

IMPLEMENTATION OF MANAGEMENT STYLES ON ADMINISTRATION OF PUBLIC SECONDARY SCHOOLS IN JALINGO MUNICIPAL COUNCIL OF TARABA STATE

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ABSTRACT

This study investigated the implementation of management styles on administration of public secondary schools in Jalingo Municipal Council of Taraba State. Descriptive Survey research design was adopted for the study while a simple random sampling technique was used in selecting the sample size for the study. The population for the study was made up of all the administrative staff, teachers and students of public secondary schools in Jalingo Municipal Council. The target population was made up of 7,280 respondents. Taro Yamane formula was used for calculating sample size which was adopted in computing the sample size of the study and the figure of 379 respondents was arrived at. A structured questionnaire was used for data collection and was used to elicit responses from the respondents, which was addressed to the main topics of the management styles and their roles in the public secondary schools at Jalingo Municipal Council Taraba State. The questionnaires were administered to the respondents in the selected schools by the researchers with the aid of their research assistants. The data collected were subjected to statistical analysis using both descriptive and inferential statistics. The data collected were then analyzed using SPSS (Statistical Package for Social Science) Findings from the study revealed that Planning, Organizing, Coordinating and controlling all have significant influences on the administration of public secondary schools in Jalingo Municipal Council of Taraba state. The study recommends among other issues that the implementation of management of Public Secondary schools do have proper implementation of management styles for the overall attainment of the organizational goals of the Public Secondary Schools in Jalingo Municipal Councils.

INTRODUCTION

The task of liberating humans from the shackle of ignorance to affluent level of knowledge in the world is very demanding and education is a very major instrument in achieving such. The cardinal aim of education is the total development of an educated person in order to be useful to themselves and the society at large. Education involves a process by which the mind is not only opened to new horizon but also disciplined to make critical evaluation and to tolerate ambiguity. Inability of the learner to exhibit these attributes upon completion of a certain level of education, defeats the essence of such an education which the secondary school leaver appears to be. Management is defined as an act and science of handling human and other material resources in organizations including schools (Ferdous, 2016). In this regard, management is a lynch-pin of all activities that are essential ingredients to guarantee positive results of pre-determined objectives and goals of organization (Uzuegbu & Nnadozie, 2015).

The administrative theory is among the notable orthodox theoretical frameworks describing management process in social organizations and schools are no exception (Sarker, 2013). Fayol described the administrative theory in fourteen principles in his popular master-script Administration in 1916 (shaker, 2014). The strategies have had substantial impact on management operations in virtually all kinds of organizations. Evidently, Fayol's strategies are regarded the fundamental base ascribed in core management functions including forecasting, organizing, commanding, coordinating and controlling (Onday, 2016).

Therefore, utility of the Fayol's strategies or principles in management process is contingent to managers' perceived importance of the strategies in respective school management settings. The contention sets forth the need to further study as Galabawa (2001) pointed out on the need

to further understand on conflicting perception on the theory and roles of principals consistently overtime a subject to practice and experience, age, experience, and administration position. Such studies are imperative to understand and improve schools, administration since school's success is largely influenced by the manner in which the school managers perceive and perform their work (Oduro, 2016). The importance of management arises because of the different individuals and their interests in an organization since organization is required for the accomplishment of goals or aims in a society. The reliance on group's effort is therefore to the benefit of the individuals and the society. The onerous task is therefore and always to manage the organization in such a way as to achieve the optimum level of achievement of the set goals. In educational institutions like the secondary schools, these set goals include harmonious relationship in the hierarchical order and effective performance of the different echelon in the hierarchical order of the colleges. Different scholars have different approach to the definition of the term management. It will be suffice here to follow the definition of a group of scholars who defined management as guiding human and physical resources in a dynamic organization unit that attain their objectives to the satisfaction of those served and with the high degree of morale and sense of attainment on the part of those rendering services (Qaiser, 2012).

From the definition, management entails that the manager must equate the available human and material resources of the organization for the attainment of the set goals. In effect, the organization must be dynamic to incorporate changes for effectiveness and attainment of objectives at the same time ensures that members are satisfied in the performance of their respective duties in the accomplishment of the goals. Modern strategies of management are traced to Henry Fayol considered as the father of modern management theory. Fayol identified fourteen styles that are been described as flexible and useable regardless of changing conditions in organizations. Qaiser (2012) Opined that the principles are grouped under three main headings: structural, process and purpose. The structural principles include: division of work, unity of direction, centralization, authority and responsibility, and scalar chain which helps in describing methods and guidelines of organizational structure. The process strategies include: equity, discipline, unity of command, remuneration and subordination to general interest. These strategies help in determining the ongoing activities of the organization while purpose strategies include: order, stability, initiative, unity of efforts, which are considered to be very important in explaining the basic objectives and goals of organization.

According to Fayol, to get things done effectively in the organization, the manager must indulge in performance of certain functions which are planning, organizing, staffing, leading, controlling to utilize available resources of human, physical, financial, natural and applies certain techniques like effective communication, leadership, motivation in order to obtain set goals (Fells 2000). Managers are expected to shift from a directive role to a more coaching role, in which there is more room for the attainment of individual career goals and personal development, in combination with organizational goals. This new approach can also be illustrated by the shift in transactional leadership towards new leadership styles such as transformational, charismatic and inspirational leadership (Denhartog, 1997).

Statement of the Problem

In secondary schools education, a proper implementation of Henry Fayol's management principles is expected to increase quality in academic output and enhance organizational performance especially in public secondary school in Jalingo municipal council of Taraba state. The issue of improper planning and poor implementation of plan have negative consequences on the administration of public secondary schools as poor academic performance of students are achieved in the council. Once the issue of poor coordination, planning, staffing and when fully accomplished in the system, the issue of academic standard of students are effectively ruled out. This study tends to investigate the influence of management styles in the administration of public secondary schools in Jalingo municipal council of Taraba state.

purpose of the Study

The purpose of this study in the Implementation of Management styles on Administration of public Secondary Schools in Jalingo Municipal Council of Taraba state. Specifically the study sought to:

1. Find out the implementation of planning on the administration of public secondary schools in Jalingo municipal council of Taraba state.
2. Determine the implementation of organizing on the administration of public secondary schools in Jalingo municipal council of Taraba State.

Research Questions

The following research questions guided the researchers in the study

1. What is the extent of implementation of planning on the administration of public secondary school in Jalingo municipal council of Taraba?
2. What is the extent of the implementation of organizing on the administration of the public secondary schools in Jalingo municipal council of Taraba state?

Hypotheses

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

- H₀₁ There is no significant difference between planning and the administration of public secondary schools in Jalingo municipal council Taraba State.
- H₀₂ There is no significant difference between organizing and the administration of public secondary schools in Jalingo municipal of Taraba State.

METHODOLOGY

The research design used in this study is the descriptive survey research design. According to Agbakwuru and Okafor (2009), descriptive survey design is a form of descriptive research that is aimed at collecting large and small samples from population in order to examine the distribution, incidence and interaction of educational and sociological phenomena. Descriptive survey has been used in this research because of its descriptive nature that aids in learning people's perception, attitude, beliefs, values, behaviors, opinion, likes and dislikes, habits and desires. Therefore, descriptive survey research design becomes imperative since the study seeks to determine the implementation of management styles on the administration of public secondary schools in Jalingo municipal council of Taraba State.

Population of the Study

Population refers to all the members of a real or hypothetical set of people, objects by observing some of them and extending them to the entire population or set of events (Orodho, 2015). The target population is 7,280 which is made up of 1200 teachers, 80 administrators and 6,000 students, from public secondary schools in Jalingo municipal council of Taraba State.

Sample size and Sampling Procedure

According to Kerlinger (2013), a sample is a subject of the population where the actual study is being conducted. Sampling procedure is a process of selection of appropriate number of respondents from a defined population. From the 25 public secondary schools, Taro Yamane's formula was used to arrive at the sampled population of

$$n = \frac{N}{1 + N(e)^2}$$
$$= \frac{7,280}{1 + 7250 (0.05)^2} = 379$$

Where n = Sample size
 N = Total population of the study
1 = Constant

e = Margin of error (assuming to be 0.059 or 0.01) (Onuh, 2015)

Data Collection of Instrument

For effective achievement of this study, structured questionnaire was designed to obtain information from the respondents. Two research questions were posed and each of the research questions has ten questions making a total of twenty (20) questions in the questionnaires. The questionnaire was distributed to the 379 respondents, being the sampled population. A total of 350 representing (92.3%) were filled and retrieved by the respondents with the help of the research assistants.

Validity

The research questionnaires were validated by 3 experts from the University of Jos Nigeria. Two experts from the Educational Administration and Planning, and one from tests and measurement unit of the Faculty of Education; all from the University of Jos validated these questionnaires. The questionnaires were representative of the content to be measured and the items in the questionnaires were tested for content validity.

Reliability

The reliability of the instrument was determined using Cronch-bach Alpha method. This was used to establish whether the contents of the questionnaires were consistent. The instruments were administered on 35 teachers and 5 administrative staff from three selected secondary schools in Ardo-Kola local government area of Taraba State. The instrument yielded a reliability coefficient 0.94 which shows that the instrument was reliable and good for the study.

Method of Data Analyzes

Descriptive statistics of mean and standard deviation was used in answering the research questions while the inferential statistics of t-test was used to test the hypotheses at 0.05 level of significance. The choice of t-test is because it makes no restrictive assumptions about the distribution of the scores.

Results

Research question 1

What is the extent of implementation of planning on the administration of public secondary schools in Jalingo municipal council of Taraba State

Table I: Mean and standard deviation of responses on the implementation of planning on administration in Jalingo.

S/No	Description	\bar{x}	S.D	Remark
1.	Planning is an instrument of accelerated development in school system	2.53	1.56	Accepted
2.	Planning is a life wire in the actualization of educational goals of schools	2.87	1.67	Accepted
3.	Planning matches aim and objectives and resources availability	2.54	1.59	Accepted
4.	The school has a mission statement	2.63	1.62	Accepted
5.	The school mission statement influences it administration	2.70	1.64	Accepted
6.	The school mission statement influences students' academic performance	1.91	1.38	Disagreed
7.	The communication system of school mission is passed down to staffs and students	2.33	1.52	Disagreed
8.	Teachers communicate manual area covered in syllabus to principals	2.51	1.58	Accepted
9.	The school conducts continuous assessment regularly	2.70	1.64	Accepted
10.	Teachers mark and provide feedback to students	2.72	1.65	Accepted
Grand mean		2.53	1.55	

Criterion mean: $\bar{x} \geq 2.5 =$ High implementation (HI) or Accepted

$\bar{x} \leq 2.5 =$ No implementation (NI) or disagreed

Result of Table I above shows that the mean and standard deviation scores have the mean rating items on the implementation of planning on the administration of public secondary school in Jalingo. All the items have mean rating scale above 2.50 including the grand mean except items 6 and 7. The grand mean for the ten items (Grand mean= 2.51 and S.D of 1.55) is above the criterion mean which indicates that planning has a great influence on the administration of public secondary school in Jalingo municipal council of Taraba state.

Research Question 2

What is the extent of the implementation of organizing on the administration of public secondary schools in Jalingo municipal council of Taraba State?

Table 2: Mean and standard deviation of responses on the implementation of organizing on the administration of public secondary schools in Jalingo municipal council of Taraba state

S/No	Description	\bar{x}	S.D	Remarks
1.	Organizing gives room for delegation of authority by supervisor to subordinates	2.52	1.56	Accepted
2.	Organizing allows specific task and responsibility to be carried out by staff	2.54	1.54	Accepted
3.	Organizing promotes work ethics among teachers	2.72	1.67	Accepted
4.	Organizing prompts school discipline among teachers	2.70	1.65	Accepted
5.	Organizing prompts effective classroom management	2.52	1.54	Accepted
6.	Organizing supports the engagement of qualified teachers	2.63	1.62	Accepted
7.	Organizing enhances school academic performance of students	2.83	1.77	Accepted
8.	Organizing makes school staff accept responsibility	2.86	1.70	Accepted
9.	Organizing gives room for accountability	2.84	1.74	Accepted
10.	Organizing promotes healthy school learning environment	2.46	1.52	Disagreed
Grand mean		2.66	1.63	

Criterion mean $\bar{x} \geq 2.5 =$ Has implementation (Accepted)

$\bar{x} \leq 2.5 =$ Has no implementation (Disagreed)

Result of Table 2 shows the mean and standard deviation scores, the rating items on the implementation of organizing on the administration of public secondary schools in Jalingo municipal council of Taraba State. All the items have mean rating scale above 2.50 including the grand mean value for the ten items (Grand mean= 2.66 and S.D of 1.63) is above the criterion mean which implies that organizing affects the implementation in the administration of public secondary schools in Jalingo municipal council of Taraba state

Hypothesis I

H₀₁: There is no significant difference between planning and administration of public secondary schools in Jalingo municipal of Taraba State.

Source of variation		N	\bar{x}	S.D	S.D, error mean
Planning and administration		379	2.6940	2.1108	0.6675
Test value=1					
	T	Df	Sig. (2-ratios)	Mean differen.	Lower upper
Planning administration	25.377	9	.000	1.694	1.5430 1.8450

From Table 3, t -test at 9 degree of freedom ($x^2 = 1.833, p = -0.000$) signifies that there is significant implementation of planning on the administration of public secondary schools in Jalingo municipal council of taraba State. Thus, the null hypothesis which states that there is no

significant implementation of planning on the administration of public secondary schools in Jalingo municipal council of taraba state is rejected.

Hypothesis 2

H₀₂ There is no significant difference between organizing and the administration of the public secondary schools in Jalingo municipal council of Taraba State.

Table 4: T- test of analysis on the implementation of organizing and the administration of the public secondary schools in Jalingo municipal council, of Taraba State.

Source of variation	N	Mean	S.D	St. Error mean
Organizing administration	379	2.66	1.5	0.4819

Source of variation	Test value = 1				
	T	Df	Sig. (2 tailed)	Mean difference	
Organization admin	34.592	9	.000	1.66700	
				95% confidence interval of the different	
				Lower	Upper
				1.5580	1.0736

From Table 4, t-test at 9 degree of freedom ($x^2 = 1.8533 = P = .000$) Signifies that there is significant difference of organizing on the administration of public secondary schools in Jalingo municipal council of Taraba State. Thus the null hypothesis which states that there is no significant implementation of organizing on the administration of public secondary schools in Jalingo municipal council of Taraba State is rejected.

Discussions of findings

Mean and standard deviation were used to answer all the two research questions on the independent variables (planning and organizing) on the dependent variable administration of public secondary schools in Jalingo municipal council of Taraba State. The t-test of statistics was used to test the hypothesis

1. Implementation of planning on the administration of the public secondary schools in Jalingo municipal council of Taraba State. Finding from this study revealed that planning has a big implementation on the administration of public secondary schools in Jalingo municipal council of Taraba State. Also the hypotheses tested confirmed that there is significant implementation of planning on the administration of public secondary schools. This finding is in line with the works of Smiths(2014) who states that planning is an accepted instrument for accelerated development and a basic feature of actual development. The researchers are of the view that planning is done to determine objectives of actions or the end results which an organization wants to achieve. The findings from this studies is equally supported by the study carried out by Robins (2013) and Stephens(2005) who observed that planning specifies the activities to be undertaken in the form of policies, programmes, procedures and other related element to achieve the determined end results. Planning is a process that includes defining goals, establishing strategy and developing plans to coordinate activities.
2. Implementation of organizing on the administration of public secondary schools in Jalingo municipal council of Taraba State. The hypothesis tested confirmed that there is significant implementation of organizing on the administration of public secondary schools in Jalingo state. Findings from this study revealed the implementation of organizing in the administration of public secondary schools in Jalingo. This findings is supported by the work of Tutorvista(2003), who stated that coordination like the nervous system perceives the changes around us through our senses; it controls all the activities of the muscles in response to the changes outside, it maintains the internal enumerate of the body by interrelating the functions of the various international organs and the involuntary muscles,

it stores the previous experience as memory that helps us to think and analyze our reactions and it conducts messages between different parts of the body.

Summary of Major Findings

The summary of the major findings was done according to the tested research questions and hypotheses

1. The findings indicate that there were significant implementation of planning and organizing of public secondary schools in Jalingo municipal council in Taraba state. The research shows that the significance was rejected.
2. On the research questions, one of the description showed that there was no communication system of school mission to be passed down to staff and students as the mean recorded was only 2.33 which was disagreed.
3. Also the school mission statement had no implementation on the student's academic performance as the mean stood at 1.91 which was also disagreed.
4. On the other research question in organization there was no proper implementation as it was stated that organization promotes healthy school learning environment, as the mean reflected 2.46 which is not up to 2.50.

CONCLUSION

In the study conducted, it is therefore made mandatory that proper management implementation of public secondary schools should be properly adhered to for the overall attainment of the organizational goals of the public secondary school, in Jalingo municipal council. It therefore calls for proper planning, organizing as these and more are geared towards a good vision.

RECOMMENDATIONS

This study calls upon the government, school administrators and other stakeholders to give the needed attention to the administration of the public secondary schools so as to bring the much desired growth and development to public secondary schools in Jalingo municipal council in Taraba State.

1. There is the need for the proper implementation of the planning process in the public secondary schools in Jalingo to be able to achieve the best in the system.
2. The role and the implementation of organizing cannot be relegated to the background as it sets the pathway to the accomplishment of the organizational target in public secondary schools.
3. There is need for school administration to do proper organizing so as to attain the sets goal of public secondary schools in Jalingo.

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