



SCHOOL PERSONNEL MANAGEMENT IN AN ERA OF DIGITALIZATION

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Abstract

Without a doubt, personnel management in Nigerian universities needs rejigging, especially considering the fast pace of technology, to ensure continued relevance and functionality. There is a need to transcend limiting physical methods and reposition personnel management to align with the rapidity of digitalization so that both students and staff can perform their functions regardless of location since the world is a global village. Thus, in what ways can the use of technology be more intentional in adding flexibility, accessibility, and innovation to school personnel management? This paper sheds light on the adoption and utilization of creative and innovative education methods and strategies in an era of digitalization in order to attain the goals of university education. It also sheds light on the need to be creative in managing personnel issues in the university system to meet societal challenges and align with global changes so as to be relevant in today's fast-evolving educational landscape. As technology continues to evolve and remote work becomes the norm, virtual personnel management is set to become an integral part of school management, providing access to a wider pool of personnel talent and expertise. Meanwhile, not to rule out completely the importance of social interactions, and at the same time to maximally utilize the potentials inherent in digitalization, a hybridized model of personnel management in the school system will facilitate the attainment of predetermined goals.

Key words: Student Personnel, Staff Personnel, Management, Digitalization.

Introduction

Considering the rate of technological advancement, there is no gainsaying that personnel management in Nigerian universities needs rejigging to ensure continued relevance and functionality. The experience of the COVID-19 pandemic has left us without a doubt that there is an obvious need to transcend limiting physical models and approaches and reposition personnel management to align with the fast pace of digitalization so that both students and staff can perform their functions regardless of location since the world is a global village. The Pandemic opened up education to new approaches and more beneficial ways of enhancing personnel management, especially with the use of digital tools. However, a strategic deployment of digitalization in the area of personnel management for goal attainment in the university system has not been significantly harnessed. Although technology has been used to support personnel management since the digitalization of distance and correspondence education, there is a need to explore more intentionally the method of using technology to add flexibility, accessibility, and innovation to school personnel management since both students and staff do not always have to be within the four walls of the university institution for operations to be unhindered. So, a



pertinent issue that needs to be explored and addressed is how digitalization can be utilized to facilitate personnel activities and management.

In a digital and technologically-driven era, education should lead the way in transcending limiting physical operations to attain requisite goals in student personnel and staff personnel management. As experts, it is incumbent on educational managers to manage changes, new normal and improved ways of educational management (Uche, et al., 2020). It cannot be overstated that without the adoption and utilization of creative and innovative education methods and strategies, the goals of university education will suffer major setbacks. Educational managers must think out of the box and embrace innovative ideas, which is all about being creative in operating the university system to meet societal challenges and remain relevant and functional in today's evolving educational landscape.

The Concept of Management

Management is about getting things done through others. According to Mgbodile (cited in Ejeh et al., 2016), management is leadership which is aimed at influencing group activity towards goal achievement. It is the behaviour of the man in a leadership position when he is carrying out the vital functions of administration, that is, planning, organizing, directing or controlling, coordinating, and evaluating activities aimed at achieving the goals of the establishment. It is a planned and coordinated activity to use available resources to achieve the desired outcome in the most effective way, according to Peretomode (cited in Jack & Nzokurum, 2020). Management is also viewed as a process that is concerned with the formulation of strategies, plans, policies, and programmes with a view of achieving set organizational goals.

Management may be seen as a science or as an art. The image of management as a science is based on the view that experts have accumulated a distinct body of knowledge about management which can enhance organizational effectiveness. This view assumes that people can be trained to be effective managers. Classical management theorists set out to develop a 'science of management', in which management is defined in terms of planning, organizing, commanding, coordinating, and controlling'. An alternative image of managerial activity is to view management as an art. This implies that managerial ability and success depends upon traits such as intelligence, charisma, decisiveness, enthusiasm, integrity, dominance and self-confidence. The practical implications of this view are quite different from the 'management as science' approach. If management is equated with specific traits associated with successful styles of leadership, it would provide a basis for selecting the 'right' individual for managerial positions in the organization. Managerial skills can be developed but cannot be acquired by attending 'business schools'. In other words, the view of management as an art means that managers are born (Salawu et al., 2022). A balanced and effective management means a harmonious integration of both views.

The Concept of Digitalization

From the discovery of the Internet to the present day, digitalization has been changing the methods and approaches employed in organizations. Today, more than ever before, people cannot imagine their businesses, their personal lives, or the school system without digital technologies. Digitalization has created many opportunities for organizations, according to Cijan et al. (2019), and it has become one of the most important topics. Digitization is the process of converting manual systems, processes, or analogue information into digital formats so that it can be stored, processed, and transmitted by computers to increase accessibility, connectedness, and efficiency. The labour markets, work processes, and the school system have transformed enormously since information and communication technologies (ICTs) have emerged and integrated into their work systems and processes.

Digitalization involves the integration of digital technologies into all areas of a business or an organization, leading to fundamental changes in how the organization operates and delivers value to its clients or customers. The dynamics driving digitalization are: Cloud Computing, Artificial Intelligence (AI), and The Internet of Things (IoT). The rise of these three dynamics has pushed the future of digitalization into the present. Digitalization is adapted in education and this leads to its globalization, which affects the evolution of teaching techniques, progress assessment, and interaction between teachers and students (Kalimullina et al., 2021). The experience of the Pandemic makes it clear why organizations, and the school system in particular, must continue



to embrace and expand its digital transformation strategy to stay competitive and for the attainment of predetermined goals.

Student Personnel Management

Student personnel management refers to programmes or services that are 'student-centered' and are provided by educational institutions by ways of specialized systems designed to develop and align students' personalities positively. These services are also targeted at ensuring that students are assisted to be well informed about the learning processes they have to undergo in school. Student personnel management or administration as defined by Ejionueme (cited in Iroegbu, 2018) refers to those school services that supplement and support the instructional programme of a school. It can be described as all the activities of the administrator, teachers, and other staff members geared towards making the students better citizens of the society in which they live. It comprises all those administrative and supervisory functions and services, other than classroom instruction, that affect the welfare of the students. Student personnel administration as an important part of school administration includes all that a school does to know and understand its students, and to help them know and understand themselves. This is true because students are not equally endowed as there exists individual differences among students due to many factors (Akuchie cited in Ejeh et al., 2016).

The welfare services provided in educational institutions are to prevent unnecessary increase in the rate of anti-social activities among the students and to encourage positive thinking and actions that would promote the attainment of their academic pursuit and choices of future careers, as averred by Akinnubi and Kayode (cited in Iroegbu, 2018). Efficient student personnel administration should be created in university institutions in order to provide the needed support for academic activities, social skills, personal and cognitive development as well as cultural values. These services enhance and support students' welfare, and academic and social development right from their first contact with the institution to when they become alumni of such institutions. Academic, social, and emotional support given to students through these services boosts their awareness and enhances the quality of higher education.

A major concern of any educational institution should be the commitment to implement specified student personnel administration. The importance attached to student personnel services implies that they should not only be adequately provided but should also be well managed. Management of student personnel services refers to the provisions, supervision, maintenance, and replacement of the facilities and services when required. The authorities of the universities are not only concerned with the planning and coordinating but also with the maintenance of student personnel services. The management of students' personnel services, therefore, rests on the hand of the university management which is in a position to appreciate as well as administer a school in a productive manner so as to achieve the goals and objectives of the educational system (Omu, cited in Ejeh et al., 2016).

For the objectives of university education to be achieved, there should be adequate provision, proper allocation, and effective supervision of certain services for the students to ensure effective teaching and learning processes and all-round development of students. The student personnel management activities or services as identified by Iroegbu (2018) are: Students' Admission and Registration; Orientation Exercise of Students; Guidance and Counseling Services to Students; Co-Curricular/Extra-Curricular Activities; Students' Record; School Medical Services; Students' Hostel Accommodation; Academic Library; Student Union Government (SUG); Security and Safety Services; Socio-cultural Services; Communication Services; Multi-Faith Programs and Services; Transportation Services; Banking Services/Automated Teller Machine (ATM); Lecture Halls and Laboratories Services; Electricity and Water Supply Services; Information and Communication Technology (ICT) Services; Students' Feeding Service.

The overall objective of the student personnel administration is to ensure that the students are socially conscious of their environment, maximize their full potential and boost the institutions' academic programme. Precisely, student personnel management focuses on the ways that learning and development occur beyond the classroom in all dimensions of life, according to Iroegbu (2018). Thus, effective administration of these services in universities is not only important but necessary for the achievement of the desired educational goals of inculcating the right type of values, attitudes, skills, and the development of the mental and physical abilities of the students. However, it is unfortunate that these services and facilities are not only inadequate but some of the existing ones are below par, dilapidated, and constitute a danger to the health of the students and the entire



university community. Efforts are to be sustained in providing and maintaining the needed facilities for more effective student personnel management, especially considering the impact of digitalization.

Digital Management of Student Personnel

Manually managing student's data in a university could sometimes become a tiresome and a vexing task for educators and administrators. But, in an era of digitalization and online management systems, students' activities, services, and operations can be easily streamlined, which eventually improves students' productivity, efficiency, and results. Some of the ways to achieve these are:

- a. **Students' Information System (SIS):** Students' information system is a software that helps schools or institutions to store, maintain, process, and compile student data, keep track of their regular activities, attendance, and performance and offer required guidance and feedback to them. The software is devoted to tracking and making analyses of students' data. It keeps track of information like students' test scores, attendance, and subjects they have taken. Student information systems can be used to see where students need more help or how best to assist them. The software is highly robust and easy to use for all the faculty members. It can be accessed using a laptop or mobile phone and on mobile apps. The system is a data management tool that enables schools to operate smoothly such that different kinds of student information can be easily integrated with other modules to streamline work. Rising educational approaches, graduated (alumni) records and increasing number of students in schools are making it difficult for institutions to manage huge amounts of data and operations manually. The use of advanced technology and innovations like the SIS are making tasks easier, reducing the requirement for manpower, and ensuring the efficiency of the processes.
- b. **Attendance Management System:** With digitalization, certain software are developed to take care of daily student attendance in the school. The attendance management system computerizes the traditional way of taking attendance in class and also manages student information along with their classes and subjects. It generates the reports automatically whenever it is required whether in between the semester or after the semester. The information is sorted by the operators which are provided by the lecturer for a particular class. For ages, the attendance system has remained one of the most important systems for evaluating the working time of students. Thus, the system helps in evaluating the attendance eligibility criteria of a student. The software aids in marking the number of days present/absent in any academic year of students in a school. It also helps in evaluating the examination eligibility criteria for a student in the sense that only those students with the required attendance percentage are allowed to sit for the semester exams.
- c. **Hostel Management System:** Hostel management can be enhanced with digitalization. Some software management simplify the management of hostel facilities in universities. The software streamlines the entire hostel management process, from booking to check-out, making it easy for students and administrators to manage their daily operations. The mobile application allows students to book hostel rooms, view their room assignments, and check in and check out through their mobile devices. Keeping in mind all the problems of hostel management, these applications ensure that all systems are automated, that is, from students' registration to allocating rooms and managing mess, taking care of students' records, and ins-and-outs of students. So, software management systems streamline all the day-to-day activities. In the same vein, other services and management activities of the students' personnel can be achieved through digitalization for greater efficiency and productivity, except in cases where physical or on-site methods or approaches are absolutely necessary.

Staff Personnel Management

The staff in the school system, endowed with a range of abilities, talents, and attitudes, influence productivity, quality and profitability. The staff are the personnel or human resources by virtue of the roles they assume in the institution (Salawu et al., 2022). The term personnel or human resource was first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for an organization, in aggregate, according to Barney (2023). Human resource management (HRM) is the practice of recruiting, hiring, deploying, and managing an organization's employees. HRM is often referred to simply as human resource (HR). HR professionals manage the day-to-day execution of HR-related functions. Typically, human resources



is a standalone department within an institution. The HR department is usually responsible for creating, putting into effect, and overseeing policies governing workers and the relationship of the institution with its employees. HR departments vary in the size, structure, and nature of their positions.

According to Armstrong (2012), HRM is a comprehensive and coherent approach to the employment and development of people in institutions. It can be regarded as a philosophy about how people should be managed that is underpinned by a number of theories relating to the behaviour of people and organizations. It is concerned with the contribution it can make to improving organizational effectiveness through people but it is equally concerned with the ethical dimension, that is, how people should be treated in accordance with a set of moral values. HRM involves the application of policies and practices in the fields of organization design and development, employee resourcing, learning and development, performance and reward, and the provision of services that enhance the well-being of employees. These are based on human resource (HR) strategies that are integrated and aligned to the organization's strategy.

HRM is a collective term for all the formal systems created to help manage employees and other stakeholders within an organization. It is tasked with three main functions, namely, the recruitment and compensation of employees, and designating work. It is also tasked with developing strategies to retain employees. Ideally, the role of HRM is to find the best way to increase the productivity of an organization, including educational institutions, through its employees. HRM is employee management with an emphasis on employees as assets of the institution. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI) (Barney, 2023). As a field, HRM has undergone many changes in recent years, giving it an even more important role in today's school system. It plays a strategic role which is crucial to the success of the school system. Thus, to operationalize the school system's culture, safeguard its future, and ensure sustainability, personnel management must consider the human capital so as to let it align with the objectives and goals of the institution.

Human Capital Management

Adam Smith originated the idea of human capital when he wrote that: 'The acquired wealth of nations derives from the acquired abilities of people – their education, experience, skills, and health,' according to Wright and McMahan (cited in Armstrong, 2012:72). Thus, human capital consists of the knowledge, skills, and abilities of the people employed in an organization. It also focuses on the value an employee can bring, and the future value of employees as an investment the institution can make. Examples of human capital include intelligence, skills, education, training, loyalty, health, etc.

Human capital management is concerned with obtaining, analysing, and reporting on data that inform the direction of value-adding people management, strategic, investment, and operational decisions at the corporate level and at the level of front-line management, according to Baron and Armstrong (cited in Armstrong, 2012). So, the focus of human capital is ultimately on value. The Accounting for People Task Force Report (cited in Armstrong, 2012) stated that human capital management (HCM) involves the systematic analysis, measurement, and evaluation of how people, policies, and practices create value. HCM should be regarded as an approach to people management that deals with it as a high-level strategic issue rather than a matter to be left to HR. Meanwhile, Wright and McMahan (cited in Armstrong, 2012:72) warned that human capital should not be treated as a form of capital owned and controlled by the organization: "To do so would miss the complexity of the construct and continue to ignore the 'human' in strategic HRM". The defining characteristic of HCM is the use of metrics to guide an approach to managing people that regards them as assets and emphasizes that competitive advantage is achieved by strategic investments in those assets through employee engagement and retention, talent management, and learning and development programmes.

Principles of Personnel Management

The HR department has transformed significantly from the task-oriented nature of administration it used to be in the 1980s, and it is now viewed as a strategy-focused extension of every organization. The HR department, according to CFI Team (2015), thrives on two specific principles, as highlighted below:

- a. **Commitment:** One aspect that the HR department tries to deal with is job security. To guarantee job security, many employees know that they need to show commitment to the institution and their job duties.



The HR management comes in to put measures in place that ensure that staffing levels correspond to the institution's needs and that, in the process, assure employees of their long-term positions within the institution. The institution demonstrates its long-term commitment to the school's staff by providing regular training, performance evaluations, and goal-setting activities.

- b. **Competence:** Competence is a core principle that supports the growth and development of a school system. It is also an aspect that affects employees' job satisfaction and how the institution benefits society. The success of a school system depends on the competency of its employees. The HRM department or the different departments, faculties, or school management try to sustain workforce competency by providing training opportunities. It also schedules orientation programs, which provide avenues to enlighten new employees on an organization's mission and objectives. Training and orientation are essential in improving employees' skills, knowledge, and competency. The benefit of having a competent workforce is that it leads to the achievement of set goals in the school system.

Functions of Personnel Management

i. Staffing: People need to perform tasks and get work done in the school system. Thus, one of the major tasks in HRM is staffing. Staffing involves the entire hiring process from posting a job to negotiating a salary package. Within the staffing function, there are four main steps, namely, the development of a staffing plan, policies to encourage multiculturalism, selection, and recruitment. There are four stages in the employee recruitment process, according to CFI Team (2015):

- a. **Job Analysis:** This involves defining the various aspects of a job through job description and specification. Through job description, the HRM department identifies the tasks required for a specific job while the latter defines the requirements an individual needs to fulfill that job.
- b. **Sourcing:** This encompasses the different techniques that an organization employs to attract potential candidates to fill a given position. This can be achieved through internal and external advertisements.
- c. **Screening and Selection:** This is a process of evaluating the candidates who apply for the job. The evaluation is performed to determine the skills, qualifications, competencies, and job-related experience that potential candidates bring to the table.
- d. **Selection of the right candidates:** Once the best candidates have been selected, the next process is onboarding. This is simply helping new employees become productive members of the institution.

ii. Employee Orientation: Another core function of HRM is employee orientation, also known as onboarding. It is the process of teaching new employees the necessary skills, knowledge, and behaviors so they can transition to the new institution effectively. Employee orientation is a broad process conducted by the HR department, management, or academic staff of the School, and it is done through different methods, including lectures, meetings, videos, mentoring, and team-building exercises. The main objective of the orientation is to provide new employees with adequate information regarding the institution's targets, rules, policies, and activities.

iii. Employee Development: Employee development refers to all the efforts for improving personal, team, and organizational effectiveness. One aspect the human resource department tackles is talent development. This involves aligning the employees' skills with the institution's needs. In addition to hiring, training, and orienting employees, HRM should also improve their career opportunities. Essentially, it is more economical to improve an institution's current workforce than to hire new employees in the future. So, employee development is a trade-off through which human resource management saves money by avoiding the potential costs of hiring new employees.

iv. Development of Workplace Policies: Every institution, including the school system, has policies to ensure fairness and continuity within the organization. One of the jobs of HRM is to develop the verbosity surrounding these policies. In the development of policies, HRM, management, and academic staff are involved in the process. For example, the HRM professional will likely recognize the need for a policy or a change of policy, seek opinions on the policy, write the policy, and then communicate that policy to



employees. It is key to note that HR departments do not and cannot work alone. Everything they do needs to involve all other departments in the organization.

v. Compensation and Benefits Administration: HRM professionals need to determine that compensation is fair, meets industry standards, and is high enough to entice people to work for the institution. Compensation includes anything the employee receives for his or her work. In addition, HRM professionals need to make sure the pay is comparable to what other people performing similar jobs are being paid. This involves setting up pay systems that take into consideration the number of years with the institution, years of experience, education, and similar aspects.

vi. Retention: Retention involves keeping and motivating employees to stay with the organization. Compensation is a major factor in employee retention, but there are other factors as well. A high percentage of employees leave an organization for the following reasons: Issues around the job they are performing; Challenges with their manager, administrator, or boss; Poor fit with organizational culture; Poor workplace environment. Despite this, a high percentage of managers think employees leave as a result of pay. As a result, managers often try to change their compensation packages to keep people from leaving, when compensation is not the reason they are leaving. Meanwhile, as efforts are being made concerning retention, there is a need for succession planning.

vii. Training and Development: Having spent time to hire new employees, it is important to ensure that not only are they trained to do the job, but also continue to grow and develop new skills in their job. This results in higher productivity for the organization. Training is also a key component in employee motivation. Employees who feel they are developing their skills tend to be happier in their jobs, which results in increased employee retention.

viii. Dealing with Laws Affecting Employment: Human resource personnel must be aware of all the laws that affect the workplace. An HRM professional might work with some of these laws: discrimination laws; healthcare requirements; compensation requirements such as the minimum wage; worker safety laws and; labour laws. The legal environment of HRM is always changing, so HRM must always be aware of changes taking place and then communicate those changes to the entire management organization.

ix. Worker Protection: Safety is a major consideration in all organizations. Oftentimes, new laws are created with the goal of setting federal or state standards to ensure worker safety. Unions and union contracts can also impact the requirements for worker safety in a workplace. It is up to the HR manager to be aware of worker protection requirements and ensure the workplace is meeting both government and union standards.

x. Communication: Good communication skills and excellent management skills are key to successful HRM as well as general management. Communication in the school system is very vital because it boosts employee morale, engagement, productivity, and satisfaction. It is key to better team collaboration and cooperation. The importance of communication cannot be overstated because it helps drive better results for individuals, teams, and institutions. As an educational administrator, building good communication skills has profound short-term and long-term benefits for the institution. An effective communicator is able to motivate others to get work done with better results and fewer misunderstandings.

xi. Awareness of External Factors: In addition to managing internal factors, the HR manager needs to consider the outside forces at play that may affect the institution. Outside forces, or external factors, are those things the institution has no direct control over; however, they may be things that could positively or negatively impact human resources. External factors might include the following: globalization and offshoring; changes to employment law; healthcare costs; employee expectations; diversity of the workforce; changing demographics of the workforce; a more highly educated workforce; layoffs and downsizing; technology used, such as HR databases; increased use of social networking to distribute information to employees. HRM has to be aware of outside issues, so they can develop policies that meet not only the needs of the organization but also the needs



of the individuals. Any manager operating without considering outside forces will likely alienate employees, resulting in an unmotivated, unhappy workforce. Not understanding the external factors can also mean breaking the law, which has its own implications.

Personnel Management in an Era of Digitalization

With the impact of fast technological change and increasing globalization, personnel management is evolving rapidly, and virtual personnel management is becoming an increasingly popular option for organizations that can be adopted for educational institutions. Digital or virtual personnel management in schools refers to the delivery of personnel services through online platforms and tools. This means that personnel managers or professionals can work remotely and use technology such as video conferencing, online collaboration tools, and cloud-based personnel management software to provide personnel services in schools. Virtual personnel management has become increasingly popular in recent years as more organizations adopt remote and flexible work arrangements. It allows human resource professionals or lecturers in the school system to work from anywhere and collaborate with team members across different locations. It also enables institutions to streamline personnel management processes and reduce administrative burdens.

Virtual HR can include a wide range of services, such as recruitment, on boarding, training and development, performance management, employee relations, and compensation and benefits administration. This approach to HR allows for a more flexible work environment, reduced overhead costs, and increased access to talent. Virtual HR is an innovative approach to personnel management that offers a wide range of benefits to the university setting. It allows school's staff to work remotely and deliver services more efficiently and costeffectively. As technology continues to evolve and remote work becomes the norm, virtual personnel management is set to become an integral part of school management, providing access to a wider pool of personnel talent and expertise. With robust security measures and effective communication protocols in place, virtual HR has a bright future in personnel management, especially in attaining the goals of university education.

Development trends for growth in the area of the Internet of Things, analysis of big data, cloud computations, and creation of Artificial Intelligence impact all types of activities, specifically - technology in the sphere of human resources. In this digital epoch, there is the need to improve the efficiency of the personnel management system by: using remote employees and outsourcing; training employees specializing in personnel management with a view to acquiring necessary digital competencies; working out new methods of organizing, controlling and motivating personnel using online tools; using methods of selecting personnel, training, assessing and analytics; implementing the digital technologies for payroll.

Meanwhile, not to rule out completely the importance of social interactions, and at the same time to maximally utilize the potentials inherent in digitalization, a hybridized model of personnel management in the school system will facilitate the attainment of predetermined goals. Hybridization is an educational approach that is a combination of the physical and electronic models of management. It involves having some portion of all interactions on-site while incorporating digitalization. The idea of hybridized model of personnel management is to get the best of both worlds. Thus, meetings and classes can be held in a hybrid format with a Zoom application, where some participants are physically present, and others are digitally present. This buttresses the need to further develop the technological setting for meetings in educational institutions to become efficient. With technology, it is possible to connect, manage, and document meetings, share presentations, store decisions, and conduct assessments and examinations through digital tools. Hybrid solutions for meetings are more beneficial with the rate at which technology is dominating our space. Thus, there is a need to develop procedures and designs to better support hybrid meetings (Gulliksen et al., 2023). Also, there is a need for a different type of leadership to manage meetings in a way that technology increases the feeling of presence.

Conclusion

From the foregoing, the need for digitalization of personnel management in the school system cannot be overstated. Conducting personnel management activities in many cases in the university setting can be tiresome, limiting, and time-consuming. Since we are in an era of digitalization, educational managers should lead the way in digital personnel management so that tasks and activities will be uninterrupted and unhindered whether school personnel are within or outside the school walls. As experts, it is incumbent on educational managers to



manage this change which is gradually becoming a new normal, and even proffer improved ways of digital personnel management, while considering instances that require utilizing a hybrid model. Meanwhile, hybridized personnel management in the school system must be carefully and consciously planned. The shift is essential, but the transition process must be carefully managed so that the goals and objectives of university education will not be jeopardized.

Suggestions/Recommendations

- i. Emphasis should be made on the strategic deployment of digital tools in the university system to streamline the day-to-day personnel services and management activities.
- ii. There is a need for the government and university managers to show more commitment to the adequate provision of digital personnel services for better productivity and greater efficiency.
- iii. To maintain a certain level of social interaction as well as maximize the potential inherent in digitalization, there is a need to develop procedures and designs to better support and improve on the hybrid model of personnel management.
- iv. Universities must continue to embrace and expand their digital transformation strategy to stay competitive and for the attainment of predetermined goals.

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