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### Duties Of Workers Management in Public Schools

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#### Abstract

*This study was carried out to examine the Duties of Workers management and public secondary school effectiveness in Lagos State education district IV. Specifically, the study was aimed at examining the Duties and roles of the school human resource management in public secondary schools, examine Workers management leadership styles and teachers' productivity in secondary schools, and assess ways through which Workers managers in schools can motivate teachers and the impact to enhancing quality education effectiveness in secondary schools. The study employed the survey descriptive research design. A total of 230 responses were validated from the survey. From the responses obtained and analysed, the findings revealed that there is a positive significant relationship between human resource management Duties and secondary school effectiveness. Also, the findings revealed that there is a significant positive influence of management styles on teachers' productivity and job satisfaction in public secondary schools. Furthermore, the findings revealed that there is a positive significant relationship between motivation and teacher's productivity in public secondary schools effectiveness. The study therefore recommend that training and development programmes/policy should be introduce and monitor to ensure the implementation like in-service course for teachers, staff seminar like induction courses, on-the-job-training, off-the-job-training. Refreshers courses etc. Also, human resource management should have sound policies in respect of staff transfer and promotion to ensure that justices and fairness prevail in dealing with the staff. More so, teachers who are the bedrock of any education system need to be treated fairly well in terms of prompt settlements of their entitlements and enjoyment of other benefits enjoyed by other public servants. So that the desire of the government, parents and solicit for an improved educational system will be a hopeful dream and not a night mare; and investment in education will be very beneficial to society in the final analysis.*

#### INTRODUCTION

Success in a business is a function of many variables, including the quality of Workers and infrastructural facilities available to the organization or institutions' administrators to coordinate the various resources and activities of the enterprise toward objective accomplishment through management.

A successful coordination of institutional resources, both human capital and material resources is significantly characterizes by the development and application of strategic principles to the process of managerial decision making.

This requires effective and efficient implementation of objectives and Duties of management and principles that underlie and facilitate effective coordination and utilization of

resources towards the accomplishment of an institution objectives and mission statement.

Mankind involvements in management processes are as old as the history of creation. For instance, in African culture and traditions, it is learned in their existence to organize themselves into small groups either hunting, farming, building houses, fishing or dancing in the village square, with a group leader to direct and shows others how to work towards the accomplishment of groups goals. Once leaders are emerged and were accepted by the rest of the groups as their leaders, they wielded power and authority over the rest of the group, this is an aspect of management, hence it leads to attainment of specific group objectives. Management is dynamic phenomenon in human existence, be it in administration or institution.



Effiong, (1995). Said that management may be defined specifically as the process of getting things done through people by planning, organizing, directing, co-coordinating and controlling and their activities for the purpose of accomplishing objectives. Workers is a major factor of production and because of the unpredictable nature of human being, arises the need to have a manager(s) to give direction and manage every persons in an organization.

Organizational effectiveness, the capacity of an organization to adopt, maintain itself, survive, and grow in the face of changing conditions, depends to a considerable degree upon how effectively its work force can be manage and utilized.

This is because the Workers of an organization which comprise all individuals regardless of their role and status, who are engaged in any of the organization's activities are its most important and valuable assets.

Health field (2014) asserts that Workers management (HRM) is the function within an organization that focuses on the recruitment of, management of, and providing direction for the people who work in an organization.

The HRM department members provide the knowledge, necessary tools, training, administrative services, coaching, legal and management advice, and talent management oversight that the rest of the organization needs for successful operation.

They are charged with over sight responsibilities to ensure that their organization appropriately build teams and inspires employees empowerment.

Tracey (2015) defines Workers as the people that staff and operate an organization as contrasted with the financial and material resources of an organization. Human resource is people who work for an organization in jobs.

Workers are considered eminent, to the fact that people are an organization's most important resources.

Tracey (2015) contends Workers is also the name of the department or functional area from which the employees provide HR service to the rest of the organization. People are an organization asset. Employees must be hired, satisfied, motivated, developed and retained.

Human beings or people need to be motivated or inspired towards successful implementation of ideal process. A number of theories have been propounded by behavioral Scientists on people behaviour towards carrying out responsibilities. One such behavioural School of thought, Douglas McGregor (1960) propounded two theories about the nature of human beings. These are theories Y and X.

According to Douglas Mc Gregor (1960) the average person naturally dislikes work and will avoid it if he can. Most people therefore need to be coerced, controlled, directed or threatened with punishment to get them to work toward attainment of organizational objectives.

## RESEARCH DESIGN

Research designs are perceived to be an overall strategy adopted by the researcher whereby different components of the study are integrated in a logical manner to effectively address a research problem. In this study, the researcher employed the survey research design. This is due to the nature of the study whereby the opinion and views of people are sampled. According to Singleton & Straits, (2009), Survey research can use quantitative research strategies (e.g., using questionnaires with numerically rated items), qualitative research strategies (e.g., using open-ended questions), or both strategies (i.e., mixed methods). As it is often used to describe and explore human behaviour, surveys are therefore frequently used in social and psychological research.

## POPULATION OF THE STUDY

According to Udoyen (2019), a study population is a group of elements or individuals as the case may be, who share similar characteristics. These similar features can include location, gender, age, sex or specific interest. The emphasis on study population is that it constitute of individuals or elements that are homogeneous in description.

This study was carried out to examine Duties of Duties of Workers management and public secondary school effectiveness in Lagos State education district IV. Ten (10) selected public secondary schools in education district IV Yaba Local council Development Area of Lagos State form the population of the study.

## SAMPLE SIZE DETERMINATION

A study sample is simply a systematic selected part of a population that infers its result on the population. In essence, it is that part of a whole that represents the whole and its members share characteristics in like similitude (Udoyen, 2019). In this study, the researcher adopted the convenient sampling method to determine the sample size.

## SAMPLE SIZE SELECTION TECHNIQUE ANDPROCEDURE

According to Nwana (2005), sampling techniques are procedures adopted to systematically select the chosen sample in a specified away under controls. This research work adopted the convenience sampling technique in selecting the respondents from the total population.

In this study, the researcher adopted the convenient sampling method to determine the sample size. Out of all the entire population of management and staffs of the 10 selected public secondary schools in education district IV Yaba Local council Development Area of Lagos State, the researcher conveniently selected 80 out of the overall population as the sample size for this study. According to Torty (2021), a sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher.

## RESEARCH INSTRUMENT AND ADMINISTRATION

The research instrument used in this study is the questionnaire. A survey containing series of questions were administered to the enrolled participants. The questionnaire was divided into two sections, the first section enquired about the responses demographic or personal data while the second sections were in line with the study objectives, aimed at providing answers to the research questions. Participants were required to respond by placing a tick at the appropriate column. The questionnaire was personally administered by the researcher.

## METHOD OF DATA COLLECTION

Two methods of data collection which are primary source and secondary source were used to collect data. The primary sources was the use of questionnaires, while the secondary sources include textbooks, internet, journals, published and unpublished articles and government publications.

## METHOD OF DATA ANALYSIS

The responses were analysed using the frequency tables, which provided answers to the research questions. The hypothesis test was conducted using ANOVA statistical tool, SPSS v.23

## VALIDITY OF THE STUDY

Validity referred here is the degree or extent to which an instrument actually measures what is intended to measure. An instrument is valid to the extent that is tailored to achieve the research objectives. The researcher constructed the questionnaire for the study and submitted to the project supervisor who used his intellectual knowledge to critically, analytically and logically examine the instruments relevance of the contents and statements and then made the instrument valid for the study.

## RELIABILITY OF THE STUDY

The reliability of the research instrument was determined. The Pearson Correlation Coefficient was used to determine the reliability of the instrument. A co-efficient value of 0.68 indicated that the research instrument was relatively reliable. According to (Taber, 2017) the range of a reasonable reliability is between 0.67 and 0.87.

**Table .1: Demographic profile of the respondents**

Demographic information	Frequency	percent
<b>Gender</b>		
Male	42	54.5%
Female	35	45.5%
<b>Age</b>		
20-25	15	19.5%
25-30	19	24.7%

31-35	23	29.9%
36+	20	25.9%
<b>Marital Status</b>		
Single	10	12.9%
Married	64	83.1%
Separated	0	0%
Widowed	3	3.9%
<b>Education Level</b>		
WAEC	00	0%
BS.c	35	45.5%
MS.c	42	55.5%
MBA	00	0%

Source: Field Survey, 2023

## DESCRIPTIVE ANALYSIS

What are the Duties of Workers management to ensure effectiveness of public secondary school system?

**Table .2:** Respondent onthe Duties of Workers management to ensure effectiveness of public secondary school system

Options	SA	A	D	SD
Recruitment & selection	77 (100%)	-	-	-
Staff maintenance	77 (100%)	-	-	-
Staff relations	77 (100%)	-	-	-
Staff development	77 (100%)	-	-	-
Procurement of staff	77 (100%)	-	-	-
Job performance reward	77 (100%)	-	-	-
Staff safety and health	77 (100%)	-	-	-

Field Survey, 2023

From the responses obtained as expressed in the table above, all the respondents constituting 100% strongly agreed to all the options provided. There was no record of disagreement.

Does Leadership styles employed by the secondary school principals and vices, influence the productivity level of teachers performance in public secondary schools?

**Table .3:** Respondent on whether the leadership styles employed by the secondary school principals and vices,

influence the productivity level of teachers performance in public secondary schools

Options	Frequency	Percentage
Yes	77	100
No	00	00
Undecided	00	00
<b>Total</b>	<b>77</b>	<b>100</b>

#### Field Survey, 2023

From the responses obtained as expressed in the table above, all the respondents constituting 100% said yes. There was no record of disagreement.

What are the various ways through which school principals motivates teachers in public secondary schools in enhancing quality education and secondary school effectiveness?

**Table 4:** Respondent on the various ways through which school principals motivates teachers in public secondary schools in enhancing quality education and secondary school effectiveness

Options	SA	A	D	SD
Through the use of incentives	77 (100%)	-	-	-
Salary increment	77 (100%)	-	-	-
Training and development	77 (100%)	-	-	-
Provision of adequate instructional materials	77 (100%)	-	-	-
Use of Praises	77 (100%)	-	-	-
Recognize staff who consistently go above and beyond	77 (100%)	-	-	-
Craft a compelling reward program	77 (100%)	-	-	-
Recognize (and reward) effort	77 (100%)	-	-	-
Ask for teachers opinions	77 (100%)	-	-	-
Encourage teachers ideas	77 (100%)	-	-	-
Promotion when due	77 (100%)	-	-	-

#### Field Survey, 2023

From the responses obtained as expressed in the table above, all the respondents constituting 100% strongly agreed to all the options provided. There was no record of disagreement.

### TEST OF HYPOTHESIS

Ho1: There is no significant relationship between human resource management Duties and secondary school effectiveness.

Ho2: There is no significant influence of management styles on teachers, productivity and job satisfaction in public secondary schools.

Ho3: There is no significant relationship between motivation and teacher's productivity in public secondary schools effectiveness.

#### Relationship between human resource management Duties and secondary school effectiveness

Model 1	R = 0.830	R <sup>2</sup> = 0.936	Adj. R <sup>2</sup> = 0.687	Std. Error of the Estimate = 0.307	Durbin-Watson n = 1.679
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6089.246	1	6089.246	328.315	.000 <sup>b</sup>
Residual	2744.947	76	18.547		
Total	8834.193	77			
Constant human resource management Duties	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	-11.417 .887	2.936 .016	.830	-3.888 18.119	.000 .000

Source: Author's Data Analysis, 2023

The table above shows that human resource management Duties have significant influence on secondary school effectiveness at ( $\beta = 0.887$ ,  $R^2 = 0.936$ ,  $P = .000$ ). Furthermore, result reveals that human resource management Duties has 94% decisive influence on secondary school effectiveness. The P value of 0.000 is less than significant level of 0.05. The result shows that there is a significant positive relationship between human resource management Duties and secondary school effectiveness. Therefore  $H_{01}$  is rejected.

**Influence of management styles on teachers' productivity and job satisfaction in public secondary schools**

Model2	R =0.831	R <sup>2</sup> =0.952	Adj.R <sup>2</sup> =0.688	Std. Error estimation =0.308	Durbin-Watson=1.688
Regression	Sum of Square	Df	Mean Square	F	Sig.
Residual	6089.247	176	6089.247	328.316	.000 <sup>b</sup>
Total	2744.948	77	18.547		
	8834.194				
Constant management styles	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	-11.418	2.943		-3.999	.000
	.896	.017	.830	18.120	.000

Source: Author's Data Analysis, 2023

The table above shows that management styles has significant influence on teachers' productivity and job satisfaction in public secondary schools at ( $\beta = 0.896$ ,  $R^2 = 0.952$ ,  $P = .000$ ). Furthermore, result reveals that management styles has 95% decisive influence on teachers' productivity and job satisfaction in public secondary schools. The P value of 0.000 is less than significant level of 0.05. The result shows that there is a significant positive influence of management styles on teachers' productivity and job satisfaction in public secondary schools. Therefore  $H_{02}$  is rejected.

**Relationship between motivation and teacher's productivity in public secondary schools effectiveness**

Model3	R =.809 <sup>a</sup>	R <sup>2</sup> =.917	Adj.R <sup>2</sup> =.652	Std. Error estimation =3.873	Durbin-Watson =1.790
Regression	Sum of Square	Df	Mean Square	F	Sig.
Residual	4195.645	176	4195.645	279.749	.000 <sup>b</sup>
Total	2219.689	76	14.998		
	6415.333	77			
Constant	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

motivation		or			
	-6.981	2.641	.809	-2.644	.009
	.768	.014		16.726	.000

Source: Author's Data Analysis, 2023

The table above shows that motivation has significant influence on teacher's productivity in public secondary schools effectiveness at ( $\beta = 0.768$ ,  $R^2 = 0.917$ ,  $P = .000$ ). Furthermore, result reveals that motivation has 92% decisive influence on teacher's productivity in public secondary schools effectiveness. The P value of 0.000 is less than significant level of 0.05. The result shows that there is a significant positive relationship between motivation and teacher's productivity in public secondary schools effectiveness. Therefore  $H_{03}$  is rejected.

**CONCLUSION**

Based on the finding of this study, the following conclusions were made:

1. There is a positive significant relationship between human resource management Duties and secondary school effectiveness.
2. There is a significant positive influence of management styles on teachers' productivity and job satisfaction in public secondary schools.
3. There is a positive significant relationship between motivation and teacher's productivity in public secondary schools effectiveness.

**RECOMMENDATIONS**

In the light of the findings and conclusions, the following recommendations are hereby proposed:

1. Training and development programmes/policy should be introduced and monitored to ensure the implementation like in-service course for teachers, staff seminar like induction courses, on-the-job-training, off-the-job-training. Refreshers courses etc. This is in line with what Roscoe and Freak (1976-292) noted that organization has to give the minimum training to its employees to make them at least become acquainted with the objectives, policies, rules standards and procedures peculiar to the organization and the particular job.
2. Educational management should build and equip all schools with the best science and technical equipment, provide all the basic educational materials and other necessary facilities to enhance the Workers effectiveness and efficiency.
3. Human resource management should have sound policies in respect of staff transfer and promotion to ensure that justice and fairness prevail in dealing with the staff.
4. Teachers who are the bedrock of any education system need to be treated fairly well in terms of prompt settlements of their entitlements and enjoyment of other benefits enjoyed by other public servants. So that the desire of the



government, parents and solicit for an improved educational system will be a hopeful dream and not a night mare; and investment in education will be very beneficial to society in the final analysis. To stem the tide, government should also through appropriate agencies enhance, the status of not only teachers but also teaching profession, there should be a deliberate policy of emancipation regarding all cadres of teacher to make teaching as lucrative as any other job within the public sector. This would not only attract qualified personnel to teaching but also retain them on the job.

5. Government should provide annual grants for principals to sponsor teachers workshops, seminars and conferences to enable them update their skills and knowledge on current issues and also help them adapt to innovation in educational practices.

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