

**MANPOWER PLANNING AND STUDENTS' ENROLMENT IN SECONDARY SCHOOLS FOR  
EFFECTIVE MANAGEMENT IN OSUN STATE**

**BY**

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**Abstract**

*This paper examined manpower planning and effective management as predictors of students' enrollment into senior secondary schools in Osun state, Nigeria. Study presented in the paper revealed a low number of manpower (teachers) and poor enrolment of students' in senior secondary schools in Osun state. Statistics also showed a decrease in students' enrolment from year 2016 to 2017. It is therefore concluded that the low manpower and poor management in public secondary schools could be the cause of the decrease in students' enrolment in the state. On the basis of the findings, the paper recommends education planners and managers need to strengthen human resource planning so as to improve participation and retention of teachers hence students can stay and learn in schools and management of public schools should be improved upon in order to be more effective and efficient as it predicts the rate at which students enroll and learn in public secondary schools.*

**Keywords: Manpower planning, Effective management, Students' enrolment and Osun State**

**Introduction**

Student enrolment refers to the act of attending or signing up for a school and/or specific classes or co-curricular activities at that particular school. The enrolment process is completed after a student is granted admission to a particular school. It is the number of students that currently attend a school or a course. In Nigeria, there are two major school types - private and public schools. Public schools are those schools which are supported and controlled by the government of the state or nation while private schools are those schools that are not administered by local, state or national government, which retain the right to select their student body and are founded in whole or part by charging their students tuition rather than with public funds (Hendajany, 2016; Taie & Goldring, 2020). The decision to enroll in any of these school type is usually influenced by a number of factors such as school characteristics (Ekaette, Ekpenyong & Owan, 2019), school fees and levies (Kiage, Simatwa & Ayodo, 2014), preference for private school and socio-economic statuses of parents/guardians (Afu, Vivian, Gbobo, Ukofia, & Itakure, 2017), school factors (Igberadja, 2014), boarding schools (Adetunji & Oladeji, 2007) and level of infrastructural provision (Dang, 2015). However, two probable factors that have not been looked at and would be considered in this paper are manpower planning and effective management.

Manpower is the human beings or persons available and fit for the work to be done in an organization (Agabi & Ogah, 2010). Furthermore, it is human beings with the relevant skills, energies, talents, knowledge and attitudes that can be committed towards the production of goods and services. Planning can be defined "as the process of deciding what objectives will be pursued within a future time frame and what will be done in order to achieve those objectives" (Fabunmi, 2005). It involves deciding in advance what to do, how to do it, when to do it and who is to do it (Wehrich, Cannice & Kontz, 2008). Manpower (human resource) planning involves forecasting the human resource needs of an economy, setting objectives that will lead to the realization of such needs, designing strategies for the achievement of the set objectives, identifying resource needs, and defining modalities for plan implementation. Manpower planning therefore is the process of determining the policies and programmes that will develop, distribute, and utilize human resources with a view to attaining a nation's broader goals of socioeconomic and political development (Ekaette, Ekpenyong & Owan, 2019).

Effective management is a systematic arrangement and organization of resources to make them productive. It involves the process of working effectively with and through people to achieve group goals and objectives. In management, the manager(s) create, direct, supervise and monitor human activities through coordinated and cooperative human efforts (Akpan, 2016). In education, effective management is the process concerned with using methods, principles and practices to establish, develop and execute the goals, policies, plans and procedures necessary to attain the objectives of education (Idoko, 2015). The success of any organization depends on the availability and efficient management of both human and material resources. With the rapid development in the educational sector and the projected increase in sizes and

demand for education, there is need to effectively channel managers' attention towards the function and usefulness of human resources in a given organization. Otherwise, the goal of the school which is aimed at instituting teaching and learning will be jeopardized. Within the school context, man power planning and effective management is very important in determining the extent to which learners enroll and learn in an academic institution (Arop, Owan & Madukwe, 2019).

In this present time, societal expectation and educational needs have made a case for a more sophisticated and quality planning for human resources for our public schools. Students' population has continuously increased over the years (Fabiya, 2005). Okebukola (2013) reported that with the present population of the country which is over 183 million people, more secondary schools will be required for Nigeria's teeming population. While the private schools are begun to spring up in the country. However, the choice of students' enrolment to either public or private secondary schools can be influenced by adequacy of human resources and effective management. For instance Obe (2005), observed that in most public secondary schools, there is the problem of inadequacy of staff. In order to maintain standards/quality, he stated that more qualified teaching staff are needed. Furthermore, he stated that qualified staff usually takes long years to prepare so there is the need for strategic planning of human resources (man power) and effective management to meet up demand in number and quality of staff. The study s been carried out n Osun state. Osun state was carved out of Oyo State on 27th August 1991 during the regime of General Ibrahim Babangida (Rtd) as the military Head of State of Nigeria (State of Osun, 2018). The government of Osun state has made salient and loudest impact in the area of basic education. The education policy in the state is by far more rewarding and enduring. It's obvious that the Government's primary role in governance is to address the debilitating problem of education which is central to the fight against extreme poverty (Eyinola, 2013).

The State has over 588 public middle/high schools and 416 private secondary schools (State of Osun, 2018). Oyeniran (2014) observed that schooling and institutions regulating access to enrolment in Osun state, to some extent, contribute to the class and social divide in urban areas. Equally, educational opportunity is driven by unequal and asymmetric political decision-making structures whereby people from poorer backgrounds tend to bear the brunt of national and local policies. Availability of schools does not automatically result in higher enrolment numbers and submitted that students' enrolment is decided by various factors such as cost of fees, textbooks and uniforms, availability of qualified teachers, recruitment and retention of right teaching staff requires strategic human resource planning and effective management (Omoankhanlen, 2013). Taylor and Ogbogu (2016), observed that a steady increase in enrolment and school attendance in Osun state was as a result of school feeding program It was also reported that the provision of nearby schools helped to increase enrolment rate in the state (Adepoju & Oluchukwu, 2011). However, manpower planning and effective management which could be powerful predictors of students' enrolment have not been studied.

### **Concept of Students' Enrolment**

Students' enrolment is seen as the process of arranging to attend an institution and specific classes. This term may also describe the number of students that currently attend a school or a course. It also refers to the act of signing up for school and/or specific classes or co-curricular activities at that particular school (UNESCO, 2009). Enrolment is when a person has officially registered with the school or school district and is taking part in the educational program. In addition, it means a student who takes coursework or participates in instructional activities offered by an institution. Such courses and activities must be under the direct academic control or approval of the institution, and delivered through the use of institutional resources (OECD, 2020). The enrolment process is completed after a student is granted admission to a particular school. Students can then select courses to take through their school's online student information service (UNESCO, 2009). Furthermore, students' enrolment is the total number of students properly registered and/or attending classes at a school. Enrolment rates in secondary and tertiary education are expressed as net enrolment rates, which are calculated by dividing the number of students of a particular age enrolled in these levels of education by the size of the population of that age. Generally, figures are based on head counts and do not distinguish between full-time and part-time study. In some OECD countries, part-time education is only partially covered in the reported data (OECD, 2020).

In Osun state, enrolment rate in public senior secondary schools fell gradually from 117,035 persons in 2005 to 76770 persons in 2017. The enrolment rate of students in public senior secondary schools (SSS1 to

SSS3) was 77818 students (40,619 males and 37,199 females) in 2016 and 76,770 students (38,943 males and 37,827 females) in 2017. However, the enrolment rate of students in private senior secondary schools remained the same (7346 students - 3571 males and 3775 females) in both year 2016 and 2017 (National Bureau of Statistics, 2019). The above figure shows that the rate of students' enrollment is gradually reducing at public secondary schools in the state as a result of in availability of manpower in the school system.

### **Concept of Manpower Planning**

Manpower (human resource) planning involves forecasting the human resource needs of an economy, setting objectives that will lead to the realization of such needs, designing strategies for the achievement of the set objectives, identifying resource needs, and defining modalities for plan implementation (Agabi & Ogah, 2010). It also refers to the process by which an organization ensures that it has the right number of people, at the right place, at the right time, doing things for which they are economically most useful (Ibojo, 2012). Manpower planning can be seen as a conscious and rational decision making process geared towards defining the various courses of action that need to be carried out within an organization in order to reach their full potential (Adiele, 2006). Manpower planning process involves anticipating manpower needs, preparing job analysis and job description and selecting adequate sources of recruitment (Adekunle & Lucent-Iwhiwhu, 2014). It was posited that human resource planning involves objective and systematic assessment of present staffing needs of an organization, identifying the available personnel to satisfy the current needs, forecasting the future demand and supply of employees, formulating staffing strategies with a view to both short range as well as long range strategic plans and continuously monitoring, evaluating and updating these needs and resources of supply (Chandan, 2005). In education, manpower planning is a rational approach to the effective recruitment, retention and deployment of human resources such as teachers within a school organization, including, when necessary, arrangement for dismissing staff (Cole, 2004).

A basic objective of human resource planning is to reduce the risk of surplus or shortage of manpower and to maintain an optimum number of employees in the organization. Manpower planning ensures the maximum utilization of available human resources and thus reduces the cost of hiring, training and development. Moreover, manpower planning, these days, is viewed as a cost reducing and profitability increasing agent. It reduces personnel costs, recruitment, selection and training costs and increases the productivity through strategic allotment of existing human resources (Khan, 2018). Today's organizations can no longer just hire or can no longer rest on the belief that individuals will stay with the organization through thick and thin (Khan, 2018). Human resources of today would prefer to shift, whenever possible, to another organization where they find opportunities to maximize their potentials and thus bring satisfaction and prosperity to themselves and the organization both. Hence, manpower planning is the urgent requirement of today's organizations as it helps to employ and retain competent and stable work force in the right number and right kind which in turn increases productivity and save costs (Khan, 2018).

### **Concept of Effective Management**

Effective management is a set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner (Griffin, 2013). It is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources (Daft, 2016). According to Robbins and Coulter (2016), effective management is the act of coordinating and overseeing the work activities of others so their activities are completed efficiently and effectively. Management is the activity of getting things done with the aid of people and other resources (Boddy, 2017). Good managers do those things both effectively and efficiently (Bateman, Snell and Konopaske, 2018). In education, effective management involves the process of forecasting and planning, decision making and formulating educational policies with the aim of attaining set educational goals. It involves the application of the process of planning, organizing, coordinating, controlling, supervising and evaluating human and material resources with the explicit purpose of achieving educational goals and objectives (Akpan, 2016). Educational management is a concept that goes along with the quest to put the formal education system under control, regulation and supervision (Babalola, 2006).

**Manpower Planning and Students' Enrolment in Osun State**

According to the National Bureau of Statistics (2019), the enrolment rate of students based on gender in public and private schools in 2016 and 2017 are shown in tables 1 and 2 respectively:

**Table 1: Students' enrolment in public secondary schools in Osun State**

S/N	Year	Public Senior Secondary Schools						Total
		SSS1		SSS2		SSS3		
		Male	Female	Male	Female	Male	Female	
1	2016	14,013	13208	14541	13610	12065	10,381	77818
2	2017	15860	15344	15854	15258	7229	7225	76770
<b>TOTAL</b>		<b>29873</b>	<b>28552</b>	<b>30395</b>	<b>28868</b>	<b>19294</b>	<b>17606</b>	<b>154588</b>

Source: National Bureau of Statistics (2019)

Table 1 shows the number of students' enrolment in public secondary schools in Osun State. The enrolment of students dropped from 77,818 in 2016 to 76770 in 2017. The table also shows an increase in male students' enrolment than female students' enrolment. This could be as a result of the fact that parents are being more careful with their female children as they tend to be more prone to sexual harassment and peer pressure. Another observation is that students' enrolment reduced from senior secondary school one to school three in both year 2016 and 2017.

**Table 2: Students' enrolment in private secondary schools in Osun State**

S/N	Year	Private Senior Secondary Schools						Total
		SSS1		SSS2		SSS3		
		Male	Female	Male	Female	Male	Female	
1	2016	1210	1226	1293	1353	1068	1196	7346
2	2017	1210	1226	1293	1353	1068	1196	7346
<b>TOTAL</b>		<b>2420</b>	<b>2452</b>	<b>2586</b>	<b>2706</b>	<b>2136</b>	<b>2392</b>	<b>14,692</b>

Source: National Bureau of Statistics (2019)

Table 2 shows the number of students' enrolment in private secondary schools in Osun state. The enrolment of students remained the same in 2016 and 2017. The table shows an increase in female students' enrolment than male students' enrolment. This could be as a result of the fact that parents feel private schools offer better teaching techniques, good orientation services are more secured compared to public schools. Another observation is that students' enrolment increased from senior secondary school one to school two but decreased from school three in both year 2016 and 2017. This could be as a result of the fact that students who may have initially attended public secondary schools from SSS1 may decide to continue in private at the next class due to being unsatisfied at the management of the public secondary schools. The decrease at the senior secondary school three could be as a result of the fact that students decide to enroll in schools especially public secondary schools where they have the hope of being helped at their Senior Secondary Certificate Examination (SSCE).

**Table 3: Number of Students that completed public and private secondary schools in Osun State**

S/N	Year	Public schools		Total	Private schools		Total
		Male	Female		Male	Female	
1.	2016	12065	10381	22446	1068	1196	2264
2.	2017	7229	7225	14454	1068	1196	2264
<b>TOTAL</b>		<b>19294</b>	<b>17606</b>	<b>36900</b>	<b>2136</b>	<b>2392</b>	<b>4528</b>

Source: National Bureau of Statistics (2019)

Table 3 shows the number of enrolled students that completed public and private secondary schools in Osun state. The results showed a sharp decrease in the number of students that completed public secondary schools from 2016 to 2017. However, the figure remained the same for private secondary schools in the state.

**Table 4: Distribution of Manpower (Teachers) in Osun State**

S/N	Year	Number of Teachers in Public Secondary schools
1	2010	6969
2	2011	6840

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3	2012	5565
4	2013	6067
5	2014	5398
6	2015	5290
<b>TOTAL</b>		<b>36129</b>

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**Source: Baseline Data 2012 and Digest of Statistics (UBEC) 2016.**

The data on table 4 shows the number of manpower (teachers) in Osun State public secondary school. The table shows a reduction in manpower from 2010 to 2015. This goes to show that more manpower is needed in public secondary schools in Osun State. Most students are beginning to delve into the private schools because of poor manpower planning. It is therefore the characteristic of an effective human resources plan to include a mechanism for periodic monitoring and review so as to adjust for changes in policy and enhance objective realization (Fabiya, 2005). Babalola as cited in Adeyemi (2008) observed that an increase in the demand for qualified teaching manpower affects the rate of students' enrolment. However, in view of the fact that the period of training of teachers takes considerable long time, it becomes difficult, therefore, for market forces to provide immediate solution to the supply of teachers which invariably affects the rate at which students enroll in public secondary schools. The researcher observed that there is no significant relationship between human resource utilization and repetition rate, dropout rate, fail-out rate and graduation rate in Osun State public secondary school. From the finding, it seems that the massive enrolment in Nigeria public secondary schools due to social demand for education within the period of study had no impact on the utilization of teachers and thereby resulting in no significant relationship with the internal efficiency indicators. The study therefore showed that manpower planning has no significant relationship with students' enrolment in public secondary schools in Osun state (Akinsolu, 2012).

In a study on evaluation of resource management in secondary schools in Osun state, Nigeria, the respondents did not deny the fact that human resources were in short supply to schools coupled with the existence of delay in posting teachers to schools. Delay in teachers posting to school poses a great danger to students' academic performances in the long-run as quality time was wasted when students were left unattended by teachers (Baderinwa, 2013).

**Effective Management and Students' Enrolment in Osun State**

According to National Bureau of Statistics (2019), enrolment in public secondary schools for Osun was 132,170 persons. Enrolment in public secondary schools of Osun fell gradually from 236,035 students in 2005 to 132,170 students in 2009. This fall in enrolment rate is due to several factors of which one of them is effective management. A study by Ileuma (2015) revealed that library, classroom environment and school building structure which are all products of effective management have significant relationship with students' enrolment into Universities in the southwest including Osun State. According to a report, the annual enrolment numbers for schools for children with special needs in Osun state have remained largely stable since 2010. Numbers slightly increased from 515 pupils in primary schools and 250 in the secondary school in 2014, to 527 students in primary schools and 307 students in the secondary school by 2017. The limited coverage of the schools for children with special needs represents a challenge, and there are more children in need of this service. However, lack of funding and effective management remains the main constraints to expanding coverage (State of Osun, 2018). A study reported that better management coupled with excessive provision of facilities positively influences low enrolments in Osun state. In fact, existing schools are better renovated with few classrooms added to the structures on the available land space than building new ones as a result of proper management in order to increase school enrolment in the state (Adelokun & Adewole, 2017). Adelokun and Adewole, (2017) also revealed that material resources in schools in Osun state lacked maintenance culture as a result of poor management. The fast deteriorating school structure suggests that learning atmosphere was not conducive for students. There was also improper timing for staff meetings which is an evidence of ineffective management of secondary school resources in the state. The study concluded that poor management was a major predictor of low students' enrolment in the state (Baderinwa, 2013).

**Conclusion**

This paper has identified manpower planning as a process whereby organization such as schools ensure that it has the right number of manpower (teachers), at the right place, at the right time, doing things for which they are economically most useful while effective management is a set of activities (including

planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner. The paper also identified that manpower planning is a strong predictor of students' enrolment. The availability and adequacy of qualified teachers (manpower) can determine whether students will enroll in a public or private secondary school in the state. Effective management is another strong predictor of students' enrolment. Management controls, plans, decides and utilizes the material and human resources in the educational institution. When material and human resources are not well planned, managed and utilized, it could affect the structure, availability of infrastructures, manpower and facilities which could invariably determine students' enrolment in public or private secondary schools. The studies presented in this paper showed low number of manpower (teachers) and poor management in public senior secondary schools in Osun state. Statistics also showed a decrease in students' enrolment as the year proceeds. It can therefore be concluded that the low manpower and poor management in public secondary schools could be the cause of the decrease in students' enrolment in the state.

### Recommendations

The recommendations are as:

1. Education planners and managers need to strengthen human resource planning so as to improve participation and retention of teachers hence students can stay and learn in schools.
2. Training and re-training of teachers should be intensified so as to empower these teachers on modern methodologies and skills required for effective teaching and learning in schools
3. Management of public schools should be improved upon in order to be more effective and efficient as it predicts the rate at which students enroll and learn in public secondary schools.

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