

RELATIONSHIP BETWEEN HOSTEL ACCOMMODATION AND MANAGERIAL EFFECTIVENESS IN FEDERAL UNIVERSITIES IN NORTH WEST ZONE, NIGERIA

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Abstract

This study investigates the relationship between hostel accommodation and managerial effectiveness in federal universities in North West, Nigeria. The objectives were to determine the extent of hostel accommodation management and to ascertain the level of managerial effectiveness in these institutions. The research employed a descriptive survey of a correlational type. The study's population was 4,736 individuals, comprising 20 management staff, 25 non-academic staff, and 4,691 students. A sample of 357 was selected using the Research Advisors Table (2006). Two instruments were used: the Management of School Hostel Accommodation Rating Scale (MSHARS) and the Managerial Effectiveness Questionnaire (MEQ). Their reliability indices were 0.75 and 0.76, respectively, obtained through a test-retest method. Data were analyzed using percentages to answer the research questions, while the Pearson Product-Moment Correlation (PPMC) was used to test the hypothesis at a 0.05 level of significance. The study found a low level of hostel accommodation management in the universities surveyed. It is therefore recommended that university management improve the provision of adequate hostel accommodation and modern facilities to meet students' needs.

Keywords: Hostel Accommodation, University Management, Managerial Effectiveness.

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Introduction

The global demand for higher education necessitates continuous infrastructure development. Universities cannot effectively perform their operations without proper facilities. These basic facilities and infrastructure are typically provided through awarded contracts, which are guided by due process and other ethical considerations. University management, therefore, has a moral and professional obligation to efficiently manage the complex processes of contract awards to ensure the facilities provided are of high quality.

Educational facilities, particularly student hostels, are vital for creating a conducive environment where students can rest after rigorous academic and other activities. Beyond providing a suitable place to sleep, hostels offer common rooms for students to relax, socialize, and de-stress. They also cater to students' physical and psychological

needs by providing clean toilets and bathrooms for personal hygiene, as well as spaces for laundry. Some hostels even include designated cooking areas with a focus on safety. As Onyegini (2014) notes, providing hostels saves students from living off-campus where they might cope with noisy neighborhoods and high transportation costs. This is especially critical for disabled students, international students, and newcomers unfamiliar with the area who have no relatives to stay with.

The provision of adequate hostel accommodation goes a long way in protecting students from the various issues associated with off-campus living. Onyegiri (2014) highlights that inadequate hostel facilities have forced many students to live off-campus, exposing them to unsuitable environments and additional transportation expenses.

Managerial effectiveness in a university system refers to the management's ability to ensure work is completed efficiently and on time, promoting progress for both employees and the organization. University management is responsible for planning, organizing, staffing, directing, coordinating, reporting, and budgeting to achieve organizational objectives. These managerial functions are essential for project design, execution, monitoring, and evaluation, among other things. Effective and efficient management leads to the provision of necessary infrastructure, which in turn creates a conducive learning environment for both staff and students. It is also the role of university management to organize contract bidding and ensure the best bidder is selected and that contracts are executed in line with approved specifications.

However, this ideal scenario is often not a reality. The functions of university management are frequently undermined by significant challenges, especially in developing economies. These issues include corruption and governance failures, which can lead to contracts being awarded to incompetent bidders based on connections rather than merit. Financial constraints and inadequate funding often result in project delays or abandonment. Furthermore, poor project and contract management and ineffective organizational structures contribute to a lack of technical expertise, monitoring failures, and a slow, inefficient bureaucracy. These factors prevent universities from creating the conducive environment for staff and students that effective management should provide.

Statement of the Problem

Hostel accommodation is a crucial part of the tertiary education experience, providing a safe and conducive environment for students to live and study. However, in many institutions, particularly in developing countries, the availability and quality of hostel accommodation are often inadequate to meet the growing demand from students. This inadequacy can be seen in a range of problems, including: an insufficient number of hostels with limited bed spaces, dilapidated toilets, bathrooms, and urinals, inadequate sewage and refuse disposal systems, damaged beds, mattresses, and common room furniture and a lack of security personnel in hostels at all times.

These issues are indicators of lapses in planning, maintenance, supervision, resource allocation, and student welfare—all of which fall under the responsibilities of effective management. Therefore, the condition of hostel accommodation can serve as a measure of managerial effectiveness in these institutions. This study aims to determine the

relationship between the condition of hostel accommodation and managerial effectiveness in Federal Universities in North-West Nigeria.

Objectives of the Study

The objectives of this study are:

- i. To determine the extent of the management of hostel accommodation in Federal Universities in North West, Nigeria.
- ii. To ascertain the level of managerial effectiveness in Federal Universities in North West, Nigeria.
- iii. To examine the relationship between hostel accommodation management and managerial effectiveness in Federal Universities in North West, Nigeria.

Research Questions

This study is guided by the following research questions:

- i. What is the extent of the management of hostel accommodation in Federal Universities in North West, Nigeria?
- ii. What is the level of managerial effectiveness in Federal Universities in North West, Nigeria?
- iii. What is the relationship between the management of hostel accommodation and managerial effectiveness in Federal Universities in North West, Nigeria?

Research Hypothesis

Based on the research questions and objectives, the following null hypothesis (H_0) has been formulated:

- H_{01} : There is no significant relationship between the management of hostel accommodation and managerial effectiveness in Federal Universities in North West, Nigeria.

Theoretical Framework

This paper is grounded in Systems Theory. According to Nwankwo (as cited in Mgbodile, 2014), Systems Theory, proposed by Ludwig von Bertalanffy, posits that a system is a unit comprising a series of interconnected and interdependent parts. The interplay among these parts affects the entire system. A system is therefore a structure with interdependent components. The hierarchical and lateral structures within a system, and their associated interactions and transformations, are all aimed at achieving a common goal. A university functions as a social system with its own structures and processes. The administration of a university involves the management of various areas, including curriculum, staff personnel, student personnel, funds, school plant, and community relations.

This theory is relevant to the current study because university students and facilities are integral parts of the university education system. When any part of the system is compromised, it can jeopardize the efficient functioning of the whole. For example,

inadequate or poor-quality social amenities and infrastructure facilities can dampen student morale and create tension. This, in turn, can negatively affect their academic input and the knowledge, skills, and values they acquire. The central idea of this theory is that neglecting one part of a system inevitably leads to challenges. In this case, students are likely to face numerous challenges when essential social and instructional infrastructures, such as hostel accommodation, are neglected.

Review of Related Empirical Studies

To establish the uniqueness of this study, two empirical studies were reviewed based on their relevance to the variables under investigation. Enomah (2019) conducted research on the influence of hostel accommodation on students' academic performance in Nigerian universities. This study used a survey research design with a population of 2,117 participants, from which a sample of 333 was selected. A structured questionnaire was used to collect data, and inferential statistics were employed to test the hypotheses. The findings revealed that a shortage of hostel accommodation significantly affected students' academic performance. The study also found that students often miss academic activities while searching for accommodation. It recommended that Nigerian university authorities construct more hostels to accommodate a larger number of students, noting that a lack of standard accommodation leads to poor academic performance. This study is similar to the current one in that both deal with hostel accommodation, but they differ in their sample size and geographical location.

Olurunisola and Belo (2018) examined administrative challenges and managerial effectiveness in private universities in Ogun State, Nigeria. They adopted a descriptive survey research design. The study population consisted of 13,123 staff from which a sample of 900 was drawn from 16 private universities using simple random and proportionate random sampling techniques. The results revealed a significant relationship between administrative challenges and managerial effectiveness, as well as with well-equipped school libraries. The study also found that finance was the best predictor of managerial effectiveness, while physical facilities were the least. This study shares similarities with the current research in its focus on managerial effectiveness but differs in scope and the inclusion of other variables like communication and controlling.

Methodology

The research design adopted for this study is a descriptive survey of the correlational type. The study population comprises all federal universities in the North-West Zone of Nigeria. This includes management staff (Deans of Students, Registrars, Directors of Physical Planning, and Directors of Procurement), non-academic staff (Deans of Students' Affairs, Matrons, Hall Administrators, and Security staff), and male and female students of all levels residing in the hostels. There are eight federal universities across the seven states of North-Western Nigeria, but only five were used for this study, as shown in the table below.

Population of the study

Table 1: Population of the Study

SN	Universities	Management Staff	Non - Academic Staff	Students	Total
1.	Ahmadu Bello University, Zaria.	4	5	1465	8474
2.	Bayaro University Kano	4	5	1344	1353
3.	Usmanu Danfodiyo University, Sokoto	4	5	1152	1861
4.	Federal University Gusau	4	5	358	367
5.	Federal University B/Kebbi	4	5	372	381
	Total	20	25	4691	4736

Source: Establishment Units of the Universities (2023)

In this study multi stage sampling procedure was used to determine sample of the study. The researchers used purposive sampling technique to select five states from seven states that made up of North-West States, Nigeria with total population of (4,736). There are eight federal universities within the seven states of North-Western Nigeria among which the researchers selected five universities, these were Usmanu Danfodiyo University, Sokoto, Federal University Birnin Kebbi, Federal University Zamfara, Ahmadu Bello University Zaria and Bayero University Kano.

Sample of the Study

Table 2: Sample of the Study

SN	Universities	Management staff	Non-Academic Staff	Students	Total
1.	Ahmadu Bello University, Zaria.	4	5	62	71
2.	Bayaro University Kano	4	5	63	72
3.	Usmanu Danfodiyo University, Sokoto	4	5	63	72
4.	Federal University Gusau	4	5	62	71
5.	Federal University B/Kebbi	4	5	62	71
	Total	20	25	312	357

Source: Establishment Units of the Universities (2023)

The sample size of 357 participants was selected from 4,736 population of staff and students based on the Research Advisors (2006) Table for determining sample size. Management staff and non -academic staff were selected purposively because of their small number. The researcher used proportionate and simple random sample of students from each university.

Two set of questionnaires were used to collect data for the study. The first instrument was a researcher design rating scale titled: “Management of School Hostel Accommodation Rating Scale” (MSHARS) with 27 items. This instrument requested participants to response to a five -point rating scale on each item. 5.0 (VHE)= Very High Extent. 4.0 (HE)= High Extent. 3.0 (ME)= Moderate Extent. 2.0 (LE)= Low Extent. 1.0 (VLE)= Very Low Extent.

The second instrument was a self-designed questionnaire titled: “Managerial Effectiveness Questionnaire” (MEQ). The instrument was structured in such a way that it requested the participants to rate each item from the given five-point rating scales. 5.0 (VHE)= Very High Level, 4.0(HE)= High Level, 3.0 (ME)= Moderate Level, 2.0 (LE)= Low Level, 1.0 (VLE)= Very Low Level. The cut off point for acceptance was 3.0.

The first instrument titled: Management of School Hostel Accommodation Rating Scale” (MSHARS) which has 27 items was submitted to the individual of expert in the Faculty of Education and Extension Services, Usmanu Danfodiyo University, Sokoto, to make critical observation regarding the contents and its suitability as an instrument for the collection of data. After going through, some questions were re-cast and restructured in order to render the instruments valid.

The second instrument was researcher design questionnaire title: Managerial Effectiveness Questionnaire (MEQ) which has 23 items. The questionnaire was submitted to the individual expert in Educational Management, from Faculty of Education and Extension Services, Usmanu Danfodiyo University, Sokoto, to make critical observation regarding the contents and its suitability as an instrument for the collection of data. After the vetting, comments and observations were made to render the instrument valid.

For the first instrument titled: Management of School Hostel Accommodation Rating Scale, Test re-test method of reliability was applied with an interval of four weeks in order to establish reliability of the instrument. The scores of the two tests were computed using Pearson Product Moment Correlation coefficient at 0.05 level of significance and a reliability index of 0.75 Management of School Hostel Accommodation Rating Scale” (MSHARS). The reliability of the second instrument, Managerial Effectiveness Questionnaire (MEQ), was established by the researcher as 0.76.

The researchers used trained research assistants to aid effective distribution and retrieval of the instrument. The researcher used descriptive statistics of frequencies, percentages of participants rating of each item was used to determine extent of management of hostel accommodation and level of managerial effectiveness. The Pearson Product Moment Correlation Coefficient (PPMC) at 0.05 level of significance. The analysis was done with the help of Statistical Package for Social Science (SPSS) Software.

Results

Two research questions were answered and one hypothesis was tested.

RQ₁: What is the extent of management of school hostel accommodation in Federal Universities in North West, Nigeria?

The research question was answered and presented in Table 3

Table 3: Extent of Management of School Hostel Accommodation in Federal Universities in North West, Nigeria

S/N	Item Statement	f	%	Rating	Extent	Decision
1	University authority provides considerable number of decent accommodations for students'	214	60%	2.0	LE	Not Satisfactory
2	There is cross ventilation in my hostel and therefore give enough room for fresh breeze	214	60%	2.0	LE	Not Satisfactory
3	There are enough toilet facilities with modern equipment in my hostel	214	60%	2.0	LE	Not Satisfactory
4	There is enough space in my hostel and therefore sizeable number of students allocated per room to avoid over crowding	214	60%	2.0	LE	Not Satisfactory
5	My school is well constructed with standard building materials in accordance with Nigerian building code of conduct which save them from frequent collapse	214	60%	4.0	ME	Satisfactory
6	My school hostels' have security alert, should there be a security problem	250	70%	1.0	VLE	Not Satisfactory
	Average (Mean)	220	58%	2.0	LE	Not Satisfactory

Cutoff mean = 3.0

Key:

- 5.0 (VHE)= Very High Extent
- 4.0 (HE)= High Extent
- 3.0 (ME)= Moderate Extent
- 2.0 (LE)= Low Extent
- 1.0 (VLE)= Very Low Extent

Analysis of data in Table 3 reveals that item 1,2,3,4 have low levels extent while item 5 had moderate extent and 6 had a very low extent. Consequently, the items are not accepted as satisfactory in the extent of management of school hostel accommodation in the area of study because of an overall low Mean of 2.0 and a rating of 58% indicated in the Table. It is thus concluded that the extent of management of school hostel accommodation in Federal Universities in the area of study is not satisfactory.

RQ2: What is the level of managerial effectiveness in Universities in North West, Nigeria?

The research question was answered and presented in Table 4.

Table 4: Level of Managerial Effectiveness in Federal Universities in North West, Nigeria

S/N	Item Statement	f	%	Rating	Level	Decision
1	University Management makes set goals for providing by accommodation	179	50%	3.0	ML	Satisfactory
2	Management has documented regulations for contractors to abide with	179	50%	3.0	ML	Satisfactory
3	Management clearly states the agreements and terms of reference for contractors	179	50%	3.0	ML	Satisfactory
4	Management ensures that contractors are performing in line with specificities	179	50%	3.0	ML	Satisfactory
5	Management ensures that operators of contractors are monitored and supervised by committee	179	50%	3.0	ML	Satisfactory
6	Management makes budgetary allocation and promptly releases funds to contractors	179	70%	2.0	VLE	Not Satisfactory
7.	Management audits funds released to ensure accountability and transparency	179	50%	3.0	ML	Satisfactory
8.	University management ensures that only reputable contractors are given the job	249	70%	1.0	VLL	Not satisfactory
	Average (Mean)	192	53%	3.0	ML	Satisfactory

Cutoff mean = 3.0

Key: 357

- 5.0 (VHE)= Very High Level
- 4.0 (HE)= High Level
- 3.0 (ME)= Moderate Level
- 2.0 (LE)= Low Level
- 1.0 (VLE)= Very Low level

Analysis of data in Table 4 reveals that item 1,2,3,4 ,5and 7, had a moderate level while item 6 had low level and lastly 8 had very low level. Information in the table 4 reveals that the respondents indicated affirmation that there is moderate level of managerial effectiveness. Notwithstanding, the items are accepted as satisfactory in the level of managerial effectiveness in the area of study because of an overall Mean of 3.0 and a rating of 53% indicated in the table. It is thus concluded that the level managerial effectiveness in Federal Universities in the area of study is satisfactory.

Hypothesis Testing

One Hypothesis was tested in Table 5 below.

Hypothesis One

H₀₁: There is no significant relationship between hostel accommodation and managerial effectiveness in federal universities in North West, Nigeria.

This hypothesis was tested by subjecting the hostel accommodation and managerial effectiveness scores to a Pearson *r*-test analysis as shown in Table 5.

Table 5: Relationship between Hostel Accommodation and Managerial Effectiveness

Variables	N	Mean	Std. Deviation	<i>r</i> -Cal	<i>p</i> -Value	Decision
Hostel Accommodation	89	15.07	1.277	-.457	.000	H ₀ Rejected
Managerial Effectiveness	178	72.29	4.944			

From the result of Table 5, hostel accommodation and managerial effectiveness though negatively related were significant, $r(265) = -.457$, $p < .05$. This indicates significant relationship between hostel accommodation and managerial effectiveness because the *p*-value is less than the .05 level of significance. Therefore, H₀₁ which states that there is no significant relationship between hostel accommodation and managerial effectiveness in federal universities in North West, Nigeria was rejected.

Summary of Findings

1. There is low extent of management of hostel accommodation in federal universities in North West, Nigeria
2. The level of managerial effectiveness was at moderate extent in federal Universities in North West, Nigeria
3. The last finding shows that there was significant positive relationship between hostel accommodation and managerial effectiveness in Federal Universities in North West, Nigeria.

Discussion of Findings

The first finding of the study indicates there is low extent of management of hostel accommodation in federal universities in North West, Nigeria and this was as a result of inadequate accommodation, that many students who deserves to stay in hostel cannot get the accommodation because of the limited number of bed space allocated, there was no cross ventilation in hostel due to overcrowding of students, toilets are not in good condition, not equipped with modern toilet facilities, inadequate sewage and refuse disposal, furniture's, beds and mattresses are damaged, lack of cushions and televisions in common room, absence of security personal and security alert at all time in the hostel The finding was in line with Enomah (2019) whose study shows that the respondents unanimously agree that availability of facilities like hostel accommodation in universities education influence the academic performance of undergraduate students of Federal Universities in South-South Zone, Nigeria which is the in line with item 5 in Table 3 my school is well constructed with standard building materials in accordance

with Nigerian building code of conduct which save them from frequent collapse with 60% and mean of 4.0.

The second finding indicates that there is moderate level of managerial effectiveness in federal Universities in North West, Nigeria. Which means that, there is need for management to improve on its activities there by documenting and implementing regulations to guide contractors because sometimes the contractors do but abide by the specification mostly in terms of quality of materials needed in the construction, the supervisory committee should be made up of experts in the field who are capable of doing the right thing at the right time. The study contradicts with Olurunsola and Belo (2018) who found that there was very low level of managerial effectiveness in determining the effect of managerial effectiveness and school facilities.

The last finding shows that there was significant positive relationship between hostel accommodation and managerial effectiveness in Federal Universities in North West, Nigeria and this was based on the fact that when management create, plan, direct, coordinate, control and supervised its activities in dealing with construction of quality and adequate hostel accommodation it will lead positive relationship. The finding was in line with Akinfolarin, (2017) whose results shows that there is positive relationship between managerial effectiveness for effective management of school infrastructures in universities in Anambra State.

Conclusion

Findings from the study shown that hostel accommodation relates negatively with managerial effectiveness in Federal Universities of North West Nigeria and university management within its capacity was able not to provide relatively decent accommodations despite explosion in students' population. This is because large numbers of students are residing in university campus, therefore, sizeable number of students are allocated to avoid overcrowding.

Recommendations

On the basis of the findings and conclusion drawn from this study, the following recommendations were made:

1. There is need for university management to improve hostels by providing more facilities and adequately maintenance to cater for students' need by modernizing common areas, improving room amenities with comfortable furniture's, Install modern and well-equipped kitchenettes on each floor with microwaves, refrigerators, and cooking surfaces.
2. There is need to improve on management of hostel accommodation by virtue of proper planning, staffing and supervision in hostel in order to improve efficiency.
3. Management should continue to give priority towards ensuring that students' hostels are always conducive to stay comfortable in regarding their academic activities.

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