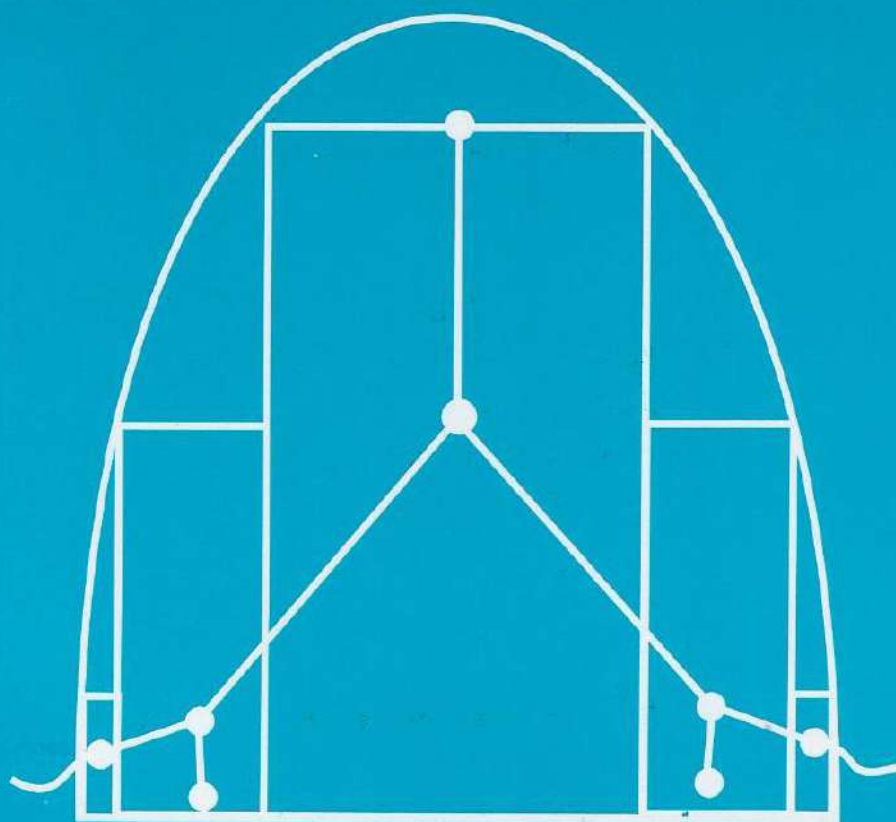


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Human Resource Utilization and Teachers' Job Performance in Ilorin West Local Government Area Primary School, Kwara State

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Abstract

Education is an essential requirement for human growth and development. Over the years, the Nigerian primary educational system was described to have suffered significantly right from its inception because there was a shortage of qualified teachers, and the government was sometimes unable to retain in primary classes those teachers that benefited from primary development programme. Therefore, this study investigated the relationship between human resource utilization and job performance of Kwara State primary school teachers. This study was descriptive research design of the survey type. The population for this study was made up of all the 941 teachers of public primary schools in Ilorin West Local Government Area, Kwara State. Simple random sampling technique was used to select 320 respondents from ten sampled schools. The instrument used to collect data for this study was 'Resource Utilization and Teachers' Job Performance Questionnaires (RUTJPQ). To ensure validity, the questionnaire was given to two experts in Educational Management and one from Measurement and Evaluation and necessary corrections were made. Test re-test method was used to establish the reliability of the instrument at 0.64 reliability co-efficient which showed that the instrument was reliable. Percentages were used to answer research questions while Pearson Product Moment Correlation statistical method was used to test the only hypothesis formulated for the study. The finding showed that, there was no significant relationship between human resources utilization and job performance of teachers in Ilorin West Local Government primary schools. It was concluded that human resources utilization does not aid teachers' job performance in the State. From the findings of this study, it was recommended among others that teacher should be given more opportunity of development programme to improve their job performance and teachers should be motivated and as well monitored to make sure they are performing their work as expected.

Keywords: Human resources, utilization, job performance, teachers

Introduction

Education is an essential requirement for human growth and development. It is important for the transmission of societal core values and other norms which are necessary for growth and development. This important role played by education has prompted leaders at all tiers of government to ensure that all citizens have access to qualitative education irrespective of their socio-economic background. Samuel (2003) noted that government's investment in education is anchored on the maxim that the end justifies the means and the principle of prime beneficiaries. In spite of government's scarce resources and competing projects of other sectors of economy, government heavy investments in the procurement of human, financial and material resources have shown that resources occupy an important position in the educational system.

Over the years, there has been increased provision of educational opportunities and, the cumulative effects of economic and socio-political instability in the country have necessitated the proper planning of government investment in education. Wenglinsky (2005) reported that appropriate utilization of resources in schools is the key determinant of pupils' academic achievement. The success or otherwise of the Nigerian economy depends, to a very large extent, on its educational provision. Most developed countries, have invested huge amount of time, resources, energy and money in providing qualitative education for their citizens: it was through this investment that such countries were able to eradicate ignorance and poverty from their societies. As a result, premium is placed on the provision of this essential ingredient in national development. This provides reasonable justification for the huge investment of resources in the provision of education. Education is seen as the engine room for the transmission of culture, information, knowledge and values from one generation to the other.

The success or failure of any nation's educational system depends on the quality and quantity of resources made available to it (Ayoku, 2006). Educational resources are both human and non-human resources meant for achieving educational goals. Human resources are the people who constitute the workforce in every organization. At the Primary education level, teachers and non-teaching staff are human resources that are very essential and need to be utilized and developed because through them, all other resources available in the Primary schools would be well managed. Thus, it can be deduced that the success of Primary education depends upon the human resources available to it. The utilization of resources in education brings about fruitful learning outcomes since it stimulates and motivates pupils to learn (Okorie, 2001).

Human resources can also be viewed as the personnel within the institutions and their capabilities in contributing to productivity and achievement of institutional objectives. According to Olagboye in Abdulkareem, Fasasi and Akinnubi (2011) emphasized that people and knowledge, skills and attitudes in staff constitute human resources. In primary school, human resources constitute of teachers, non-teaching personnel and students. Teachers are the ones that disseminate knowledge and skills through teaching, and contribute to advancement in knowledge through research. Their availability and utilization would determine the success or failure of the educational system. The place of teacher development training cannot be over emphasized. The importance of training and experience cannot be overlooked in any organization, be it private or public. Training and re-training of teachers play a vital role in the effectiveness of the organization. Thus, a teacher who is not exposed to continuous training in the modern methods and new discoveries in teaching profession will soon become irrelevant in his/her profession. The Federal Government of Nigeria (2004) stated that teacher capacity development shall continue to be a major emphasis in all educational planning and development. It also acknowledged the paramount role of the teacher in education and the importance of quality teacher in course maintenance and in qualitative educational programme implementation. It also asserted that teacher will continue to take cognizance of the dynamics in the society, change in methodologies and curriculum, and will therefore be regularly exposed to innovation in their profession. This is probably the reason the MDGs projects of the National Teachers' Institute (NTI) which started in 2006 involved retraining of 140,000 teachers across the federation (Ahmed, 2004).

Statement of the Problem

Primary education in Nigeria was described to have suffered right from its inception because there was a shortage of qualified teachers, and the government was unable to retain in Primary classes those teachers that benefited from development training programme. Moreover, the number of teachers did not with the population of the pupils and existing staff were not always properly utilized.

In the findings of Okebukola (2003), it was stated that Nigeria as a nation cannot hope for a top quality education system if staff, materials and finance resources being provided for schools are not well utilized to enhance the performance of the teachers. According to Wenglinsky (2005), the availability and utilization of human and non-human resources determines the efficiency of the school system. Okorie (2001) asserted that teachers require quality and adequate resources in order to ensure school success. Hence, the researchers carried out this study on human resources utilization and job performance of teachers in Ilorin West Local Government primary schools, so as to provide the

necessary information needed, on how the school system can be improved in the area of human resources utilization and teachers' job performance.

Purpose of the Study

The purpose of this study includes the following:

- (i) to examine if the utilization of human resource has shown an important position in increasing the teacher job performance.
- (ii) to investigate if enough qualified teachers should be made available to minimize fatigue so as to enhance teaching and learning effectiveness.
- (iii) to examine if the teachers should be given the opportunity of development program to improve their job performance
- (iv) to find out if there is a significant relationship between human resource utilization and job performance of Ilorin West Local Government primary school teachers.

Research Questions

The following research questions were raised to address the purposes of this study:

- (i) has utilization of human resource shown an important position in increasing the teachers' job performance?
- (ii) should enough qualified teachers be made available to minimize fatigue so as to enhance teaching and learning effectiveness?
- (iii) should teachers be given the opportunity of development program to improve their job performance?
- (iv) does any significant relationship exist between human resource utilization and teachers' job performance in Ilorin West Local Government primary schools?

Research Hypothesis

H_0 : There is no significant relationship between human resources utilization and teachers' job performance in Ilorin West Local Government primary schools

Methodology

The research design that was adopted for this study was purely descriptive research design of the survey type. Ijaiya (2002) viewed survey research as a study which involves an investigation on entire population of people on items by collecting data from a sample drawn from population and assuming that this sample is true representative of the entire population. This design was considered

appropriate for this study because it investigated resource utilization and job performance of teachers in Ilorin West Local Government primary schools. This method ensures careful record of data collected so that the researcher can analyze the information generated from a representative sample of population and describe situation as it exists. The Population of this study is made up of all teachers of public primary schools in Ilorin West Local Government primary schools. Simple random sampling technique was used to select ten schools from each two Districts in the local government. Sixteen teachers were selected from each sampled school through simple random sampling technique. A total of 320 respondents were used for the study. The instrument that was used to collect data for this study was a structured questionnaire titled 'Resource Utilization and Teachers' Job Performance Questionnaire (RUTJPQ). The questionnaire consisted of items which respondents showed the extent of their agreement or disagreement with the listed statements resource utilization and teachers' job performance. The items on the questionnaire were rated using Likert type rating scale as follows:

If the item is in positive statement:

SA= Strongly Agree	-4 points
A= Agree	-3 points
D= Disagree	-2 points
SD= Strongly Disagree	-1 point

When the statement is in negative statement, the items on the questionnaire were rated using Likert type rating scale as follows:

SA= Strongly Agree	-1 points
A= Agree	-2 points
D= Disagree	-3 points
SD= Strongly Disagree	-4 point

To ensure the validity of the questionnaire, it was given to two experts in Educational Management and one from Measurement and Evaluation for face and content validity. Necessary corrections were made after suggestions and observations of these experts. The researchers employed test retest method to establish the reliability of the instrument. The researcher administered the sample questionnaire to a group of teachers outside the sampled schools twice after an interval of two weeks. A reliability of co-efficient was calculated by using Pearson Product Moment Co-efficient statistics which gave the r to be 0.64 which showed that the instrument used was reliable. The researchers personally visited all the sampled schools to administer the questionnaire and collect copies

back after the completion by the respondents. The responses of the respondents were used for the data analysis. To analyse the data collected, frequency count and percentages were used for research questions while Pearson Product Moment Correlation statistical method was used to test the hypothesis formulated for the study.

Results

Answering research Questions

Question 1: Has utilization of human resource shown an important position in increasing the teachers' job performance in Ilorin West Local Government primary schools?

Table 1

Utilization of human resource has shown an important position in increasing the teachers' job performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagreed	62	19.4	19.4	19.4
Agreed	258	80.6	80.6	100.0
Total	320	100.0	100.0	

The result on Table1 revealed that 80.6% of the respondents agreed that human resource shows an important position in increasing the teachers' job performance while 19.4% disagreed with the research question one.

Question 2: Should enough qualified teachers be made available to minimize fatigue so as to enhance teaching and learning effectiveness in Ilorin West Local Government primary schools?

Table 2

Enough qualified teachers should be made available to minimize fatigue so as to enhance teaching and learning effectiveness

	Frequency	Percent	Valid	Cumulative Percent
Disagreed	26	8.1	8.1	8.1
Agreed	294	91.9	91.9	100.0
Total	320	100.0	100.0	

The result on Table 2 revealed that 91.9% agreed that enough qualified teachers should be made available to minimize fatigue so as to enhance teaching and learning effectiveness.

Question 3: Should teachers be given opportunity for development programme to improve their job performance?

Table 3

Teachers should be given opportunity of development programme to improve their job performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagreed	20	6.2	6.2	6.2
Agreed	300	93.8	93.8	100.0
Total	320	100.0	100.0	

The result on Table 3 revealed that 93.8% of the respondents agreed that teachers should be given the opportunity of development program to improve their job performance while the rest 6.2% disagreed with the statement.

Research Hypothesis

H₀: There is no significant relationship between human resources utilization and teachers' job performance in Ilorin West Local Government primary schools

Table 4

Human resources Utilization and Job Performance of Teachers

Variables	N	Mean	SD	DF	Calculated r value	Critical r Value	Decision
Human resources utilization	320	11.37	2.69				
Job performance	320	35.20	37.41	319	-0.011	0.913	Accepted

Table 4 shows the calculated r value to be -0.011 while the critical r value is 0.913 at 319 degree of freedom, the relationship between utilization of resources and teachers' job performance was tested using Pearson Product Moment Correlation Coefficient shows that there is no significant relationship between the two variables in Ilorin West Local Government primary schools, ($r = -0.011$,

$n=320, p>0.05, df=319$). The coefficient of determination is 0.01% which means that human resources utilization helps to explain 0.01% of teachers' job performance which is very low.

Decision: The null hypothesis which stated 'that there is no significant relationship between human resources utilization and job performance of Ilorin West Local Government primary education teachers is accepted as the calculated r value is lesser than calculated r value at 0.05 level of significance.

Discussion of the Findings

The finding shows that, there is no significant relationship between human resources utilization and teachers' job performance in Ilorin West Local Government Primary education because the null hypothesis formulated for this study was accepted. The result is opposed to the finding of Samuel (2003) who stated that resources in schools are important in education because learning takes place well through discovery, exploration, and interaction with the internal and external environments. Thus, it can be deduced that the success of any primary education depends upon the resources available to it. The result of this study did not support Okorie (2001), who discovered that the utilization of resources in education brings about fruitful learning outcomes since it stimulates and motivates pupils. According to Okorie, pupils learning outcome in schools is largely dependent on availability and appropriate utilization of resources, because the students acquire skills using these resources.

Conclusion and Recommendations

This finding has revealed that there is no significant relationship between resources utilization and teachers job performance in Ilorin West Local Government Primary education. This shows that human resources utilization does not aid teachers' job performance in the State according to the result of the hypothesis tested.

From the finding of the study the following recommendations for improvement were made:

1. Teachers should be given more opportunity of development programme to improve their job performance.
2. Teachers should be motivated and as well monitored to make sure they are performing their work as expected.
3. Qualified and trained teachers should be recruited into primary schools to impart knowledge on the pupils as required.

4. The number of pupils per class should not be more than 20 as stipulated by National Policy on Education to ensure academic excellence and increase teachers' job performance.

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