

# Factors Militating Against Effective Management of Public Secondary Schools in Lagos State, Nigeria

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**Abstract:** - This study investigated the factors militating against effective management of public senior secondary schools with special reference to Lagos State public senior secondary schools in education district II of Lagos State. The purpose of the study was to determine the impact of adequate funding on the effective management of public secondary schools in order to achieve the set educational goals and objectives. The population sample of the study was randomly drawn from sixteen (16) public senior secondary schools in education district III of Lagos State. 150 teachers took part in the study. Three hypotheses were formulated and tested. The researcher developed a questionnaire titled Factors Militating Against Effective Management of Public Senior Secondary Schools Teachers' Questionnaire (FMAEMPSSSTQ) that was used to collect data from respondents. The reliability of the research instrument was obtained by application of the test-retest method using Pearson Product Moment Correlation to establish reliability coefficient of 0.74. The data collected were analyzed using Pearson Product Moment Correlation Coefficient Formula (PPMCC) to determine the relationship between these factors and effective management. Results were held at sign of 0.05 probability level. Overall findings indicated that there were sign relationships between well-equipped laboratory at  $r = 0.663$ ;  $N=150$ ;  $p<0.0$ , adequate funding and effective management at  $r = 0.492$ ;  $N= 150$ ;  $p<0.05$ , adequate funding and academic performance at  $r = .172$ ;  $N= 150$ ;  $p<0.05$ , and schools' physical facilities, and effective management at  $r = .463$ ;  $N= 150$ ;  $p<0.05$ . Conclusion drawn from the findings suggests that well equipped laboratory, adequate funding and schools' physical facilities are significant to and effective management of public secondary schools. This study recommends for the government and all stake holders to give necessary financial and professional support to the secondary schools toward ensuring proper funding of secondary school education. This will facilitate good academic performance of the students. The relatively high level of school facilities and students' academic performance in senior secondary schools should be improved upon by the school administrators and other stakeholders.

**Key Words:** Effective Management, School Physical Facilities, Labouratory Funding

## I. INTRODUCTION

Educational managers of the state public secondary schools are faced with the challenge of how to convince the various stakeholders of education of their capability in efficient utilization of resources allocated to their schools. The poor performance of public secondary schools students in public examinations coupled with inefficient utilization of resources, border on the issue of standard, when compared with what is obtained in private secondary schools in the state.

The main focus of this study is an appraisal of the system's efficiency as the huge investment in the educational industry seems not commensurate with the output. The expectation of all concerned is that school managers should make judicious use of the scarce educational resources in ensuring that students stay for the minimum number of years expected in the system. The promotion of high efficiency of the school system will reduce wastage to the barest minimum.

The following constitute general wastage within the secondary school system, in which Nigeria State Public Secondary Schools is not an exception. Students dropping out of the secondary school system because of death, inability to cope financial, inability to cope academically, transfer of parents from one area and thus not being able to complete the programmes of study. Secondly, high proportion of Public Secondary School System seems not to enter tertiary institutions or the labour market of the completion of their courses due to failure in the Senior Secondary School Certificate Examination (SSCE) unlike in the Private Secondary Schools. Ideally, there should be a progressive flow of students from one grade to another. The wastage factors earlier specified are elements of inefficiency, there should be a progressive flow of students from one grade to another. The wastage factors earlier specified are elements of inefficiency, which are important educational problems worth investigating. It denotes that inefficiency of an educational system constitutes a sort of waste to the system. If a student repeats a class once, he/she will spend seven years instead of six years, and this is an additional cost to the government. Worse still, at the end of the six years, a student fails the terminal examination and he cannot proceed into the tertiary level according to plan, she/ he will have to reenter the course thereby incurring additional costs. The aforementioned situation implies that the secondary school system is not functioning efficiently as expected when compared with the inputs injected. There is therefore, the need for establishing parameters to assist in measuring set standards of state public secondary schools in Nigeria.

The objectives of this study is to examine the relationship between effective management, adequate funding, quality of staff, school physical facilities, well equipped labouratory and student academic performance in Lagos state senior public secondary school. It also aimed at investigating the resource utilization and the internal efficiency of Nigeria state public secondary schools.

Education is a vital process in the intellectual and material development of man. Furthermore, it brings about social transformation in the spheres of science and technology, the arts, humanities and organization designs. In all, the National Policy on Education sees education as the most important instrument of change and fundamental change in the intellectual and social outlook of any society. (NPE 2004). It is therefore clear that education helps in the development of the individual into a sound and effective citizen (NPE 2004). It is imperative and a well-known fact that the inadequacies always observed among many undergraduates and graduates alike is as a result of the inadequacies associated with the primary and the secondary education system in Nigeria. It is however pertinent for the government of the day to design a suitable guidelines for funding education. The education system is expensive to keep afloat, quality however in any form is partly a function of the total fund made available to the system and judiciously utilized for the purpose to which it is meant for. Funds are required and necessary to maintain both the human and material resources of the system in order to achieve desired goals. Also there is the need for an effective monitoring of the management of fund presently being allocated to the sector, as effort should be intensify to improve on what is currently being allocated to the system. According to Akintayo, (2014), the gross under funding of the educational sector in the country in general and the neglect of the maintenance of the physical facilities. Instructional and living conditions have deteriorated in many of these schools, classrooms, libraries and laboratories are nothing to write home about, all leading to decline in academic standards. Attention must be focused on these areas too if these educational institutions are to get out of the woods and this is only possible through adequate funding. Since 1986 when the federal military government introduced the Structural Adjustment Programme (SAP), allocation of financial resource started to fall coupled with the consistent decline in the value of local currency till date. Which have also consistently affected the procurement of imported technical and scientific equipments, books, journals and other instructional needs in the educational system.

However, School physical facilities refers to the school site, the building, the playground ground, the equipment and other materials provided for effective teaching and learning Onwurah, (2004). He stressed further that school plant is the space interpretation of the curriculum, noting that the programmes of the school are expressed through the site, the building, play grounds, the arrangement and design of the school buildings. According to Oduyemi, (2010) School facilities can be categorized into two types, permanent and semi-permanent structures; for examples, laboratory equipment, teachers' tools, machinery, teaching aid and other equipment and tools as well as consumables. Also, Akinolu (2014), Akomolafe and Adesua (2016), school facilities systems range from the blocks of classrooms, libraries, workshops, laboratories, equipment, electricity, water, desks, chairs, audio-visual and visual aids, toilets and storage space

that would likely motivate students towards learning. Furthermore, Asiabaka, (2008) stated that the purpose of providing a decent facility at school is to enhance the learning activity, and it is a booster to increase students' achievement. A good Adequate provision of school buildings and facilities bring about conducive teaching and learning environment for teachers, students and other staff members to perform their duties effectively. A good school environment fosters desirable behaviour, creativity, harmonious relationship and problem-solving skills among students. Yusuf & Oluwarotimi (2011), school facilities provision should be undertaken after diagnosing and estimating school requirements and identifying the ideal communities and sites where new schools and facilities are to be located, and where additional resources are to be provided to meet current and future needs of education in society. The major purpose of school facilities provision is to set up a school network which would meet future demand for education. In the Nigerian educational system, the main purpose of school facilities provision is to help realize the targets set in the national policy on education which includes:

- Provision of compulsory education to include junior secondary level, thus creating a nine-year basic education;
- Provision of free universal basic primary education;
- Extension of higher and other forms of education within the limits of the resources available and the country's economic and social requirements;
- Implementation of educational reforms
- Improved efficiency in the use of resources (FRN, 2004).

Furthermore, Usen, (2016) have shown that effective learning is enhanced by the provision of adequate educational facilities and school buildings in quantity and quality, Usen also presupposed that view that a safe and orderly classroom environment and school facilities were significantly related to students' academic achievement. Turupere (2016); and Ajayi and Yusuf (2009) maintain that high levels of students' academic performance may not be guaranteed where instructional space such as classrooms, libraries, technical workshops, and laboratories are structurally defective or not available and adequate. Khan and Iqbal (2012), states that, adequate and quality school facilities are basic ingredients for quality education and to achieve the intended goal of the school program. This is clear evidence that the achievement of the overall goals and objectives of educational system revolves around the ability of learners to tap the various opportunities offered by the school and its environment. One of the opportunities offered by the school is the school plant. This perhaps is why Ijaduola and Agbajeola (2009) argued that the quality and quantity of the educational facilities available within an educational system have positive relationship with the standard and quality of the educational system. Olakoya (2004), Uya (2004) and Ijaduola (2007) contended that in an educational environment like secondary

school, it is indisputable that facilities such as furniture, laboratory equipment and material have great influence in the teaching and learning process because without them the empty buildings and structures no matter how attractive they are cannot be used for educational purpose. Hence, school physical facilities is no doubt an essential part of educational planning without which students' academic performance cannot be enhance.

It important to state here that the effective management of the school facilities will go a long way in enhancing the productive of teachers, students performance and all every other staff performances within the school system. One of the major concern school facilities is the effective practices in the management of these facilities in achieving the set educational objectives should be the concern of all and sundry. Facilities management is the practice of co-ordination of the physical workplace with the people and the work of the organization. In the opinion of Fenker (2004), facilities management is a process that ensures that buildings and other technical systems support the operations of an organization. In addition, Asiabaka (2008) viewed school facilities management as the application of scientific methods in the planning, organizing, decision-making, co-ordination and controlling of the physical environment of learning for the actualization of the educational goals and objectives. Nwokike (2012) asserted that management is the live-wire of any educational establishment for the achievement of school policies and objectives and that school plant management involves effective maintenance of the school structures as well as its facilities and equipment to ensure effective teaching/learning. School plant management in secondary schools should involve effective practices such as planning for facilities, supervision and maintenance of the facilities as well as evaluation of available facilities. The management of human resources and material resources (school plants) is the primary assignment of the principal with the assistants of other stakeholders. However, Ogie (2015) revealed in his study that school principals pay less attention to the management of secondary school facilities and will not want classroom teachers to assist them in managing these facilities.

However, Secondary school is the post primary education that leads to the attainment of the required qualification for gaining admission into tertiary institutions. According to FRN (2004), the broad goal of secondary education shall be to prepare the individual for; Useful living within the society and Higher education. Thus, it is required that the necessary adequate funding are allocated by government, philanthropist, and organizations, school facilities are put in place and adequately managed in order to attain the set objectives.

## II. METHODOLOGY

The descriptive survey and correlation research design was adopted for this study. The population of this study comprises of all the seventeen (17) public secondary schools in Eti-Osa Local Government under Education District III Lagos State.

The sample size consist of ten (10) public senior secondary schools, fifteen (15) teachers were drawn from each of the school to make a total of one hundred and fifty (150) teachers using a simple random sample technique to form the study. The main instrument used for data collection for this study is a structure questionnaire titled "Factors Militating Against Effective Management of Public Senior Secondary Schools Teachers' Questionnaire" tagged (FMAEMPSSSTQ)" from the staff on factors militating against effective management of public senior secondary schools in Lagos State. The questionnaire contain 20 items responses on the four hypothesis stated using the scale point of Strongly Agree – 4 points, Agree – 3 points, Disagree – 2 points and Strongly Disagree – 1point respectively. To establish the validity of the instrument, the questionnaire was subjected to face and content validity by two experts from the Department of Educational Management and Science and Technology department, from faculty of education in Lagos State University. To ensure the consistency/reliability of the instrument, the test-retest method was adopted and the instrument was found to be reliable with the result at 0.78 co-efficient. The data collected from schools were analyzed using Pearson Product Moment Correlation Coefficient Method with the aid of Statistical Package for Social Sciences (SPSS). The hypotheses formulated were tested at 0.05 significant level.

## III. RESULTS

### *Hypothesis One*

There is no significant relationship between equipped laboratory and students' academic performance in Lagos State public senior secondary schools.

Table 1: Table showing result of correlation between equipped laboratory and students' academic performance

Correlation	Equipped Laboratory	Students' Academic Performance
Equipped Laboratory Pearson Correlation	1	.663**
Sig (2-tailed)	150	.004
N		150
SAP Pearson Correlation	.663**	1
Sig (2-tailed)	.004	
N	150	150

\*\* Correlation is significant at the 0.01 level (2-tailed)

From table 1, the data analyzed shows a positive relationship existed between equipped laboratory and students' academic performance in Lagos State public senior secondary schools. This is because the result  $r = 0.663$ ;  $N=150$ ;  $p<0.05$  indicates a significant relationship between the two variables. Hence, the hypothesis which states that there is no significant relationship between equipped laboratory and students' academic performance in Lagos State public senior secondary schools is rejected.

*Hypothesis Two*

There is no significant relationship between adequate funding and effective management in Lagos State public senior secondary schools.

Table 2: Table showing the result of the relationship between adequate funding and effective management

Correlation	Adequate Funding	Effective Management
Adequate Funding Pearson Correlation	1	.492**
Sig (2-tailed)	150	.01
N		150
Effective Management Pearson Correlation	.492**	1
Sig (2-tailed)	.01	
N	150	150

\*\* Correlation is significant at the 0.01 level (2-tailed)

The Table 2 shows that there is a significant relationship between adequate funding and effective management in Lagos State public senior secondary schools. This because the result,  $r = .492$ ;  $N = 150$ ;  $p < 0.05$  shows a positive relationship between the two variables. Hence, the hypothesis which states that there is no significant relationship between adequate funding and effective management in Lagos State public senior secondary schools is rejected.

*Hypothesis Three*

There is no significant relationship between adequate funding and academic performance of students in Lagos State public senior secondary schools.

Table 3: Table showing the result of the relationship between adequate funding and academic performance of students

Correlation	Adequate Funding	Academic Performance of Student
Adequate Funding Pearson Correlation	1	.172**
Sig (2-tailed)	150	.027
N		150
Academic Performance Pearson Correlation	.172**	1
Sig (2-tailed)	.027	
N	150	150

\*\* Correlation is significant at the 0.01 level (2-tailed)

It reveals from table 3 that a significant relationship exists between adequate funding and academic performance of students in Lagos State public senior secondary schools. This is so because the result,  $r = .172$ ;  $N = 150$ ;  $p < 0.05$  show a positive relationship between the two variable. The hypothesis which states that there is no significant relationship adequate funding and academic performance of students in Lagos State public senior secondary schools is rejected.

*Hypothesis Four*

There is no significant relationship between schools' physical facilities and academic performance of students in Lagos State public senior secondary schools.

Table 4: Table showing the result of the relationship between schools' physical facilities and academic performance of students

Correlation	Schools' Physical Facilities	Academic Performance of Student
Schools' Physical Facility Pearson Correlation	1	.463**
Sig (2-tailed)	150	.000
N		150
Academic Performance Pearson Correlation	.463**	1
Sig (2-tailed)	.000	
N	150	150

\*\* Correlation is significant at the 0.01 level (2-tailed)

From table 4 above, it shows that there is a positive relationship between schools' physical facilities and academic performance of students in Lagos State public senior secondary schools. This is because the  $r = .463$ ;  $N = 150$ ;  $p < 0.05$  is an indication that there is significant correlation between the two variables. Hence, the hypothesis which states that there is no significant relationship between schools' physical facilities and academic performance of students in Lagos State public senior secondary schools is rejected.

IV. DISCUSSION OF FINDINGS

From the above analysis on the hypothesis one, the result obtained indicated that there was a significant relationship between equipped laboratory and students' academic performance in Lagos State public senior secondary schools. One would expect that if laboratories are properly equipped in terms of facilities and structure, this will translate to good academic performance of the students. Olaniyonu and Gbenu (2017) see educational facilities like laboratories to those things of education which enable a skilful teacher to achieve a level of instructional effectiveness that far exceeds what is possible when they are not provided. It must be emphasized that well-equipped laboratories may not enhance students' academic performance if the teachers are not doing their job well. The finding contradicts that of Ajayi and Yusuf (2009) who found no significant relationship between laboratories and students' academic performance. This finding also aligns with the studies of Ayeni (2008), that laboratories are essential in the teaching and learning of science subjects in secondary schools. Olakoya (2004), Uya (2004) and Ijaduola (2007) contended that in an educational environment like secondary school, it is indisputable that facilities such as laboratory equipment and material have great influence in the teaching and learning process because without them the empty buildings and structures no matter how attractive they are cannot be used for educational purpose. Hence, a well-equipped laboratory is no doubt an essential part of

educational planning without which students' academic performance cannot be enhanced.

It was also revealed that there is a significant relationship between adequate funding and effective management in Lagos State public senior secondary schools. In support of the finding of this study, Akinyemi (2003) stresses that education finance refers to the process of procuring and disbursing of finance resources meant for the provision of education of a given standard stipulated by a community or society. Okoye (1998) opines that head teachers of schools are concerned with finding ways and means to mobilize resources and to draw up integrated programmes aimed at curtailing costs without the detriment of the quality of provision in spite of economic constraints which have been brought about by fluctuating oil price, unattractive commodity prices and heavy debt repayment. Ike (1984) said that finance is very essential for the survival of any organization including educational system. No institution, no matter what level of education that hopes to survive and maintain a level of success in its area of operation can do without it.

The result of findings from hypothesis three indicates that there is a significant relationship adequate funding and academic performance of students in Lagos State public senior secondary schools. Also, the result of findings from hypothesis four reveals that there is a significant relationship between schools' physical facilities and academic performance of students in Lagos State public senior secondary schools. This further confirms the important role of library in facilitating effective teaching and learning process. A well planned and equipped library could enhance the reading habit of both teachers and students and this could translate into good academic performance of the students. The finding corroborates that of Fuller (1986) and Oluchukwu (1998) that school physical facilities like library had significant influence on students' academic performance. Corroborating this finding, Ayeni (2008) found that school library significantly influence students' academic performance. It appears some of the secondary schools lack adequate physical facilities. In some cases school library are not spacious enough and well located within the school premises. In some cases, the libraries, laboratory and even the classroom do not have adequate lighting and ventilation that could make them comfortable for the students and teachers to use (Adesina, 2011). In such cases, effective teaching and learning may not be enhanced while students' academic performance may be affected.

## V. CONCLUSION

In conclusion, the study investigated the factors militating against effective management of public senior secondary schools in Education District III of Lagos State is a common phenomenon in all the public senior secondary schools in Lagos State but at varying degrees. Factors like equipped laboratory, adequate funding, and schools' physical facilities were discovered to have had the greatest influence on

students' academic performance and effective management of the school system in Lagos State.

From the computation and analysis of the data derived from the study, it was discovered that a significant impact existed between equipped laboratory and students' academic performance, on that of adequate funding and effective management, a positive relationship was discovered to exist. There was also a significant relationship between adequate funding and academic performance and finally a significant relationship also existed between schools' physical facilities and academic performance of students in Lagos State public senior secondary schools.

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