

Human Resources Management: An Accolade in Learning Institution

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Abstract

The article examined human resource management as an accolade in learning institutions, it x-rayed various definitions of human resource management as managing the entire resources of an organization for the purpose of achieving all-round success of the organization. The conceptual framework minimally discussed the importance of human resource management, their major activities in planning, recruitment, Induction, appraisal, development, promotion, demotion, transfer, discipline, termination, dismissal, retirement and their specific rules in learning institutions in the area of leadership, instruction, administration, and-in health and safety and their benefits. In conclusion, human resource management as an accolade in learning institution ensures a systematic approach to achieving academic goals through functional leadership. The paper suggested that the Federal and State Government; should motivate human resource managers in learning institutions for effectiveness and efficiency in performance.

Keywords: Human Resource Management, Accolade, Learning institutions, Planning, Recruitment and Induction.

INTRODUCTION

In the past, leaders or managers of organizations were seen as Lords, who issued orders that must be obeyed at all cost no matter the prevailing circumstances and conditions. Today, a different approach is needed as most organizations have grown bigger and have more manpower that is very knowledgeable. Human resources in education are important because of its role in the achievement of educational objectives, it involves planning, leading, directing, and a number of activities in order to achieve efficient utilization of human resources. It involves integrating society's needs with educational objectives among other things. The extent to which an organization like education attains its objectives depends largely on the human resource available and their management. Gibson (1985), used the term Personnel Administration in education for the management of human sources and explains it as the acquisition of personnel and coordination of performance within the organization.

Organizations are established to achieve laid down goals and objectives. It is the duty of the management to organize, manage and work out the ways of achieving these organizational goals. The human resources form not just an integral part of the school as an organization but it's a key element. Any organization that neglects the potentials and talents or refuses to recognize the participatory involvement of its members will not succeed in achieving its goals and objectives. Hence, the need for human resource management in the organization such as school.

The Concept of Human Resource Management

Human resource management is formerly known as personnel management or administration, staff management or manpower management. Gluck (1978:4) defined it as "that function of all enterprises to achieve both the objectives of the employees". Schuler and Zubritaky (1982:237) equally defined human resource management as "a set of functions and activities to be used in the management of human resources in a fair affirmative and efficient manner for the benefit of the organization, the individual and the society in a given organization and even education".

Riches and Morgan (1989:1) opined that Human Resources in any organization, educational or otherwise —"is a part of the process of management, seeking to ensure that the objectives of the organization whether college are met". In brief, Livy (1983: XV) put it as "the practice of managing people at work". According to Armstrong (1990: 1) management is a process which exists to get results by making the best use of human, financial and material resources available to the organization and in the individual managers. In order to accomplish this task, educational managers ensure that values are added to these resources. The values are also dependent on the expertise or skills and the commitment of the employees. Human resources is all about people in work organizations endowed with a range of potentials, abilities, talents; and attitudes, influence, productivity, quality and profitability (Barton & Gold 1999). They went further to state that individuals become human resources by virtue of the roles they assume in work organization. In educational organization, human resources is basically, the staff, students and by extension all other members of the school community.

Noe, Hollenbeck, Gerhart and Wright (2004:3) from a different perspective explained that human resources refer to the organization's employees, which are described with reference to their training, experience, judgment, intelligence, relationships, and insights. This view implies that teachers and employees of our educational institution are the assets and cannot be interchanged or easily replaced. They are sources of survival for the institution. In line with this, Maduagwu and Nwogu (2006:15) defined human resources management in education as a systematic approach towards the acquisition, motivation, development and control of human resources in any given educational sector. To Armstrong (2001: 1) Human Resources Management (HRM) can be defined "as a strategic and coherent approach to the management of an organization's most valued asset — the people working in the organization who individually and collectively contributed to the achievement of its objectives. From the planning perspective, Grindrod M. (1974), sees human resources management as "the planning, organizing, directing and controlling of the procurement, development, compensation, integrating and maintenance of people for the purpose of contributing to organizational goals" Adesina S, (1988), defined human resources as the "the recruitment, selection, utilization, and development of human resources by and within the organization'".

The demand for labour in any organization is a derived demand, that is, it is derived from the demand for goods and services, since human beings make the goods and provide the services. The demand for people is an integral part of an organization. The function of the human resources manager is therefore compelling and has to be performed whether simply, as in very small enterprise,

or scientifically, by employing a system which handles the recruitment, selection, development and assimilation of employees into the organization. It therefore follows that all the people in the organization from the managing director, to the cleaner and night watchmen are employed and come under the umbrella of human resources management. Management of human resources is not different from the management of other resources of the organization. This is because they all need to be handled and properly managed as they play different parts towards the effectiveness of the organization. However, the differences lie in the nature of human beings.

Dealing with human beings is different because they are animate and are capable of proper thinking that can sometimes be better than that of the manager himself. It is the human resource that use the material resources to achieve success or failure of the organization. They also have capacity to form groups and unions to defend or further their economic interest. Human resource management therefore is the most difficult of other aspects of management because it involves intelligent human being who can counter plan to make the manager ineffective. However, if their union is harnesses positively, they can as well achieve the highest level of effectiveness for their managers. In this regard, they are double edged sword depending on the skill of their managers.

In Nigeria educational organization, trade unions such as the Nigerian Union of Teachers (NUT) is a group formed out of human resources to defend or further economic interest of its members (teachers). Students union are also formed at different institution of learning to protect students' image and welfare in the organization. The idea of their formation is commendable but sometimes they are used negatively. For instance, Nigeria Union of Teachers (NUT) use their cohesion to organize and carry out strike actions to the disadvantage of the school cases in the manner inimical to the progress of their institution. It is the school manager (Principal) who uses tact to neutralize such excesses which sometimes affect the organization, its members and its community.

Importance of Human Resource Management in the Progress of Institutions of Learning

Human resource management in education is important for these several reasons:

- Human resources management ensures that government policies, and educational objectives are communicated to employees and implemented to enhance welfare of employees, thus boosting their morale.
- It is recognized by laws of most countries as functional area of management that must be practiced for instance apart from being enshrined in the National Policy on Education of Nigeria, it is also contained in the civil service reform decree No. 43 of 1988.
- Human resource management identifies the current and future human resources requirement, so that there will be no shortage of human resources to work towards the realization of the educational goals.
- It ensures that those who graduate from different levels of educational system receive the desired skills and knowledge.
- Human resource management makes certain that when there is vacancy, it is filled internally to boost workers' morale. It is only when this is not available that qualified personnel are appointed from outside the organization. In addition, it attracts qualified and experienced staff that will help to achieve educational objectives.
- Human resource management ensures that the staff regularly undergoes development programs to enable them carry out their present and future duties properly.

- Its selection and placement of staff is based on laid down principles to avoid favouritism that may mar the realization of educational objectives.
- It also keeps record and bio-data of all employees, which could be referred to easily, even when the staff has left the school or the educational system.
- Human resource management provides the grading and evaluation system of staff which enables the employee and the education authorities to know how far the employee has fared during a specific period.
- It also rewards good performance to motivate employees and discipline poor performance as a corrective measure.
- Furthermore, it ensures that justice, fair play and equity are held above all other things when dealing with educational staff.
- It ensures that employees' needs are recognized and integrated into the educational enterprise needs.
- It also communicates the educational law to the employee.
- Human resource management liaises with the labour union as National Union of Teachers and Academic Staff Union of Universities for setting of trade disputes and union grievances, thus allowing tranquillity to prevail in the educational enterprises.
- Not only that, it provides the atmosphere for staff professional growth and guides and counsels staff.

Major Activities In Human Resources Management

Some of the activities in human resources management include the following:

- **Planning**

Human resource has been defined by Glueck (1978:88) as the personnel process which attempts to provide adequate human resources to achieve future organizational objectives. It includes forecasting future needs of employees of various types, comparing these needs with the present work force and determining the numbers and type of employee to be recruited or phased out of the organizations employment group. But the British department of employment and productivity (1974) simply put it as "a strategy for the acquisition, utilization, improvement and preservation of an enterprise human resource". Whereas Robore (1987:24) it is through the process of human resource planning that a school district ensures that it has the right places and the right time and that these people are capable of effectively carrying out these tasks that will aid the organization in achieving its objectives". The human resource planning translates the objectives of the organization into peoples' needs. For an organization to grow effectively and achieve its objective, human resource planning functions has to be executed effectively, and the educational enterprise is no exception. For instance, if we need 2000 Technical Teachers in the next ten years and within the period two hundred technical teachers already in employment are expected to retire, planning ensures that 2000 technical teachers target is met.

Also it makes certain that the human resource that are engaged are profitably utilized and improved by way of ascertaining training and development needs. It also finds out that the human resource requirement of the organization in terms of skill level, or age category and the number for now and future and forecasting possible areas of changes. This assists the educational enterprise in

knowing whether it is Mathematic or English language teachers or both that we need now or in the future. Apart from ascertaining recruitment requirements, it also indicates how the human resources will be recruited. This is done by transfer, promotion or fresh recruitment.

- **Recruitment and Selection**

Recruitment means all those activities designed to search for and attract the desired quality and quantity of staff to satisfy the establishment needs.

In educational system, teachers are recruited and selected by the ministry of education or the various Education Board or National Union omission, National Commission for Colleges of Education and Nigeria Educational Research Council carry out their human resource recruitment and selection on individual basis. Once human resource planning has determine for instance the number of teachers, instructors, drivers, typist, minders required, their type and may be where and when they are needed, recruitment and selection exercise commence action especially if the vacancy (ies) cannot be filled internally through promotion or transfer.

The first stage is recruitment; this means to attract handsome crop of prospective candidates to fill the existing vacancy. It could mean the sourcing of qualified applicants with concern for today and future needs of the educational enterprise. This is carried out with the aid of advertisement of the vacancies. It is a deliberate design to stimulate and encourage the potential applicants to apply. The procedure could be through publication in a Daily Newspaper, poster, radio and television announcement, visiting of institutions that produce potential educational staff and unsolicited application.

The next stage is selection which is a procedure for choosing the best candidate from the prospective candidate lists formed from those who have applied for the job. The candidate qualities must meet the qualities or attributes required by the job. Therefore, the selection process starts with evaluation of applicants suitable to the existing position and unsuitable ones are dropped. It is only those who meet the laid down requirement and are capable of contributing maximally and effectively to the goals of education that are selected. This is done with the help of the application form, which is usually well detailed in order to serve its purpose.

In some cases, oral interview is used. In oral interview the candidate presents the original of all qualifications that he or she is claiming to make her to be suitable for the job. The interview is a technique aimed at getting more information on how suitable a candidate is for the position he or she is seeking. It assists the candidate in knowing more about the educational enterprise since the interview offers them the opportunity of raising other questions.

It gives the organization the opportunity of meeting the candidates and assessing other personality variables (like way of speaking, composure) that could be deciphered from the application. The appropriate interview panel must use an assessment form which should include variables such as mental ability, physical characteristic, personal characteristic, academic and professional characteristics, publications and other attributes desired by the position. they should make the interview to feel at home and avoid bias. At the end of the interview scores are collated to determine the best candidate. The successful candidates are sent letters of offer of appointment. Once this is accepted by the candidate a contract of employment has been entered into and he is now an employee. All fresh appointees in the educational enterprise in Nigeria like civil service are subject to a minimum of two years probation period and should show evidence of medical fitness to be determined by a medical officer in government hospital. At the expiration of the probationary period the employment is confirmed if he had performed well. This confirmation confers on the employee certain benefits like retirement benefits on the appointee. Apart from that, the

educational enterprise could offer vocation, part-time and temporary appointments for specific period.

- **Induction or Orientation**

Orientation of staff involves the introduction of the new workers to the education enterprise and its norms, what he has to do, his co-staff and probably the client which are students. In schools, introduction in most cases is carried out either by the principal, headmaster or head of department whichever is applicable. In primary and post primary institution, it involves introducing the new staff to the entire student populace during morning devotions and mentioning his steering qualities and other attributes that will make the student to accept him fast. The new employee could be briefed on the overall behavior of the students and how he can manipulate situation or who to go to, if he is in difficulty.

He is also introduced to staff, classroom, laboratories, librarian, sport activities, canteen services and other facilities for the total teaching and learning experience. If it is a school with a co-operative society, he could be introduced to it. The educational laws which spell out the policies and practices should be made available to him, and when this is not available, the principal or person in charge of the introduction should make time or direct senior colleagues to explain the laws to the new employee.

- **Performance Appraisal**

Performance appraisal in education refers to the process by which human resource management assesses personnel through its employees immediate superior, the degree of the employee's efficiency and effectiveness in performing his assigned roles in order to achieve the goals of the enterprise. This is done yearly. Performance appraisal involves an interview in which the superior officer discussed his evaluation with subordinate. After which the subordinate signs indicating whether he has agreed or disagreed with the rating and recommendations giving reasons. The appraisal there enables the employee to know his short comings and for the educational organization to know the training and developmental needs of the staff. It is used for the purpose of promotion and salary increment.

- **Development Programme**

Development programmes are designed by human resource management to increase the knowledge, skill, attitude, experience and perhaps release employees' latent potentials, so that their potential could be increased to meet the present and future job requirement.

However, Adesina (1982:82) sees development programme as ways to improve the qualitative and quantitative contribution of human resources to the overall goals of the system. He added that it enables the individuals to be more efficient in performing their work or at preparing individuals for greater responsibility.

Furthermore, he identified four benefits of development programmes in the educational system. These are highlighted below;

- (a) Development programme enables professional to acquire higher qualification for greater responsibilities and status.
- (b) It enables non-professionals to professionalize.
- (c) It helps the correction of deficiencies known at the time of appointment
- (d) Development programme enables teaching staff to face challenges arising from innovation in the school curriculum.

- **Promotion**

This is the upward mobility of an employee by which he changes his present position to another which makes him to take greater responsibility and more of entirely new duties that are different from the one of his former position. but one observes that in the educational enterprise in some cases, it is only the title of the person that changes, the duties assigned do not change. In education it is based on annual performance evaluation, interview, additional qualification or examination. Promotion improves morale and motivates employees to work harder in order to achieve educational objectives. It also attracts quality prospective applicants and it creates room for succession and availability of replacement. Employee on the other hand, lack of promotion, dampens workers morals and frustrates the realization of educational goals.

- **Demotion**

Demotion is a downward movement. One a staff earns demotion, he is striped immediately of the duties he was performing and privileges inclusive. The employee may lose his statutory placement or rank or both. He will also lose his income and seniority. This action dampens and frustrates personal and may lead to voluntary resignation. Example of demotion is a principal that is made to take the status and responsibility of a class teacher. Demotion is a product of disciplinary action. The acts that can lead to demotion are stated in the educational, laws of most countries. But in Nigeria, they are contained in most state educational laws such as the Lagos state education law (Amendment) Edict of 1970 and former Bendel State Education Edict of 1988.

- **Transfer**

Transfer is the movement of one staff from one place of work to another and still carrying the same duty for the purpose of strengthening organizational unit. It is also the movement of a personnel staff from one unit to another within the educational enterprise. It could be a personal policy based on shortage of staff in the other unit or used as punitive measure. A good example is a teacher in active politics when the law forbade him, could be transferred top a very remote area to distant him from his zone of political operation. It could also be inter-service transfer, by which transfer tom other enterprise or into educational enterprise. On inter-service transfer the ministry must make sure that such a transfer would in no way jeopardize the prospects of officers already in the service.

- **Dismissal**

This is a situation whereby an employee is relieved of his job and might not get an appointment again within the educational enterprise. The employee to be dismissed should be given a fair hearing and the due process of the law must be followed. Like termination, if the dismissal of an employee may also be compelled by the court to pay compensation for wrongful dismissal. However, is a gross disciplinary action meted on an employee when he commits a grievous offence or professional misconduct. Acts that constitute professional misconduct are well outlined in most educational law. For instance, the Bendel state education law of 1988 now applicable to Edo and Delta state listed the following as acts that constitute professional misconduct.

- a. Conviction of a felony or misdemeanour,
- b. Conviction for an offence contrary to any provision of the education law or any regulations made under a law.
- c. Knowingly supplying false information during his registration as a teacher.

- d. Knowingly making false statement with intent to defraud in relation to application for employment as a teacher.
- e. Having unlawful carnal knowledge of a person who is a pupil in his school.
- f. Indecently dealing with a person who is a pupil in his school.
- g. Conduct considered prejudicial to the maintenance of good order and discipline in a school.
- h. Conduct in respect of the staff or pupil of an institution which is considered disgraceful or dishonourable.

- **Retirement**

Retirement is the time proceeding the work period of an individual. Work period is the time between the statutory age of working and the date the individual starts working and the compulsory time an individual must stop working. It is the period following this that is called retirement. There are three types of retirement namely; compulsory, forced and voluntary types of retirement.

- Compulsory retirement is one based on the law of the country applicable to the educational enterprise that when you are 60 years or has put in 35 years in service you retire compulsorily. However, for higher institution in Nigerian, the compulsory retirement age of the academic employees is 65 years and the rule of 35 year in service have been abrogated (FGN 1992).
- Forced retirement is one in which the government uses its power to ask serving officers to retire for reasons best known to them or on medical reasons.
- Voluntary retirement is one in which personnel requested on their own to freely retire, that is, after putting in 10 in years which qualifies them for retirement,

Benefits for retirement are pension and gratuity. It is only those who have put in the mandatory 10 years of service has reached 45 years of age that are entitled to pension immediately while 5 years of service qualifies an individual for gratuity (FGN, 1992b).

Specific roles of human resources managers in learning institutions

Leadership Role: Human resource managers in the learning institutions are greatly pressurized due to the developmental strides in the educational system all over the world. They are saddled with complex task of not only facing the pressure in reforming and sanctions, but also faced with difficult contextual challenges as they work to ensure that all students achieve at levels mandated by No Child Left Behind (NLCB) requirement. Amoloyee, (2004) opined that human resource managers in the learning institutions are source for highly qualified personnel, committed and prepared to face the challenges of today's education. Similarly, Hoy and Miskel 2000 explained leadership as a social process in which a member of a group or organization influences the interpretation of events, the choice of goals or desired outcomes, organization of work activities, individual motivation and abilities, power related and shared orientations. This means that human resource managers in their learning institutions are the most impactful factors in driving school success.

In the learning institutions, their role as leaders implies being key role players and taking crucial decision in the implementation of educational reforms and development. It is also expected of human resource managers in the learning institutions to foster school effectiveness by wielding influence on the subordinates to achieve the goals and objectives of the school which is fundamental goal of the learning institution to enhance the realization of academic goals through teaching and learning process in the learning institution, human resource managers should endeavour to influence

the behaviour of the teachers in order to archive set goals. (Adetona, 2013) expatiated on this by noting that the task of producing well educated man power through effective leadership supervision is an indicator of a effective leadership.

Instructional Role: Human resource managers as instructional head in the learning institution aiming for effective outcomes has the task of an instructional head by effectively and persistently communicating the mission of the school to staff, parents and students. According to (Amanchukwu, 2013), it is the role of the human resource manager as an instructional head to understand and apply the characteristic of instructional program. This singular role is crucial to overall instructional task because the human resource manager acts here as an articulates of the mission of the learning institution. This is to mean that as an instructional head, such is in the position of Initiating learning institution effectiveness through his ability to stimulate teachers and students in such a way that their task are effectively exercise. Also, (Blas & Blasé, 1999) wrote that human resource managers as instructional heads ought to act in a manner that will invoke high expectation and clear goal attainment from teachers and students. As instructional head, they monitor the teaching, learning process for the purpose of professional growth which are all geared towards effective learning institutions.

Administrative Role: Human resource managers in learning institution also has the role of administrators in managing challenges associated with learning institutions. In the role of an administrator, the task and responsibility of managing both curriculum, students affairs, welfare issues and school staff is the administrative function of the human resource manager in the learning institution (Peretomode, 2014). An as administrator, the human resource manager is to ensure that the academic content and pedagogical techniques are in line with the institutional goal. He ensures the staff (teachers) are strengthen in their skills, he collect, analyse and use data in ways that fuels excellence. The human resource manager as an administrator, rally students, teachers, parents, local authorities and other community resistant and partners around the common goal of raising the institutions' performance and overall effectiveness.

Health and Safety Role: Securing the health and safety management system of the learning institution is another key role saddled on the human resource manager. The management ensures that teachers and students understand the risk of carrying out activities that are not healthy and safe. They are also committed to the health and safety policy of the learning institution by ensuring it is written and up to date. Roles of Human Resource Manager in School Safety

- Organizing safety audit.
- Ensuring the investigation of accidents and incidents.
- Organizing emergency drills and training for students and school staff.
- Routine management of safety and health on a daily basis in the school.
- Relating safety and health matters to members of the school community.
- Being fully committed to school health policy and guidelines.

Benefits of Human Resource Management in Learning Institutions

1. Human resource managers ensures the functionality of all staff through a system of appraisal and discipline accordingly.

2. Human resource managers serves as a link between the government and the workforce during negotiation as regards conditions of service in the learning institution.
3. Professional development of the workforce through regular training: it is one of the basic task of the human resource management to plan and organized training for staff regularly.
4. Institutional efficiency: Human resource management are responsible for retention and reduction of high performing and non-proficient personnel during down-sizing period.
5. Promotion of human relation among staff and personnel: The human resource management foster and promote departmental relationship and inter-personal relationship among staff in the institution.
6. Human resource management evaluates and access labour policy for the benefit of the learning institutions.

CONCLUSION

Human resource management in learning institution is key to realizing set academic goals. It entails that systematic steps be taken, organized and manage all forms of resources geared towards the all-round success of the institution. As indicated in the tasks and responsibility undertaken, functional leadership is essential which is an indicator of their importance in learning institutions.

SUGGESTIONS

Based on the importance of the presence of human resources management as an accolade in learning institutions the following suggestions are made:

1. There should be regular review of welfare packages for human resource managers in educational institutions.
2. Government should re-evaluate the task of human resource management in education, repackage and reposition them for school effectiveness.
3. Human resource managers in learning institutions should be closely monitored and supervised by the appropriate authority to avoid unhealthy school climate.
4. The federal and state government should ensure prompt payment of pension and gratuity as at when due.
5. Disciplinary actions should be maintained among human resource management personnel in learning institution to maintain sanity and ethics.
3. Professional development of the workforce through regular training: it is one of the basic task of the human resource management to plan and organized training for staff regularly.
4. Institutional efficiency: Human resource management are responsible for retention and reduction of high performing and non-proficient personnel during down-sizing period.
5. Promotion of human relation among staff and personnel: The human resource management foster and promote departmental relationship and inter-personal relationship among staff in the institution.
6. Human resource management evaluates and access labour policy for the benefit of the learning institutions.

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