

# Impact of Management Guideline in Appointment of Chief Executives on State Own Tertiary Institution in Enugu state, Nigeria

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## Abstract

The study seeks to explore the impact of Management guideline in appointment of chief executives on State Own Tertiary Institution in Enugu State, Nigeria. The specific objectives guiding the study were to; Determine the method of management succession of chief executive appointment in Enugu State owned tertiary institutions. The study adopted Cross sectional descriptive survey. 160 structured questionnaires were randomly distributed among the respondents who were the staff and management of tertiary Institution. The population for this study comprises the 5 principal officers of Enugu State University of Science and Technology Enugu and the 4 principal officers of the institute of Management and Technology Enugu. A sample size of 114 respondents was gotten and use in the study which was determined by using Yoaro Yameni (1954) statistical methods (formula). Hypotheses were tested using table, percentages and Z-test statistical tools. The study find out that from the analysis government follows the laid down guideline in appointment of chief executives of state owned tertiary institutions in positive with a supporting or backing percentage. Where  $Z_{5.96} > Z_{1.645}$  at 0.5% level of significance which lead to the rejection of  $H_0$  and concluded that government follow the laid down rules in appointment of chief executives of Enugu State owned tertiary institutions. The study recommended that the appointment must not all follow that one is a professor, or doctor, but must be on experience and within the system.

**Keywords:** Management Guideline in Appointment of Chief Executives, Tertiary Institution

## Introduction

Tertiary Institution Management, as distinct in this study, incorporates Tertiary Institution employees who are responsible for implementation and formulation of policies in Nigerian

Tertiary Institutions and are at times called management, principal officers or stakeholders. However, Ojelabi, (2004) pointed out that Tertiary Institution management can be viewed from two dimensions, internal and external. The external dimension is controlled by regulatory bodies, such as the Federal Ministry of Education (FME) and the National Universities Commission (NUC), a body charged with the coordination of university management and compliance with government policy in the country. On the other hand, internal management of universities in Nigeria are run through committee systems, which are either responsible to the Council or the Senate. There is a hierarchy of authority for all official positions. In the organogram of the entire Tertiary Institution, the authority flows directly down the line in a maze of subordinate authorities from the vice-chancellor (the executive director) through his deputies and heads of departments, such as the head of the library or Tertiary Institution librarian, the Tertiary Institution bursar and the registrar and other head of committees like the faculty head or dean, directors and many more (Mgbekem, 2004).

In a Nigerian Tertiary Institution system, for example, the Vice Chancellor is the chief executive officer of the tertiary Institution, but, even though they are the number one academic officer of the institution, they cannot make instant decisions on very important matters which affect all students and staff (Ibukun, 1997). In purely academic matters, for example, all tertiary Institution has a body called the Senate. The Senate is comprised of the professors of the institution and the provosts, deans, institute directors, and heads of academic departments. They organize and control admission, teaching, graduation and discipline of students, and determine priority areas for research (Ojelabi, 2004). Thus, for the purpose of this study Nigerian system of higher education is binary in nature, as it constitutes universities and non-universities. Universities are mainly directed by their faculties' academic and non-academic staff, while the non-universities sector is made up of monotronics, polytechnics and colleges of education, which provide higher technical education.

Tertiary Institution in Enugu State, Nigeria plays a central role in the supply of high level manpower for the socio-political and economic development of a nation; however, the effective management of this institution becomes essential when management guideline in appointment of chief executives in state own tertiary institution in Enugu State are in line with the NUC guideline and the nation's constitution (Ekundayo and Ajayi, 2009). Thus, the main objectives of the NUC are to ensure the order and development of education in Nigerian, to maintain standards and to ensure adequate funding. NUC activities also aim to improve the quality of Tertiary Institution's education in the country include: accreditation of courses, approval of courses and programs, maintenance of minimum academic standards, monitoring of Tertiary Institution and providing guidelines for the setting up and appointment of chief executives in Tertiary Institutions (Okojie, 2007; cited in Adetunji, 2015).

Despite the immense benefits of Tertiary Institution Education to nation building, the potentials of higher education and indeed the university system in developing countries to fulfill its responsibility is frequently thwarted by longstanding problems bedeviling the system. According to Ajayi and Ayodele (2002), higher education in Nigeria is in travail, the system is riddled with crises of various dimensions and magnitude. A number of multi-faceted problems have inhibited goal attainment and are raising questions, doubts and fears, all of which combine to suggest that the system is at a crossroad. Thus, the researcher deems it fit

to carry a study of this nature on impact of Management guideline in appointment of chief executives on State Own Tertiary Institution in Enugu State, Nigeria.

### **Statement of the Problems**

Ultimately, management understanding of the Tertiary Institution system and standards will provide the main competitive edge and ensure better production of services in the institution. On one hand, the reality may be that when the government funds universities, the criticality of achieving this competitive edge may be diminished to an extent through the internal board of each State Tertiary Institution. To this end, the internal board members of Tertiary Institution is contesting with State Government in the authority to decide the appointment of their Chief Executives who will help management the Institution effectively as directed by the Federal Government through NUC. It is upon this decisions that key positions like Chief Executives of each Tertiary Institutions are emerged; there is need for the State Government of Enugu to allow the Senate members who have worked and known each member's capability to appointment their Chief Executives to maintain high standards and the intellectual health of their Tertiary Institutions.

### **Objective/Purpose of the Study**

The broad objective of the study seeks to examine the impact of Management guideline in appointment of chief executives on State Own Tertiary Institution in Enugu State, Nigeria. The specific objectives guiding the study were to;

- I. Determine the method of management succession of chief executive appointment in Enugu State owned tertiary institutions.

### **Research Questions**

Base on the objectives of the study the following research question were drowned;

- I. What are the methods of management succession in the appointment of chief executive officer in Enugu State owned tertiary institutions?

### **Review of Related Literature**

#### **Historical Development of University Education in Nigeria**

The history of university education in Nigeria started with the establishment of University College Ibadan (UCI) in 1948. UCI was an affiliate of the University of London (Ike, 1976). According to Ibukun (1997), the UCI was saddled with a number of problems at inception ranging from rigid constitutional provisions, poor staffing and low enrolment to high dropout rate. In April 1959, the Federal Government set up the Ashby Commission to advise it on the higher education needs of the country for its first-two decades. Before the submission of the report, the Eastern region government established its own university at Nsukka (University of Nigeria, Nsukka in 1960).

The implementation of the Ashby Report led to the establishment of University of Ife (now Obafemi Awolowo University) in 1962 by the Western region, Ahmadu Bello University, Zaria in 1962 by the Northern region and University of Lagos (1962) by the Federal Government. Babalola et al., (2007) posited that the University College Ibadan became a full-fledged university in 1962. This made UCI Ibadan and University of Lagos became the first two federal universities in Nigeria while the other three universities were regional. In 1970, the newly created Mid-Western region opted for a university known as University of Benin. The 6 universities established during this period 1960—1970 are still referred to as first-

generation universities. Babalola et al., (2007) again remarked that during this period, universities in Nigeria were closely under the surveillance of the government. Appointments of lay members of council and that of the Vice-Chancellor were political.

In the third national development plan (1975 - 1980), the government established 7 universities in 1975. They were Universities of Calabar, Ilorin, Jos, Sokoto, Maiduguri, Port Harcourt and Bayero University Kano. These universities are referred to as second generation universities.

The third generation universities were established between 1980s and early 1990s. They are Federal Universities of Technology in Owerri, Makurdi, Yola, Akure and Bauchi. Other state universities were established in Imo, Ondo, Lagos, Akwa Ibom, Oyo and Cross River states (Anyamele, 2004).

The fourth generation universities are those ones established between 1991 to date. They include more state universities, Nigerian open universities and private universities. According to Okojie (2007), there are 26 federal, 30 state and 24 private universities.

### **Management of University Education in Nigeria**

Management of university education can be looked at from two dimensions; the external and the internal levels. At the external level, this is the control by the federal government through the National Universities Commission (NUC), a body charged with the coordination of university management in the country. According to Ibukun (1997), the main objectives of the NUC are to ensure the orderly development of university education in Nigeria, to maintain its high standard and to ensure its adequate funding. Okojie (2007) posited that the NUC activities in improving quality of university education in the country include:

- i. Accreditation of courses.
- ii. Approval of courses and programmes.
- iii. Maintenance of minimum academic standards.
- iv. Monitoring of universities.
- v. Giving guidelines for setting up of universities.
- vi. Monitoring of private universities.
- vii. Prevention of the establishment of illegal campus.
- viii. Implementing appropriate sanctions.

On the other hand, the internal management of each university is represented by a simple organogram. The first is the Visitor who is usually the Head of State or the Head of Government that established it (The President in case of federal universities and the Governors in case of state universities). He usually comes to grace the convocation ceremonies where he uses the occasion to address the academic communities on matters of the moment (Adegbite, 2007). The second is the Chancellor, who is the titular head of the university, who by law, in relation to the university, takes precedence before all other members of the university and when he is present, presides at all meetings of the convocation held for conferring degrees.

Besides, at the apex of the management structure within each university is the Governing Council, headed by the Chairman (Pro-Chancellor) which is charged with the administrative functions in the areas of goal setting, policy formulation, staff development, general

discipline, budget approval and liaison activities with the government. In addition to this, there is the Senate, headed by the Vice-Chancellor and the Registrar as the Secretary. The Senate regulates the academic activities of the university following the general guidelines provided by the NUC.

According to Mgbekem (2004), the university in Nigeria is run through committee systems which are either responsible to the Council or the Senate, among these committees are:

- i. Finance and General Purpose committee.
- ii. Development committee.
- iii. Appointments and Promotion committee.
- iv. Admissions committee.
- v. Academic Planning committee.
- vi. Committee of Deans.
- vii. Research Grants committee.
- viii. Ceremonies committee, among others.

### **The Relevant of Carrying Out Research in the Institutes**

Opinion reviewed that after considering and going through the history and objective of setting up tertiary institutions in Enugu State by the state government, there become me reasons(s) while a study on the institutions are necessary following the fact that study can only be carried out on existing issue: Viewed the philosophy and objective of the founding fathers as facts or goal for the establishment of such institution for a good academic development and orientation for the people.

With the management problems, functions of management, in mind as planning, organizing, directing and controlling, according to Ejiofor (1989:119) said that we cannot all the time transfer the success or failure of any government owned organization to chief executives alone since they suffer the problems of external interference on the day to day running of the institution.

### **Problems of Government Owned Establishments**

According to Nwabuzor, (1990: 16-23) the reasons for poor performance of state-owned ventures are:

- a) Poor capitalization
- b) Unstable management and boards
- c) Conflict of objectives
- d) Power struggle within these establishments
- e) Government/external interference.

Let us therefore attribute the above factors to tertiary institutions in Enugu State.

#### **A. Poor Capitalization (Funding)**

Most Government-owned tertiary institutions in the country have not been provided with enough fund more especially Enugu State owned tertiary institutions. Workers' salaries in the tertiary institutions in Enugu State are not paid. It takes for about two to three months before one month salary is paid. Imagine where an institution faced with accreditation of courses by the NBTE or NUC which is money intensive (purchase of equipment, books etc) you can image where an institution need about N540, 000.00 for payment of workers salary is only given a

subvention of N250, 000.00, from where will the institution makeup of the balance to pay salaries and meet up with the demand of the students and accreditation board.

### **B. Unstable Management and Boards**

Every new administration (Government) starts work with the dissolution of the Boards in all the government owned institution, and appoint new ones of their people to replace certain key top management staff of these institutions are affected by these actions.

This a direct opposite of what obtains in the private sector.

This constant change in the board and management team has had far reaching effects on the performance of this organization, by making planning and plan implementation difficult. Enudu (1999:195) said if the Board and Management of the government establishments are given enough time to develop strategic plan (10-15 years outlook) and attempt achieving them, by the time the board and management develop their plans, they are changed and another team is appointed which starts developing their own plans, that also lead or result to unfinished project and poor performance.

### **C. Conflict of Objectives**

There are two broad objectives to pursue in any organization- the economic objectives and social objectives. The Economic objectives are all the goals of the organization (tertiary institutions) with regard to services in line with the set goals, while social objectives are those goals of the establishment with regard to its relationship with the public.

Government attitude towards these two objectives run counter to the set goals; Government uses its positions to look down on the main set objective at the expense of achieving good result.

### **D. Power Struggle within These Institutions**

Because of this constant change of the Board and management, most often, power struggle and internal wrangling exist in the boards and top management teams and even among other staff of these tertiary institutions. These may result from expenditure criteria, award of contracts, employment of applicants, trying to be good, while others are bad before the government etc. But whenever such wrangling occur, those concerned tend to divert their attention towards finding the best way to outwit their opponents instead of concerning on the problems of the organization. It is therefore difficult for efficient and good management to take place under such circumstances.

### **E. Government Interference**

In the tertiary institutions owned by the government; the appointment of boards (council) and chief executives are made by the government based on party loyalty and experience. Though, in most cases, not on experience discipline and qualification but on party loyalty and experience discipline and qualification, but on party loyalty and interest: Such members when appointed sacrifice the motive of such organization (institutions) for the whims of the political party, and the person that appoints them. Another sphere of government interference is in the area of dissolution of the boards and management executives.

This breeds uncertainties and instability in the tenure of the management appointed according to Enudu (1999: 202). The effect that whoever finds himself on the board or management tries to selfishly grab and the greatest part of the "national cake" instability of

tenures is the key that unlocks the gate of good and efficient administration in Enugu State owned tertiary institutions. The typical organograms of the two tertiary institutions owned by the state will give you a clear explanation on the channel of government interference.

### Methodology

Cross sectional type of descriptive studies was adopted by the researcher which consists of data gathering from a sample of elements from the population of study which the researcher believes is relevant to the area of research interest. The sources of data collection methods were employed in the course of this research of study. T Primary Sources of Data Collection consist of questionnaire and the interview processes were the two key sources of primary data collection methods used in this study. Secondary Sources of Data Collection used in this study were extracted freely from published materials in management problems in government owned tertiary institutions hence data were collected from text books, journals, newspapers publications with related discuses in the related study, magazines and pamphlets on issues relating to tertiary institutions. The population for this study comprises the 5 principal officers of Enugu State University of Science and Technology Enugu and the 4 principal officers of the institute of Management and Technology Enugu. To building up the strength of the population to a very reasonable number includes the other members of management staff in the two tertiary institutions owned by Enugu State "ESUT and I.M.T.". A sample size of 114 respondents was gotten and use in the study which was determined by using Yameni (1954) statistical methods (formula). 160 structured questionnaires were randomly distributed the respondents who are the management staff within the sample frame and also oral interviews were the techniques used to collect data for the study. Hypotheses were tested using Z-test statistical tools while table and percentages were used for the descriptive aspect of the analysis. The researcher used test retest method to validate the instrument used in collection of data: Because an instrument is valid and reliable to the extent that it is tailored to achieve the desired research objectives. This is especially relevant when denitrifying whether the developed instrument really goes with the contents of the research question.

### Presentation of Data

Table 4.1

*Response Rate (Distribution and Returns)*

Institution	Number Given out	Number Returned	Number Unreturned	Percentage of Number returned
ESUT	86	61	25	75.44
IMT	74	53	21	71.62
TOTAL	160	114	46	71.25

Source: Field survey 2001

Table 4.1 showed that a total of 160 questionnaires were distributed, out of this number 114 questionnaires representing a response of 71.25 percent were completed and returned by the respondents, while a total of 46 questionnaires representing 28.75 percent could not be accounted for. Therefore, 114 questionnaires were used for analysis of data collected for this study

**Testing and Interpretation of Hypothesis****HYPOTHESIS I**

Ho: Government does not follow laid down guideline in appointment of chief Executives of Enugu State owned tertiary institutions.

H<sub>1</sub>: Government follows the laid down guideline in appointment of chief executives in the state owned tertiary institutions.

Table 4.2

*Whether the government of Enugu State follows the laid down rules or guideline in appointment of Chief Executive of the state owned tertiary institutions.*

Responses	Respondents	Percentages
Yes	89	78.07
No	6	5.26
No Idea	19	16.67
TOTAL	114	100

Source: Field survey 2001

Table 4.11.1 shows that the proportion of respondents who yes, that government follow a laid down guideline in the appointment of chief executives in Enugu State owned tertiary institution is 78%.

To test:

$$\begin{aligned}
 \bar{P} &= 0.78 \\
 P &= 0.5 \text{ under } H_0 \\
 n &= 114 \\
 \text{at } \alpha &= 0.05 \\
 Z &= 1.645
 \end{aligned}$$

$$\begin{aligned}
 Z \text{ cal.} &= \sqrt{\frac{\bar{P} - P}{\frac{P(1-P)}{n}}} = \sqrt{\frac{0.78 - 0.5}{\frac{(0.5)(0.5)}{114}}} = \frac{0.28}{0.047} \\
 &= 5.96
 \end{aligned}$$

Decision since  $Z 5.96 > Z 1.645$  we reject  $H_0$  at 0.05% level of significance and conclude that government follow the guideline in appointment of chief Executives in Enugu State owned tertiary institutions therefore  $H_1$  is accepted.

**Summary of Findings**

Based on the finding from interviews and questionnaire responses, the analysis revealed as thus.

1. From the analysis government follows the laid down guideline in appointment of chief executives of state owned tertiary institutions in positive with a supporting or backing

percentage. Where  $Z_{5.96} > Z_{1.645}$  at 0.5% level of significance which lead to the rejection of  $H_0$  and concluded that government follow the laid down rules in appointment of chief executives of Enugu State owned tertiary institutions.

2. The political/external meddling factor on day to day administration of Enugu State owned tertiary institutions was disregard, since about 88.60 percent of the total respondents answered that such does not contribute much to the problems of management.
3. Based on the findings too, it was observed that management posture or position in handling internal disputes in our institutions are found to be positive. This is supported by 88.60 percent of the total respondents.

### Recommendations

From the entire study, analysis and findings, the following recommendations are made.

- 1) Even though many said that the appointment of chief executives are in accordance with the laid down rules by the government. The researcher is of the opinion that the appointment must not all follow that one is a professor, or doctor, but must be on experience and within the system. That must be the person that is internal and in the system he should be able to know the problem of the system. "Polytechnics to polytechnics, university to university".
- 2) Workers in their own side should not allow themselves to be seen as people that are not reasonable and responsible. They should try to come to work (officers), perform the day's duty judiciously and expect their pay at the end of the month.

### Conclusion

There is strong reflection of a constellation of interests of different management in each Tertiary Institution, particularly in terms of quality. It is also true that, because of Tertiary Institution management's interests, power and autonomy of academia, it is very difficult to have a common agreement on decision making relating to Tertiary Institution policy matters, hence raising tensions that quality management will occur differently in Nigerian Tertiary Institutions.

Even though many said that the appointment of chief executives are in accordance with the laid down rules by the government. The researcher is of the opinion that the appointment must not all follow that one is a professor, or doctor, but must be on experience and within the system. That must be the person that is internal and in the system he should be able to know the problem of the system "Polytechnics to polytechnics, university to university" .

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