

Influence of University Administration on Human Resource Utilization and Quality Education Delivery in State Universities in North Eastern Nigeria

Prof. Mrs. C. E. Edemenang, Dr. Muhammad Adam, Dr. S. S. Sara, Salisu, Salome Audu
Federal College of Education, Gombe, Nigeria

Abstract: This paper examined the Influence of University Administration on Human Resource Utilization and Quality Education Delivery in State Universities in North Eastern Nigeria. Two purposes of the study and corresponding research questions and hypotheses guided the study. The population of the study comprised of 30 academic staff working in the State Universities in the North Central. Proportionate stratified random sampling technique was used in selecting the sample of the study. The instrument used for data collection was “Influence of University Administration on Human Resource Utilization and Quality Education Delivery Questionnaire for Academic Staff” (IAHRUQED). The reliability of the instrument was 0.791. The findings of the study revealed that there was high positive relationship between improving quality education delivery with low level of human utilization in administration among State Universities. Conclusions and recommendations were made among which are there is need for the Federal, State and local government to provide adequate class size in order to avoid class over load and excessive assignment for lecturers in order to enhance effectiveness in teaching and learning in the state universities.

I. INTRODUCTION

Nigerian university system has suffered greatly from poor quality educational facilities, lack of teachers and teachers’ motivation, it also suffers from lack of adequate provision of educational resources (Agabi, 2010). Teacher’s attrition is one of the driving contributors to the shortages of effective teachers internationally. The common factors that spur teachers worldwide to leave the profession include low salaries, overwhelming workload and poor working conditions (Cheryl, 2017). Cheryl, argued that, is not out of way if staff expected to be paid financial rewards commensurate with the services performed, a good remuneration tends to reduce inequalities between staff earning, raise their individual morale and motivate them to work. Cheryl, also emphasizes, there are problems in the quality and number of staff recruited for the education of our citizens due to political influence and God fathers taken the upper hand and overwhelming workload allocated to the teachers in university system due to shortage of human resources.

Nigerian Government has not been able to provide the financial resources necessary to maintained educational

quality in university amidst of expansion (FRN, 2013). Ekpo, (2014) asserted that there has never been a time that adequate money is sent to match the wage bill of educational institutions. Education is not given top priority in Nigeria, learning facilities are not available and lecturers are most of the time on strike as a result of inadequate funding, it is an indication that the products of such academic programs may not meet the standard required. The low quality of education delivery is evident from the poor job performance of the typical contemporary graduate (Okoroma, 2006). The emphasis seems to be much on certification and less on competency of the product of university education. The quality of education delivery is measured in terms of the ability of the graduate to meet the goals of the programs, quality is expressed as the functional attribute of the entire components of university education including curriculum, teachers, facilities, instructional methods and students Ojebiyi and Adediran, 2012). Akinture (2004), observed that it has been difficult to attract enough good people into the university system not only because the general conditions of service are not sufficiently attractive but also because the supporting facilities for meaningful research are not just there. The increasing gap between the identified financial needs of these institutions and what they received has created several crises in the university system. The universities are expected to produce graduates with adequate academic training and meaningful practical skills to make them functional and self-reliant, but the opposite is the case in graduate of state universities located in north eastern Nigeria.

The successful delivery of the diverse university curricula, requires high quality teachers and good utilization of such teachers in order to meet the needs of the students and society. In addition, the success of any educational system no doubt depends on the educational administrative machinery. In recognition of this fact therefore, human resource utilization is given a major emphasis in all teaching activities. There must be good and effective human resource utilization in university education in particular to produce graduate equipped with relevant skills values and attitudes required for the nation building, handling and dealing with situations in labour market as well as in working industry.

Over the years, there has been a great concern in Nigeria and especially North eastern region, over the quality of education delivery due to incompetency of graduates and how teachers carry out their duties. The public seems to have lost confidence in the school system as the professional inadequacy exhibited by the graduates of higher institutions have been questioned. Parents and government are worried over the failure rate of students to perform as expected. In an attempt to improve this, the government in recent times tries to improve on its physical facilities, equipped their laboratories and libraries to an extent but poor performance of school graduates has remained a recurrent issue in our educational system. This situation is what has motivated this study which aims at determining if teachers' workload, class size, and motivation could be an explanation for the quality education delivery in our educational system. Therefore, the concern of the study is that, poor human resource utilization in the universities, could lead to poor quality education delivery. Thus, the study seeks to investigate the relationship between the influence of University administration on human resource utilization and quality education delivery. It was against this background that the researcher embarked on the study.

Statement of the Problem

Nigerian university system has suffered greatly from poor quality educational facilities, lack of teachers and teachers' motivation, it also suffers from lack of adequate provision of educational resources. Teacher's attrition is one of the driving contributors to the shortages of effective teachers internationally. The common factors that spur teachers worldwide to leave the profession include low salaries, overwhelming workload and poor working conditions (Cheryl, 2017). Cheryl, argued that, it is not out of the way if staff expected to be paid financial rewards commensurate with the services performed, a good remuneration tends to reduce inequalities between staff earnings, raise their individual morale and motivate them to work. Cheryl, also emphasizes, there are problems in the quality and number of staff recruited for the education of our citizens due to political influence and God fathers taken the upper hand and overwhelming workload allocated to the teachers in university system due to shortage of human resources.

Nigerian Government has not been able to provide the financial resources necessary to maintain educational quality in university amidst expansion (FRN, 2013). Ekpo, (2014) asserted that there has never been a time that adequate money is sent to match the wage bill of educational institutions. Education is not given top priority in Nigeria, learning facilities are not available and lecturers are most of the time on strike as a result of inadequate funding, it is an indication that the products of such academic programs may not meet the standard required. The low quality of education delivery is evident from the poor job performance of the typical contemporary graduate (Okoroma, 2006). The emphasis seems to be much on certification and less on competency of the product of university education. The

quality of education delivery is measured in terms of the ability of the graduate to meet the goals of the programs, quality is expressed as the functional attribute of the entire components of university education including curriculum, teachers, facilities, instructional methods and students (Ojebiyi and Adediran, 2012).

Literature provides information on improving quality education delivery in universities in Nigeria. In this case Abdulkareem, (2011) and Fassai (2009), conducted research where they examined the relationship between human resource utilization and internal efficiency in Nigerian state universities. It was a descriptive survey research. Stratified random sampling technique was adopted for selecting 6 out of 12 state-owned universities. Also, 572 lecturers were sampled from Humanities and Science Faculties of the institutions. They responded to "Human Resource Checklist" (HRC) and "Internal Efficiency Checklist" (IEC) designed by the researchers and validated by experts in the field of educational management. Student-Teacher Ratio, Refined Cohort Wastage Rate and Graduation Rate were used to answer three research questions raised in the study. Pearson product-moment correlation statistic was used to test the formulated research hypothesis at 0.05 level of significance. The study revealed over-utilization of teachers, low wastage rate with a mean of 23%, and high graduation rate with a mean of 85%. Also, there was a significant relationship between human resource utilization and internal efficiency in Nigerian state universities.

The major similarity between the two studies is both studies are on human resource utilization while the major difference is, Abdulkareem, (2011) and Fassai (2009), focused on internal efficacy while this study focuses on quality education, therefore the two studies have human resource utilization as independent variable, however the dependent variable in their study is internal efficacy while this study has quality education as dependent variable.

Olatoun (2011), in a study titled Resource utilization and internal efficiency in Nigerian secondary schools: Implications for socio problems of education. This study investigated the relationship between resource utilization and internal efficiency indicators in Nigeria public secondary schools with a view to appraise whether the public secondary schools in the country make the best use of resources allotted in turning out graduates with minimal wastage. The correlation matrix table showed that all variables of Resource Utilization had positive relationship with Internal Efficiency. This attested to the fact that resources are vital for educational system production function.

Thus, the study by Olatoun (2011), is different from this study in terms of sample and sampling techniques used, the type of schools used where Olatoun researched on secondary schools while this study is based on State Universities and in terms of variables used. Though, it is similar to this study in that, both studies try to establish relationship between two variables and so this is the gap the study tends to fill.

Iyeke (2013) in a study: Achieving Quality Education by Understanding Teacher Job Satisfaction Determinants. A total of 547 teachers in 23 schools (pre-nursery to senior high schools) in the Ibadan South-West Local Government Area in Oyo state, Nigeria participated in the study. SPSS software version 22 was used for data analysis. Descriptive analysis (mean and standard deviation) was done at the first stage and factor analysis at the second stage. The Kaiser's criterion technique was also applied to determine the factors (components) to be retained for the factor analysis. Only factors with an Eigen value of 1.0 or more were retained for analysis. Kolmogorov-Smirnov's and Shapiro-Wilk's tests of normality were also used to test if the generated components (factors) are normally distributed, and the p -values of less than 0.001 for all the components indicated no normal distribution. Overall, the results suggest that teachers' pay or salary, growth opportunities and responsibilities attached to work are the top three job characteristics variables that contribute to teacher job satisfaction.

The study by Iyeke (2013), is different from this study in terms of the variable used in the studies, method of data analysis and types of schools used in the study were Iyeke focus their study in Oyo state secondary schools, this study is based on state Universities in the North eastern Nigeria. Though, both studies try to establish relationship between two variables.

About Work-load/Class size and quality education delivery in universities in Nigeria Abdulkarim (2018) in a study Enhancing Effective Resources Utilization in Nigerian Public Universities through New Public Management Strategy argues that New Public Management is a necessary strategy that should be adopted by Public Universities in order to enhance their resources utilization. Relying on secondary data, the paper highlighted the key principles of NPM strategy as well as the relevant areas it could be applied within public university system. Amalu (2014) conducted a study titled impact of workload induced stress on the professional effectiveness of secondary school teachers in Cross River State, Nigeria. The study was aimed at determining the impact of stress from workload on professional effectiveness of secondary school teachers in Cross River State, Nigeria. The ex post facto design was used in a survey of 600 public secondary school teachers. Result of the data analyses indicated that stress from workload has no significant influence on seven dimensions (lesson presentation, use of instructional aids, evaluation of students, learning motivation, classroom management, supervision of co-curricular activities and personal/professional qualities) of professional effectiveness.

The study recommended that government should provide adequate incentive to teachers to boost their morale. Thus it is similar to this study in terms of instrument used. Abdulkarim (2018) worked on Enhancing Effective Resources Utilization in Nigerian Public Universities through New Public Management Strategy resource utilization as dependent

variable which could be influenced by management strategies, while this study human resource utilization is independent variable that can influence quality education, furthermore, their study consider the entire resource utilization as variable while in this study the researcher consider only human resource utilization.

II. PURPOSE OF THE STUDY

The main purpose of the study would be to examine human resource utilization for quality education delivery in the administration of universities in north eastern Nigeria. Specifically, the study would:

1. Examine the various ways of improving quality education delivery in state universities in North-eastern Nigeria.
2. Determine the relationship between work-load/Class size and quality education delivery in state universities in north-east.

Research Questions

The following research questions would guide the study:

1. What are the various ways of improving quality education delivery in state Universities in North-eastern Nigeria?
2. To what extent do work load/class size relate to quality education delivery in state Universities in North-east?

Hypotheses

The following hypotheses would be tested at 0.05 level of significance.

Ho1: There is no significant relationship between ways of improving quality education delivery and human resource utilization in the administration of state universities.

Ho2: There is no significant relationship between workload/class size and quality education delivery in state universities.

III. METHODOLOGY

Research Design

The study employed two types of research design method as thus; descriptive survey design and correlation design. It is descriptive because the study involved large population and sought their opinion on influence of university administration on human resource utilization and quality education delivery. The outcome of the study is expected to form the basis of generalization because the study focuses on investigating the influence of university administration on human resource utilization and quality education delivery in state universities in north eastern Nigeria. Sambo (2005) supports descriptive design in the light of the population size and opinions or views determined using questionnaire. Similarly, Armstrong (2013), posited that descriptive design involves the collection of data within a short span of time from a random sample of the target population in order to describe the population. The

study is also correlation in nature in that it seeks to establish relationship between university administration, human resource utilization and quality education deliver.

According to Kalusi (2015), Correlation is a mutual, a relationship between two or more variables. This design established opinions and knowledge about human resource utilization in relation to quality education delivery. It is considered appropriate for this study in that it seek to report phenomenon the way they are without bias. The independent variable of the study is university administration and human resource utilization while the dependent variables is quality education delivery. The study would try to establish relationship between the three variables; University administration, human resource utilization and quality education delivery. Thus, correlation design and descriptive survey design is considered appropriate for this study.

Population of the Study

The target population of this study consist of all the academic staff in all faculties and departments in state universities in the north-east geo-political zone of the Nigeria. The target population for the pilot study is 30 academic staff working in the state universities in North Central Nigeria.

Sample and Sampling Techniques

A sample size of 30 lecturers were selected as sample size. However, Proportionate stratified random sampling technique was employed to select lecturers from the five (5) State Universities in the zone.

Instrumentation

A self-designed instrument was used for collecting data in this study. A questionnaire titled Influence of University Administration on Human Resource Utilization and Quality Education Delivery Questionnaires for academic staff (IUAHRUQED). The instrument was developed as a result of literature review, consultation with the researcher’s supervisors and other experts in the field, reading of educational journal interaction with teaching staff of universities. The instrument consists of two sections: section ‘A’ and section ‘B’. Section ‘A’ consists of bio-data of the respondents while section ‘B’ consists of 79-items divided into eight dimension which constitute statements on University Administration on Human Resource Utilization and Quality Education Delivery which is scaled using a modified 4-point Likert scale of strongly agree, to strongly disagree. For every positive response, strongly agreed = 4; agree = 3; disagree = 2 and strongly disagree = 1 and the revise is the case for every negative response strongly disagree =4; disagree =3; agree =2 and strongly agree =1.

Validity of the Instrument

Validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Babbie & Mouton, 2017). Validity is thus an indication of the extent to which results obtained in a study

are a true reflection of what is real and whether the findings can be generalized beyond the sample used.

Pilot Testing

According Jurs (2005), it is necessary that research instruments be piloted as a way of determining validity and reliability. A stable research tool gives the same result if it is used again under the same circumstances. (Brinberg, McGrath, 1985). In order to achieve the above, the draft of the instrument was pre-tested in the field before the actual data collection starts.

The reliability of this instrument has been trail tested in a pilot study in north central states universities. The test-re-test reliability method was used with an interval of two weeks. The instrument was administered to thirty lecturers from five universities in the zone. Six lecturers were selected from each university for this purpose. The two results obtained were compared and compute using Pearson Products Moment Correlation Coefficient (PPMCC) to ascertain the reliability index.

Reliability

The reliability of IUAHRUQED was established using test retest and Pearson Product Moment Correlation Coefficient Methods. SPSS was used in computing the reliability index. This was found to be 0.791 for University Administration on Human Resource Utilization and Quality Education Delivery Questionnaire for academic staff. This indicated that IUAHRUQED is reliable to be used for this study.

IV. RESULTS OF THE STUDY

H01: There is no significant relationship between ways of improving quality education delivery and human utilization in the administration of state university.

The hypothesis was tested using PPMC and the result is presented in table 1. The descriptive information result for the hypothesis was analysed using PPMCC and the mean scores were one: (N=30 100%), M=75.00, SD=5.81) and (N=30 (00%) M=68.33, SD=6.34).

Table 1: PPMC analysis of relationship between ways of improving quality education delivery and human utilization in the administration of state university

Variables		Improving quality education delivery	Human utilization in administration
Improving quality education delivery	Pearson correlation	1	.982**
	Sig (2-tailed)		.000
	N	30	30
Human utilization in administration	Pearson correlation	.982**	1
	Sig (2-tailed)	.000	
	N	30	30

Correlation is significant at 0.05 level (2-tailed)

There was high positive relationship between the two variables ($r=-.982^{**}$, $n=30$, $p < 0,05$) with improving quality education delivery associated with low level human utilization in administration among state universities in north eastern Nigeria. This indicates that there is a high positive relationship between improving quality education delivery with low level human utilization in administration among state universities. It means improving quality education delivery influences low level of human

Ho2: There is no significant relationship between workload, class size and quality education delivery in the administration of state universities. The hypothesis was tested using regression and the result is presented in table 2.

Table 2: regression analysis of the relationship between workloads, class size and quality education delivery in the administration of state universities

Model	Sum of square	Df	Mean square	F	Sig
1 Regression	4213.988	2	2106.994	381.261	.000
Residual	149.212	27	5.526		
Total	4363.200	29			

The low P-value indicates that both workloads, class size and quality education delivery are statistically significant. The coefficient for workloads, class size and quality education delivery indicates that each additional workloads and class size decreases quality education delivery by approximately 4213.998 while controlling everything else in the model. Furthermore, an additional unit of workloads and class size decreases average quality educational delivery by 149.212 while holding the other variables constant. This indicates that null hypothesis is rejected and alternative hypothesis was retained that there is significant influence between workloads, class size and quality education delivery in the administration of state universities.

V. DISCUSSION OF THE FINDINGS

The findings of this study shows that with improving quality education delivery associated with low level human utilization in administration among state universities in north eastern Nigeria. From the study it indicated that there is a high positive relationship between improving quality education delivery with low level human utilization in administration among state universities. It means that improving quality education delivery in state universities in Nigeria will reduce the influence on low level of human. This is in line with works of Cheryl, 2017 which states that the common factors that spur teachers worldwide to leave the profession include low salaries, overwhelming workload and poor working conditions. Cheryl, argued that, is not out of way if staff expected to be paid financial rewards commensurate with the services performed, a good remuneration tends to reduce inequalities between staff earning, raise their individual morale and motivate them to work. Cheryl, also emphases, there are problems in the quality and number of staff recruited for the education of our citizens due to political influence and

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In the issue of Work-load/Class size and quality education delivery in universities in Nigeria Abdulkarim (2018) conducted a study Enhancing Effective Resources Utilization in Nigerian Public Universities through New Public Management Strategy argues that New Public Management is a necessary strategy that should be adopted by Public Universities in order to enhance their resources utilization. Relying on secondary data, the paper highlighted the key principles of NPM strategy as well as the relevant areas it could be applied within public university system. This also agrees with the work Amalu (2014) who conducted a study titled impact of workload induced stress on the professional effectiveness of secondary school teachers in Cross River State, Nigeria. The study was aimed at determining the impact of stress from workload on professional effectiveness of secondary school teachers in Cross River State, Nigeria. The result from the current study from its data analysed indicated that stress from workload has no significant influence on seven dimensions (lesson presentation, use of instructional aids, evaluation of students, learning motivation, classroom management, supervision of co-curricular activities and personal/professional qualities) of professional effectiveness.

VI. CONCLUSION

Based on the results that were found in the pilot study, it was concluded that IUAHRUQED consists of 79-items divided into eight dimension which constitute statements on University Administration on Human Resource Utilization and Quality Education Delivery. Each item has the minimum requirement for being acceptable for research assessment according to the research findings of the pilot study. Therefore, the reliability and validity of the instrument is good, hence the instrument obtained 0.791 which signify good reliability. This was found to be effective for University Administration on Human Resource Utilization and Quality Education Delivery Questionnaire for academic staff. This indicated that IUAHRUQED is reliable to be used for this study.

VII. RECOMMENDATIONS

1. The Federal and State government should provide adequate incentive for lecturers to boost their morale. For when they are adequately taken care of there will be no need of thinking on how to go out of the job.
2. There is need for the State government to improve the working conditions of lecturers in State Universities. This should be done in the area of increasing their salaries, improve the overwhelming workload as well as improving the working conditions of the lecturers in State Universities.
3. There is also need for the Federal, State and local government to provide adequate quantity and quality of classroom communication materials, physical facilities and personnel for effective teaching and

learning.

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