

## **Utilization of Integrative Funding and Effective Administration of Secondary Schools in South East Nigeria from 2009-2019**

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### **Abstract**

*The study investigated the relationship between utilization of integrative funding (with reference to funds from community efforts and management alternative strategies) and effective administration of secondary schools in South East, Nigeria. The study adopted a correlational design, using linear regression to answer research questions and analysis of variance (ANOVA) to test its hypotheses at 0.05 level of significance. The results obtained showed that there was high positive correlation between utilization of funds from community efforts and utilization of funds from management alternative strategies and effective administration of secondary schools in South East, Nigeria. Recommendations were made based on the findings that government and policy makers should formulate policies that will ensure strict compliance to judicious utilization of funds from community efforts and management alternative strategies. School principals should convince different agencies of community for community efforts and partnership and source for alternative strategies for financing secondary education and ensure adequate utilization of such funds since their utilization correlate effective administration.*

**Keywords:** Integrative funding, Educational Administration, Community effort, Effective Administration, Management Alternative strategies.

### **Introduction**

Funding is the hallmark of any organisational growth and organizational growth is a result of effectiveness of that administration which involves the coordination of human material and financial resources to achieve the goals of that organisation. No educational institution or programme can be managed effectively without adequate funding.

Funding plays a major role in the educational development of any nation. It is with funds that physical structures are set up and manpower employed and maintained (Ukeje, 2016). Adequate funding enhances teachers' effectiveness. The right qualified manpower is employed, motivated and maintained with prompt payment of salaries, allowances and staff development. This inspires teachers' willingness to render effective and efficient educational services to the students.

Adequate funding ensures effective implementation of the school academic programme. It helps in the procurement of teaching materials, erection of structures, maintenance of school equipment and school buildings (Obioma, 2014). Funding is also necessary for procurement of instructional materials and teaching aids (Uzoigwe, 2013). The provision of instructional materials and teaching aids plays importance role in effective teaching and learning. It will be impossible, according to Ajayi (2014), for curriculum to be effectively implemented if instructional materials required for teaching and learning are not available.

The primary responsibility of funding public secondary schools in the 1999 constitution of Nigeria rests with the state and federal governments. It has been argued that statutory allocation has been inadequate to meet the needs of secondary education (Toluwalope, 2016), therefore the need for integrative funding.

Integrative funding, according to Egberibin (2014), refers to the collective responsibility of governments, well-spirited individuals, organisations and corporate bodies in funding education to achieve educational objectives. In the same vein, Oboegbulam (2013) defined integrative funding as collaborative efforts of all stakeholders in education that comprise the government, individuals, groups, corporate organisations, religions organisations, agencies world bodies in funding educational programmes in Nigeria.

In the present perspectives, the bodies from which secondary schools seek support in Nigeria include International bodies, Alumni Associations, Philanthropic organisations, voluntary agencies, Parent Teachers Associations (PTA), community efforts and management alternative strategies (Duru-Uremadu, 2020). The focus of this study is on community efforts and management alternative strategies.

**Community Efforts:** Many host communities to secondary schools through self-help effort established schools, equip them with facilities and hand them over to the government for proper management (Ojelede, 2010). Ochai (2012) affirms that particularly, this can be seen in the southern parts of the country and that in most cases, these funds are raised through launching ceremonies or during community festivals. Sometimes sub-organisations in the host communities such as age grades, students or graduate associations, men organizations, women organizations and clubs perform this feat on behalf of the community.

**Management Alternative Strategies:** These include several alternative sources that can be strategized by the school management to raise fund for the school. This is one of the most important management competencies showcased by secondary school principals. They are sales of proceeds of farm and tree crops, school uniform, inter-house sports competitions, proceeds from issuance of testimonials and certificates such as transfer. Little amounts are collected from claimers of testimonials, certificate and transfers. With the funds realised, principals can be prudent enough to put in place some of the needed facilities in the school, to some extent.

**Effective Administration:** This is the extent to which funds or money, revenue and other resources generated from various sources are channelled and used for the achievement of the stated objectives of the school. Therefore, effective administration is optimal and proper utilization of resources to achieve the goals and objectives of the school.

#### Statement of the Problem

Funding is a paramount resource for any organisational growth and organisational growth is in line with the effectiveness of the administration of that organisation which comprises the coordination of human, financial and material resources. The federal government of Nigeria, in its National Policy on Education, 2014, stated that the funding of secondary schools should be a joint responsibility of both the Federal and State Governments.

As important as Secondary Education is, its funding, over the years in South East, Nigeria has been through the collective efforts of various stakeholders such as community efforts and management alternative strategies (Internally Generated Revenue). Yet public outcry regarding depreciating quality of schools, decay in infrastructure, poor incentive to teachers, poor quality teaching, uncondusive learning environment and incessant strike actions by teachers still persist.

It is likely that some secondary school administrators do not have good knowledge of integrative funding. It could also be that where such funds are optimally sourced, utilization is inadequate. Past studies reviewed from Nakpodia (2011) and Egberibin (2014) with reference to utilization of integrative funding from community efforts and management alternative strategies have revealed that not much work has been done on the present study. Hence, a vacuum has been created that

needs to be filled by the present study. It is against this backdrop that the question is posed: What is the extent of relationship between utilization of integrative funding (from community effort and management Alternative strategies) and effective administration of secondary schools in South East, Nigeria □

### **Purpose of the Study**

The study examined the relationship between utilization of integrative funding and effective administration of public secondary schools in South East, Nigeria. In particular, the study sought to ascertain the extent of correlation between utilization of donations from community efforts and effective administration of secondary schools; and utilization of funds from management alternative strategies and effective administration of secondary schools.

### **Research Questions**

The following research questions guided the study:

- (1) What is the relationship between the extent of utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria □
- (2) What is the relationship between the extent of utilization of funds from management alternative strategies and effective administration of secondary schools in South East, Nigeria □

### **Hypotheses**

The following hypotheses guided the study and were tested at 0.05 level of significance.

Ho<sub>1</sub>: There is no significant relationship between the extent of utilization of donations from community efforts and effective administration of secondary schools.

Ho<sub>2</sub>: There is no significant relationship between the extent of utilization of funds from management alternative strategies and effective administration of secondary schools.

### **Methodology**

The design adopted for the study was correlational design. The population of the study was 29,513 comprising 1,410 principals and 28,103 teachers of public secondary schools in the five states of South East Nigeria namely: Abia, Anambra, Ebonyi, Enugu and Imo (States Education Management Board, 2019). Multi-stage sampling techniques was used to arrive at the sample size of 982 comprising 40 principles and 942 teachers of public secondary schools in the three states of South East, Nigeria. Simple random sampling technique was used in selecting three states of the South East namely: Abia, Enugu, Imo. Disproportionate stratified simple random sampling was used in the selection of three education zones from the selected states which are Umuahia education zone, Enugu education zone, Owerri education zone I with the total of 40 public secondary schools. Proportionate stratified sampling technique was employed in the selection of 942 teachers. Lastly, simple random sampling technique was used to select individual teachers from their respective schools. Umuahia education zone - 245 teachers, Enugu education zone - 445 teachers, Owerri education zone - 1, 252 teachers. The instruments used for data collection were two sets of questionnaires titled Utilization of Integrative Funding of Secondary School Questionnaires (UIFOSSQ) and Effective Administration of Secondary School Questionnaire (EAOSSQ). The instruments were designed to elicit information on the utilization of integrative funding and effective administration.

The instrument comprises two sections. Section A solicited information on respondents' biodata while section B was made up of 24 items and eight items for UOIFOSSQ and EA OSSQ respectively. The items in the first questionnaire were divided into eight (A – H) aimed at measuring the two research questions of the study (see Duru-Uremadu, 2020 for details). Each cluster in the first questionnaire contains three items which focussed on the utilization of

Integrative Funding. The second questionnaire contained eight items which focused on Effective Administration. In all, 32 items were used for the study. The items were rated on a four-point responses format of Very High Extent (VHE), High Extent (HE), Low Extent (LE) and Very Low Extent (VLE). The two sets of questionnaire were validated by three experts, two in Educational Administration and one in measurement/Evaluation. The reliability of the instrument was obtained using Croubach, Alpha statistic. Reliability indices of 0.80 and 0.83 were obtained for the first and second questionnaire respectively. Reliability coefficient for the items of the first questionnaire whose indices were 0.85, 0.75, 0.75, 0.73, 0.88, 0.76, 0.87 and 0.87 were also obtained. Nine hundred and fifty (950) copies of the questionnaire were retrieved and analysed using linear regression to answer research questions and Analysis of Variance (ANOVA) to test hypotheses at 0.05 level of significance.

**Results and Discussion**

The results are presented according to research questions and hypotheses that guided the study. It also highlights the major findings while discussion of findings is based on the research questions and hypotheses.

**Research Question One:** What is the relationship between utilization of funds from community efforts and effective administration of secondary schools in South East, Nigeria □

**Table 1:01 The Simple Regression Analysis Showing the extent of correlation between utilization of funds from community efforts and effective administration of secondary schools in South East, Nigeria.**

Variable	N	r	R Squared	Adjusted R Squared	Remark
Funds from Community Efforts	982	0.82	0.668	0.668	High positive correlation
Effective Administration	982				

The data on Table 1.01 revealed that there was a high positive correlation of  $r = 0.82$  between the utilization of funds from community efforts and effective administration of secondary schools in South East, Nigeria. This is because the index fell within the range recommended by Uzoagulu (2011) that correlation index that ranges from 0.70-0.90 is high correlated. The calculated  $R^2$  of 0.668 indicated that 66.8% of variation in effective administration was accounted for by the utilization of funds from community efforts.

**Research Question Two:** What is the relationship between utilization of funds from management alternative strategies and effective administration of secondary schools in South East, Nigeria?

**Table 1.02: The Simple Regression Analysis Showing the extent of correlation between utilization of funds from management alternative strategies and effective administration of secondary schools in South East, Nigeria.**

Variable	N	r	R Squared	Adjusted R Squared	Remark
Funds from Management Alternative Strategies	982	0.82	0.664	0.664	High positive correlation
Effective Administration	982				

The data on Table 1.02 revealed that there was a high positive correlation of  $r = 0.81$  between the utilization of funds from management alternative strategies and effective administration of secondary schools in South East, Nigeria. This is because the index fell within the range recommended by Uzoagulu (2011) that correlation index that ranges from 0.70-0.90 is highly correlated. The calculated  $R^2$  of 0.359 indicated that 35.9% of variation in effective administration was accounted for by the utilization of funds from management alternative strategies.

**Hypothesis One: There is no significant relationship between the utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria?**

**Table 1.03: Analysis of Variance (ANOVA) of the Simple Regression Analyses showing the correlation between utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria.**

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	1964.748	1	1964.748	688.301	0.000
Residual	2796.588	980	2.854		
Total	4761.336	981			

- a. Dependent Variable: Effective Administration
- b. Independent Variable: (Constant), utilization of funds from community efforts

Data on table 1.03 showed a p-value of 0.000 which is less than 0.05. This implies that the null hypothesis which says there is no significant correlation between the utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria was rejected. This implies that there is a significant high positive correlation between the utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria, since the corresponding research question six revealed that there is a high positive correlation between utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria.

**Hypothesis Two: There is no significant relationship between the utilization of management alternative strategies and effective administration of secondary schools in South East, Nigeria?**

**Table 1.04: Analysis of Variance (ANOVA) of the Simple Regression Analyses showing the correlation between utilization of management alternative strategies and effective administration of secondary schools in South East, Nigeria.**

<b>Model</b>	<b>Sum of squares</b>	<b>Df</b>	<b>Mean square</b>	<b>F</b>	<b>Sig.</b>
Regression	3163.530	1	3163.530	1940.323	0.000
Residual	1597.806	980	1.630		
Total	4761.336	981			

- a. Dependent Variable: Effective Administration
- b. Independent Variable: (Constant), utilization of funds from management alternative strategies

Data on table 1.04 shows an R value of 0.81 and p-value of 0.000 which is less than 0.05, This implies that the null hypothesis which states that there is no significant correlation between the utilization of management alternative strategies and effective administration of secondary schools in South East, Nigeria was rejected. Hence, that there is a significant high positive correlation between the utilization of management alternative strategies and effective administration of secondary schools in South East, Nigeria, since the corresponding research question two revealed that there is a high positive correlation between the utilization of management alternative strategies and effective administration of secondary schools in South East, Nigeria.

### **Discussion of Findings**

The analysis of research question one: what is the relationship between utilization of funds from community efforts and effective administration of secondary schools in South East, Nigeria and its corresponding null hypothesis six revealed that there is a high positive correlation between the utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria. These findings are in agreement with the finding of Ayeni (2010) whose findings showed that communities to a very high extent participate in the funding of secondary schools. This finding also corroborates those of Inekwe (2014) which states that communities through Parents' Teachers Association (PTA) assist in the funding of education; and Nakpodia (2011) who maintains that parents fund schools through fees and other channels of finances which enhance the administrative competencies of the principals These findings are in agreement with the findings of Ochai (2005) that leaders at community levels were partially involved in some managerial functions except in implementing of school plans. Their involvement was limited to preliminary stages of school planning such as mobilization for direct voluntary and obligatory contribution of funds, materials, labour force as well as donation and allocation of construction sites.

On the extent of relationship between utilization of funds from management alternative strategies and effective administration of secondary schools in South East, Nigeria, the analysis of research two and hypothesis two revealed that there is a high positive correlation between the utilization of management alternative strategies and effective administration of secondary schools in South East. These findings are in agreement with those of Ochai (2005) that alternative strategies to funding of secondary schools do include community leaders, religious organisations, parents/teachers associations, alumni, non-governmental organisations amongst others. Their involvement was limited to preliminary stages of school budget planning and obligatory contribution of funds, materials, labour force as well as donation and allocation of construction which help to increase the efficiency of the administrators in carrying out their functions effectively.

### **Summary of Findings**

1. There is a significant high positive correlation between the utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria.
2. There is a significant high positive correlation between the utilization of management alternative strategies and effective administration of secondary schools in South East, Nigeria.

### **Conclusion**

There is a significant high positive correlation between the utilization of donations from community efforts and effective administration of secondary schools in South East, Nigeria. The emphasis is not an adequacy of funds but the capacity of school administrators to judiciously utilize the funds.

There is a significant high positive correlation between the utilization of management alternative strategies and effective administration of secondary schools in South East, Nigeria. In the past, the thinking that ineffective administration of schools is caused by inadequacy of funds but from the findings of the study, it is clear that effective utilization of funds whether adequate or inadequate matters a lot.

### **Recommendations**

1. The government and school administrators should ensure a functional and productive Parents Teachers Association (P.T.A.) which will aid in the management of the school through provisions of funding. Furthermore, they should ensure the adequate utilization of such funds since it has been discovered that it correlates effective administration.
2. The government and school administrators should source for alternative strategies for financing of secondary education through public private partnership (PPP). They should also ensure the adequate utilization of such funds since it has been discovered that it correlates effective administration.

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