

Exploring the HR Effectiveness in Nigerian Private Universities

Uche I. Charles

Department of Public Administration, College of Management and Social Sciences, Oduduwa University, Ipetumode, Ile-Ife, Osun State, Nigeria. Tel: +2348033776270 E-mail: cinu70@yahoo.com

Abstract – These instructions give you guidelines for preparing Generally, Nigeria currently ranks 142 in the global human resource index of all nations, suggesting that Nigeria HR development policies and practices are questionable given the human resources the country is endowed with. Most recently, the HR practitioners in the country have called for an urgent improvement of HR development in the country including the education sector for better economic performance. Therefore, in response to the call for the human resources development in the country for better economy performance, this paper explores the effectiveness of HR development in Nigerian private universities. This paper argued that active and focused HR development initiatives would ensure business sustenance even in the education sector. Thus, Human resources therefore need to be highly innovative and dynamic in order to rise up to the challenges of modern education and making the Nigerian students global competitors.

Keywords – HR Development, Practitioners, Effectiveness, Private Universities, Nigeria.

I. INTRODUCTION

HR development is one of the oldest concepts in the general management discipline which has attracted the attentions of both the HR practitioners and the HR researchers (Gyang, 2011). In the words of Imhonopi (2013), human resources development has occupied an important place in many organizations including academic institutions in the present world. It has become a topical issue and generated robust discussion among value scholars and management practitioners. According to Business News (2011), HRD relates to processes concerning training, education and other professional initiatives for the purpose of enhancing knowledge levels, skills, abilities, values and social assets of an employee for better workers; satisfaction and the overall performance of the organization. Therefore, HRD involves any form of activity that enhances employee's productivity. Isibor (2015), an HR development expert, suggests that HR development should be expanded to include administration in order to deal with the issues of employees' salaries and benefits for thereby improving the effectiveness as an employer in the area of hiring process, pays and benefits (Isibor, 2015).

The importance of HR development cannot be underestimated. For instance, the Group Managing Director (GMD) of Odu'a Investment Company, Jimoh stated that HR development is very essential due to the fact that the business environment was more dynamic bringing more knowledge-driven products and services available due to innovations and new technology

(Business News, 2011) while Isibor (2015), an HRD expert affirmed that HR development will help the organizations including the government to deal with employees' salaries and benefits (Isibor, 2015). He noted that the issue of HR is very crucial for every business organization including the private universities because it serves as a 'foundation stone' upon which subsequent company policies can be built upon. This therefore suggests that private universities should have sound footing in HRD in order to be among the leading universities in the nation.

This paper is borne out of the recent call by the HR practitioners to urgently enhance the human resources development in the country for better economy performance including the educational sector (Business News, 2011). According to the Group Managing Director (GMD) of Odu'a Investment Company, Jimoh, in a speech delivered at the Industrial Training Fund, Ibadan, there is an urgent need for HR improvement in Nigeria for better economy growth and development as well as in the education sector (Jimoh, 2015). He said that the improvement of HR will among others revamp the educational sector. Accordingly, Gyang (2011) equally called for an examination of human resources development as quality of human resources in the country is generally poor. This suggests that HR practices and development in Nigeria is ineffective. In a related development, it is revealed that Nigeria currently ranks 142 in the human resource index of nations of the world (BusinessNews Staff, 2011), suggesting that Nigeria HR practices and development is questionable. The expert revealed that the effect of HR development is not fully felt in the overall economy performance. He argued that an active and focused HR development initiates would ensure business sustenance even in the education sector. "Human resources, therefore need to be highly innovative and dynamic in order to be able to rise up to the challenges of modern education and making the students global competitors.

In Nigeria private universities, it has been observed that HRD policies and programmes are ineffective. For example, many of these private universities do not have HRD policies and programs while others have but seem not effective. The lack and ineffective of HRD policies and program in any organization manifests itself in different forms such as high labour turnover, wrong recruitment and selection process, low productivity among the employees and eventually affect the overall performance of the organization. Accordingly, due to lack of HRD policies and programs, many of these of private universities rarely measure, evaluate and review

employee's performance. Thus, whether employees are due for training or need personal development is none of their concern. In line with this, Tagoe (2013), former Vice-Chancellor, University of Ghana, Legon, Accra has recently questioned the human resource development among the universities in Africa including the private universities in Nigeria. For example, he observed that many personnel in African universities suffer from lack of professional development as a result of ineffective HRD development polices among the universities in Africa. This indicates that HR development in the universities in Nigeria is ineffective especially in the private universities. In a similar situation, Lucky and Yusoff, 2015; Lucky and Yusoff, 2013) noted the poor HRD among the universities in Nigeria and therefore call for research in this area. Thus, this paper explores the HR effectiveness in Nigerian private universities.

II. LITERATURE REVIEW

Literature Review

This literature review focuses on HRD rather than HRM. Generally, Human Resource Development (HRD) is a practice that combines training, organization development, and career development efforts to encourage improvement of individual, group, and organizational performance (Subramaniam, Shamsudin and Ibrahim, 2011). It is also popularly refers to the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. For example, it includes things such as opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. Similarly, HRD covers a major function of human resources management which aims at the professional advancement of an organisations' workforce and process. Thus, it is a combination of training and learning that helps improve the skills of the organisations' employees.

In a more practical approach, Jimoh, a human resource expert described human resource development as that which involves training, education and other professional initiatives with a view to enhance knowledge levels, skills, abilities, values and social assets of an employee leading to improve employee satisfaction and performance which consequently reflect in the overall organizational performance (Business News Staff, 2011). In other words, HRD involves any activity that enhance employees productivity and this is better done by training which is the most important and obvious component.

Another professional, Isibor (2015) equally described HRD as that human resource administration dealing mostly with employees' salaries and benefits. According to Isibor (2015), HRD can be widen to involve development and administrative processes designed to improve effectiveness as an employer in terms of hiring process, pays and benefits. In other words, HRD reflects a total range of creating and managing employer-employee

relationship. Accordingly, HRD could take a wider involvement and strategic role in the organization than "personnel" which most people associate with just hiring.

Linking HRD and Organisational Effectiveness

Previous research has shown that a strong correlation exist between human resources practices and organizational effectiveness (e.g. Charles, 2015; Shamsudin and Hadziroh Ibrahim, 2011; Tanova & Nadiri 2005). In other words, HRD directly or indirectly link to organizational effectiveness irrespective of the organization. It suggests that HRD is significant to organizational effectiveness. In this case, HRD no doubt possess several importance to the business organization. For instance, HRD helps the organization to activity aimed at bettering the performance of individuals and groups in organizational settings. Accordingly, it encourages improvement of individual, group, and organizational performance. This is so because it is generally believe that the individual use the knowledge they acquire for the better of the organization. Hence, the improvement of individuals is directly linked to the overall performance of the organization.

Furthermore, HRD assists the employees to develop their personal and organizational skills, knowledge, and abilities. Once these skills are developed, the employees used it for the growth and betterment of the organization. In the same way, employees in the private universities are expected to develop their personal and organizational skills, knowledge, and abilities through HRD polices and programme put in place by the private university authority for effectiveness of the organization. Hence, HRD is linked to organizational effectiveness of the private universities.

Apart from the above, HRD helps in the professional advancement of an organisations' workforce and process. This is done through mandatory professional development programmes organize by some professional bodies such as Chartered Institute of Accountant of Nigeria; Institute of Nigerian Economist; National Institute of Marketing, Nigeria; College of Administrative of Nigeria etc. The private universities must tailor their HRD programme in such that their employees participate in these professional programmes.

Also, the link between HRD and Nigerian private universities is equally seen in the building of superior teams of better university performance. For instance, HRD is strongly believe to help the private universities in Nigeria to build superior academic teams and departments, which will result in strategic advantage that would enable them effectively compete with their counterparts as well as with the public universities.

HRD is also linked to the academic performance management of the private universities. This is in two dimensions namely; training and performance review (Charles, 2015). Concerning training, it is not just enough for the private universities to hire new lecturers but must go beyond that by ensuring that these new lecturers receive the university and industry training and lesions in order to improve their skills which could be through on the job training and coaching. Doing this could help your

employees to be confident in the university need and the long term goals of the university. Second, performance review would help the private universities to be happy with their recruitment effort because HRD is a great tool that gives opportunities to consider and address the opportunities for the universities and its employee's improvement.

Finally, HRD is directly link to the realization of employee's personal goals and objectives. Presently, most universities across the world are now establishing what is known as University Training and Development (UTD) with the major objective of helping employees do their very best work and fully realize their individual potentials (Georgetown university training and development unit, 2015). It is strongly believe that all employees have within them the potential for doing their very best work. The private universities in Nigeria should make their university to be the place where our employees realize their ambitions. In this regard, HRD through the UTD unit will offer learning and development opportunities and solutions for individuals, teams and organizations. Here, it is expected that UTD collaborate with departments to highlight and promote their activities to an administrative employee audience. Therefore, courses such as personal, professional, managerial, and career development are offered.

III. CONCLUSION

This theoretical paper explores the link between HRD and Nigerian private universities. In other words, the paper looks at the importance of HRD on the effectiveness of the private universities in Nigeria. First, it is observed that most Nigerian private universities do not have proper HRD policy and programmes for the employee's personal and organizational growth and development. Due to this, many of these universities failed to deliver cutting-edge human capital initiations that eventually drive the business strategy and result of the university. To be top universities in the country or international, the private universities in Nigeria have to ensure that their HR processes are legally compliant by providing a comprehensive review of HR policies and practices, so that the organization is seen to be operating within the legal framework. Also, there must also be a conscious effort to develop innovative and positive HRD policies leading to effective HRD programmes.

The paper through the evidence from the literature suggests that there is a strong link between HRD and effectiveness of the private universities in Nigeria. It implies that the private universities have the capability to compete with their public counterpart if they give proper consideration and attention to HRD. The paper argued that linking HRD with the private universities effectiveness would produce the following outcomes; assists the employees to develop their personal and organizational skills, knowledge, and abilities; encourages improvement of individual, group, and organizational performance; helps in the professional advancement of an organisations' workforce and process; realization of employee's personal

goals and objectives; building of superior teams for better university performance and improve the academic performance management of the private universities.

The paper is limited by its theoretical nature; this means that it lacks data to substantiate some of its claims. Therefore, there is need for further empirical work in this area of study. Researchers in this area of study would find this paper very significant as it provides a platform for further research in this area of study.

REFERENCES

- [1] *BusinessNews Staff* (March 29, 2011). Human resource development will help revamp economy -Odu'a GMD. Retrieved on June 8, 2015 from <http://businessnews.com.ng/2011/03/29/human-resource-development-will-help-revamp-economy-odu%E2%80%99a-gmd/>
- [2] Chandrakantan, S., Faridahwati, M. S., & Hadziroh, i. (2011). linking human resource practices and organisational performance: evidence from small and medium organisations in malaysia. *Jurnal Pengurusan* 3, 27 - 37.
- [3] Georgetown University (2015). Training & Development. Retrieved from https://hr.georgetown.edu/training_development.
- [4] Gyang, T. S. (2011). Human resources development in nigeria: The roadmap for vision 20:2020. *International Journal of Economic Development Research and Investment*, 2(1), 70-79.
- [5] Imhonopi, D. (2013). Management and human values in nigeria: A theoretical approach. *International Journal of Development and Management Review*, 8(1), pp. 265-285.
- [6] Isibor (June 06, 2015). HR mainstay of every economy. Retrieved on June 8, 2015 <http://www.vanguardngr.com/2015/06/hr-main-mainstay-of-every-economy-isibor/#sthash.WWhLPjUS.dpuf>
- [7] Charles, U. I. (2015). A Conceptual Framework on the role of Affective Commitment: The Influence Of HRM Practices On Organizational Performance. *Asian Academic research Journal of Social Sciences and Humanities*, 2(6), pp.12-21.
- [8] Lucky, E.O-I. and Yusoff, N.B.M. (2015). Evidence on teaching qualifications, characteristics, competence and lecturer performance in higher institutions in Nigeria. *Int. J. Management in Education*, 9(2), pp.129–150.
- [9] Lucky, E.O-I. and Yusoff, N.B.M. (2015). A conceptual framework on teaching qualifications, characteristics, competence and lecturer performance for higher education institutions in nigeria. 1(3), p.35 – 47.
- [10] Tanova, C. and Nadiri, H. (2005). Recruitment and training policies and practices: The case of Turkey as an EU candidate. *Journal of European Industrial Training*, 29(9): 694 – 711.

AUTHOR'S PROFILE

Charles Uche I. studied PhD public administration at the Obafemi Awolowo University, Ile-Ife, Nigeria. He is currently a lecturer at Oduduwa University, Ipetumode, Ile-Ife, Osun State, Nigeria where he teaches public administration courses. He has published several articles in many local and international journals. He is also the acting provost, college of management and social sciences, Oduduwa University, Ipetumode, Ile-Ife.