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## IMPACT OF FUNDING ON THE MANAGEMENT OF STATE COLLEGES OF EDUCATION IN NORTH-WEST GEOPOLITICAL ZONE, NIGERIA

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### Abstract

*This study investigated the impact of funding on State Colleges of education in North-West Geo-Political Zone of Nigeria. The study was conducted with two objectives, which are to: identify the impact of funding on staffing of State Colleges of Education in North-West Geo-Political Zone; examine the impact of funding on staff development in State Colleges of Education in North-West Geo-Political Zone. The descriptive survey research design was used in the study. The population of the study was made up of 1844 academic and non-academic staff, stratified sampling technique was used to select a sample size of 344 academic and 209 non-academic staff from the three sampled state colleges of education from North-west geo-political zone was used for the study. A structured questionnaire was used to collect data for the study. The instrument was exposed to a pilot study. Data collected from the pilot study were analyzed using Cronbach Alpha technique which showed a reliability index of 0.81. The data obtained from the respondents through the use of questionnaire was analyzed. The null hypotheses formulated for this study were tested using independent sample t-test at 0.05 alpha level of significance. Findings from this study revealed that funding has a positive impact on staffing in state Colleges of Education in northwest geo-political zone. And funding is very crucial to the development of staff in the state college of education in northwest geo-political zone. Recommendations were made that the state government, should make the employment of additional staff for the state college of education a priority in the annual budget. The state government should also set aside more fund yearly for the training and development of staff in the state college of education for effective service delivery.*

**Keywords:** Funding, Management, College of Education

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### Background to the Study

Colleges of Education in Nigeria have been established to replace the teacher training colleges that the country had up to the early 1980s in terms of producing teachers for early education. The idea of the Colleges of Education and Nigeria Certificate in Education (NCE) programme stemmed from the work of the Ashby Commission in 1960. The Ashby Commission recommendations led to the establishment of special colleges which were to train a new brand of teachers that were urgently needed in the early 1960s. The special colleges were to provide a two-year full-time training

programme for those who would teach in primary and secondary schools as well as a technical and vocational institution (Argungun, 2010). Hence, the teaching and research function of colleges of education as an institution for higher learning requires adequate funding. Also for this reason that Ekundayo and Ajayi (2009) opined that effective management of the educational sector through adequate funding becomes necessary.

Funds are needed to employ and pay salaries of all categories of staff, for staff training, and development. Using education for rapid development in a short space of time is a good idea only if enough resources are available.

Although both human and material resources are important in the life of an organization, the human resource commonly referred to as staff is the most valuable and indispensable asset an organization can possess. This is because the human resource serves as the pivot upon which all other resources (such as structures, machines and instructional facilities) rely on to function. This also implies that no matter the quantity and quality of financial and material resources provided in organizations, they cannot produce the desired results without the knowledge, skills and efforts of different groups of employees. This explains why employers in organizations rely heavily on employees for optimal productivity and overall efficiency.

Therefore, to attain and maintain the quality of the workforce, employers have to bear the responsibility for continuous training and development of staff potentials from initial employment till retirement. As such, funds are needed for the various staff development programmes which are open to all categories of staff working in an organization to encourage and improve their capabilities and be more effective in job performance. In Nigerian Colleges of Education (COE), staff development programmes refer to opportunities provided for staff to increase their knowledge, skills, experiences and understanding thereby improving their job performances.

Effective management of school resources requires knowledge, skill and expertise in handling different facets of the school system (Uko2001). This to her calls on the ability of the college head to set required objectives, supervise facilities usage, formulate plans for procurement and ensure actual management and supervision of available facilities to attain set goals of the school system. The college manager, therefore, has the task of mobilizing available human resource to ensure the proper running of the school. Therefore, this study explored the impact of funding on the management of state colleges of education in the North-West geo-political zone, Nigeria.

### **Statement of the Problem**

The Nigeria Colleges of Education were established to produce teachers that are to teach in primary and junior secondary schools. Currently, the story of the Colleges of Education in Nigeria has largely been a story of mixed fortune. And in the quest for development, developing countries have acknowledged that investment in and adequate funding of higher education are viable conditions that facilitate change since the value of education hinges on teaching, learning, research and production of personnel which are needed for National Development.

The gross under-funding of the education sector in Nigeria has been rendering the colleges of education system ineffective. Adepoju (2004) remarked that money is absolutely the input of any education system; it produces the essential purchasing power with which education can acquire its human and physical inputs. In the words of UNESCO in 1998 recommended 26% of the total budget of a nation to be allocated to education to purchase the facilities needed in the schools such as Information and Communication Technology (ICT) facilities, maintenance of physical facilities, staff maintenance and so forth, but contrary to this, Longe commission of 1991 revealed that the percentage of budgeting allocation to education has not exceeded 10% (Ekundayo& Ajayi, 2009). This study, therefore, investigated the Impact of Funding on the Management of State Colleges of Education in North-West Geo-Political Zone, Nigeria.

### **Objectives of the Study**

The following objectives were formulated for this study:

1. Identify the impact of funding on staffing of State Colleges of Education in North-West Geo-Political Zone.
2. Examine the impact of funding on staff development in State Colleges of Education in North-West Geo-Political Zone.

### **Hypotheses**

The following null hypotheses were formulated and tested at 0.05 level of significance.

1. There is no significant difference in opinions of lecturers and non-teaching staff on the funding of staffing in State Colleges of Education in North-West Geo-Political Zone.
2. There is no significant difference in the opinions of stakeholders on the funding of staff development in State Colleges of Education in North-West Geo-Political Zone.

### **Significance of the Study**

This research work is to investigate the impacts of funding on the management of state colleges of education in the north-west geo-political zone. There is no doubt that this research work is significant to the wider society and thus the study will attract the attention of international agencies such as United Nations Educational, Scientific and Cultural Organisation (UNESCO), World Bank and so forth, to intervene in the provision of funds for the survival of State Colleges of Education in North-West Geo-Political Zone. The study will also make the management of State Colleges of Education in North-West Geo-Political Zone to be prudent in the use of scarce resources available for the sustenance of the colleges in the states

## **Scope of the Study**

This research work focuses on the Impact of Funding on the Management of three State Colleges of Education in North-West Geo-Political Zone. The variables of the study include the impact of funding on staffing and staff development.

## **Conceptual clarification**

The word funding is a verb derived from the word fund can be defined as a sum of money for a special purpose. It is a financial resource, stock or supply for a special purpose. The emphasis here is on the provision of money. By implication, Olomola (2013:26) defined funding as continuous setting aside an allocation of money for a special purpose. In the field of education, money needs to be set aside and allocated for the proper management of its affairs. Education funds refer to budgetary allocations that are readily available or that are going to be made available at a stated time by governments or institutions for staffing, staff development, paying salaries, allowances, benefits among others.

## **Management**

Management is the process of setting goals and relating them to the goals of society. It could also be seen as the process of planning, organizing, leading and controlling the effort of organization members and using all other organizational resources to achieve stated organizational goals. Since management is available everywhere because it is a social function embedded in culture (society), it is, in fact, a tradition of values, customs, norms and beliefs. These days, management studies have been attracted the attention of scholars because of its speculation which usually leads to empirical studies and theories (Ogunsaju, 2000). However, management could be seen as the process of planning, organizing, leading and controlling the efforts of organization members and of using all other organizational resources to achieve stated organizational goals.

## **Staffing**

Staffing is the selection and training of individuals for specific job functions and charging them with the associated responsibilities (Business Dictionary, 2016). Staffing according to *Heneman and Judge (2005)* is the process of hiring, positioning and overseeing employees in an organization. Human capital is the people who make up the workforce of an organization, business sector, or economy. Human capital is sometimes used synonymously with "human resources", although human capital typically refers to a more narrow view. Likewise, other terms sometimes used include "manpower", "talent", "labour", "staff", "personnel", or simply "people".

The ideal educational administrator identifies and indicates the staff needs of the school or educational system as well as the specific type of personnel needed to meet the needs. He also collaborates with the state and local school boards or ministry of education in making decisions related to the educational personnel. Having participated in the selection of staff the college administrator should involve the staff in developing and operating the regular and proper personnel policies.

## **Staff Development**

Staff development has been accepted as an effective method of increasing the knowledge and skills of staff to enable them to perform more effectively. According to Lawal (2004), staff development programmes are important aspects of the education process that deal with the art of acquiring skills in the profession. Olagboye (2004) affirms that staff development is concerned with teaching or providing an employee with the skills needed for future jobs and distinguishes staff development from training which is directed at assisting employees to acquire basic skills required for the effective performance of their tasks. Ndu (2007), viewed staff development role performances as the process of behavioural modification or moulding of a worker to integrate organizational needs with their characteristics. Staff development has also been observed to increase staff performances as well as the quality of teaching and learning in the classroom (Southworth, 2002).

## **Review of Empirical Studies**

Several pieces of research have been conducted on the impact of funding on the management of tertiary institutions in Nigeria. This includes: Umar (2012) carried out a study titled "Evaluation of Funds in Ahmadu Bello University, Zaria. The objectives of the research were to identify the impact of funding on the provision of infrastructural facilities, instructional materials, on staff development, on staffing development, and research development. The researcher used a survey research design. The population of the study consisted of all the faculty Dean, HODs, Lecturers and non-academic staff of Ahmadu Bello University, Zaria. The population of the study was 6400 (six thousand four hundred) staff while 10% of the population was selected as a sample of the study. Data was collected using a questionnaire. The data collected was analyzed using simple percentage and all the formulated hypotheses were tested using ANOVA. The research of Umar (2012) is very similar to the objectives stated in this research work. The research design, instrument for data collection and analysis are also the same as the one used in this research work. Findings from the study among others revealed that funding has a positive impact on staffing and staff development.

Afolabi, Oyewusi and Ajayi (2008), conducted a study; Allocation and Management of Resources for the Sustenance of Free Qualitative Secondary Education in Ondo State. The focus of the study was to examine the allocation and management of resources in the public secondary schools in Ondo State. The population of the study comprised of all the secondary school principals and teachers in the state with the sample size of three hundred and ten (310) respondents. Finding revealed among others that resources were not equitably distributed across the public secondary schools in Ondo State. The study was different as it was conducted in Ondo State, while the present study will be carried out in the colleges of education in the North-west Geopolitical Zone, Nigeria.

## **Research Methodology**

The descriptive survey research design was used in the study. The population of this study is the State Colleges of Education in the North-West Geo-Political Zone which

comprised of one thousand eight hundred and forty-four (1,844) academic and non-academic staff. The study, therefore, used three (3) of the seven State Colleges of Education in the zone. Hence, a total of five hundred and fifty-three (553) academic (344) and non-academic (209) staff from the three sampled state colleges of education from North-west geo-political zone was used for the study.

A structured questionnaire was used to collect data for this study. The instrument was tabled before the experts in the field of administration and planning, and statistician to ascertain the reliability of the instrument. A pilot study was conducted to ascertain the reliability of the research instrument. Twenty (20) academic staff and ten (10) non-academic staff were used for the pilot study. Data collected from the pilot study were analyzed using Cronbach Alpha technique which showed a reliability index of 0.81. Based on this result, the instrument was declared reliable.

The questionnaire was administered to the respondents by the researcher with the help of three research assistants who were specially trained on the modality for the administration of the instrument. The filled questionnaire was collected by the researcher immediately after completion with the help of research assistants. The data obtained were analyzed using inferential statistics of independent t-test.

### **Data Presentation Analysis, Results and Discussion**

Independent sample t-test was used to test each of the hypotheses formulated for the study at 0.05alpha level of significance.

Hypothesis One: There is no significant difference in opinions of lecturers and non-teaching staff on the funding of staffing in State Colleges of Education in North-West Geo-Political Zone.

Opinions of the academic and non-academic staff were collected and analysed using independent sample t-test. The summary of the hypothesis tested is presented in Table 1.

**Table 1: Summary independent sample t-test on the impact of Funding on staffing in the State Colleges of Education in North-West Geo-Political Zone**

| Variable           | N   | Mean  | SD    | df  | $\alpha$ | t-cal  | t-crit | Sig. | Decision |
|--------------------|-----|-------|-------|-----|----------|--------|--------|------|----------|
| Academic Staff     | 344 | 13.56 | .8954 | 551 | 0.05     | 11.937 | 1.96   | .001 | Rejected |
| Non-academic Staff | 209 | 12.69 | .4679 |     |          |        |        |      |          |

Table 1 indicated that funding has an impact on staffing in the State Colleges of Education in North-West Geo-Political Zone. The table showed the mean of 13.56 and standard deviation of .8954 for academic staff while non-academic staff recorded the mean of 12.69 with a standard deviation of .4679. The t-cal is 11.937 and t-crit is 1.96, while the p-value is 0.001 ( $P < 0.005$ ). The null-hypothesis is thus rejected because there was a significant difference in opinions of lecturers and non-teaching staff on the funding of staffing in State Colleges of Education in North-West Geo-

Political Zone. This result implies that funding has an impact on staffing in State Colleges of Education in North-West Geo-Political Zone.

Hypothesis Two: There is no significant difference in the opinions of stakeholders on the funding of staff development in State Colleges of Education in North-West Geo-Political Zone.

Opinions of the academic and non-academic staff were collected and analysed using independent sample t-test. The summary of the hypothesis tested is presented in Table 2.

**Table 2: Summary of Independent sample t-test on the Impact of Funding on staff development in State Colleges of Education in North-West Geo-Political Zone**

| Variable           | N   | Mean  | SD    | df  | $\alpha$ | t-cal | t-crit | Sig. | Decision |
|--------------------|-----|-------|-------|-----|----------|-------|--------|------|----------|
| Academic Staff     | 344 | 3.491 | 1.877 | 551 | 0.05     | 9.043 | 1.96   | .003 | Rejected |
| Non-academic Staff | 209 | 3.690 | 1.604 |     |          |       |        |      |          |

Table 2 indicated that funding has an impact on staff development in the State Colleges of Education in North-West Geo-Political Zone. The table showed the mean of 3.491 and standard deviation of 1.877 for academic staff while non-academic staff recorded the mean of 3.690 with a standard deviation of 1.604. The t-cal is 9.043 and t-crit is 1.96, while the p-value is 0.003 ( $P < 0.005$ ). The null-hypothesis is thus rejected because there was a significant difference in opinions of stakeholders on the funding of staff development in State Colleges of Education in North-West Geo-Political Zone. This result implies that funding has an impact on staff development in State Colleges of Education in North-West Geo-Political Zone.

### Summary of Hypotheses Testing

This section shows a summary of all the null hypotheses tested in the course of this study.

**Table 3: Summary of Hypotheses Tested**

| N/S | H <sub>0</sub> Statement   | Statistical Tool Used     | Result  | Level of Sig. | decision                      |
|-----|--|---------------------------|---|---------------|-------------------------------|
| 1.  | There is no significant difference in opinions of lecturers and non-teaching staff on funding of staffing in State Colleges of Education in North-West Geo-Political Zone. | Independent sample t-test | t-calculated is 11.937, while the t-critical is 1.96 at 0.05 level of significance. | 0.05          | Ho <sub>1</sub> was rejected. |
| 2.  | There is no significant difference in the opinions of  | Independent sample t-test | t-calculated is 9.043, while the t-critical   | 0.05          | Ho <sub>2</sub> was rejected. |

stakeholders on funding of staff development in State Colleges of Education in North-West Geopolitical Zone. is 1.96 at 0.05 level of significance.

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### **Summary of Major Findings**

Based on the hypotheses tested for this study, the following findings emerged that:

1. The opinion of stakeholders revealed that funding has a great impact on staffing in the state college of education in the north-west geo-political zone, Nigeria.
2. Base on the opinion of stakeholders' fund has a great impact on staff development in the state college of education in the north-west geo-political zone, Nigeria.

### **Discussion of the findings**

Findings on hypothesis revealed that funding has a great impact on staffing in the State Colleges of Education in the North-West geo-political zone. Given the finding from this test, null hypothesis one was rejected because there exists a significant difference in opinions of academic and non-academic staff on the funding of staffing in the state Colleges of Education in the north-west geo-political zone.

Government of these states should, therefore, do well by providing adequate fund for recruitment of staff in the area. Adequate staffing, all other things remain the same; will ease the effective management of the state colleges of education.

This is why Umar (2012) said that the federal government does not properly fund staffing in federal universities.

This is also in line with the finding of Plecki, Aalejano, Knapp and Lochmiller (2006) that there is a relationship between funding and staffing, maintenance and renewal instructional materials for the effective operational management of schools.

Result of the test conducted on hypothesis two indicated that funding has an impact on staff development in State Colleges of Education in north-west geo-political zone. Base on this funding, hypothesis two was rejected because there was a significant difference in opinion of stakeholders on the funding of staff development in the State College of Education in north-west geo-political zone. This implies that fund should be made available for staff to attend conferences, workshop and in-service training in the State Colleges of Education in the zone. It is for this reason that Edogbogbo (2011) said that staff should be equipped to perform their duties as required of them in the Educational Sector and, Akinbowale (2010) asserted that there should be a serious effort on the part of the management of schools to source for alternative and additional revenue for the funding of staffing and provision of Information Communication Technology (ICT) facilities in the schools.

## **Conclusion**

The conclusion was made because of the findings from this study that colleges are understaffed because there is inadequate funding. The implication of this is that funding has an impact on staffing in State Colleges of Education in North-West Geo-Political Zone. Similarly, it was concluded that the availability of fund offers an opportunity for the staff in the colleges to go for in-service training internationally. This showed that funding have an impact on staff development in State Colleges of Education in North-West Geo-Political Zone

## **Recommendations**

Recommendations were made given the findings and conclusion drawn from this study that:

The state government should make the employment of additional staff for the state college of education a priority in the annual budget.

The state government should set aside more fund yearly for training and development of staff in the college of education.

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