Human Resources Management Strategies in Higer Education Institutions: Addressing Workforce Challenges and Enhancing Performance: A Review

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Abstract

This study comprehensively reviewed and explored the multifaceted realm of Human Resources Management Strategies within the context of Higher Education Institutions, and the role it plays in addressing workforce challenges. The researchers use a qualitative method of descriptive analysis to explore an in-depth understanding of the topic. This method allows researchers to explain in detail the conceptual description of terms used; the study also delves into the multifaceted role of HRM that contributes to fostering a conducive work environment and maximizing employee potential. The emerging Human Resource challenges in the future were equally analyzed. The study also analyzed the current condition of HRM practices in educational institutions of higher learning. The various strategies employed by HRM to nurture and enhance employee performance were discussed. The ways forward in overcoming Human Resources management were also examined. The study employs a qualitative literature review method with a literature search approach on academic sources. The primary data sources are obtained from Google Scholar, an online scholarly search platform, encompassing articles, books, theses, and other academic publications. The summary of all the findings from the various literature reviewed showed that a positive correlation exists between HRM practices and intellectual capital performance, taking into consideration staffing, training, performance appraisal, compensation, and participation. It was also revealed from the literature that the effectiveness and the degree of integration of the HR department with the overall mission and institutional strategy play an influential role in the work activity of key actors, including managers, administrators, and academic staff, as well as on the university's performance.

Key words: Human resources management, Human resources management strategies, Higher education Institution, workforce, Enhancement, Performance

1.0: Introduction

Higher education systems worldwide have undergone many changes in the last couple of decades. The waves of governance reforms in the public sector, which started in the 1980s, had spillovers in the sector of higher education, opening the floor to more decentralization, marketization, privatization, and institutional autonomy (Cai, 2010). The increased competition in the university market created the need for more accountability, increased efficiency, and improved performance. These outcomes are highly dependent on the quality of the human factor. Without high-quality human resources and their effective functioning, an institution or company can hardly endure the profit pressure and pursue its long-term business strategy. The past decades have witnessed the transition of employees becoming the most precious capital in the company and the ascent of Human Resource Management (HRM) (Schuler, 1990). Higher education plays a crucial role in cultivating high-quality and highly competitive human resources. In the current era of globalization, the dynamics of the higher education environment have become increasingly intricate, demanding innovative management strategies to confront challenges and ensure continuous enhancement of quality. One pivotal factor in improving higher education management is the development of high-quality human resources (HR), accompanied by the essential role of communication in establishing effective relationships both within and outside educational institutions. Technically speaking, according to Peretomode (2005), without the personnel, no organization can be regarded as a human or social organization, nor can their aims and objectives be achieved. For it is the personnel that plans, organizes, coordinates, budgets, supervises, monitors, and evaluates all aspects of an organization. Sustainable progress can only be attained in organizations where skilled and unskilled personnel have been recruited, trained, and motivated to perform their assigned tasks and functions. Without an adequately skilled, properly motivated workforce operating with a sound human resource management programme, development will not be possible. Uchendu, Anijaobi, and Nkama (2013) opined that the willingness of employees of higher institutions to work effectively with their management depends largely on the nature of the management's

behaviour. They further explained that an autocratic leadership style does not support creativity, effective communication, high morale, trust, and unilateral decision making. It rather promotes a hostile work environment, where workers are not happy. With the right mix of these, workers develop a sense of belonging and have high morale and a disposition to work. Standing on this premise, human resource management strategies in higher institutions should embrace a leadership style that promotes motivation of workers and discourages organizational conflicts, taking into consideration its behavioural dynamics. If lecturers are unhappy, frustrated, uninspired and ill-motivated, then the nation's educational system is doomed as educational objectives are most likely not to be achieved. With the reoccurring conflicts in most higher institutions in Nigeria today, it seems human resource management strategies adopted by management of higher institutions in Nigeria do not impact on the instincts of employees to perform their job with utmost zeal thereby affecting overall institution's effectiveness and output. Extensive research has been done to identify the practices of HR that have a high impact on organizational performance (Patrick & Sebastian, 2012). Such "high impact" practices are believed to influence the motivation, commitment, and productivity of employees, which in turn, influence organizational performance. However, in the university context, on the other hand, efforts to study HRM strategies and workforce performance have been limited. For that reason, this study aims to extend the research by reviewing and analyzing how human resources management strategies will address workforce challenges and enhance performance in higher education institutions in Nigeria.

1.1 Objective of the study

The main objective of the study is to review and explore Human Resources Management Strategies to determine how they enhance and address the workforce challenges and performance in higher education institutions.

Specifically, this study

  i.   Examine the status of human resource management strategies in higher Education institutions.
  ii.   Analyze the impact of human resource management strategies on workforce enhancement and performance in Higher Education institutions.

1.2: Statement of the Problem

The Human Resource Management strategies in tertiary institutions in Nigeria appear to have become most appalling. There appears to be an alarming and unmitigated decay in facilities for teaching, learning, and research, a lack of current library material, inadequate manpower because of brain drain, poor infrastructure, and inadequate funding. These may have given rise to low productivity, poor quality of graduates, anti-intellectualism, inadequate staff motivation, and lack of systematic staff training and development programmes. The researchers are bothered by the effects of these constraints on staff morale. The study is concerned about what must be done to fill the gaps in HRM strategies in tertiary institutions in Nigeria in the areas of (i) staff motivation, (ii) staff training and development programme, and (iii) HRM benefits and challenges.

1.3: Goals of Higher/Tertiary Education in Nigeria

Section 8, sub-section 59 of the National Policy on Education NPE in Nigeria states clearly that the goals of tertiary education shall be to:

  i.   Contribute to national development through high-level, relevant manpower training.
  ii.   Develop and inculcate proper values for the survival of the individual and society.
  iii. Develop the intellectual capability of individuals to understand and appreciate their local and external environments.
  iv.   Acquire both physical and intellectual skills, which will enable individuals to be self-reliant and useful members of society.
  v.   Promote and encourage scholarships and community service.
  vi.   Forge and cement national unity.
  vii. Promote national and international understanding and interaction.

The effective and efficient achievement of the above-stated tertiary/higher educational goals would require the utilization of resources. (NPE, 2004)

1.4: Conceptual Definition of Terms

Human Resource Management

Human Resource Management (HRM) is a concept and approach used to manage human resources in an organization, with the aim of achieving optimal performance and meeting organizational goals (Faustino, 2003). Human resource management is a process that includes various aspects, such as recruitment, development, motivation, and evaluation of human resources needed by the company. According to Zorlu (2009), human resource management is a multidisciplinary function that represents assumptions from a variety of domains, including management, psychology, sociology, and economics. An efficient human resource management system strives to get remarkable outcomes from everyday employees. The goal is to achieve organizational goals effectively and efficiently through proper management of human resources (Sule, 2005).

Higher Education Institutions

The concept of higher education institutions is often used interchangeably with tertiary education, institutions of higher learning, and post-secondary education. Precisely, as Adeniyi and Taiwo (2011) argued, HEIs in Nigeria are largely conceived to mean universities, polytechnics, and colleges of education. In whichever way and with whatever concept used, it can be interpreted as that phase of education that is obtainable after secondary education (Adeniyi & Taiwo, 2011). Again, in whatever form higher education is acquired, the aim is to usher in development (physical, technological, mental, economic, and socio-political) ranging from the individual to organizational, to societal, and such development in solving day-to-day problems (Obayan,2000).

Strategies

Strategy refers to the art of planning and directing actions and operations in organizations. Porter (1980) defined competitive strategy as the selection of different activity sets to achieve a distinct mixture of value and further explained it as the field of strategy management that addresses emergent and major initiatives adopted by general managers on behalf of the owners, entailing the use of resources to improve firm performance in their external environment. On the other hand, it was referred to as the organization's long-term direction. Grant (2001) indicated that strategy is a unifying theme influencing individual and organizational actions and decisions through coherence and direction.

Human Resources Management Strategies

Human Resource Management Strategies (HRMS) has emerged as a discipline aimed at aligning organizational goals with the needs of employees (Armstrong, 2006). It could be defined as an approach to decision-making and planning encompassing recruitment, training, performance management, and organizational strategies (Armstrong, 1994). HRMS focuses on leveraging HR policies and practices to cultivate employee competencies and behaviors conducive to achieving the company's strategic objectives. Human Resource Management Strategy (HRMS) is a planned and coordinated approach to managing the workforce and human resources within an organization.

2.0 Methodology

This research employs a qualitative literature review method with an approach involving the exploration of literature through academic sources. The primary data source is Google Scholar, an online scholarly search platform that includes articles, books, theses, and other academic publications. The data collection process involves in-depth analysis of each identified literature, focusing on understanding key concepts, research findings, and relevance to the research objectives. A qualitative approach is used to detail an in-depth understanding of perspectives, approaches, and findings from the accessed literature. The literature analysis will form the basis of the research and contribute to a better understanding of human resources management strategies, and it addresses and enhances workforce performance in higher education institutions in Nigeria.

3.0: Review of related literature

3.1 Human Resource Management Strategies

Human Resource Management (HRM) is a concept and approach used to manage human resources in an organization, with the aim of achieving optimal performance and meeting organizational goals. (Faustino, 2003). Human resource management is a process that includes various aspects, such as recruitment, development, motivation, and evaluation of human resources needed by the company. The goal is to achieve organizational goals effectively and efficiently through the proper management of human resources. (Sule, 2005). Some

companies have a dedicated human resources department, while others rely on one person to carry out these responsibilities. Whichever approach is employed, Guest, Michie, Sceehan, Conway, and Metochic (2000) strongly uphold the opinion that HRM is essentially concerned with achieving results through full and effective utilization of human resources. According to Adeyeye (2009), the reason behind the establishment of university education in Nigeria is to coordinate and enhance the development and utilization of manpower in Nigeria. Admittedly, HRM strategies are critical to the realization of this objective. As a result, universities should attract, develop, and maintain an energetic workforce to support their strategies and achieve their goals. High-commitment theories suggest a link between certain HRM practices and improved organizational performance. Prior studies, according to Adeyeye (2008), have discovered that firms that employ comprehensive employee recruitment and selection procedures, extensive employee participation, and training such as firm will experience enhanced corporate financial performance. Past empirical research shows that there exists a bundle of HRM practices that can influence the performance of the firm (Huselid, 1997). The primary goal of HRM is to achieve desired outcomes and optimize employee contributions to the organization's success. Here are some key elements associated with Human Resource Management Strategy (Huselid, 1997).

1. **Human Resource Planning:** This is the initial step in HRM, where organizations plan their human resources needs to achieve business objectives. It includes workforce planning, recruitment planning, and employee development.

2. **Recruitment and Selection:** HRM includes strategies to attract and select individuals most suitable for the organization's needs. This involves recruitment processes, interviews, assessments, and decision-making regarding the hiring of new employees.

3. **Employee Development**: Organizations need to invest in employee development to equip them with the necessary skills and knowledge to grow with the organization. This involves training, career development, and education.

4. **Performance Evaluation**: Performance evaluation is a critical part of HRM, where employees are assessed based on their goal achievements and competencies. The results of these evaluations can be used for feedback, incentives, or decisions regarding promotions or terminations.

5. **Compensation and Rewards Management**: HRM strategies include how organizations provide compensation, incentives, and rewards to employees as recognition for their contributions. This also includes benefits management such as insurance, allowances, and other perks.

6. **Conflict Management and Employee Satisfaction**: HRM strategies also involve efforts to manage conflicts within the organization and ensure employee satisfaction. High employee satisfaction can enhance employee retention and productivity. (Hall & Goodale,1986),

3.2: Impact of Human Resources Management on Higher Education Institutions

Performance has been a key issue for organizations, and it is incontestable that higher educational institutions (HEIs) ought to make it a top priority. Lee (2010) in his research concludes there is a positive link between HRM practices and performance in organizations. Findings from Harold and Shiju (2012) strongly uphold the view that teachers with a strong commitment level are highly interested and wholeheartedly committed to the success of the institution. They further reiterated that HRM is a prerequisite to improving the commitment of a workforce, which in turn contributes to institutional growth and achievement of its goals. According to Allui and Sahni (2016), human capital may be the only sustainable competitive advantage that an organization has in the ever-changing, globalized world. Thomson-Reuters (2008) in his research report on the world university ranking and university performance where he carried out a survey of 89 college and university administrators worldwide and established that the most common measures of performance tracked by institutions of higher education include: grant funding, faculty salaries, research expenditures, patents, research output, graduation rates, private gifts, enrolment growth, faculty reputation, profitability, revenues, and rankings. Similarly, extensive research was carried out to identify the practices of HR that have a high impact on organizational performance (Patrick & Sebastian, 2012). This study aims to showcase and analyze the HR departments of two institutions based in the United States: Harvard University and the University of Wyoming. As a proxy measure for university performance. The study considers the 2013-2014 Times Higher Education World University Ranking and identifies institutionalized HR practices at each university and benchmarks them. The study affirmed that despite increased attention paid to human resource management and its role in university performance, Harvard University was rated higher than the University of Wyoming. This was backed up by the Times Higher Education World Reputation Rankings for its excellence in teaching and research (Times Higher Education,

2015). The study does provide informative conclusions and affirmed that "provision of incentives for staff recruitment, retention and promotion are correlated with both teaching and research performance" The researchers equally established that the effectiveness and the degree of integration of the HR department with the overall mission and institutional strategy is likely to play an influential role on the work activity of key actors including managers, administrators and academic staff, as well as, on the university performance. In a different study, Bahrami (2013) also concluded that a positive correlation exists between HRM practices and intellectual capital performance, taking into consideration staffing, training, performance appraisal, compensation, and participation. Based on the findings, it was concluded that HRM practices can enhance intangible assets of higher institutions. Shahzad, Bashir, and Ramay (2008) also researched to examined the influence of human resources management practices on the perceived performance of university teachers in Pakistan. The findings of the study revealed a positive association between compensation and promotional practices and the perceived performance of employees. Additionally, research has revealed that Strategic Human Resource Management (SHRM) has a direct and positive impact on individual performance, organisational commitment, and work satisfaction. Igbinedon (2020) in his study examined human resource management practices and employee performance in higher institutions in Bayelsa State. A sample size of 150 employees, made up of academic and non-academic employees, was drawn, using convenience sampling techniques. The findings revealed that HRM practices of higher institutions in Bayelsa State are employee-centered centered with high ratings on promotion of a great work environment for employees and rewarding employees according to their contributions. The finding also established that the rating on promotion and harmonious work relationships between management and staff is low.

3.3: The Role and Instruments of Human Resource Management

Human Resource Management (HRM) is a significant function in a company, and great importance and value are attached to it in modern management. Today, people are specially trained in this field to meet the increasing demand of HRM responsibility, which includes planning, organizing, staffing, etc. In this regard, HRM is playing and will continue to play a significant role in a company or an institution.

Functions of HRM

A crucial component, HRM touches nearly every aspect of the running of an institution. It aims to create a motivated workforce that can complete assigned tasks with the proper amount of expertise, and to establish and maintain desirable working relationships among all the members of the organization, and to maintain high employee morale. By providing training and development programs, HRM strengthens and appreciates human assets continuously. It also creates facilities and opportunities for individual or group development to match it the growth of the organization. To attract and maintain talented employees, HRM provides employees with adequate and equitable salary, other forms of welfare, and necessary measures and recognition for fulfillment of challenging tasks. To boost efficiency and positive competition, it introduces differentiated and competitive wages and incentive bonuses.

Role of HR in higher education

Universities are "people enterprises, the quality of the people working in the sector, the way they work with each other and what they achieve will, over time, mean the difference between institutional success and failure." (Anyangwe, 2012). But the role of HR in higher education is yet to be brought into full play. The development of academic and administrative staff, for instance, is confronted with many challenges (University Bocconi, 2007):

i. In many countries, an ageing cohort of academic staff requires more systematic succession planning and talent development within the institution.
ii. Increased national and international competition for high-quality staff;
iii. More competitive funding, project management, and inter-institutional collaboration require greater managerial and personal skills.
iv. More autonomy and more proactive strategic profiling of the institution require improved leadership competence.

Instruments of Human Resource Management

There are a lot of instruments or practices introduced to human resource management. They are performance management, staff development, leadership development, reward management, communications, staff surveys, career/succession management, modernizing HR system, flexible working, workforce planning, competency frameworks, organizational development, well-being/positive culture, diversity, absence management, redundancy policy, etc (Guest, 2007).

Formal Training and Retraining of Staff Appointed

This training includes new recruitment training and retraining of incumbent staff, and it is one of the most common practices of HRM in universities. Institutions like the Center for Faculty Development or the Center for Teaching and Learning are established in some higher education institutions for staff in this regard. Usually, experienced professors or lecturers are invited to share their experience or deliver a demonstration.

Regular Appraisal of all Staff

Regular appraisal aims to grant all staff members the right to a clear understanding of their department's expectations and opportunity for detailed discussion of their contribution to the achievement of departmental and institutional goals, to make them feel valued. This HRM instrument is designed to strengthen effective two-way communication and can help to identify training and development needs in the future. Academic staff will be reviewed either by the Head of Department or another senior member of the department. Besides, student feedback is employed as the main tool in many countries.

Staff are systematically informed about the Performance of the University

It is important to have all staff informed of the situation of the university and the decision of the leaders, which not only creates transparency but also gives the staff a strong sense of belonging. This is done through an internal network, such as campus email, unified SMS from the Managerial office. This cultivates a culture that keeps the staff, whatever post they are in, feeling that they are always involved in the ongoing activities of the HEIs.

Training for all newly appointed Heads of Departments

Similarly, to the formal training of academic staff, training for newly appointed managerial leaders is also intensively held. A good professor does not necessarily make a good leader, so more and more universities separate academic staff from managerial staff. The training of these managerial staff is crucial to the future running of the whole department and the university.

Flexible pay to attract and retain staff

Flexible pay is viewed as an incentive to attract and retain excellent staff and motivate all staff to update their knowledge and skills required in their posts. Flexible pay creates a positive competitive environment for all staff that pushes them to move forward in their career and finally benefits the university (Guest,2007).

3.4: Emerging Human Resources Challenges

One of the crucial activities for HR managers is HR planning. The HR roles have taken a new dimension in the 21st century, especially after globalization. Manpower management is an exasperating job, and it requires specialized skills. The challenge of Human Resource Management in HEIs is the Aging Faculty. One of the most pressing issues is the aging workforce. A significant portion of the faculty in Harvard HEIs belongs to the 50+ age group, creating a risk of a shortage of qualified personnel in the future. Young professionals are often uninterested in university employment due to low salaries and a lack of career growth opportunities, lack of Motivation, and Professional Development. Motivation systems in HEIs are often limited to salaries, which, in most cases, remain below the average labor market level. This leads to reduced engagement among faculty in achieving high results in educational and research activities. Moreover, systematic professional development programs are often absent, which negatively affects staff professionalism. Excessive Bureaucratization HEI staff, particularly faculty members, face an excessive workload related to paperwork and reporting. This reduces productivity and distracts from their primary responsibilities, teaching and research. Lack of Workforce Planning and long-term workforce planning create an imbalance between staff numbers and the actual needs of the institution and operational efficiency. Further challenges include Internal Communication issues, ineffective communication processes within HEIs often lead to misunderstandings about tasks and goals, reduced trust between management and staff, and conflicts. Low Utilization of Modern HR Management Technologies. Despite global digitalization, many HEIs continue to use outdated personnel management methods. This applies to recruitment as well as performance evaluation.

The following are some of the challenges being faced by the HR Manager, which have been identified.

    i.   Recruitment and selection
    ii.   Career development and growth
    iii. Promoting organization culture and a heterogeneous workforce
    iv. Conflict management and resolution

v.   Business ethics and values

vi.   Managing a Multi-Generational Workforce

vii. Strategies for motivation and retention

viii. Flexible work hours

ix.   Striking work-life balance

x.   Managing the 5 R's

xi. Industrial relations (Ayanda and Sani, 2011)

The Way forward on Human Resources Management Challenges

i.   Proper HR planning:

To overcome the above challenges a HR manger must have to do a proper planning before going for recruitment or selection process concerning how many vacancies are there, what kind of job and from where he has to recruit, what must be the qualification of a candidate and how they have to conduct interviews and what are all the hurdles, influencing factors that may arise in selecting a candidate.

ii.   Keeping employees motivated and engaged

Once employees are in the building, the challenge becomes keeping them engaged and motivated. If they're disengaged, the negative implications can be devastating. Organizations, especially higher institutions, whose employees aren't engaged, suffer an increase in absenteeism and turnover, with knock-on effects on productivity and profitability. Having to constantly fill gaps in the workforce is a drain on resources and requires valuable time that could be spent on higher-value tasks. There are more surprising benefits to a positive employee experience, too. For example, organizations with high levels of employee engagement experience a sharp reduction in safety incidents, as well as reduced shrinkage from theft.

iii. Ensure adequate training and development

Training and career development are yet another crucial area of responsibility for HR managers. It's vital at every stage of the employee journey, from onboarding and initial training to reskilling, upskilling, and leadership development. While HR management is often keen to train employees with everything from online webinars to conflict resolution workshops, the programs offered don't always live up to the employees' expectations when it comes to the skills covered. HR leaders must make sure they offer training in both hard skills and soft skills, as well as self-management and general life skills.

iv. Coordination:

An HR manager must work in a diverse workforce and must stimulate their subordinates to develop a coordinated work attitude to create a smooth working environment.

v.   Adapt a New Technological changes

If there's one constant in the world of business, it's that things change. Adapting to and managing change effectively can mean the difference between success and failure. It's no different for HR departments and their managers. Technological changes are one of the biggest stumbling blocks for many HR departments. As companies update their existing processes and systems, many HR teams must adapt to using new tools and technologies.

This often involves adapting to use cloud-based (Software as a Service) platforms, which for many represent a completely different way of working. Adjusting to these changes is essential if HR managers want to take advantage of the automated processes and increase efficiency that these platforms provide.

vi. Knowledge of Labour:

An HR manager should have complete knowledge of labour, that is, he must know the mindset of workers. A manager must have a lot of experience with a diverse workforce, not only about the changing trend in the labour sector, as well as changing the rules and regulations of employment. He must know about the minimum and maximum wage rates and the average working hours.

vii. Monitoring employees' performance

Monitoring employee performance is another crucial function of HR departments, as individual performance can often correlate to organizational performance. If the business is falling short of meeting its KPIs (Key Performance Indicators), tracking employee performance can help to explain why and can signpost potential areas for improvement. HR managers can track employee performance in a variety of ways. Higher institutions, for instance, and many larger organizations will utilize software to help HR managers track the performance of

large numbers of employees efficiently. This can also be of great use to individual employees, who can find it easier to set goals and track their progress towards them with the help of these platforms.

viii. Communication:

There must be proper communication between HR managers or departmental managers and employees, and it must be clear and understandable. Higher institutions, including business owners, should focus on communicating the benefits of the change for everyone so that employees can adjust to changes very easily and quickly (Pollack, 2025).

4.0: Conclusion

The environment of Higher Education is changing at a rapid pace, which presents educational institutions with a diverse array of opportunities and difficulties. In this ever-changing environment, Human Resource Management strategies, often known as HRMS, have become an increasingly important factor in determining an institution's capacity to evolve, achieve, and thrive. This study on "Human Resources Management Strategies in Higher Education Institutions: Addressing Workforce Challenges and Enhanced Performance" has shed light on the existing state of HRM practices, the obstacles faced, and the potential impact of effective HRM in higher education institutions. The role and instrument of human resources management, and the impact of HRMS in educational institutions were critically examined. The review of relevant literature revealed a wide variety of HRM practices utilized by higher education institutions all around the world. Similarly, other studies further revealed that despite increased attention paid to human resource management and its role in university performance, the available research in this field is limited. The other literature equally affirmed that "provision of incentives for staff recruitment, retention and promotion is correlated with both teaching and research performance". that there was also a positive correlation existing between HRM practices and intellectual capital performance, taking into consideration staffing, training, performance appraisal, compensation, and participation. Therefore, for an organization to be successful in attracting and retaining top personnel, fostering diversity and inclusion, and ultimately reaching institutional excellence, effective human resource management strategies are crucial. Hence, higher education will continue to thrive or fail depending on how successfully educational institutions can innovate, adapt, and invest in their most valuable human resources.

5.0: Recommendations

Based on the findings and conclusions above. The following recommendations are made

i.   HRM development programmes such as orientation, study leave with pay, sponsored seminars, workshops, conferences, overseas training, and other capacity building programmes should be reinvigorated through adequate funding.

ii.   Regular capacity-building programmes for HRM practitioners should be retooled to sustain and improve the benefits of HRM practice.

iii.   A special mechanism should be established to harmonize all the HRM strategies that are beneficial to tertiary institutions.

iv.   Tertiary institutions should liaise with international donor agencies/countries to promote staff development through scholarship awards, provision of research grants, and fellowship programmes.

v.   The management of the institutions should raise the standard and their responsibilities, such as recruitment, training, compensation/wage salary administration, and union relations, to create a harmonious relationship between the employees and employers.

vi.   There is a need for the adoption of HRM strategies that allow for flexibility and autonomy in task execution, Prompt payment of salaries, allowances, and benefits due to staff, which will go a long way to boost performance.

vii.   It is also crucial to establish close partnerships or collaborations with industries and the business sector, allowing higher education institutions to be more responsive to changes in the job market's needs. Such collaborations also provide opportunities to support the financial sustainability of higher education institutions through funding from the private sector.

viii.   Attention should be given to innovative strategies with supportive internal policies, such as reward systems for high-performing faculty and staff, and the development of transparent and objective performance evaluation systems. With consistent commitment and implementation of these innovative strategies, higher education institutions will significantly contribute to the development of highly

competitive human resources, creating a dynamic academic environment that is relevant to the demands of the times

ix. Management should endeavour to improve the accommodation, provide proper funding, adequate teaching materials, and conducive organizational climates to motivate staff.

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