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# **EFFECTIVE HUMAN RESOURCES MANAGEMENT AND ACADEMIC LECTURERS' JOB SATISFACTION IN HIGHER INSTITUTIONS OF LEARNING: THE UNIVERSITY OF NIGERIA, NSUKKA EXPERIENCE**

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## **ABSTRACT**

*The study examined the effective human resources management and academic lecturers' job satisfaction in higher institutions of learning: The University of Nigeria, Nsukka Experience. Descriptive survey design was used for the study. The population of the study was 3,264 academic lecturers from the University of Nigeria, Nsukka out of which 653 academic lecturers were randomly sampled for the study. The instrument for data collection was a structured questionnaire titled: Effective Human Resources Management and Academic Staff's Job Satisfaction Questionnaire (EHRMASJSQ). The instrument was faced validated by three experts from the University of Nigeria, Nsukka.*

*The reliability coefficient was calculated using Cronbach's Alpha and was found to be 0.82. Data collected were analysis using mean and standard deviation to answer the research questions. The findings of the study revealed that they are many challenges of human resources management and academic lecturers' job satisfaction in higher institutions of learning in Nigerian such as inadequate funding, violent trade unionism among staff, and ambiguity in policy interpretations, low productivity, and poor quality of work life, poor health and safety at work among others. Based on the findings, it was recommended among others that University management of higher institutions of learning should promote the professional growth of academic lecturers by recommending them for staff development programmes, conferences and workshops to update their knowledge through interactions with fellow professionals to enhance job satisfaction and improved performance.*

**Key words:** Human resources management, Academic staff, Job satisfaction, higher institutions

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## 1. INTRODUCTION

Each bureaucrat has the enormous chore of overseeing the employees in order to accomplish the goals and objectives of the institution or an organization. Hence, this is because human resources participates an important responsibility in the administration and management of other resources, such as materials, equipment and tools as well as money entrusted into their care (Etor, 2014). According to Uche (2011) uphold that human resource refers to organization employees, which are described with reference to their training, experience, judgment, intelligence, relationship and insight. In the words of Adetoro (2009) and Akpan (2001), human resource is of great importance to any organization or nation because it constitutes a usable commodity as well as decides how much can be achieved with other resources. In the same vein, Kenton and Mansa (2020) defined human resources (HR) as a division of a business that is charged with finding, screening, recruiting, and training job applicants, and administering employee-benefit programs. Operationally, human resource is saddled with heavy task of coordinating other obtainable resources for the accomplishment of the goals and objectives of the organization or institution. Importantly, human resources responsibilities include compensation and benefits, recruitment, firing, and keeping up to date with any laws that may affect the company and its employees.

Human Resources Management (HRM) is a management function that concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations or institution. Human resource management is also designing management systems to make sure that human talent is used successfully and efficiently to achieve organizational established goals and objectives. Human resource management according to Oladele, Isaac and Abayomi (2012) is a process of bringing people and organisations together so that the goals of each are met. It tries to secure the best from people by winning the whole hearted cooperation. Human Resource Management may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner (Rao, 2010). Assisted by French (2007) human resource

management refers to the philosophy, policies procedures and practices related to the management of people within an organization. Human resources management encompasses a dynamic, organization wide prospective that is action-oriented and necessarily interrelated with strategic planning of the top executive team of the organisation. Onuka (2009) proceed to defined human resource management as the process of acquiring, training, appraising and compensating employees and of attending to their labour relations, health and safety, and fairness concerns. Human resource management deals with the governance of organisations with the fabric of policies and practices that governs that lives of the people in the organisation. According to Ogunsaju (2006), human resource management is the effective mobilization of human resources based upon appropriate recruitment, selection, training and placement of appointed staff in order to achieve the organizational set down goals and objectives.

Operationally, human resource management is that functions of all organizations which make for effective utilization of human resources to achieve not only the objectives of the organization but also the satisfaction and development of employees. Human resource management is also define in education as the harnessing of the totality of workers' skills, knowledge, energies, talents latent capabilities, social characteristics such as belief, to achieve the objectives of education and at the same time make the workers to be part and parcel of the organization in fulfilling their life goals. Hence, from the forgoing, human resource management makes for constant supply of personnel for the organization. The policies and objectives of the organization are communicated to the employees and this knowledge boosts their moral. The development programmes provided for staff make them very functional in the organization. The grading and evaluation make for easy assessment of staff, while the reward for good performance motivates employee for higher productivity. Well managed human resources are very likely to have job satisfaction in any organization.

However, many activities are involved in human resources management but the major ones as enumerated by Armstrong (2009) and Emechebe (2009) include human resource planning, recruitment and selection, induction and orientation, knowledge management, development programmes, health, employee safety, performance appraisal, promotion, retirement, as well as industrial relations. Importantly, Oladele, Isaac and Abayomi (2012) opined basic features of human resource management, which include the following: Pervasive Force: HRM is pervasive in nature. It is present in all enterprises. It permeates all levels of management in an organization. Action Oriented: HRM focuses attention on action, rather than on record keeping, written procedures or rules. The problems of employees at work are solved through rational policies. Individually Oriented: It tries to help employees develop their potential fully. It encourages them to give their best to the organisation. It motivates employees through a systematic process of recruitment, selection, training and development coupled with fair wage policies. People Oriented: HRM is all about people at work, both as individuals and groups. It tries to put people on assigned jobs in order to produce good results. Future Oriented: Effective HRM helps an organisation meet its goals in the future by providing for competent and well motivated employees. Comprehensive Function: HRM is, to some extent, concerned with organizational decision which has an impact on the workforce or the potential workforce. The term 'workforce' signifies people working at various levels, including workers, supervisors, middle and top managers.

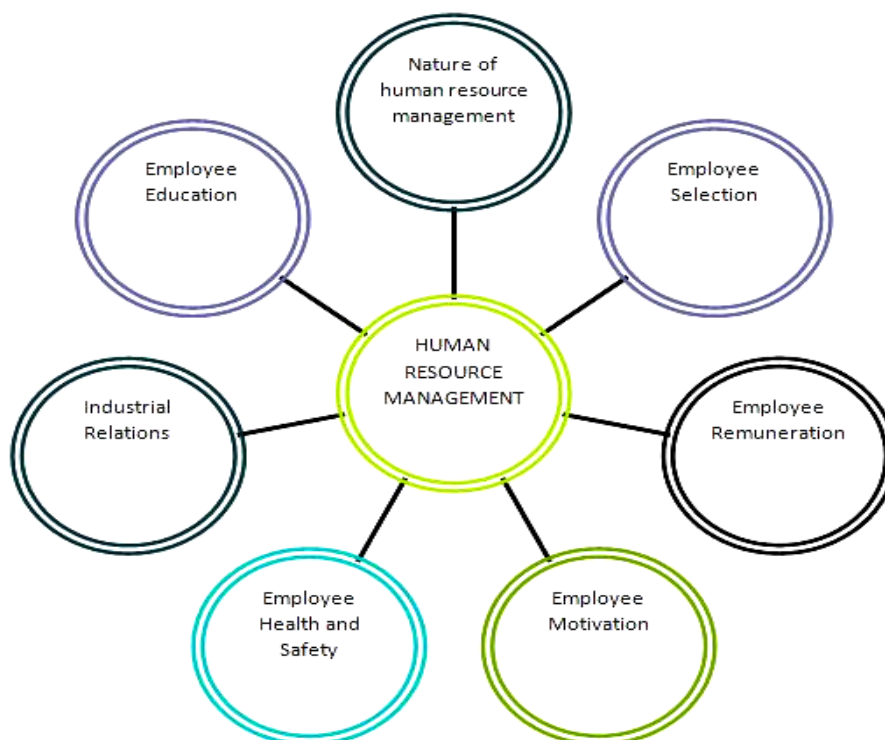
Studies by Oladele, Isaac and Abayomi (2012) posited the principal objectives of human resources management listed thus: to help the organisation reach its goals: Human resource department, like other departments in an organization, exists to achieve the goals of the organisation first and if it does not meet this purpose, human resources department could wither and die; to employ the skills and abilities of the workforce efficiently: The primary objectives of human resources management is to make people's strengths productive and to benefit

customers, stockholders and employees; to provide the organisation with well-trained and well-motivated employees: Human resources management requires that employees be motivated to exert their maximum efforts, that their performance be evaluated properly for results and that they be remunerated on the basis of their contributions to the organisation; to increase to the fullest the employee's job satisfaction and self-actualisation: It tries to prompt and stimulate every employee to realise his potential. To this end suitable programmes have to be designed aimed at improving the quality of work life; to develop and maintain a quality of work life: It makes employment in the organisation a desirable, personal and social, situation. Without improvement in the quality of work life, it is difficult to improve organisational performance; to be ethically and socially responsive to the needs of society: Human resource management must ensure that organisations manage human resource in an ethical and socially responsible manner through ensuring compliance with legal and ethical standards. The authors further postulated major importance of Human Resources Management which include to attract and retain talent, to train people for challenging roles; to develop skills and competencies; to promote team spirit; to develop loyalty and commitment; to increase productivity and profits; to improve job satisfaction; and to enhance standard of living and to generate employment opportunities (Oladele, Isaac & Abayomi, 2012). However, the objectives and importance of human of resources management cannot be complete without addressing the challenges faced by academic lecturers' job satisfaction in higher institutions of learning using the University of Nigeria as the study area.

Undoubtedly, academic lecturers in the higher institutions of learning are faced with many challenges in their working environment. However, some of these challenges militating against effective human resources management and academic lecturers' job satisfaction in higher institutions of learning as postulated by Anyim, Ikemefuma and Mbah (2011) are listed below: enlarging the scope on personnel management; focus on knowledge and skill; structure and size of enterprise; globalisation of business; managerial skills; number of employees; quality of employees; sustainable competitive advantage; empowerment of employees; government intervention; social orientation; reservation issues; manpower costs and future challenges. Other challenges or factors militating against effective human resource management and academic lecturers' job satisfaction in Nigerian higher institutions as posited by **Temitope (2016)** include: inadequate funding, violent trade unionism among staff, ambiguity in policy interpretations, insecurity and hazardous environment, poor productivity of workers, labour dissatisfaction at work, low productivity, poor quality of work life, poor health and safety at work among others. On the other hand, Owojori and Asaolu (2010) maintained that the problems of human resources management in Nigeria higher institutions include inadequate financing, violent trade unionism among staff, disagreement on policy matters, lack of trust and ambiguity in policy interpretations. According to **Temitope (2016)** it can be deduced that the problems militating against effective of human resources management in Nigeria tertiary institutions include the following: **Inadequate finance:** lack of finance could be responsible for inadequate facilities such as office furniture and fittings, instructional materials, delay in salary delay/non-payment of allowances etc. which could result in face-off taking a variety such as confrontation and strike. **Violent trade unionism among staff:** Misinformation, misinterpretation or lack of good communication network could cause trade unions to be aggressive and get out of hand. Below are also listed as of one of the hindrances to human resource management in Nigeria higher institutions. **Lack of trust:** There is usually lack of trust between management and members of staff in higher institutions. This could result in poor communication or ambiguity in communication content and selection in our union. **Staff recruitment and selection:** According to Ogunraku (2010), the principle of recruiting the best staffs into higher institutions have been compromised, this has impacted negatively into the human resource management in Nigerian higher institutions. **Dictation from the political**

**class:** There have been worries over time about this the type of people that are appointed to represent the external community on the governing councils of higher institutions in Nigeria. Often times, they are basically and prepondently politicians without cognate knowledge of the higher institution culture and ethos. This political class could dictate policies to the disinterest staff. This causes internal conflicts in higher institution community. **Disagreement on policy matters:** Policy matters could be source or disagreement. Instances abound when discrepancy in salary/remuneration among staff of different unions (e.g. ASUU and NASU) have created problems for university management.

Research by Oladele, Isaac and Abayomi (2012) suggested strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning which include: to improve conditions of services; to adopt of efficient policies on recruitment, selection that is fair and equitable; career opportunities; training and development; to rewards and sanction academic lecturers; to carryout nationwide advertisement about job vacancies and allowing sufficient time for candidates to apply; to reduce excessive centralisation of power and bureaucracy; to prompt and impartial sanction of violators of condition of service; and to enforce legal instruments code of conduct and regulations promoting effective HRM. Interestingly, Aswathapa (2007) suggested three management strategies prior management negotiators developed and proposals to adopt in an organization, which include to determine the general size of the economic package that the company anticipates to offer during negotiations; to prepare statistical displays and supportive data that the company could use during negotiations; and to prepare bargaining book for the use of company negotiators, that is a compilation of information on issues that could be discussed, giving an analysis of the effect of each clause, its use in other companies, and another fact.



**Figure 1** Scope Job Human Resources Management (HRM)

The scope of HRM is really vast. All major activities in the working life of an academic lecturer from the time of entry into an academic institution or organization until it come under the purview of HRM.



**Figure 2** Scope Job Satisfaction in organization

## 2. STATEMENT OF THE PROBLEM

Human resource has remain the mainly significant resources in any institution of learning or an organization because it is saddled with the responsibility of influencing resources like money and materials for the intention of accomplishing the goals and objectives of the institution or organization. In higher institutions of learning in Nigeria, human resource with the precise skills is not sufficient. Hence, it is repeatedly noticed that the numeral of students are by far more than the number of academic staff lecturers in most of the higher institutions of learning and this could time and again results in short academic achievement among students and job dissatisfaction among the academic lecturers. More often than not, recruitment, selection and training of academic lecturers are done autonomously with the department, hence the ineffectual inundation the system and causing troubles for the alternative knowledgeable who are always overworked. However, the predicament of this research study position in question form is: does effective human resource management influence the job satisfaction of academic lecturers in higher institutions of learning in Nigeria.

## 3. PURPOSE OF THE STUDY

The study examines effective human resources management and academic lecturers' job satisfaction in higher institutions of learning: The University of Nigeria, Nsukka Experience. Superficially, the study sought to:

- Examine the objectives of human resources management and academic lecturers' job satisfaction in higher institutions of learning.
- Examine challenges faced by human resources management and academic lecturers' job satisfaction in higher institutions of learning.

- Determine the strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning.

#### 4. RESEARCH QUESTIONS

The following research questions guided the study.

- What are the objectives of human resources management and academic lecturers' job satisfaction in higher institutions of learning?
- What are the challenges faced by human resources management and academic lecturers' job satisfaction in higher institutions of learning?
- What are the strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning?

#### 5. MATERIAL AND METHODS

Descriptive survey design was used for the study. The study was carried out in the University of Nigeria, Nsukka. The population of the study was 3,264 academic lecturers from the University of Nigeria, Nsukka out of which 653 academic lecturers were randomly sampled for the study. The instrument for data collection was a structured questionnaire titled: Effective Human Resources Management and Academic Staff's Job Satisfaction Questionnaire (EHRMASJSQ). The instrument was faced validated by three experts, two from the Department of Educational Foundations (Educational Administration and Planning) and one from the Department of Science Education, Faculty of Education, University of Nigeria, Nsukka. The reliability coefficient was calculated using Cronbach's Alpha and was found to be 0.82. The instrument was structured on a 4-point response scale of Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The respondents were requested to select one item by a tick (✓) against the response category which best suits their opinions. The instrument was administered to respondents by the researchers with the help of research assistants each from the institution the study was carried out. Data collected from the respondents was analysed using mean and standard deviation. Mean below 2.5 was considered as disagree while those above 2.5 were regarded as agreed. Also, any hypothesis less than 0.05 were rejected while those greater than 0.05 were accepted.

#### 6. RESULTS

**Research Question One:** What are the objectives of human resources management and academic lecturers' job satisfaction in higher institutions of learning?

**Table 1** Mean and Standard Deviation of Responses on objectives of human resources management and academic lecturers' job satisfaction in higher institutions of learning

S/N	Item Statement	Mean	SD	Decision
1	To helps the organisation reach its goals and objectives	2.99	0.27	A
2	To employs the skills and abilities of the workforce efficiently	2.77	0.28	A
3	To provides the organisation with well-trained and well-motivated employees	2.66	0.29	A
4	To increases to the fullest the employee's job satisfaction and self – actualisation	2.55	0.29	A
5	To makes employment in the organisation a desirable, personal and social situation	2.69	0.29	A
6	To attracts and retain talent and train people for challenging roles	2.96	0.28	A
7	To improves job satisfaction	3.09	0.27	A
8	To generate employment opportunities	2.74	0.28	A
	Grand Mean	2.81	0.28	A

**Note:** Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD), Standard Deviation (SD)

Data presented in table 1 above indicated that the above listed items 1 – 8 were agreed by the respondents as the objectives of human resources management and academic lecturers' job satisfaction in higher institutions of learning, with a mean rating above 2.50. It was rated with an aggregate mean score of 2.81 and a standard deviation of 0.28 correspondingly. Thus, the items were generally accepted as the objectives of human resources management and academic lecturers' job satisfaction in higher institutions.

**Research Question Two:** What are the challenges faced by human resources management and academic lecturers' job satisfaction in higher institutions of learning?

**Table 2** Mean and Standard Deviation of Responses on challenges faced by human resources management and academic lecturers' job satisfaction in higher institutions of learning?

S/N	Item Statement	Mean	SD	Decision
9	Ambiguity in policy interpretations	2.76	0.28	A
10	Lack focus on knowledge and skill	2.87	0.28	A
11	<b>Dictation from the political class</b>	2.96	0.28	A
12	<b>Disagreement on policy matters</b>	2.88	0.28	A
13	Quality of employees	3.08	0.27	A
14	Poor health and safety at work	3.00	0.27	A
15	Empowerment of employees	2.76	0.28	A
16	Government intervention	2.75	0.28	A
17	Inadequate funding	2.99	0.27	A
18	Violent trade unionism among staff	3.11	0.27	A
19	Poor quality of work life	2.96	0.28	A
20	Poor managerial skills in human resources development	2.55	0.29	A
	Grand Mean	2.89	0.28	A

**Note:** Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD), Standard Deviation (SD)

The data presented in table 2 shows the respondents agreed with items 9 – 20 which indicates the challenges faced by human resources management and academic lecturers' job satisfaction in higher institutions of learning of learning. The data is above the mean criterion of 2.50, which is the evident from the grand mean score of 2.89 and a standard deviation of 0.28 correspondingly as shown in the table.

**Research Question Three:** What are the strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning?

**Table 3** Mean and Standard Deviation of Responses on strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning

S/N	Item Statement	Mean	SD	Decision
21	To improve conditions of services of academic lecturers	3.10	0.27	A
22	To adopt efficient policies on recruitment, selection that is fair and equitable	2.99	0.27	A
23	To create career opportunities	3.09	0.27	A
24	To train and develop academic staff	3.11	0.27	A
25	To reward and sanction academic lecturers	2.88	0.28	A
26	To create nationwide advertisement about job vacancies and allow time for candidates to apply	2.66	0.29	A
27	To enforce legal instruments code of conduct, rules and regulations to promote effective HRM.	2.87	0.28	A
28	To make prompt and impartial sanction of violators of condition of service	2.75	0.28	A
	Grand Mean	2.93	0.28	A

**Note:** Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD), Standard Deviation (SD)



The data presented in table 3 aimed at the strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning. The results revealed that all the items had a mean score above 2.50. The respondents agreed to items 21 – 28 with a grand mean score of 2.93 and a standard deviation of 0.28 respectively. This implies that all the above listed items are generally accepted.

## 7. DISCUSSION

The Findings of the study revealed the objectives of human resources management and academic lecturers' job satisfaction in higher institutions of learning which include: to helps the organisation reach its goals and objectives; to employs the skills and abilities of the workforce efficiently; to provides the organisation with well-trained and well-motivated employees; to increases to the fullest the employee's job satisfaction and self –actualisation; to makes employment in the organisation a desirable, personal and social situation; to attracts and retain talent and train people for challenging roles; and to improves job satisfaction and HRM generate employment opportunities. The findings of the study is in line with the findings of Studies by Oladele, Isaac and Abayomi (2012) who posited the principal objectives of human resources management listed thus: to help the organisation reach its goals; to employ the skills and abilities of the workforce efficiently; to make people's strengths productive and to benefit customers, stockholders and employees; to provide the organisation with well-trained and well-motivated employees; to increase to the fullest the employee's job satisfaction and self – actualisation; To organize suitable programmes aimed at improving the quality of work life; to develop and maintain a quality of work life; to makes employment in the organisation a desirable, personal and social, situation; and to be ethically and socially responsive to the needs of society.

The findings of the study revealed that they are many challenges of human resources management and academic lecturers' job satisfaction in higher institutions of learning in Nigerian such as inadequate funding, violent trade unionism among staff, and ambiguity in policy interpretations, low productivity, and poor quality of work life, poor health and safety at work among others. The findings of the study is in consonant with the findings of Anyim, Ikemefuma and Mbah (2011) who listed below as challenges militating against effective human resources management and academic lecturers' job satisfaction in higher institutions of learning, such as: enlarging the scope on personnel management; focus on knowledge and skill; structure and size of enterprise; globalisation of business; managerial skills; number of employees; quality of employees; sustainable competitive advantage; empowerment of employees; government intervention; social orientation; reservation issues; manpower costs and future challenges. Other challenges or factors militating against effective human resource management and academic lecturers' job satisfaction in Nigerian higher institutions as posited by Temitope (2016) include: inadequate funding, violent trade unionism among staff, ambiguity in policy interpretations, insecurity and hazardous environment, poor productivity of workers, labour dissatisfaction at work, low productivity, poor quality of work life, poor health and safety at work among others.

The findings of the study revealed strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning. The findings of the study in line with the findings of Oladele, Isaac and Abayomi (2012) who in their studies suggested strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions which include: to improve conditions of services of academic lecturers; to adopt of efficient policies on recruitment, selection that is fair and equitable; career opportunities; training and development; to rewards and sanction academic lecturers; to create nationwide advertisement about job vacancies and allowing sufficient time for candidates to apply; to reduce excessive centralisation of power and bureaucracy; to prompt and impartial

sanction of violators of condition of service; and to enforce legal instruments code of conduct and regulations promoting effective HRM.

## 8. CONCLUSION

The research study examined the effective human resources management and academic lecturers' job satisfaction in higher institutions of learning: The University of Nigeria, Nsukka Experience. It also reviewed the concept of human resources, human resources management, objectives of human resources management and academic lecturers' job satisfaction, challenges faced by human resources management and academic lecturers' job satisfaction and the strategies to improve human resources management and academic lecturers' job satisfaction in higher institutions of learning. Data were analyzed using mean and standard deviation. The study concluded that the problems facing human resources management in higher institution of learning should be addressed in order to accomplish their predetermined objectives as institutions like those of western countries.

## 9. RECOMMENDATIONS

Based on the findings of the study and the conclusion, the following recommendations were made: 1.

- Administrators of higher institutions should ensure that the number of academic lecturers employed meet the required student-teacher ratio by the National Universities Commission for improved job satisfaction.
- Administrators of tertiary institutions should adequately compensate academic lecturers carrying excess workload as this affects their job satisfaction.
- University management of higher institutions of learning should promote the professional growth of academic lecturers by recommending them for staff development programmes, conferences and workshops to update their knowledge through interactions with fellow professionals to enhance job satisfaction and improved performance.
- Government should provide adequate funding to higher institutions for proper maintenance of equipment, facilities and other expenditures of emergent need.
- Management of higher institutions of learning must ensure that there is good rapport and human relation between heads of the various departments, sections, units and their academic staff.

## DECLARATION OF CONFLICTING INTEREST

The authors declare that there is no conflict of interest.

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