

**Human Resources Management and Students' Academic
Performance in Business Studies in Public Secondary Schools
in Ilorin South Local Government, Kwara State**

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Abstract

This examined the relationship between human resource management and students' academic performance in public secondary schools in Ilorin South Local Government Area, Kwara State. The study adopted descriptive survey design. The study population comprised 320 Business Studies teachers and 27 school principals. The school sample was 20 out of 27 public schools in Ilorin South Local Government Area selected through lottery method.

A Researcher-designed questionnaire was used to collect relevant data on human resource management while Student Academic Performance Pro-forma (SAPP) was used to collect data on students' academic performance. The instrument was validated by three experts from the Department of Educational Management, University of Ilorin. Cronbach Alpha was used to test its reliability through test re-test method and yielded a reliability coefficient of .65 at .05 level of significance.

The findings showed that there was a low positive relationship between academic performance and human resources management. There was high positive relationship between academic performance and teacher recruitment process while teacher motivation has positive but moderate relationship with academic performance. The study found a statistically significant relationship between human resource management and students' academic performances, a significant relationship between teachers' recruitment process and students' academic performance, a significant relationship between teachers' motivation and students' academic performance and a significant relationship between teachers' appraisal and students' academic performance.

The study concluded that, there is a statistically significant relationship between human resources management and academic performance in public secondary schools in Ilorin South Local Government, Kwara State. The study recommended among others that, the process involved in human resources management in education should be transparently done and effectively coordinated to ensure positive impact on students' academic performance.

Keywords: Academic performance, Human resources management, Teacher recruitment process, Teacher appraisal

Introduction

Human resources are educational inputs of vital importance to the implementation of the school curriculum. These resources play an important role in achieving the nation's educational goals. However, in any organization, especially the schools, adequate

management of human resources is necessary, to actualize the stated goals.

Yusuf and Dada (2016) stressed the significance of teachers, as a resource in the school, when he posited that teachers have tremendous and far reaching role to perform at this era of social reform, to mould right attitudes and new ideas to new the generations in order to produce good citizens for tomorrow.

The most important ways in which human resources management influences students' academic performance is through careful and honest recruitment of teachers as well as proper staff motivation, training and retraining for the achievement of high quality education in secondary schools (Ikediashi & Amaechi, 2012). The human resources services such as recruiting, staffing, motivating, promoting, staff appraisal, training and development aim to support and promote employment process that can deliver excellence in terms of students' academic performance in Business Studies.

Qualified and competent teachers which are inadequate in public secondary schools might be based on recruitment and placement method (Miller, 2011). Also, teachers are not adequately motivated or encouraged and their needs are not adequately catered for (Adesina, 1998). This shows that there is ineffective human resources management in public secondary schools in Kwara State.

Purpose of the Study

The purposes of this study were therefore to:

1. determine the relationship between human resources management in schools and students' academic performance in Business Studies in Ilorin South public secondary schools.
2. examine relationship between teacher appraisal the and students academic performance in Business Studies in Ilorin South public secondary schools.
3. investigate the relationship between teacher recruitment process and student academic performance in Business Studies in Ilorin South public secondary schools.
4. Examine if there is relationship between teachers motivation and students academic performances in Business Studies in Ilorin South public secondary schools.

Research Hypotheses

Ho₁: There is no significant relationship between human resource management and students academic performance in Business Studies in public Secondary School in Ilorin South Local Government, Kwara State.

Ho₂: There is no significant relationship between teachers' recruitment process and students' academic performance in Business Studies in public Secondary School in Ilorin South Local Government, Kwara State.

Ho₃: There is no significant relationship between teacher's motivation and students' academic performance in Business Studies in public Secondary School in Ilorin South Local Government, Kwara State.

Ho₄: There is no significant relationship between teachers' appraisal and evaluation and

students' academic performances in Business Studies in Ilorin South public secondary schools.

Review of Literature

Human resources management is the management of an organizations workforce or personnel (Miller, 2011). It is the process of selecting, training, assessment and rewarding of teachers while also overseeing organizational leadership and culture and ensuring compliance with the employment and labour laws (Miller, 2011). In practical, Human Resources Management (HRM) is responsible for teachers terms and conditions for an effective teaching and learning, Maurice (2007) buttressed this when he observed that human resources management is concerned with obtaining the best possible staff for an organization motivate them to stay and give in their best on their job. Ogunsaju (2006) saw human resources management as the effective mobilization of human resources based upon appropriate recruitment, selection, training and placement of appointment staff in order to achieve the organizational goals through the management of people and related activities.

Academic performance is the outcome of educational process, the extent at which students, teachers or institutions has achieved their educational goals commonly measured by examinations or continuous assessment (Heckman, 2011).

Teachers are central to any schools achievement and a majority of education policy discussions focus directly or indirectly on the roles of teachers. Essentially, the success of any educational programme depends to a very large extent of the selection of qualified teachers. Recruitment can also be described as all those activities or operations which the school administration undertakes with the intention of attraction and securing personnel to the desired quality and in the desired quantity to satisfy the need of the school (Alabi, 2000). In the real sense of it, public school administrators hardly had any meaningful input in teachers' recruitment. The importance of having an efficient procedure for recruitment and selection can hardly be exaggerated.

In the school organization, there is always the need to evaluate staff in terms of their job performance. Teacher's appraisal is one of the methods by which the school manager can ascertain that workers are properly utilized in achieving the corporate objectives, thus, appraisal is an evaluation of the performance of staff in their respective responsibilities. Staff appraisal involves systematic evaluation of workers and it is a continuous exercise under which employees are constantly evaluated for one reason or the other for their abilities, performances and potentialities (Ogunsaju, 2004). Essentially, if teachers are always appraised for their performance in respect of their responsibilities, they could perform their duties as expected, thereby improving student's academic performance. Appraisal of teachers' pedagogical practices is necessary in order to safeguard quality standards in schools (Adetula, 2005) Adequate staff training, compensation and employees reward system could serve as a morale booster for teachers on their job (Sajuyigbe, Olaoye & Adeyemi, 2011).

Compensation has positive impact on employee performance (Hammeed, Ramzan, Zubair & Arslan, 2014). Edirisooriya (2014) found a positive relationship between extrinsic and intrinsic reward and employee performance.

Methodology

The research design used for this study was descriptive survey method of correlation type. The population for this study was all 320 Business Studies teachers in Ilorin South Local Government Area public secondary school. Also the 27 Principals and 27 Heads of Business Studies Department of public schools in Ilorin South Local Government Area making a total of 364.

The sample for the study was selected using purposive sampling technique; because the study focused on Business Studies and Human Resources Management. Twenty schools were randomly selected using lottery method from the school population of 27. All Business Studies teachers in the selected schools formed part of the sample, as well as the principals, and head of department of Business subjects in the selected schools. In all, 20 principals, 20 head of departments and 160 Business Studies teachers were selected for the study. The sample size for the study was therefore 200. The instrument used for the study was a questionnaire tagged. "Human Resources Management Questionnaire" (HRMQ) and Students' Academic Performance Pro-forma (SAPP). The instrument was a four-point Likert Scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The Students' Academic Performance Pro-Forma was used to obtain three years results of students in Business Studies in Basic Examination at the end of their Basic Education.

The instrument was validated three experts in the Department of Educational Management, University of Ilorin. Based on their suggestions and corrections, the final copy of it was produced for administration. The researcher adopted a test re-test method to ensure the reliability of research instrument. This involved administering the questionnaire to 10 respondents that were not part of the sample for the study twice, in the interval of two weeks. The coefficient of reliability was calculated using Cronbach Alpha, and the result was .65. This revealed that the instrument have a reliable internal consistency through Cronbach Alpha at 0.5 level of significance. The data collected from the respondents through the two instruments were subjected to the analysis, using Regression method and Pearson product moment correlation statistics. The coefficient of correlation among the main variables of the study was determined, while the four hypotheses raised in the study were analyzed and tested to determine their significance.

Hypothesis Testing

Four null hypotheses were postulated and tested for this study. The hypotheses were tested using Pearson product moment correlation statistic at 0.05 level of significance.

Table 1:

Coefficient of correlation among Human Resources Management, Teachers' recruitment, Teachers' motivation, Teachers' appraisal and Academic Performance in Ilorin South Public Secondary Schools.

Academic Performance	Human resource Management	Teachers' Recruitment	Teachers' Motivation	Teachers' Appraisal
1.00	.315	.841	.315	.315
	1.00	.315	.841	.841
		1.0	.561	.561
			1.00	.280
				1.00

Table 1: Shows the regression coefficient of academic performance and human resource management in Kwara state public secondary schools. Human resource management had relatively low positive coefficient with academic performance (.315), while academic performance had a very strong positive coefficient (.841) with teachers' recruitment. Teachers' motivation had a moderate positive coefficient (.561) with academic performance while teachers' appraisal had a low positive (.280) coefficient of relationship with academic performance.

H_{01} : There is no significant relationship between human resource management and students' academic performance in Business Studies in public Secondary School in Ilorin South Local Government, Kwara State.

Table 2:

Relationship between human resource management and students academic performances in Business Studies in Ilorin South Public Secondary School.

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Relationship between human resource management and students academic performances in Business Studies in Ilorin South Public Secondary School.

Variable	N	$\bar{x}$	SD	Df	Calc	Critical	P	Decision
					r-value, r-value		-value	
Student Academic Performance	200	16.60	1.61	198	.315*	.116	.001	Rejected
Human Resources Management	200	10.97	1.73					

*significance $P < .05$

Table shows the relationship between human resource management and students academic performance in Business Studies in Public Secondary Schools in Ilorin South Local Government Area, Kwara State. Based on the analysis of the results, it indicated that the calculated r of .315 is greater than the critical r of .116 at 0.05 level of significance while p-

value (.001) is less than the significance level (.05). Thus the hypothesis is hereby rejected. Meaning that, there is a significant relationship between Human resource management and students academic performances in Business Studies in Ilorin South Public Secondary School. Human resources available to schools constitute their greatest assets and their adequate management will ensure greater job performance and overall organizational output (Ogundele, 2008). Abdul, (2002) found out that, effective human resources management in the Universal Basic Education Commission aid effective job performance in the organisation

H₀₂: There is no significant relationship between teacher's recruitment process and students' academic performance in Business Studies in public Secondary School in Ilorin South Local Government, Kwara State.

Variable	N	$\bar{x}$	SD	Df	Calc r-value	Critical r-value	P value	Decision
Relationship between the teacher's recruitment process and student's academic performances in Business Studies in Ilorin South Public Secondary Schools								
Academic Performance	200	16.60	1.64					
Teacher's Recruitment Process	200	13.85	1.77	198	.841	.116	.008	Rejected

- Significant P<.05

Table shows the relationship between teacher's recruitment process and students academic performances in Business Studies in Ilorin South Public Secondary School. Based on the analysis of the results, it indicated that calculated-r is .841 while critical-r is .116, the p-value (.008) is less than 0.05 level of significance. Thus the hypothesis is hereby rejected. Meaning that, there is a significant relationship between teacher's recruitment process and student's academic performances in Business Studies in Ilorin South Public Secondary School. If teachers are selected based on merit and qualification, they are likely to perform very well on the job (Kadiri, 2016) but when merit and fairness are relegated in the selection process the tendency is that the best among the prospective teachers may not be selected, which will affect teachers' job performance and students' academic performance (Ekpoh, & Oswali, 2013).

H₀₃: There is no significant relationship between Teacher's motivation and Students Academic Performances in Business Studies in Ilorin South Public Secondary School.

Table 4:
Relationship between the teacher's motivation and student's academic performances in

Business Studies in Ilorin South Public Secondary School

Variable	N	$\bar{x}$	SD	Df	Calc r-value	Critical r-value	P -value	Decision
Academic Performance	200	16.60	1.61	198	.561*	.116	.001	Rejected
Teachers' Motivation	200	13.85	2.44					

• Significant $P < .05$

Table shows the relationship between teacher's motivation and students academic performances in Business Studies in Ilorin South Public Secondary School. The analysis of the results indicated that calculated- r is .561 while critical-r is .116. The p-value (.001) is less than 0.05 level of significance. Thus the hypothesis is hereby rejected. Meaning that, there is a significant relationship between teacher's motivation and student's academic performances in Business Studies in Ilorin South Public Secondary School. When teachers are adequately motivated, they will be encouraged to do more and give out their best on the job (Sajuyigbe, Olaoye & Adeyemi, 2013; Edirisooriya, 2014).

H_{04} : There is no significant relationship between teachers' appraisal and evaluation and students' academic performance in Business Studies in public Secondary School in Ilorin South Local Government, Kwara State.

Table 5:
Relationship between the teacher's appraisal and students' academic performances in Business Studies in Ilorin South Public Secondary School

Variable	N	$\bar{x}$	SD	Df	Calc r-value	Critical r-value	P -value	Decision
Academic Performance	200	16.60	1.61	198	.280*	.116	.001	Rejected
Teachers' Appraisal and Evaluation	200	10.57	1.63					

• Significant $P < .05$

Table shows the relationship between teacher's appraisal and students academic performances in Business Studies in Ilorin South Public Secondary School. Based on the analysis of the results, calculated-r is .280 which is greater than the critical-r of .116 while the p-value (.001) is less than 0.05 level of significance. Thus the hypothesis is hereby rejected. Meaning that, there is a significant relationship between teacher's appraisal and evaluation and student's academic performances in Business Studies in Ilorin South Public Secondary School. If teachers are regularly appraised and evaluated, their strengths and

weakness can be easily detected and remedies could be provided (Adetula, 2005, Arop, Owan, & Agunwa, 2019)

Conclusions

From the findings of the study, it can be concluded that human resource management has a low positive but statistically significant relationship with students' academic performance. Without proper management of personnel in the school, even when other resources (physical and financial resources) are adequately provided academic performance could still be poor. Human resource management is still important to ensure effective and efficient use of learning resources for the achievement of the school's goals.

Recommendations

In view of these findings, the study therefore recommended that:

- All the process involved in human resources management in education should be transparently done and effectively coordinated to ensure positive impact on students' academic performance.
- Teachers' recruitment should be based on merit and qualification rather than the practice of quota system.
- Teachers' motivation should be prioritized in human resources management. They should be well compensated and adequately rewarded.
- The appraisal and evaluation system should be reviewed to meet the current demands of education service provision. Inspection and supervision activities of supervising bodies should be tailored towards being a helping relationship where teachers' strengths and weaknesses are discovered and measures are put in place to help them overcome such weaknesses.

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