

Young Children at TK Khalifah Sukonandi Yogyakarta. Al-Athfal: *Journal of Children's Education*, 3(1), 15–26.

Maggie, M. (2021). Five strategies to develop social skills in preparation for preschool. How to Develop Social Skills in Children <https://www.scholastic.com/parents/school-success/learning-toolkit-blog/preschool-readiness-5.html>

Mursid. (2015). Development of PAUD Education (Cetakan 1). Rosdakarya Remaja.

Purwaningsih, A. (2015). Analysis of the garbage bank's accounting procedures and shift in consumer thinking as an edupreneurship tool. 8(4), 332–344, *International Journal of Monetary Economics and Finance*. 10.1504/IJMEF.2015.073228 <https://doi.org>

Ugwu, C. I, & Ezema, I. J. (2010). Proficiency for effective knowledge management software in academic libraries in Nigeria. *International Library and Information Science*, 2(9):184–189

Scaling up Human Resource Personnel and School Management on Enrolment of Pupils in Public Primary Schools in Lagos State

Henry Adewale, ¹ODUNAYO, Olufunmilayo Mabel, ²ODUNAYO

¹Department of Economics, Lagos State University of Education, Oto/Ijanikin, Lagos.

Email: waleodunayo2002@yahoo.com, 08037204088

²TOPMOST College of Education, Ipaja/Agbado, Lagos.

Email: layosept61@yahoo.com

Corresponding author; Odunayo, Henry Adewale, waleodunayo2002@yahoo.com

Abstract

The main objective of this study is to scale up human resource personnel and school management on enrolment of pupils in Public Primary Schools in Lagos State. The population comprised of all staff members of Public Primary Schools in Lagos State. Purposive sampling technique was first employed to select Epe and Badagry Educational districts thereafter simple random sampling introduced to select 60 staff members from each district to form a sample size of 120 participants. An instrument, Scaling Up Human Resource Personnel and School Management on Pupils Enrolment Questionnaire (SUHRPSMPEQ) was used to generate data. This Questionnaire consists of 15 closed items in a 4-Likert format of Strongly Agree, Agreed, Disagreed, and Strongly Disagreed. The instrument was content validated by two academics in the Department of Human Resources, University of Benin as Split-half a reliability form with an index value of 0.895 was obtained. Correlation analysis was used to analyse data and tested at a significant level of 0.05. Result revealed that scaling up HR personnel and effective school management determines the extent of enrolment in schools as the study recommended that the implementation of HR management systems (HRMS) would likely streamline recruitment, and employee records and increase enrolment.

Keywords: Human Resources Personnel, School Management, Scaling Up, Enrolment rate

Introduction

Human resources in education are fundamental to creating conducive learning environments. Teachers, school administrators, and support staff are central to the daily functioning of schools and directly impact the quality of education offered. However, many public primary schools face challenges such as teacher shortages, lack of professional development opportunities, and high turnover rates (VSO, 2018). The insufficient number of qualified teachers and administrative personnel often results in overcrowded classrooms, poor learning outcomes, and limited school capacity, which can discourage potential pupils from enrolling. Various studies have indicated that scaling up human resource personnel through recruitment, training, and retention strategies significantly improves student enrollment rates by ensuring that schools are adequately equipped to meet the needs of their students (Gershberg & Winkler, 2018).

The role of human resource personnel and school management in shaping the educational outcome in public primary schools is increasingly being recognized as crucial to improving pupil enrollment and retention. As the global demand for education grows, there is an urgent need for schools to be adequately staffed and effectively managed. Issues bothering on availability of qualified teachers, adequacy of physical resources, and visibility of functional HR system, coupled with competent school leadership, directly influence pupil enrollment and retention (Andrews & Sari, 2019). It is no news that most public primary schools face challenges related to the shortage of qualified teachers and inadequate school management structures, which can lead to under-enrollment, overcrowded classrooms and high dropout rates. As a result, scaling up human resource personnel and enhancing school management practices are vital strategies for addressing these challenges and improving the quality of education in public schools.

Although school management practice is equally critical to the success of the primary education system. Effective management involves a range of activities, including leadership, resource allocation, strategic planning, and community engagement (Day, 2020). Public primary schools that are well-managed tend to attract more pupils because they create a stable, supportive environment conducive to learning. On the other hand, poorly managed schools, marked by ineffective leadership, inadequate resource

distribution, and weak community relations, may face low enrollment and high dropout rates (Leithwood & Jantzi, 2006). A well-managed school fosters a positive reputation in the community, leading to increased pupil enrollment and retention.

Several studies have been executed to justify how scaling up HR personnel determines pupils' enrolment, especially in a society where competition in school establishment is on the increase. A study by Bauer and Erdogan (2016) showed that a pupil's enrollment increases when there is a direct need for scaling up Human Resource (HR) personnel to ensure that the school can effectively manage the additional administrative workload, recruit enough qualified staff, and maintain educational quality. To Bauer and Erdogan (2016) an increase in pupils' enrollment would lead to the need for more teachers, administrative support, and specialized staff to handle the growing number of students. HR personnel are key to recruiting, training, and supporting this expanded workforce.

On effective school management determination of pupils' enrollment in schools, Gupta and Kumari (2018), schools with effective leadership and a focus on continuous improvement in academic standards have higher enrollment rates. This is because parents and pupils tend to perceive these schools as having a higher potential for educational success. Additionally, school management's ability to promote extracurricular activities, maintain a safe and inclusive environment and engage with the community can also contribute to increased enrollment figures (Adeleke, 2020). Effective school management includes efficient administrative practices, strategic planning, resource allocation, curriculum development, and fostering a positive school culture, can lead to higher enrollment numbers. When schools are well-managed, they are more likely to attract and retain pupils, as parents and guardians tend to choose schools with strong organizational structures, quality education and a focus on pupil welfare.

Despite the recognition of the importance of both human resource personnel and school management in influencing pupil enrollment, there is limited empirical research on how these two elements interact to affect enrollment trends in public primary schools. Previous studies have examined human resource challenges in isolation, focusing on teacher quality and staffing levels, while others have concentrated on management

strategies (World Bank, 2020). However, few studies have integrated these two aspects to explore how their synergy might contribute to improving pupil enrollment. This research seeks to address this gap by investigating how the scaling of human resource personnel, combined with improved school management, can serve as a catalyst for increasing enrollment rates in public primary schools. By doing so, it aims to offer valuable insights to policymakers, educators, and stakeholders seeking effective ways to improve access to quality education in public schools.

As educational institutions continue to grow in size and complexity, the challenges associated with effectively managing Human Resources (HR) and pupil enrolment processes have become increasingly pronounced. Many schools face difficulties in scaling up their HR personnel to meet the demands of an expanding pupil population, which may lead to inefficiencies in staffing, resource allocation, and overall management. The rising number of pupils requires an agile and responsive HR system that can recruit, train, and manage an adequate number of qualified teachers and staff. Additionally, the enrolment process itself becomes more complex, often leading to delays, errors, and a lack of communication between administrative departments and prospective pupil' families. The failure to adequately scale both HR capacity and the enrolment management system risks compromising the quality of education, operational efficiency, and pupil satisfaction. As a result, this study seeks to examine the challenges faced by schools in scaling up HR personnel and improving the management of pupil enrolment processes as it hopes to also explore how HR systems can be optimized to handle increased staffing requirements and how enrolment systems can be enhanced to provide a seamless experience for pupils and administrative staff alike.

Purpose of the study

The main purpose of this study is to investigate how scaling up Human Resource personnel and school management affect enrolment of pupils in Public Primary Schools in Lagos State while the specific objectives include:

- i. assess how scaling Human Resource Personnel will determine pupils' enrolment in Lagos State

- ii. evaluate how effective school management will determine pupils' enrolment in Lagos State

Hypotheses

Two null hypotheses were raised and tested at 0.05 significant level

H₀1. Scaling up Human Resource Personnel does not significantly determine pupils' enrolment in Lagos State

H₀2. Effective School Management does not significantly determine pupils' enrolment in Lagos State

Significance of the study

The outcome of this study will be relevant to stakeholders like human resource personnel, teachers, students/pupils and educational planners respectively.

Human Resource personnel will benefit from the outcome of this work as it unveils that investing in recruitment, training and retention of quality personnel; directly influences students outcomes and satisfaction, which in turn drives higher enrollment as families are more likely to attend schools that offers a high standard of education and effective leadership.; For teachers, an adequate staff to student ratio ensures manageable workload, stress reduction, promote professional growth through collaboration and support. This action in turn will increase job satisfaction and retention therefore making teaching positions more attractive.; Pupils/Students too will benefit from this work since a well-staffed and effectively managed school provides personalized attention, better learning outcomes and a more supportive atmosphere which can improve academic performance and overall well-being of learners; The outcome of this work will also be relevant to educational planners in that it ensures that resources are well utilized, operational challenges minimized and educational programs are executed smoothly to further enhance the schools' reputation.

Methodology

The population was comprised of all staff members of Public Primary Schools in Lagos State. The purposive sampling technique was first employed to select Epe and Badagry Educational districts; thereafter,

simple random sampling was introduced to select 60 staff members from each district to form a sample size of 120 participants. An instrument, Scaling Up Human Resource Personnel and School Management on Pupils Enrolment Questionnaire (SUHRPSMPEQ) was used to generate data. This Questionnaire consists of 15 closed items in a 4-Likert format of Strongly Agree, Agreed, Disagreed, and Strongly Disagreed. A researcher-designed instrument titled the Scaling Up Human Resource Personnel and School Management Questionnaire (SUHRPSMQ) was used to generate data from respondents. This Questionnaire consists of 15 close ended items on 4-Likert scale of Strongly Agree (SA), Agreed (A), Disagreed (D), and Strongly Disagreed (SD). The instrument was content validated by two academics in the department of Human Resources, University of Benin. Split-half reliability form was used to analyse the data sourced from 30 staff in the Education District, Lagos Island, not part of the study. A reliability index $r=0.895$ obtained meaning highly reliable and suitable for the study. The instrument was administered to respondents in the two educational districts with the assistance of four (4) research assistants employed by the researcher. All administered instruments were collected with ease upon completion. Correlation statistical analysis was used to analyse the data and tested at a 0.05 significant level.

Results

H₀₁. Scaling up Human Resource Personnel does not significantly determine pupils' enrolment in public primary schools

Table 1:
Correlation analysis showing relationship between Scaling up Human Resource Personnel and pupils' enrolment in public primary schools

Variables	N	Mean	SD	r-crit.	Sig	Remark
Scaling Up HR Person	120	2.33	0.67			
Pupils enrolment	120	1.79	0.53	0.736	0.025	Reject H ₀₁
Total	120					

Source: Research work (2024)

Table 1 reveals that a total of 120 respondents were involved in the study as scaling up HR personnel recorded a higher mean and standard deviation value of 2.33 and 0.67 as against pupils' enrolment with lower mean and standard deviation of 1.79 and .53 respectively. R crit. A value of .736 was obtained, which shows a positively high relationship. At sig value of .025, the null hypothesis is rejected and alternative hypothesis which states that there exists a relationship between Scaling up Human Resource Personnel and pupils' enrolment in public primary schools is retained.

H₀₂. School Management does not significantly determine pupils' enrolment in public primary schools

Table 2:
Correlation analysis showing relationship between School Management and pupils' enrolment in public primary schools

Variables	N	Mean	SD	r-crit.	Sig	Remark
School Management	120	2.64	0.71			
Pupils enrolment	120	1.79	0.53	0.895	0.014	Reject H ₀₂
Total	120					

Source: Research Work (2024)

Table 2 reveals that a total of 120 respondents were involved in the study as school management recorded a higher mean and standard deviation value of 2.64 and 0.71 as against pupils' enrolment with lower mean and standard deviation of 1.79 and .53 respectively. R crit. The value of .895 was obtained, which shows a positively high relationship. At sig value of .014, the null hypothesis is rejected, and the alternative hypothesis, which states that there exists a relationship between School management and pupils' enrolment in public primary schools, is retained.

Discussion of Findings

The result from hypothesis one revealed that there exists positively strong relationship between Scaling up Human Resource Personnel and pupils' enrolment in public primary schools. The statement supports emphasised that schools with functional scaled up HR personnel are likely to experience

a surge in enrolment of pupils in their schools. The outcome of this work aligns with study of Bauer and Erdogan, (2016) who claimed pupil enrollment increases, when there is a direct need for scaling up Human Resource (HR) personnel to ensure that the school can effectively manage the additional administrative workload, recruit enough qualified staff, and maintain educational quality. An increase in enrollment often leads to a need for more teachers, administrative support, and specialized staff to handle the growing number of students. HR personnel are key to recruiting, training, and supporting this expanded workforce. Without adequate HR resources, schools may struggle with staffing shortages, which can negatively impact student-teacher ratios, the quality of instruction, and overall school management (Ogunode & Ahaotu, 2020). Also, hypothesis two reveals that there exists a positively strong relationship between school management and pupils' enrolment in public primary schools. School management plays a crucial role in shaping the overall environment and reputation of an institution, which directly impacts pupil enrollment. Effective school management, which includes efficient administrative practices, strategic planning, resource allocation, curriculum development, and fostering a positive school culture, can lead to higher enrollment numbers. When schools are well-managed, they are more likely to attract and retain students, as parents and guardians tend to choose schools with strong organizational structures, quality education, and a focus on student welfare. The outcome of this work conforms to study by Gupta and Kumari (2018), which found that schools with effective leadership and a focus on continuous improvement in academic standards had higher enrollment rates. This is because parents and pupils tend to perceive these schools as having a higher potential for educational success. Additionally, school management's ability to promote extracurricular activities, maintain a safe and inclusive environment, and engage with the community can also contribute to increased enrollment figures (Adeleke, 2020).

Conclusion

As part of measures to improve the quality of education at the primary school level in Lagos State, the study concluded that scaling up HR personnel in the educational sector will bring about a corresponding

increase in enrollment of children. Also, the research concluded that adequate monitoring, continuous staff assessment, and periodic evaluation of school resources would lead to an increased pupil population.

Recommendations

1. Integrated HR management systems (HRMS) that streamline recruitment, employees' records, payroll, and performance management should be implemented.
2. Schools should develop continuous professional development programmes to improve HR and school management personnel in areas like digital tools, data-driven decision making and effective communication strategies.
3. Adopt digital enrollment systems that facilitate data entry, provide real-time updates, and facilitate quick communication with parents.

References

- Adeleke, O. (2020). The Role of School Management in Enhancing Student Enrollment in Public Secondary Schools in Nigeria. *Journal of Educational Administration and Policy*, 6(1), 45-58.
- Andrews, D. & Sari, T. (2019). The Impact of Teacher Quality on Primary School Enrollment: A Comparative Study of Public and Private Institutions. *Education Policy Review*, 34(2), 45-59.
- Bauer, T.N. & Erdogan, B. (2016). *An Introduction to Organizational Behavior* (6th ed.). Cengage Learning.
- Day, C. (2020). The Changing Role of School Leadership in the 21st Century: Managing Schools for Effective Learning. *Journal of Educational Management*, 22(3), 112-129.
- Gershberg, A.I. & Winkler, D.R. (2018). Human Resource Management and School Performance: Implications for Improving Education in Developing Countries. *Education Economics*, 25(4), 401-422.
- Gupta, R. & Kumari, S. (2018). Impact of School Leadership on Student Enrollment: A Case Study. *International Journal of Educational Management*, 32(5), 960-974.

- Leithwood, K. and Jantzi, D. (2006). Transformational Leadership and School Effectiveness. **Educational Administration Quarterly**, 42(1), 99-123.
- Ogunode, N.J., Ahaotu, G. N. (2020). Challenges facing the implementation of teacher students ratio policy in the Nigerian educational system and the ways forward. *International Journal on Integrated Education*, 3(X), 189-197
- VSO. (2018). Teacher Shortages and Its Impact on Education Systems: Global Trends and Country-Specific Challenges. Volunteer Services Overseas Report.
- World Bank. (2020). Improving Education Systems through Effective Management: The Role of Leadership and Human Resources in Public Schools. World Bank Policy Paper.