisement about job vacancies and allowing sufficient time for candidate to apply	101	63.12	6th
7. Reduction of excessive centralisation of power and Bureaucracy	96	60	7th
8. Prompt and Impartial Sanction of Violators of Condition of service	84	52.5	8th
9. Empowerment and Job design	79	49.37	9 th
10. Enforcement of Legal instruments code of conduct and rules and regulations promoting effective HRM.	68	42.5	10th

Table 4: Percentage and Rank Analysis of Respondents views on Enhancement of Effective HRM in Nigerian Universities.

Table 4 represents data on strategies of enhancing effective HRM in Nigerian Public and Private Universities as view by Registry Personnel.

Table 4 shows the rank in order; of the view of respondents improved in conditions of service top the list of suggested strategies. This is followed by adoption of efficient HRM policies on recruitment, staff process and selection and while the least on the ranking table is enforcement of legal instrument code of conduct and rules and regulations promoting effective HRM.

Conclusion and Recommendations

Our analysis shows that the importance of HRM in University administration lies in its endowment with immense potentials which can be used for good or evil. The environment of operation largely determines how much of that potential is utilised and the purpose for which it is used. An environment in which perfidiousness, inefficiency, fraud and dishonesty are not punished, but are indeed adulated, reinforces such behaviour and promotes the development of the evil potentials of the human being. Similarly, a social culture that fails to seek, utilise and reward talent or ability discourages the development of such and provided no incentive for good men and women to avail society of their skills, competencies and capabilities.

University Human Resource Managers should place the right person on the right job. It is high time that emphasis are placed on emotional intelligence, merit rather than undue emphasis on certificates.

Emphasis should also be placed on staff training and returning both at home and abroad. A trained staff is an asset as this improves employees and students performance while an untrained staff is a liability. Universities administration should invest more on human capital in order to improve quality of their workforce. This will also improve job performance of each person and gaining the cooperation and developing working relationships, creating and maintaining department morale, protecting employees' health and physical conditions.

Effective HRM will also help universities to control labour costs, avoid high labour turnover and other wastages as a result of poor hiring and selection process. It is a worthy lesson for Nigerian Universities to learn. If the vision, mission and objectives of the universities are to be realised and policies and plans effectively implemented, administrators in the public and private universities have to be selected and rewarded more on the bases of ability and excellent performance and less on those of politics, race, gender and personalities.

Concerted efforts should be made to ensure that there is equity and fairness in rewarding talents of both staff and students. To get the best out of people (staff and students) the organisation must offer a healthy work climate where they can use their knowledge, skills and abilities fully while realising organisational goals. This is where HR managers play a crucial role that of bridging gaps between employee expectations and organisational requirements by adopting appropriate HR policies, strategies and practices that will make them to have competitive advantage over others.

HR should focus more on quality service, employee involvement, teamwork and productivity. To be effective, HR strategies must fit with overall organisational strategies, the environment in which the firm is operating, unique organisational characteristics and organisational capabilities and competencies.

There is also need to carry out management audit to take a critical and unbiased look at the organisation. People in positions of authority must realise that effectiveness is neither an ability nor a talent. It is a habit, a practices of self-discipline that must be learned by adopting and imbibing strategic planning, leadership, visioning, and communication skills. Managerial

skills should be displayed through proper training, proper management exposure and experience motivation of staff and students so as to bring the best in them.

Administrators in the University should patiently coach, mentor and nurture those under them and they must be adequately committed both morally and financially to constant training and updating himself first and then his staff. Personal reading and research will help the administrators to be well abreast of management trends.

It is imperative that every Chief Executive along with his/her management team should have a fundamental rethinking of the way they plan and manage their resources in an environment that is characterised by uncertainty, change, instability and unpredictability. There must be a collective authorship of the mission statement through a deep collective introspection, critical analysis and vivid expression of the organisation's vision and values. To remain competitive and avoid absolute waste of time and resources, organisation's CEO and his team must clearly articulate and communicate the vision, mission and goals with clarity and completeness and carry everybody along.

Leadership skills must be consciously developed and acquired to pursue excellence with vigour and by constantly scanning the environment to identify talents, opportunities and deploy human resources effectively to harness the opportunities identified. University administrator should be able to communicate effectively.

Communication skills include being able to listen emphatically that is being able to see things from the other person's point of reference and being forthright in dealing with people. Communication is the most important skill in life as argued by Covey (1991) as we spend most of our waking lives communicating. One can easily notice a lot of anger at work, suspicion and distrust are so widespread that being made to work in team is very difficult. The manager of yesterday becomes today's boss, a decision-maker and a tin god who now demands loyalty, respect and instils fear over the organisation. Today's manager should be ready to become a mentor, a facilitator, and above all a team player through effective communication.

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