

Factors Influencing Effective Administration of Public Senior Secondary Schools in Rivers State

OSAGBEMIRO BUKOLA EUNICE

Iaue/2019/Edm/Phd/0088

Department of Educational Management

Faculty of Education

Ignatius Ajuru University of Education

bukolaosagbemi@gmail.com

Abstract

This paper focused on the factors influencing effective administration of public senior secondary schools in Rivers State. School is a place where student received good orientation for the development of their future. Effectiveness is the capability of producing a desire result or the ability to produce desired output, also effectiveness is the ability to make things done properly. Factors are something that helps produce or influence a result. Administration is the act of managing duties, responsibilities, or rules. Secondary school is the post-primary school that prepared the students for higher learning. Some factors influencing Effective Administration activities such as the management of instruction, school-community relations management, adequate funding, availability of laboratory equipment, good power supply, as well as students and staff personnel management. The paper discusses the concept of school, concept of administration, functions of schools, the purpose of administration and Educational Administration. It was concluded that effective administration can be achieved through constant communication among employees, provision of adequate funding for the purchase of equipment's and books in the library, motivation of employees by the government and enforcing of discipline to the students of the senior secondary school. Based on the conclusion, the study suggested among others that; the government should provide financial, material and human resources for effective school administration while ensuring that those funds are properly manage in order to achieved the objectives of the administration.

Keywords: Administration, Effectiveness, Factors, Influencing, School.

INTRODUCTION

The goal of every organization is to attain administrative effectiveness. This can be done through cooperative human effort. Effective and efficient Administration is needed to sustain public senior secondary schools in Rivers State. The standard of Education in the Rivers State public senior secondary schools seems to be falling over the years as a result of some factors influencing administration activities. These factors are known to include: the management of instruction, school-community relations management, adequate funding, availability of laboratory equipment, good power supply as well as students and staff personnel management.

According to Abraham (2013), schools and their problems are growing bigger. Students population is increasing at an alarming proportion without corresponding increase in facilities and equipment. Abraham (2013) went further to say that administrative problems abound in a wide range of areas. These areas include: problems of effective curriculum development, problem of effective

students-personnel administration, problems of effective school-community relations, problems of finance and financial management and contemporary problems. According to Odia and Omofonmwan (2007), Secondary Education in Nigeria is plagued with enormous challenges such as inadequate funding, poor educational facilities, including poor classrooms and unclean learning environment. In the face of significant lack of these vital resources.

Secondary school Education is a level of Education designed to enable the students to develop human skills that will enable them to proceed to tertiary institutions and also develop skills that will enable them to contribute in the development of the state and productivity of the economy. Secondary schools typically follow on from primary schools and lead into vocational and tertiary education. This is the reason it is also called the post primary education. Vocational, technical and commercial subjects are introduced at the post primary education level in order to enable the secondary school leaver acquire skills after completing this level.

Educational Administration is defined as the systematic arrangement of human and material resources and programs that are available for education and carefully using them systematically within defined guidelines or polices to achieve educational goals. Administration in secondary schools gives direction to educational policy implementation and change management. The principal as the secondary school Administrator has the task of leading efficiently and effectively in the development and management of the school resources. The principal as the head of school administration gives directives to teachers and students in the senior secondary school. They play a leading role in improving the quality of teaching and learning. They constantly keep in view the educational goals of the school and ensures that the whole school activities are geared towards achievement of the educational goals. In addition, for effective and efficient administration to take place in senior secondary schools the principal need to inform the teachers about their duties and other workers in the school. The principals of secondary schools are always under pressure to deliver quality education by the government. However, it is good to understand that for quality education to take place, government should provide all the needed human and material resources such as qualified teachers, non -teaching staffs, funds, technical workshop, library with e-learning facilities and regular power supply unfortunately these facilities needed for quality education has not been adequately provided, whereas those that are provided are not properly maintained. This situation has forced parents and guardians to withdraw their children from public secondary schools to private schools.

Effectiveness is the capacity of achieving set goal while efficiency means achievement of set goal with minimal cost. For any institution to be successful and achieved its goals. the staff in the organization must be energized to discharge their duties effectively with respect to the norms and values of the organization. If these conditions are not in place, the organization will not function effectively to achieve its goals. In order to achieve job fulfilment among the teacher, the school principal must ensure that teachers working condition is taking care of. Thus, the public senior secondary schools in Rivers State need effective administration. Effective administration is the capacity to co-ordinate human and material resources with a view to making the organization function optimally in order to achieve its objectives and goals. Effective administration will help the secondary school administration to ensure that the education goals is achieved. Therefore, the factors influencing effective administration of public senior secondary schools in Rivers State is also very important and need be identified and expanded with corresponding solutions. It is for this reason that this study is designed to examine the factors influencing effective administration of public senior secondary schools in Rivers State.

Concept of School

A school is an institution designed to provide learning spaces and learning environment for the teaching of students or pupils under the direction of teachers (Beare, 2010). I defined school as a

place where student acquired knowledge in order to achieve their aims and objectives in life. Learner's progress through a series of schools as most countries have systems of formal education, which is commonly compulsory. The names for these schools vary by country but generally include primary school for young children and secondary school for teenagers who have completed primary education. An institution where higher education is taught is commonly called a university. In addition to these core schools, student/ pupils in a given country may also attend schools before and after primary and secondary education. Preschool provide some schooling to very young children.

University, vocational school, college or seminary may be available after secondary school. A school may also be dedicated to one particular field, such as a school of economics. There are also non-governmental schools called private schools. Private schools may be required when the government does not supply adequate or special education. Other private schools can also be religious, such as Christian schools), yeshivas (Jewish schools) and other schools that have a higher standard of education or seek to foster other personal achievements. Schools for adults include institutions of corporate training, military education and training as well as business schools.

Functions of Schools

Schools serve a number of functions in our society beyond just transmitting academic knowledge and skills. According to Asimov (2009), schools certainly act as a transmitter of knowledge, and academic skills like reading, writing and arithmetic. But they also serve other functions in our society as well, and these can be categorized as manifest or latent functions. Two of the most significant manifest functions of schools teaching subject knowledge are socialization and the transmission of cultural norms and values. The schools by its latent function often play a match marker function.

They put together individuals of similar ages and backgrounds and this result in many of us finding romantic partners and mates in primary, secondary or post-secondary school. According to Beare (2010), latent functions may sometimes contradict manifest functions, form example another manifest function of school is to serve as a sorting mechanism that selects students for higher or lower social positions based on their academic performance. Teachers encourage the best and the brightest to pursue the most challenging and advanced studies while guiding the ordinary students into educational programs suited to their talents.

However, some sociologist believes that this social position perpetuates inequality. They believe students future social position is determined by their current position in society which the schools try to preserve. For example, wealthier parents send their kids to better schools which provide more opportunities for higher future social positions.

Secondary School

A secondary school is defined as both an organization that delivers education and the building where this takes place (Beare, 2010). Secondary schools typically follow on from primary schools and lead into vocational and tertiary education. According to Ogbonna (2015) a secondary school is an institution of learning that is intermediate between elementary school and college that usually offer general technical, vocational and college/ university preparatory curricular. Secondary school managed by the government are called public secondary schools.

Concept of Administration

Administration is the process of running a business, an organization, institution or agency specifically to achieve predetermined objectives. According to Aminaho (2012), administration is an organization process that involves effectively planning, organizing, directing and controlling human and material resources to achieve specific goals. Administration, according to Austion (2009) is all

about leadership, supervision, control and performance of executive duties for the purpose of maintaining and expanding the relevance, effectiveness and productivity of complex institutions.

Administration is a process of systematically arranging and coordinating the human and material resource available to any organization to achieve the goals of that organization. Administration in an educational setting or organization tries to co-ordinate the efforts of people towards the achievement of broad and specific goals of education.

Enaohwo and Eferakeya (2009) defined administration as the process by which goals are achieved through collective and cooperative human effort in a suitable environment. This definition specifies four important points: First, Administration is a process, which involves the manipulation of certain operations. Second, Administration is goal oriented. Thirdly, a collective and cooperative human effort is required in Administration and fourthly, a suitable environment, where participants maximize performance is required.

Educational Administration

Administrations in an Educational organization or school systems is known as education administration. Educational administration simply means running of educational institutions, which involves guidance, leadership and controlling of the efforts of individuals in the achievement of the goals of the institution. It is the means of achieving the goals of education through effective and efficient manipulation of available inputs. According to Aderonmu and Ehametalor (2011) Educational Administration is a service, activity or tool, through which the fundamental objectives of the educational process may be more fully and efficiently realized.

Educational administration is a process through which available resources are arranged and coordinated towards achieving the goals of the educational system. In school system, educational administration focuses on the smoothness of teaching and learning.

Educational Administration is therefore concerned with the utilization of adequate resources and the harmonization of relationships and interactions in a suitable environment, in order to foster the attainment of the goals of teaching and learning. Educational Administration involves prudent management of resources and high degree of accountability on the part of organizational members. Educational Administration also involves management of resources, material and evaluation or appraising the result of educational efforts. Educational administration is thus aimed at directing all the activities towards the attainment of the goals of teaching and learning. All teaching and non-teaching staff, parents, lay members of the community, members of school's board, local education authorities, inspectors and ministries of education are involved.

The Purpose of Educational Administration

The purpose of educational administration in schools is concerned with the achievement of educational goals. At the school level, the purpose of administration being offered by either the headmaster or principal relates to the enhancement of teaching and learning. Each school head, in co-operation with his pupil, the teaching and non-teaching staff makes efforts that are directed at implementing the policies laid down by the Ministry of Education, the State Education Commission or the Local Government Service Commission. The purpose of educational administration in schools is to make the student focus on their study so that they will be able to stand upright in future.

Secondary School Administration

Secondary school Administration is the various ways in which human, material and financial resources are utilized to achieve set goals in a post primary educational institution. It is the process that involves some coordinated activities like planning, organizing, coordinating, controlling or

leading in order to use available resources to achieve a desired outcome in the fastest and most efficient way (Akintunde, 2007). Administration in secondary schools gives direction to education policy implementation and change management.

The school Administration has the heavy task of leading efficiently and effectively in the development and management of the school resources. The school principal ensures satisfactory standards in the maintenances of the school environment. As an Administrator of the school, the school principal plays a leading role in improving the quality of teaching and learning. He constantly keeps in view the educational goals of the school and ensures the whole school activities are geared towards achievement of the educational goals. Thus, school Administration is the ability of the school administrator to quickly adjust or adapt to the changes and innovation as an attempt to achieve equilibrium. It also involves ensuring teachers adequacy in schools, avoiding work over load on teachers, ensuring availability of instructional materials, school plant and facilities motivating positive parental attitude towards the provision of necessary facilities to achieve educational objectives, providing facilities and equipment for co-curricular activities as well as appropriate allocation and utilization of fund for educational gains in line with the national policy on education. Other roles of the school administrator or principal in secondary school administration include: Assessment of staff performance, maintaining staff motivation, supervision and curriculum development, policy formulated and planning, establishing school community relationship and enhancing school program.

Administrative Effectiveness

The word effective is defined as producing the result that is wanted or intended or producing successful result (Oxford Advanced Learner's Dictionary 6th edition). Thus, effectiveness is the capacity of achieving set goals and administrative effectiveness in the context of this research study refers to the capacity of the schools' administrators to coordinate human, material and financial resources within the school system to achieve the school goals as lead in the National Policy of Education. The needs for Effective Administration of Public Senior Secondary Schools in Rivers State

Public senior secondary schools in Rivers State needs Effective Administration for the following reasons:

- a. There is the need to ensure good character development of students because the students spend more of the productive hours weekly in the school and the school apart from the academic lessons should also ensures that the students absorb desirable behaviour patterns.
- b. There is the need for efficient utilization of available resources. Personnel finances and infrastructural facilities are never adequate in the public-school system. Thus, Effective School Administration is required to achieve some meaningful goals.

Factors Influencing Effective Administration of Public Senior Secondary Schools in Rivers State

Effective and efficient Administration is needed to sustain public senior secondary schools in Rivers State because standard of education in the Rivers State public senior secondary schools seen to be falling over the years as a result of some factors influencing Effective Administrative activities such as the management of instructions, school- community relations management, school plant and financial management as well as students and staff personnel management.

Herzberg (2000) identified two categories of factors or rewards as those that are related to job satisfaction and those that are related to job dissatisfaction. Those factors that are related to job satisfaction or positive feeling about the job are called motivators or satisfiers or intrinsic factors.

Herzberg identified six factors as motivational factors or events; these factors are:

1. Achievement
2. Recognition for achievement
3. The work itself
4. Responsibility
5. Advancement(promotion)
6. The possibility of personal growth

Those factors that are related to the context (environment) of the job dissatisfaction are called hygiene factors or events, these factors are:

1. Company policy and administration
2. Supervision
3. Interpersonal relations with superiors
4. Interpersonal relations with peers
5. Interpersonal relation with subordinates
6. Working conditions
7. Salary
8. Personal life
9. Status
10. Job security

These factors will motivate the school administrator and other people working with him in the school.

Thus, factors influencing effective administration of public senior secondary schools in Rivers State in the context of this research study will refer to several variables that influences Effective Administration of Public Senior Secondary Schools in Rivers State.

According to Odia and Omofonmwan (2007), secondary education in Nigeria is plagued with enormous challenges such as inadequate funding, poor educational facilities, including poor classrooms and unclean environment. Essentially, lack of these vital resources, educational managers efforts to administer schools effectively will fail.

According to Abraham (2013), schools and their problems are growing bigger, students' population increases at an alarming proportion without commensurate increase in facilities and equipment. Administrative problems abound in a wide range of areas. These areas include:

- i. Problems of effective curriculum development
- ii. Problems of effective staff -personnel administration
- iii. Problems of effective student- personnel administration
- iv. Problems of effective school-community relationship
- v. Problems of finance and financial management
- vi. Contemporary problems

In the light of these facts, it is so surprising to see that in spite of the important of the public senior secondary school educational system to the state, in particular and to the nation in general, some

factors still appear to be influencing effective administration of the public senior secondary school educational system in Rivers State.

Problem of Effective Finance and Financial

Unavailability of funds is a major problem that affects effective Administration of Public Senior Secondary School in Rivers State, the physical resources, remuneration of staff wages and allowances which are essential components in effective Administration of school. Therefore, unavailability of funds has reflected to destitute classroom management and obsolete equipment's (Omorie,2005). Physical resources such as school plants plays a key role for quality Education in school Administration, thus Jaiyeoba and Atanda (2003) suggested that school plants remain an important component that allows a competent Educator to accomplish a high degree of quality Educations.

In Rivers State most of the public senior secondary schools building are not properly taking care of, the classrooms are not well furnished, the library are not renewed with new books, the equipment in the laboratories are not enough, according to Abraham (2013) unavailability of funds has resulted in most school facilities and equipment being damage. Students now learn some science topics that should best be taught practically in laboratories only as theory in ill-equipped classrooms. Schools are run without impress. This situation restrained achievement of educational goals. Of a truth, the public senior secondary school educational system in Rivers States need total renovation and restructuring.

This amendment is necessary in order to restore the quality of education in the state. Government should make a detail operational plan for funding public senior secondary school Education in Rivers State. Besides there is the necessity for efficient and effective monitory of funds assigned to the public senior secondary school educational system in order to avoid mismanagement of funds when available.

Problem of Staff-personnel Administration

Staff morale

Morale is defined as the amount of confidence excitement that a person or a group has at a particular time (Oxford Advanced Learners Dictionary, 6th edition) low staff morale can be harmful in an educational system and can lead to low productivity, discontent, lateness to school and absenteeism. Motivating staff morale is one of the best ways an organization can achieve staff productivity leading to efficiency and improvement in overall work environment. However not all staff morale motivation activities are expensive. Morale motivation can be sustained through words of encouragement, gift items and award of certificate to best performing staff. These will go a long way to encourage others staffs to be diligent with their duties. According to Uche (2009), condition of service of teachers, efficiency, and morale are the basic relevant thing that can affect teacher rate and can only decides the level of their commitments. The school exists primarily for teaching and learning, and so, anything that will enhance teaching and learning is of paramount importance to the educational administrator. Teachers remained the centerpiece of every educational system.

No Educational structure can be able to ascend higher than the superiority of its teachers. Teachers who are not in the right frame of mind cannot execute their job as anticipated in the school structure. According to Fadipe (2003), teachers a part from the students are the most essential tools or machinery in transforming an educational institution. Teachers to a large level determine the attainment of the school productiveness. However, lack of support for teachers, irregular salary, poor pay parcel, public view of job has weakened the morale of teachers in performing their task. When teachers are not given incentives, their strength of task pledge can be down sized and the purpose of

the school become unrealistic. One noticeable low staff morale problem is the unsteady presence life style that staff may begin to show. When employees are not motivated to come to work, then organization will begin to experience lost time, due impromptu absences.

Instability in Government

Instability in government policy always influences the implementation of educational policies. According to Jaiyeoba and Atanda (2005), policy in education portrays explicit line of deed suggested by government in change, but this policy has been unstable and observes changes with time which contribute to poor academic delivery in the school system. In Rivers State regular changes in government policies has resulted to instability in academic calendar owing to strike. Right from 1999 till date, there have been series of changes in educational policy which negatively influences the implementation of educational policy in Rivers State.

Indiscipline among Students

Indiscipline is defined as a lack of control in the behaviour of a group of people (Oxford Advanced Learners Dictionary 6th edition). Students Indiscipline in the context of this research study will refers to unruly behaviour of students which constitute to factors influencing effective administration of public senior secondary schools in Rivers State. Student 's indiscipline can be dishonesty to constituted authority, disobedient to school instructors, keeping home work without doing it, wearing dirty uniform and bully others etc. which reduces the standard of education. Student's indiscipline is the major problem confronting the administration of public senior secondary schools in Rivers State. According to Idu and Ojedapo (2011), unruly behaviour displays by students which results to violence activities will conquer the educational goals. They maintain that indiscipline behaviour if allowed to develop might lead to school unrest. School administrators, teachers, government and parent worries and raises alarm on this pathetic incident.

The high level of indiscipline among public senior secondary school students in Rivers State is alarming, so many students roam in the street, when lessons are going on in the classroom, some get involved in gambling, kidnapping and even rapping their fellow students. Akubue (2001), outline various causes that can trigger student's indiscipline in schools as follows: causes imitated from the teachers (such as lack of moral training upbringing), causes emanating from bad company (such as smoking and alcoholism). It was difficult for school Administrators to provide urgent remedy for these ugly situations due to lack of support from constitutional law and political interference.

CONCLUSION

School is an organization where learning takes place. Effective administration can be achieved through constant interaction with other employees in the senior secondary schools. The availability of laboratory equipment, adequate funding, renewing of books in senior the library and maintenance of educational equipment can influence the administration of senior secondary schools in Rivers State.

The study also concludes that when employees are constantly motivated by government it brings effective administration in secondary schools.

The study further concludes that discipline should be enforced in the senior secondary schools given that it is one of the most important factors influencing the effective administration of senior secondary schools in Rivers State.

SUGGESTIONS

- 1 Government should provide human, material and financial resources for effective administration of senior secondary schools. Providing human and material resources will give

- the administration an avenue to effectively carry out their jobs and hence ensures effective productivity. When plans are backed by effective provision of human, material and financial resources, the plans are perfectly executed for the growth of the establishment.
- 2 Allocation of funds by the government to the schools should be properly managed by the school administrator. Managing funds effectively is seen as one of the problems in most school administration which has resulted to the failure of most administration. Therefore, proper management of fund will enable the management achieving most of its stated objective. Most projects in the school will be achieved when these funds are properly managed.
 - 3 Effective teaching and learning should be done by the qualified teachers. It has been observed that some schools employ teachers who are not qualified. The effect of this is producing half-baked students who may pose serious nuisance to the society. However, when qualified teachers are employed, they will impact proper knowledge to the students and hence giving to the society competent and productive citizens.
 - 4 Disciplinary measure should always be available in order to eradicate indiscipline among students. The administration should create the disciplinary team that will take care of disciplinary issues. This will help in checking the excesses of some student and hence create a school environment where there is discipline and effective learning and teaching.

REFERENCES

- Abraham, N.M. (2013). *Educational administration in Nigeria*. Pam Unique Publishers.
- Aderonmu, O., & Ehametator, E. (2011). Teachers and student academic performance in Nigerian in Nigerian secondary schools: implications for planning. *Journal of Educational Research, Administration and Policy* 3(2), 86-103.
- Akubue, A.U. (1991). *Classroom organization and management: A 5-point strategy*. Wilson publisher led.
- Aminaho, E.M. (2012). *The use of technology in Nigerian secondary school*. <http://w.w.w.google.on>
- Asimov, I. (2009). *Managing school business: challenges and prospects*. <http://w.w.w.google>
- Enaohowo, J.& Eferakwya, L. (2009). *Effective management of secondary schools: The principal's challenge*. Adelevbue Publication.
- Idu & Ojedapo (2011). Indiscipline problems of high school students. A case of Ethio-Japan Hidassee Secondary School Adisababa Ethiopia. *Journal of Educational practices, Vol.5, p.37*
- Odia, L.O & Omofonwan, S.I(2007). Educational system in Nigeria. Problems and prospect. *Journal of social Sciences* 14(1), 81-8
- Omoregie, N. (2005). *Re-packaging secondary Education in Nigeria for great and dynamic economic paper presented at the 2nd annual national conference of association for encouraging quantitative Education in Nigeria (ASSEQEN)*.
- Uche, C.M. (2009), *Human resources management theory*. mac million publisher Ltd.