

PRINCIPALS' PERSONNEL MANAGEMENT TECHNIQUES FOR ENHANCEMENT OF STAFF PERFORMANCE IN SECONDARY SCHOOLS IN AWKA SOUTH LGA

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ABSTRACT

This study investigated principals' personnel management techniques for enhancement of staff performance in secondary schools in Awka South LGA. Two research questions were used. The study adopted the descriptive survey design. The population of the study comprised 648 secondary school teachers in the 18 secondary schools in Awka South Local Government Area. The sample for the study comprised 200 teachers selected through simple random sampling. The instrument for data collection was a researcher-designed questionnaire titled "Principals' personnel management techniques for enhancement of staff performance" (PPMTESPQ). The instruments were subjected to face and content validation. The reliability was established using Cronbach Alpha. Mean rating was used for the analysis of the questionnaire items. The decision rule was that 2.5 will be the bench mark for accepting an item at the agree level while mean ratings below 2.5 is to be rejected. The study concluded that staff development and motivation by principals enhance personnel administration in secondary schools in Awka South LGA in Anambra State. Based on these findings, the researcher recommended among other things that principals should improve on their staff development and motivational techniques in their schools for enhancement of staff performance in Awka South LGA.

KEYWORDS: Principals' Staff Development Technique, Principals' Motivation Techniques and Staff Performances

Background to the Study

Education is the means by which an individual accomplishes success in his/her life, in the society and in the globe, and it lays the foundation of personality. Education is a asset and the rationale of education is to provide individuals with progressively control of his own affairs positively and contribute to societal growth. It should also offer the adolescent student with the essential skills that allow him/her to amend easily and smoothly to the rapid physical, emotional, mental and social changes.

Secondary education is a very significant level of education in Nigeria where concrete foundation for higher education and useful living is laid. According to the Federal Republic of Nigeria (FRN) (2013), secondary education is the form of education children receive after primary education and before tertiary stage. Specifically, the secondary education should provide an increasing number of primary school pupils with the chance for education of a higher excellence irrespective of sex, or social, religious and ethnic background, respect the

views and feelings of others, respect the self-respect of labour and appreciate those values specified under our broad national aims, and live as good citizens, foster Nigerian unity with an emphasis on the common ties that unite us in our diversity, inspire its students with a desire for achievement and self-improvement both at school and in later life (NPE, 2013)..

In order to accomplish those intention, the human, mental and physical resources available in the organization must be put into productive use. Putting human energy to productive use is what personnel management in secondary school is all about. In the secondary school system, staff personnel refer to both teaching and non-teaching staff members. According to Egboka, Ezeugbor and Enueme (2013), staff personnel are the human resources comprising full time and per-time teaching staff whose collective effort are crucial to educational development. Personnel management technique according to Kitili, Muthama and Kakui (2013) includes staff training, assigning jobs, motivating, disciplining, transferring posting and providing for staff welfare. In essence, personnel administration to them is the total environment in which staff job assignment, professional development, performance appraisal, and welfare, discipline, motivation and control take place. For the purpose of this study the researcher will focus on two of these techniques for enhancing staff performance namely recruitment techniques and motivation techniques.

Staff development technique includes all the techniques utilized in training and retraining the personnel in the organization which may include encouraging the qualified non-teaching staff to go for in-service training, encouraging teaching staff to go for conference, encouraging the teaching staff to go for workshop, ensuring that the newly recruited staff are mentored and organizing symposium for teaching and non-teaching staff in the school. Motivation techniques involves all moves by the principal to arouse staff interest and energy at their jobs by providing for their welfare and providing compensations for them when the need arises.

As school managers, principals are expected to effectively guide, control and manage their personnel for the purpose of achieving pre-determined secondary education objectives as enshrined in the National Policy on Education (FRN, 2013). This will help the personnel in carrying out their functions successfully in the organization. Staff performance is the execution of tasks and rendering of school support services. Kahler (2006) defined staff performance in the school as the performance of teaching and non teaching tasks and rendering of expected teaching services by the staff. It has to do with the ability of a teacher to fulfill his/her duties as a teacher and the non teaching staff performing her official duties in the school.

It is observed that both the state and federal government through various schemes like Petroleum Trust Fund (PTF) and Education Trust Fund (ETF) have invested to ensure the improvement and proper management on the quality and quantity of schools and pleaded that more should be done to save these schools from the state of despair. The school principals appear to be weak in paying attention to the aspect of personnel management in the schools in Awka South LGA and this made the researcher to decide to embark on this study to determine principals' personnel management techniques for enhancement of staff performance in secondary schools in Awka south LGA.

Statement of the Problem

The management of personnel in any organization is anticipated to be done with the right techniques so as to get the best out of workforce in the organization. It seems that this is not

the case in secondary schools in Awka South LGA. Though some effort is being made in this regard yet the best of the personnel is yet to be harnessed in the area may be because of the techniques employed in managing the personnel in the area. Surveillance has shown that staffs perform poorly, can't perform well under pressure, refuse higher responsibilities and cannot compete with staff from other places, combine their teaching job with other jobs and easily resign their appointments when they are managed poorly. The researcher therefore embarked on this study to investigate principals' personnel management techniques for enhancement of staff performance in secondary schools in Awka south LGA.

Purpose of the Study

The general purpose of the study is to determine principals' personnel management techniques for enhancement of staff performance in secondary schools in Awka south LGA. Specifically, the study sought to identify:

1. principals' staff development technique that enhance staff performances in secondary schools in Awka South
2. principals' motivation techniques that enhance staff performances in secondary schools in Awka South

Significance of the Study

Those to benefit from this study include the education board, the principals, teaching and non-teaching staff, students and future researchers.

To the education management boards the findings from the study will be of great help as it will help them in planning the recruitment of personnel to make sure that the right and qualified staff were recruited.

The school principal will also benefit from this research findings as the result will help them to know how best to motivate their personnel for better performances in their organization. The principals will also be equipped with the knowledge of how best to motivate their personnel in their various schools.

To the tutorial and non-tutorial staff of the secondary schools the study will help them to request for employee safety in the organization as their right. This will help them to make use of what should be provided in their work places for their safety and the need to make sure all those things are in place.

To the students the quality of work done in the process of teaching and learning by the staff will now be greatly improved once the personnel is well managed. This will help them to do much better in their academics.

Future researchers will also find this study to be of great use as the result of the study will provide useful materials for other researchers who wish to carry out a study in a related area.

Scope of the Study

The present study is limited to the identification of the principals' personnel management techniques for enhancement of staff performance. It will also cover all the public secondary schools in Awka south LGA.

Research Questions

The following research questions guided the study-

- a. what staff development techniques enhance staff performances in secondary schools in Awka South?

- b. what are principals' motivation techniques that enhance staff performances in secondary schools in Awka South?

METHOD

This chapter discussed the method and procedures in the conduct of the study. And this is presented under Research Design, Area of the Study, Population of the Study, Sample and Sampling technique, Instrument of the Data Collection, Validation of the instrument, Reliability of the Instrument, Method of Data Collection and Method of Data Analysis.

Research Design

The research design used for the study was descriptive survey. Survey according to Nwogu, (2015) means a method of obtaining information from various groups or persons mainly through questionnaire or personal interview. With descriptive survey research design, the researcher was able to collect information through a questionnaire from a group of people which was analyzed and consequently generalized to cover the entire population. This design was adopted as it will help to reduce inconveniences and costs involved in using the entire population.

Area of the Study

The study was carried out in Awka South Local Government Area which is one of the local government areas in Anambra State. It is made up of nine towns which includes Amawbia, Awka, Ezinator, Isiagu, Mbaukwu, Nibo, Nise, Okpuno and Umuawulu towns. It is the seat of the government in the state. And despite the fact that it is an urban city, the people are well known in the past for blacksmithing. This ancient technology of blacksmithing opened their eyes and today has brought civilization in the area. They are industrialists, business men and women, civil servants, educationists and farmers. The region has been selected for this study because of the attention they have given to education of their children over the years.

Population of the Study

The population of study comprised the 648 secondary school teachers in the 18 secondary schools in Awka South Local Government Area. The data was collected from Post Primary School Commission, Awka (2017).

Sampling and Sampling Technique

The sample size for the study was 200. The sampling technique employed was the simple random sampling technique. In which case, the researcher randomly selected 10 schools out of the 18 schools. The sample was selected by writing the names of the schools on pieces of papers which was reshuffled and put in a bag. Eighteen schools were picked by the researcher without replacement. Then 20 teachers out of each of the 10 schools selected were randomly selected which represented the 200 respondents used. The choice of the teachers as the respondents is because they are the personnel been managed by the principal and therefore will be in a better position to assess the performance of their principals.

Instrument of Data Collection

The instrument for data collection was a questionnaire, The researcher formulated a questionnaire – Principals' personnel management techniques for enhancement of staff performance (PPMTESPQ) which covered various techniques principals use in managing

personnel in Awka South L.G.A. The questionnaire was divided into two parts- part A and Part B. Part A covered information about the respondents while part B contains 20 items separated into 4 research questions.

Validation of the Instruments

The instrument was subjected content validation using three experts, two from Educational Management and Policy department and one from Educational Foundations. Those who validated the questionnaire made corrections in the questionnaire which was effected to produce a valid questionnaire.

Reliability of the Instrument

Reliability of the instrument was determined through a pilot-test. This method involved distributing 10 copies of the questionnaire amongst twenty (10) teachers within five (5) secondary schools in Onitsha North L.G.A, which were not part of the study. The researcher administered the questionnaire also waited for them to complete the questionnaire before retrieving them. Thereafter, the questionnaire was collated and their scores calculated using the Cronbach Alpha formula. Results of the distributed copies of the questionnaire yielded a reliability coefficient of 0.75.

Method of Data Collection

The distribution of copies of the questionnaire was done by the researcher who engaged the services of four research assistants. These research assistants received briefings and instructions about the location of secondary schools and how to relate with the teachers for their maximum cooperation on filling the questionnaire. An on-the-spot method was also adopted by the researcher and research assistants in distributing copies of the questionnaire to ensure maximum recovery of the questionnaire administered. Whereby this was not possible such teacher was given a space of one day to complete the questionnaire. Both the researcher and research assistants will wait for the teachers to complete the questionnaire and collected them immediately on the spot. The exercise of distributing copies of the questionnaire took a period of three weeks of completion and all the 130 copies of questionnaire printed were also retrieved and gathered for appropriate collation and calculation.

Method of Data Analysis

Mean rating is to be used for the analysis of the questionnaire items. The decision rule for interpretation of the mean scores of the data is that 2.5 will be the bench mark for accepting an item at the agree level while mean ratings below 2.5 is to be categorized as mean scores within the disagreed level.

The mean criterion will be obtained using the 4 point rating scale.

RESULTS

Research Question 1: what are principals' staff development techniques that enhance staff performances in secondary schools in Awka South?

Table 2: Mean rating of respondents on principals' staff development techniques that enhance staff performances in secondary schools in Awka South

S/N	ITEMS	$\bar{X}$	DECISION
1	Encouraging the qualified non-teaching staff to go for in-service training	3.24	Agreed
2	Encouraging teaching staff to go for conference.	2.70	Agreed
3	Encouraging teaching staff to go for workshop	2.65	Agreed
4	Ensuring that the newly recruited staff are mentored	2.92	Agreed
5	Organizing symposium for teaching and non teaching staff in the school	2.75	Agreed
Grand Mean		2.85	Agreed

The result of the findings from the analysis of items in research question 2 shows that items 1, 2, 3, 4 and 5 all fall within the agreed level of the above 2.50. This gave rise to the grand mean coming up to 2.85. And from this we can see that respondents agreed that principals use staff development as a technique for enhancing staff performance in secondary schools in Awka South LGA.

Research Question 2: what are principals' motivation techniques that enhance staff performances in secondary schools in Awka South?

Table 3: Mean rating of respondents on principals' motivation techniques that enhance staff performances in secondary schools in Awka South

S/N	ITEMS	$\bar{X}$	DECISION
6	Good efforts of staff is recognized	2.72	Agreed
7	Extra time is compensated	2.80	Agreed
8	Hardworking staff is promoted to higher offices	2.97	Agreed
9	Extra workload is adequately compensated	2.78	Agreed
10	Awards and prizes is given to exceptional performances	3.06	Agreed
Grand Mean		2.87	Agreed

From the result of the analysis of the item in research question 2, it was discovered that items 6, 7, 8, 9 and 10 all fall within the agreed level of above 2.50. The grand mean which was 2.87 showed that respondents agreed that principals use motivation as a technique for enhancing staff performance in secondary schools in Awka South LGA.

Summary of the Major Findings

From the analysis of the data the following findings were made-

1. Principals use staff development as a technique for enhancing staff performance in secondary schools in Awka South LGA.

2. Principals use staff motivation as a technique for enhancing staff performance in secondary schools in Awka South LGA.

Discussion of the Findings

The discussion of the findings on the data collected and analyzed based on the responses to the questions in the questionnaire is organized under the following headings:

- 1) How staff development enhance effective staff personnel administration.
- 2) How motivational techniques enhance staff personnel administration.

How Staff Development enhances Staff Personnel Administration

The analyses of items in research question 1 shows that respondents agreed that encouraging the qualified non-teaching staff to go for in-service training, encouraging teaching staff to go for conference, encouraging the teaching staff to go for workshop, ensuring that the newly recruited staff are mentored and organizing symposium for teaching and non-teaching staff in the school all show how staff development enhances staff personnel administration. This is supported by Egboka, Ezeugbor and Enueme (2013), who agreed that staff personnel are the human resources comprising full time and per-time teaching staff whose collective effort are crucial to educational development. Personnel management techniques according to Kitili, Mukana (2013) includes staff training, assigning jobs, motivating, disciplining, transferring posting and providing for staff welfare. In essence, personnel administration to them is the total environment in which staff job assignment, professional development, performance appraisal, and welfare, discipline, motivation and control take place.

How Motivational Techniques enhances Staff Personnel Administration

The analyses of items in research question 2 showed that respondents agreed that staff perform better when they are recognized, making jobs challenging brings out the hidden abilities of the staff, poor promotional packages makes staff management difficult, and recognizing their outstanding contributions improves their morale. As school managers, principals are expected to effectively guide, control and manage their personnel for the purpose of achieving pre-determined secondary education objectives as enshrined in the National Policy on Education (FRN, 2013). Also Akan (2006) in his study on the contrary found out that principals performed poorly in the area of staff motivation, encouragement and recommendation of staff for in-service training programs and in communicating the staff needs of the school, to the schools administration board.

Conclusion

The result obtained from this analyse therefore made the researcher to conclude that staff development and motivation by principals enhance personnel administration in secondary schools in Ekwusigo.

Recommendations

Based on these findings, the researcher recommended among other things that:

1. It is therefore recommended that principals should improve on the staff development techniques in their school as well as providing professional resource persons on regular basis for enhancement of staff performance in Awka South LGA.

2. Also principals should seek the assistance of the government to help in providing some providing some of the needed materials and resources to improve staff motivation for enhancement of staff performance in Awka South LGA.

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