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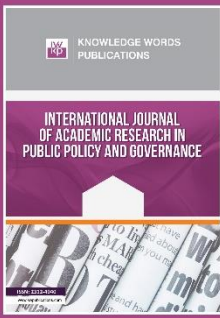
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## The Staff/ Student Intake Ratio Management as Its Affect the NUC, NBTE and NCCE Rules on State Own Tertiary Institution in Enugu State, Nigeria

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### Abstract

Therefore, a research into the management problems of these tertiary institutions cannot be overemphasized. Such a research will not only bring into focus the various problems and prospects associated with the management problems of such institutions, it will also afford relevant bodies the ample opportunity to undertake more effective approaches and strategies towards solving such problems. The seeks to examined Staff/ Student Intake Ratio Management as its Affect the NUC, NBTE And NCCE Rules on State own Tertiary Institution in Enugu State, Nigeria. The specific objectives guiding this study were to; Find out how the Violation of the admission and employment of staff policies contribute to the management problems in Enugu State own tertiary institutions and examined the methods and adequacy of funding by the state government in Enugu State own 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 Yameni (1954) statistical methods (formula). Hypotheses were tested using Z-test statistical tools while table and percentages were used for the descriptive aspect of the analysis. The study find out that the major problems of managing Enugu State owned tertiary institutions are: inadequate founding of institutions by the government understaffed of personnel that will work and accommodation as a problem for expiration etc. the recommended that Tertiary institutions are made up of structures, students, staff, and what it takes to be. Therefore the students/staff ratio of 30/35 per staff must be kept to. Institutions cannot be understaffed against the rules and guidelines guiding tertiary institution management in the country, contrary to that, will not create a good academic learning atmosphere.

**Keywords:** Student Intake, Ratio Management, Tertiary Institution

## **Introduction**

Problems are expected phenomena or challenges that must occur in the management of any organization, be it firm social clubs, churches, business, people have continued to invest in new organizations.

Federal and state governments in Nigeria are empowered by the constitution to establish and run tertiary institutions in the country. There are over thirty universities, forty polytechnics and many colleges of education in this country today. Problems of administration have plagued almost all these tertiary institutions throughout the country.

As days go by, it is one problem or the other in one tertiary institutions or another ranging from workers industrial dispute, students unrest, dissolution of students union body, cults among students, non-payment of workers salary, constant change of management and dissolution of governing councils.

Therefore, a research into the management problems of these tertiary institutions cannot be overemphasized. Such a research will not only bring into focus the various problems and prospects associated with the management problems of such institutions, it will also afford relevant bodies the ample opportunity to undertake more effective approaches and strategies towards solving such problems.

According to Ile (1992:2) management is an applied discipline concerned with practical result. Umoh (1996:4); (Ejiofor 1989:119) defined management as process of getting things done by using some other people to achieve a set of objective. The implication of this definition is that government in establishing tertiary institutions should run and control their activities through Boards of Management for the accomplishment of societal and set objectives.

In Enugu State, there are four tertiary institutions of ESUT, IMT, ESCET and Enugu state polytechnic owned by the state government. These includes "Institute of Management and Technology Enugu and Enugu State University of Science and Technology, Enugu: (IMT Edit 1973, Edit Law No. 7 1991) and Enugu state polytechnic other ESHA law no. 2 2006. But for the purpose of this study ESUT, IMT, and ESCET will be used, since IMT cover the polytechnic group.

Objectives of setting or establishing such managerial set-up and its function are accomplished through Governing councils who serve the government eye in the institutions. The managerial set-up and its functions are clearly defined in the relevant instrument establishing such institutions and in the internal policies. Visitation panels are expected to take place every five (5) years to unravel the circumstance that lead or might have led to the problems of the institution.

According to Enudu (1999:185) policies are formulated in all organizations as guides in achieving set goals and objectives of such organizations.

With this in mind, Enugu State Government appoints the management teams and the governing councils for its two tertiary institutions to work toward the implementation of the policies for achieving Government objectives in the higher education subsector.

In Enugu State, the state tertiary institutions face management variables, which are distinct and different from those faced by federal institutions located in the state. This is therefore the reason why a study of management problems in Enugu State owned tertiary institutions is considered very pertinent.

## **Statement of the Problems**

Tertiary institutions in Enugu State have experienced a lot of management problems in over a long time now. These includes:- Irregular payment of staff salaries; workers strike by staff to demand one

benefit or the other; campus cult disturbances; constant short down of tertiary institutions following students disturbances inadequate funding of the institutions by the government; political interference in the day to day running of our tertiary institutions; problems of accreditation's of courses by the NUC, NBTE and NCCE; understanding and internal leadership struggle that does not give room for effective managerial efficiency. If the above problem areas are eliminated; the management of Enugu State owned tertiary institutions will become effective and subsequently accomplish their set objectives.

For these problems of management in our tertiary institutions to be solved; for development to return to our tertiary institutions both management and government must perform their respective functions very well.

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

The broad objective of the study seeks to examine the Staff/ Student Intake Ratio Management as Its Affect the NUC, NBTE and NCCE Rules on State Own Tertiary Institution in Nigeria (A Study of Enugu State). The specific objectives guiding the study were to;

- I. Find out how the Violation of the admission and employment of staff policies contribute to the management problems in Enugu State own tertiary institutions.
- II. Find out the methods and adequacy of funding by the state government.

### **Research Questions**

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

- I. How does the violation of the admission and employment of staff policies contribute to the management problems in Enugu State own tertiary institutions?
- II. What are the methods and adequacy of funding Enugu State Government used in the management of their tertiary institutions?

### **Research Hypothesis**

In the light of the above tentative questions, the following hypotheses are formulated:

- I. Ho: Government follows laid down procedures in the management succession of Enugu State own tertiary institutions.

H<sub>1</sub>: Government does not follow laid down procedures in appointing the Chief Executives of tertiary institutions.

- II. Ho: Government adequately finances its tertiary institutions.

H<sub>1</sub>: Government does not adequately finance its tertiary institutions

### **Review of Related Literature**

#### **Historical Background**

For management function to take place there must be presence of organization, people, and place. The existence of organization, invited managing, for people and for management. Organization according to Stoner and Freedman (1992:4) is defined as two or more people who work together in a structured way to achieve a specific goal or set of goals. They said that it is a combination of people or individual efforts working together in pursuit of certain common purpose called organizational goals. Akpala (1990:2) in his own view see organization as any group of two or more people working to achieve a goal or goals. The goals may be such a thing as profit spreading of knowledge (like in out tertiary institute) national defense, social satisfaction, development of a product etc.

The above definition of organization therefore gave a clear indication that Government in establishing IMT and ESUT has reason(s) (objective) and then put reasons into action.

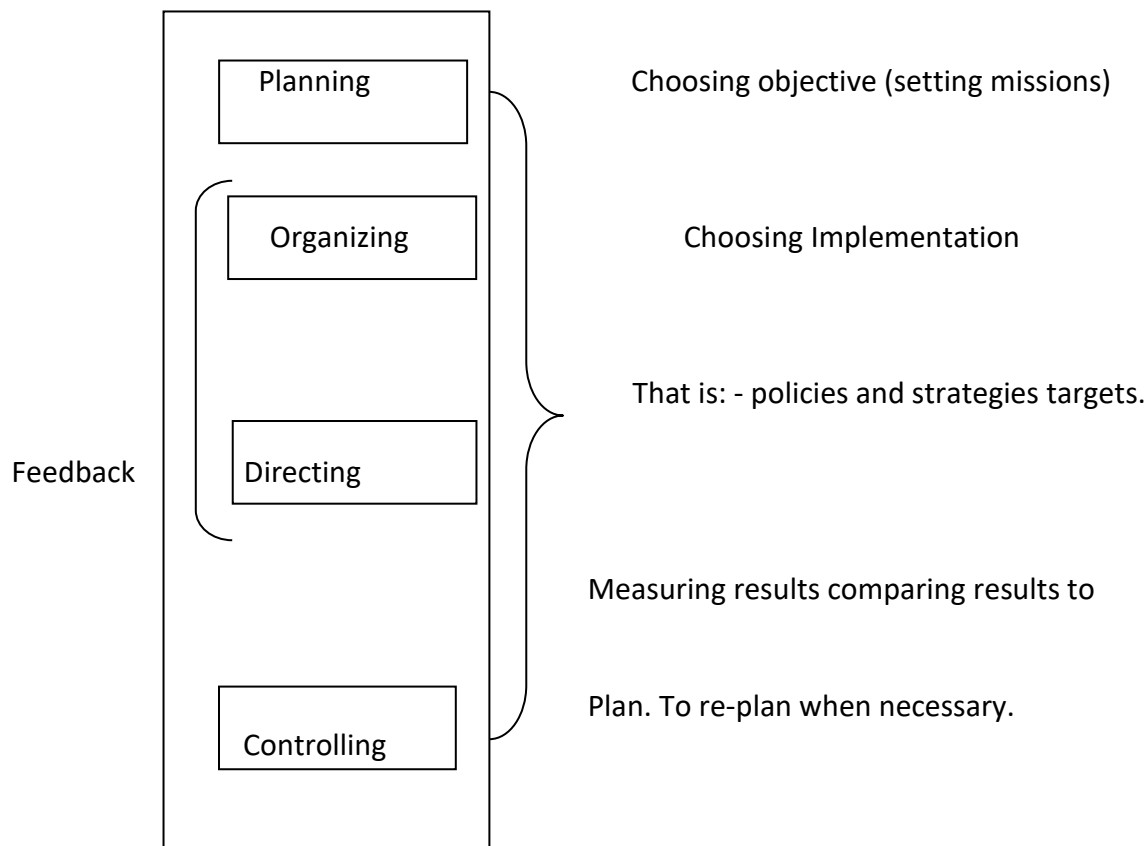
In Enugu State of today, two tertiary institutions exist. These came into manifest as result of people reasoning together.

Opinion and reasoning together of people gave birth to the Institute of Management and Technology, in 1973 with enabling Edict sited as IMT Edict, No. 10 (1973), and Enugu State University of Science and Technology (ESUT) Enugu, (as Anambra State University of Science and Technology (ASUTECH) Enugu in 1980). With Enugu State law (No. 7 of 1980) it was the policy of the state then, respectively to have or established an institution of higher learning in the state and of the standard. The two tertiary institutions were established for a common goal and for different reasons in mind as will be seen when respectively handle.

The structure of the institute has no much difference from what is obtainable in tertiary institutions both in overseas, federal tertiary institutions and other states tertiary institution. It is a clear known fact that the Edict gave birth to IMT gave a clear structure of the management team and the objectives of its establishment. The problem of management in this regard is that, management has problems of meeting with the demand of the set objectives. Because management function of control is a process of measuring actual results, comparing these results to plans, identifying any departures of actual results, comparing these result to plans, identifying any departures of actual from desired result and taking corrective action when necessary Asiegbu Patrick and Nwohia, Raymond (1989:16).

In the view of Ejiofor (1989:119) management function as outlined are control, planning, organizing and directing. He went further to blame any failure on part of management to those in power of authority. This goes to prove that the role or function of management cannot be assessed for correctness, adequacy and propriety. See fig. 1. For clarification

Fig. 1



Source: Ejiofor (1989)

The above functions of management therefore take us back to the objective of the government in establishing tertiary institutions in the state, the structure and if any conflict anywhere. In 1973, there arose the need for a higher institution of learning to upgrade the training in the technological and managerial fields in which the severe dearth of manpower in the country began to be felt: Establishments of I.M.T as tertiary institution and University of Science and Technology in 1980 up to 1991 becomes necessary.

### History of Institute of Management and Technology (Imt) Enugu

The institute was born as a dream child of the then government of the East-Central State of Nigeria under the able leadership of Chief Ukpabi Aika "then Administrator of East-central state.

In 1973, because of the need for higher institution of learning in the state to meet up with the demand of technological and managerial fields in which the science dearth of manpower in the country began to need. The state government in 1<sup>st</sup> day of July, 1973, promulgated an, Edict known as the institute of management and technology Enugu, Edict, (No of 1973) and established IMT Enugu.

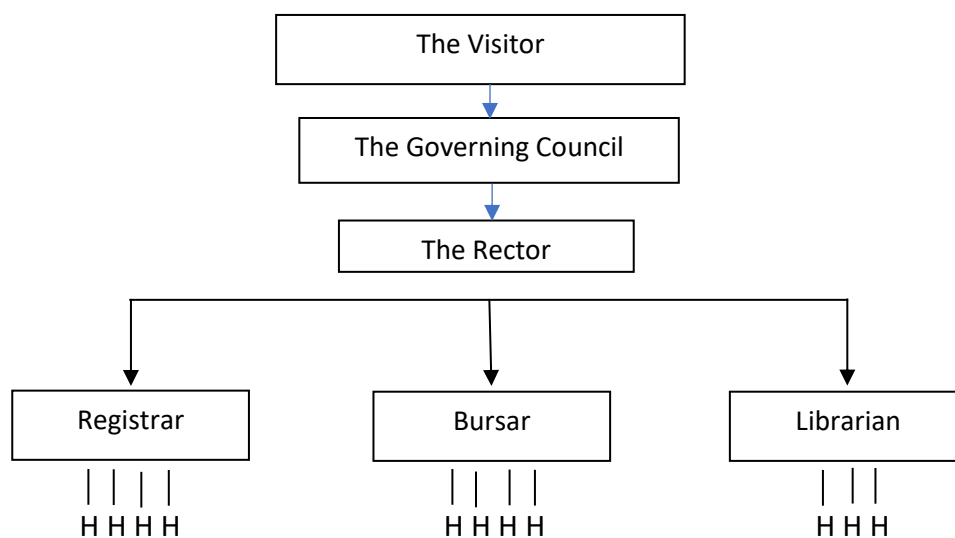
The need for higher institution of learning was further emphasized when it became clear that the technologist/engineer of today needs training also in management role in a world in which applied science entrains more and more problems of both moral and ecological significance. By this he can no longer afford to be the narrow-minded professional, concerned with only machines and

structure, but most also understand the relationship and social setting of his position within his industrial environment: he must be able to analyse and see the economic, social and political consequences of his decision, he must work with other people, therefore, must be acquainted with basic personnel and labor matters.

It was in these premises, that pursuance of the idea that Executive Council of the state government decided, in October, 1971 to merge the former College of Technology and the Institute of Administration and up graded their functions to what is today Institute of Management and Technology Enugu.

A simple organism of IMT management, the position of the government in the management, down the latter best explained the management of the institute according Edict No. 10 of 1973 (IMT), Institute calendar (1974: 16-19)

Fig 2



Source: IMT Edict (1973) and calendar (1974:16-19)

That is the structure of polytechnic management (IMT Enugu). The above organograms therefore, showed the Hierarchy of authority in IMT Enugu, the flow of order and information network. A failure in any part will result to problems of management in the institution and in the state too.

**History of Enugu State College of Education (Technical) Esset**

The Enugu State College of Education (Technical) was established by the Enugu State House of Assembly Law No.2 of 2006 of 11<sup>th</sup> April 2006 Sequel to this, the State Government directed the vacation of the Campus 11, Abakaliki Road premises of the IMT to ESUT independence layout to house the new college. It is also directed the closure of the School of Science and Vocational Teacher Education (SSVTE) of the IMT and the transfer of all its staff and students to form the nucleus of the new college. By this directives, a total number of thirty four 34 academic staff and three senior and seven junior non-teaching staff of IMT were automatically inherited by college. Also a total number of 338(three hundred and thirty eight) nice regular students and 478(four hundred and seventy eight) 0 sandwich and technical teachers certificate students were inherited all the physical facilities in the



former IMT Campus 11 and also inherited were office furniture and equipment being used by the transferring staff of the school of science and vocation teacher education.

### **Enugu State University of Science and Technology (Esut) and Its Establishment**

According to the Anambra State University of Technology (ASUTECH) calendar 1985 29-30) Gave brief history of the University as was originally founded as ASUTECH on July 30, 1980 by law (cited as law No. 7 of 1980) enacted by the then Anambra State House of Assembly. The enactment of the law established the university was accompanied by other historical landmarks, among which were: The appointment of the first president and Chief Executive of the university, in the person of late Professor Kenneth Onwuka Dike.

The inauguration of the first provisional council of the university.

The admission of the first batch of students.

These events culminated in the successful commencement of lectures at Enugu campus of the university on 30 October, 1980. On 3 January, 1981, formal classes started at Awka campus of the university with 100 registered students who were originally at Enugu campus. The university was conceived as a multi-campus university, with its headquarter located at Enugu the state capital and other campuses located at Abakaliki, Awka and Nnewi.

### **Philosophy and Objectives of the University**

The founding fathers of the university conceived a unique university that must be closely related to society, its industry and above all, serve as a catalyst in the technological advancement of the people. Hence the following objectives were set for the university.

- a) To encourage the advancement of all branches of learning and to hold out to all persons with distinction of race, creed, sex, or political conviction an opportunity of acquiring higher education.
- b) To develop and offer academic and professional programs leading to the award of degree, diplomas, certificates and other distinctions, persons who attain the standard prescribed by the university and have in all other respect satisfied the conditions and requirements laid down or otherwise approved by the university.
- c) To relate its activities to the technological, cultural, social, and economic needs of the people of Nigeria.
- d) To encourage and promote scholarship and to conduct research in scientific, technological, professional and other aspect of life.
- e) To promote research and development directed towards the production of goods and the improvement of technological services.
- f) To promote the growth and development of scientific and technological application in the national economy through association with outside persons or bodies and through the national centers specially set up by the university in that behalf.
- g) To ensure that all subjects taught are oriented towards the immediate and long-term needs of the country and those subjects are also relevant to the needs of the Nigerian economy.
- h) To establish industrial centers in order to promote the acquisition of industrial expertise and the exchange of skills between the university and industry.
- i) To orient technological development to the industrial needs of the country.



j) To disseminate scientific and technological knowledge among scientists, researchers, industries, trade services and other bodies which may benefit from such knowledge.

According to the law No. 7 1980 the philosophy and objectives of the university described above have shaped and will continue to shape the direction of the university's academic development and orientation.

### **Organizational Structure of the University**

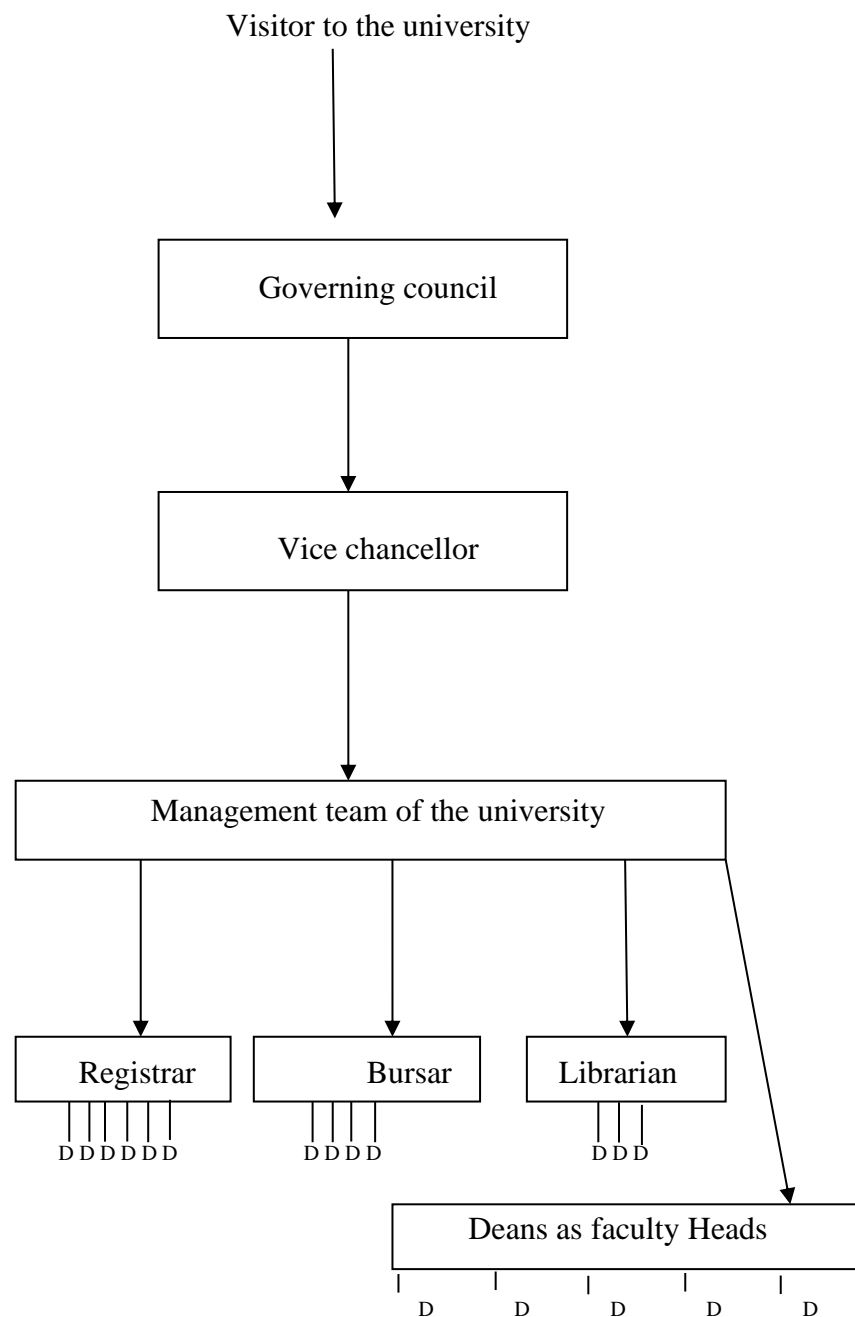
The university is now being run under a conventional council and senate type of Administration with a chancellor, pro-chancellor and the Governing council, vice chancellor and registrar. Other principal officers are the bursar and the university librarian.

The university has two campus structures with the Headquarters at Enugu and other branch at Nsukka (pre-science).

The organogram of the university showed hierarchy of management and Administration in the university.

According to ESUT Edict 1991: 29-36 the organograms showed that government of Enugu is the owner of the university after the creation of Enugu State from the old Anambra State while a management team is appointed to handle matters and run the affairs of the university as it affects each body (management). The National University Commission (NUC) is a regulatory body to the courses done by the university, while council is there as the close eye of the government and policymaking body. The vice chancellor and other members of management team see the implementation of policies made by the governing council, and to the day to day activities of the university.

Fig 3



Source: ASUTECH calendar (1985:32) Amended

The organograms of the institute of management and technology Enugu in 1.2 and in the above Enugu State University of Science and Technology, Enugu in fig 1.3 showed the management structure of the Enugu State owned tertiary institutions which introduced us once more to the rules of bureaucracy as best explained by Max Weber. The law of unity of command if applied in the management of the Enugu State tertiary institution will enhance the excellence performance of

management. But where there is conflict of objective or order, nothing will move in the institutions as to achieve good result.

According to the Holy Bible, Mathew (6:24) "No one person can serve two masters for either he will hate the one and love the other or he will be devoted to the one and despise the other". If every person minds his duty, do what he is supposed to do at the right time, there will be no problem of management in managing tertiary institutions in Enugu State.

The present situation in our institutions owned by State Government is a situation where the politic is the other of the day, vice-chancellor, cannot do his job, rector cannot do his job as Chief Executive, and the council could not function well due to external or political interest in the running of the institution on daily basis.

According to Gallagher et al (1997:43) non adherence to the principles of unity of command and communication model will result to: two bosses unknowingly duplicate work that will result to conflict settings in where directives come from all quarters of the authority to the chief executive without going through proper channel of communication, will result to problems of the organization and problem of management.

### **Experts Suggested To the Problems of Government Owned Institution**

From the economic sector of the government owned business, in relation to tertiary institutions, in early 1980s when there become that in the oil market, and the government was no longer enjoying the funds realized from the oil boom, experts started searching for methods of solving the problems of management in these state-owned ventures. This is because the government does no longer have money to spend on unprofitable organizations. Thus, Nwabuzor (1990:24) noted that in the face of the circumstances, it had become clear that the extent and magnitude of government participation and involvement in business need to be re-examined and curtailed. Toray (1995:3) also stated that the days when government played "Father Christmas" to government establishments is gone.

To solve these problems of management in Enugu State owned tertiary institution just as the federal government in 1988 promulgated decree No. 25 of 1988 – otherwise known as the commercialization and privatization decree for solving the problems of government-owned enterprises. The Enugu State Government is expected to be free of all the facts and factors enumerated in the problems of managing government owned tertiary institution in the state for effective and efficient management for achieving result.

### **Management of Tertiary Institutions**

National Commission of Education (NCE) provided a guideline to meet in establishing tertiary institution in the country. In the guideline or rules, the National Board for Technical Education (NBTE) is charged with the duty or responsibility of coordinating Polytechnics Education and College of Education activities in Educational sector of the country, while the National University Commission (NUC) was charged with the responsibility of coordinating and supervising the activities of the universities in the country. By so doing, the two bodies respectively provided and guided each area of the institution in areas of management admission of students, courses to do and its accreditation. Source: NBTE (1987).

Government, in adherence to the rules appoints people in the executive power of this institution for policy and implementing, sustains, and results.

In the institution showed the presence of:-

- 1) Poor financing
- 2) Government interference
- 3) Undertaking the principles of education and ignoring basic requirement of the NUC and NBTE in tertiary institutions.
- 4) Accommodation for students become a problem
- 5) Interference with the constitutional function of trade unions in tertiary institutions.
- 6) Mistrust of the appointed authority of tertiary institutions (planting of monitoring teams to regulate the activities of chief executive) Akpala: (1996:26-27) in his delegation of authority, said that authority given to a holder of a position must be equal or near equal to the job or responsibility of the holder. But in Enugu State-owned tertiary institutions reverse is the matter.

### **Management in Educational Sector**

According to Leavit (1983:2) management performance in educational sector was best. He maintained that the decline of American business school was when management of the school was shifted from the experienced and experts, to factory workers. The real source of our malaise must be education, and that just do add a little salt to the wound, Japanese have done what they have achieved with the great assistance of the experts and business school. Anthony (1986:14).

In Enugu State, the best management and board are the politicians and contractors. Most of the people appointed into position of management are not experienced to the system, council members are politicians that will have little or nothing to contribution in issue of Education and learning.

### **Theoretical Framework**

The fact that government-owned business enterprises have failed woefully in Nigeria cannot be boated. This has made many management experts to investigate and determine the causes of this ugly situation. There seem not to be an agreement yet on the causes of inefficiency and poor performance of government establishments (Ejiofor, 1984:3).

Enugu State owned tertiary institutions are not exception to the above desecration. There are some basic factors which are put into consideration before appointing someone into position of top management of any tertiary institution: such factors includes, experiences on the job, integrity wiliness to work etc.

Evidences have shown that management problems in Enugu State owned tertiary institutions is not peculiar to Enugu State alone, but also extends to other tertiary institutions in the country. Generally, management of government owned establishments face the same management problems.

Management is, or can be seen as an art and no one person can claim to be a professional in management. Though in academic field of study, management is a profession; in this context, management is a style that one adopts and it works for him or her.

To research in the management problems in managing Enugu State owned tertiary institutions is to find out if there will be an acceptable and favoured style of management as propounded by school of thoughts, so as to reduce the problems of management in our institutions.

It is important to note that not much have been said or writing on management of tertiary institutions in the country and its problems, as more emphasis would be made on management of publicly owned establishments as written by management experts, school of thoughts, personnel experience, and also based on knowledge happenings, and information from the experienced

persons and those presently in management position management as a process of getting things done by some other people to achieve the desired goal, Umoh (1996:4) government must, to control its institutions, appoint someone or group of person into positions of management for proper administration in her organization.

Follet, Mayo, Tailor Simon and Bernard considered organization as a social system. According to Nwizu (1999:69-70) individuals must co-operate with each other in order to achieve this objectives which cannot be achieved individually in organization. He maintained that the need for appointing persons into management position of organization was because individual cannot achieve everything alone because of biological, social and economic restrictions. The most effective method of overcoming these problems or limitations in his view is co-operated. Nwizu builds up his theory of organization as a "system of consciously coordinated activities or forces of two or more persons". This definition of organization can be applied to all forms of organization. It is a system composed of the activities of human beings: A system that is held together by some common purpose by the willingness of certain group of people to contribute to the operation of the organization and by the ability of such people to communicate with each other.

It is on this background that Enugu State government appoints people or person in the management position to manage her tertiary institution for result achieving. By so did. The person appointed has obligation to the institution, government and to the general public. And government as the sole owner has obligation to the institution in areas of financing and interference where necessary.

### **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. These are; 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

The collection, sorting, tabulation and analysis of the respondents' responses are the objective of the chapter. These data were collected from the selected sample fraction and results were also based on the responses of management staff of the two institutions (ESUT and IMT). The analysis is better made clear through the use of tabular, hypothesis, as well as textual explanations.

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

The null ( $H_0$ ) and alternative ( $H_1$ ) hypothesis are being tested here determine their validity or otherwise. The decision rules are to accept the null hypothesis ( $H_0$ ). If the critical Z calculated is less than the critical Z at 0.05% level of significance and accept the alternative ( $H_1$ ) if the Z calculated is equal to or more than the critical Z at 0.05% level of significance.

#### HYPOTHESIS I

$H_0$  (null hypothesis)

Violation of laid down guidelines on admission of students and staff employment of 30/35 students per students per serving lecturer (staff) rules by NBTE or NUC by your institution has contributed to the problems of management in Enugu State owned tertiary institutions.

$H_1$  (Alternative hypothesis)

Violation of the admission and employment of staff policies does not contribute to the management problems of the tertiary institution.

Table 4.2 NBTE or NUC are the approved government body that oversees the activities of tertiary institutions in the country respectively. Accreditations of courses and programs, staff student's intake ratios are their functions. Does the violation of their rules by your institution in contribute to the management of your institution?



Responses	Respondents	Percentages
Very much	-	-
Much	10	8.77
Not much	98	85.97
Not at all	6	5.26
TOTAL	114	100

Source: interview/questionnaire 2001

Table 4.13 shows that the proportion of the total respondents who agreed that the violation of the rules of NBTE or NUC in areas of staff/students intakes of 30/35 is to one lecturer ratio does not have much affect or contribution to the management problems. This is packed-up by 85.97%, while 8.77% percent of the responses agreed that the violation of the rules contribute much to the problems of management though 6 percent said never in the list does breaking of rules contribute to the management problems.

Testing

$\bar{P} = 0.9$

$\bar{P} = 0.5$  under  $H_0$

$n = 114$

at  $\alpha = 0.05$

$Z = \frac{0.05}{\sqrt{0.5(0.5)}} = 1.645$

$Z_{cal.} = \frac{\bar{P} - P}{\sqrt{\frac{P(1-P)}{n}}} = \frac{0.9 - 0.5}{\sqrt{\frac{(0.5)(0.5)}{114}}} = \frac{0.4}{0.047} = 8.51$

**Decision**

The calculated Z 8.51 is > Z 1.645 at 0.5% level of significance, we therefore reject  $H_0$  and conclude that the violation of NBTE or NUC rules on staff/students ratio of 30/35 is to one, does not contribute to the management problems.

**HYPOTHESIS II**

$H_0$ : Government adequately finance tertiary institutions

$H_1$ : (Alternative Hypothesis)

Government does not adequately finance its tertiary institutions.

Table 4.3 The key problems that affects the management of Enugu State owned tertiary institutions my picking from the list of options

Responses/options	Respondents	Percentages
1. Overstaffed only	-	-
2. Inadequate funding by government (state) only	43	37.72
3. Accommodation problems only	-	-
4. Understaffed only	-	-
5. Understaffed and inadequate funding	11	09.65
6. Accommodation and overstaffed	60	52.63
7. Inadequate funding accommodation, and understaffed problems		
8. Inadequate funding and understaffed		
TOTAL	114	100

Source: Field survey 2001

Table 4.12 shows the problems of management in Enugu State owned tertiary institutions as inadequate finding by government and understaffed. This is supported by 52.63 (53%) of the total respondents.

Testing

$\bar{P} = 0.53$

$P = 0.5$  under  $H_0$

$n = 114$

at  $\alpha = 0.05$

$Z = 0.05 = 1.645$

$$Z \text{ critical} = \frac{\bar{P} - P}{\sqrt{\frac{P(1-P)}{N}}} = \frac{0.53 - 0.5}{\sqrt{\frac{(0.5)(0.5)}{114}}} = \frac{0.03}{0.047} = 0.64$$

Decision: We accept the  $H_0$ , since the Z calculated value is less than the critical value

**Summary of Findings**

Problems of management in managing Enugu State owned tertiary institutions are problems ranging from authenticity of appointment of chief executives, inadequate funding of institutions by government ; violation of NBTE and NUC rules on staff/students intake ratio of 30/35 student per teaching staff, understaffed in personnel, accommodation problems, deviation generally from the set objectives of funding father for establishing each institution, political/external meddling in the day to day running of institutions, management posture in the handling disputes of internal, and the style of management adopted by the chief executives of each tenure or period. All this formed the major problem(s) of the management for this study.

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

1. The major problems of managing Enugu State owned tertiary institutions are: inadequate founding of institutions by the government, understaffed of personnel that will work and accommodation as a problem for expiration etc. This is simple backed-up by 52.63 percent responses on funding the tertiary institutions. To clarify more on this, hypothesis tested shows that where  $Z_{0.64}$  calculated value is less than the critical value.  $H_0$  is therefore accepted showing that the funding of institutions by government is not adequate, therefore resulting to the problems of management both in Employment and for expansion.

2. On whether violation of NBTE or NUC rules on staff/students intake ration of 30/35 as it concern institution contribute to the problems of management. Analysis also shows that the violation of the rules does not contribute much to the management problems of Enugu State owned tertiary institutions. This is supported by 85.97% responses; where the outcome of the hypothesis agreed on the percentage result. The calculated  $Z_{8.51}$  is  $> Z_{1.645}$  at 0.5% level of significance that resulted to the rejection of  $H_0$  and accept  $H_1$  alternative that the violation does not contribute much to the management problem(s).

### Recommendations

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

- 1) The government should try to fulfill its own side of obligation by subverting the institutions and at when appropriate.
- 2) The payment of workers salary must be the primary concern of both government and management of Enugu State tertiary institutions as it is said in the great book of all books “ the bible” that a laborer is entitled to his wages.
- 3) Tertiary institutions are made up of structures, students, staff, and what it takes to be. Therefore the students/staff ratio of 30/35 per staff must be kept to. Institutions cannot be understaffed against the rules and guidelines guiding tertiary institution management in the country, contrary to that, will not create a good academic learning atmosphere.

### Conclusion

The management of Enugu owned tertiary institutions has been proved to have faced with numerous management problems ranging from lack of funding by the government, inconsistency in the payment of worker monthly salary, accommodation problems, and appointment of chief executive problems which if handled well, will lead to the achievement of the institutions goals or objectives. The absence of this will be delicate, since the achievement or failure of any institution depends on policies and implementation to achieve the philosophies of the founding fathers.

It is also good to note that the management of tertiary institution owned by Enugu State is not given a free hand to run it. There are always directives from the outside on what to do and interest to project without caring whose OX is good.

The overall conclusion here that emerges from this study is that government is not given enough fund to her tertiary institutions and that there is no need of understaffing the tertiary institutions when each institution has over 25.000 students against a few number of staff, thereby gone contrary to the rules of NBTE or NUC, and will make accreditation of courses (programmer) difficult in Enugu State owned tertiary institutions. The non-payment of workers salary had made it impossible for the institutions to recruit very qualified and seasoned personnel.

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