

**REGULAR PAYMENT OF STAFF SALARY AND AVAILABILITY OF FACILITIES  
AS DETERMINANTS OF EFFECTIVE PRINCIPAL MANAGEMENT OF  
SECONDARY SCHOOLS' IN AKWA IBOM STATE.**

**BY**

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**DR PATRICK M. UMOH  
NATIONAL OPEN UNIVERSITY  
AKWA IBOM STUDY CENTRE  
AKWA IBOM STATE**

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**ABSTRACT**

*The study investigated regular payment of staff salary and availability of facilities as determinants of effective principal management of secondary schools' in Akwa Ibom State. The population of this study comprised of all secondary school principals and teachers in Akwa Ibom State. The study adopted Ex-post facto research design while simple random sampling technique was used in selecting the respondents. Data was obtained using an instrument for data collection tagged "Principals' Personal Variables And Work Condition Questionnaire" (PPVWCQ). Test-retest reliability study was conducted with the use of forty (40) respondents who did not form part of the main study. The instrument was subjected to test re-test reliability study. Data obtained from respondents was analysed using descriptive statistics (mean and standard deviation) while Pearson Product Moment Correlation analysis was used to test the hypotheses at 0.05 alpha levels. It was concluded staff salary / allowance must be paid regularly for purpose of motivation and also to meet up with their social needs It was therefore recommended that the state schools' board should show appreciation for the commitment to duty by principals and other school personnel by way of enforcing regular promotions and other incentives to forestall job satisfaction and staff retention.*

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## **INTRODUCTION**

The need for effective management of both human and material resources in secondary schools cannot be over-emphasized. Whenever there is a goal to be achieved, there is a need for effective resources management. One major responsibility of the school principals is to ensure efficient and effective management of the resources/ facilities of the school entrusted in their care. Effective school management is the basic prerequisite for the production of qualitative school leavers who are the future hope of the nation. According to Dickson (2000), in any school or organization, human resources are the most valued of all the resources. It forms the core of the organization. The human resources of a school include the principal as the head and leader, the staff and the students. Since the principal is the resource person in secondary schools, his personal variables seems to account in the management. The principals' personal variables and work conditions (staff regular promotion, staff regular payment of salary / allowance, availability of facilities) of staff is believed to account for the management of secondary schools in Akwa Ibom State. It is believed that staff must regularly be promoted, be trained and retrained, salary/allowance must regularly be paid and facilities be made available in a school. These serve as motivation, reward, personal growth, recognition and attractiveness to the work force.

For any school to achieve its objectives, a good quality leadership cannot be over-emphasized. Nwabueze (1995), acknowledging this fact, explained in his word that, "when all is said and done, standard in a nation, a school, college or university depend upon the quality of the leadership." The character of a nation or an institution either good or bad is determined largely by the quality of its leadership. Udofot (1995) views leadership in two perspectives as a property an individual possess or as that of group. Jacob, (1970) asserts that, the effectiveness of a school is largely dependent upon the type of leadership or management precipitated by the personal factors the school principal provides. The effective administrator of a school depends on the leadership style adopted by school principal. However, whatever style adopted by the principal would affect the teachers and students and even the teaching and learning environment in the school. This study therefore seeks to determine regular payment of staff salary and availability of facilities as determinants of effective principal management of secondary schools' in Akwa Ibom State.

### **Statement of the Problem**

Considering the importance of school facilities in teaching and learning, Government has not relented in providing these facilities to enhance teaching and learning. Non-governmental organizations (NGOs), Multi-National Companies and individuals complement Government effort in this regard, yet there are complains for lack of facilities in the secondary schools and irregular payment of staff salary/allowance. In as much as we can not deny these efforts, there are yet problems with school facilities management.

Over the years there has been consistent lamentation in the mass media by some groups and individuals of the rapid decay of school facilities in some secondary schools which has resulted to lack of these facilities in these schools. They are of the view that management styles of principals are not good enough to bring about desirable condition of facilities in secondary schools in Akwa Ibom State. This unfortunate anomalies has aroused great concern to members of the public, Government, PTA and facilities donors. In view of this, this study seeks to investigate regular payment of staff salary and availability of facilities as determinants of effective principal management of secondary schools' in Akwa Ibom State.

### **Purpose of the Study**

The main purpose of the study is to determine regular payment of staff salary and availability of facilities as determinants of effective principal management of secondary schools' in Akwa Ibom State. Specifically, the study sought to:

1. Determine the relationship between regular payment of staff salary/allowance and secondary schools' management in Akwa Ibom State.
2. Examine the availability of facilities as a measure of effective management of secondary schools' in Akwa Ibom State.

### **Research questions**

1. What is the relationship between regular payment of staff salary/allowance and secondary schools' management in Akwa Ibom State?
2. What is the relationship between availability of facilities and management of secondary schools' in Akwa Ibom State?

### **Research Hypotheses**

The following null hypotheses guided the study:

1. There is no significant relationship between staff regular payment of salary/allowance and the principals' management of secondary schools in Akwa Ibom State.
2. There is no significant relationship between availability of facilities and the management of secondary school principals in Akwa Ibom State.

### **Literature Review**

#### **Staff regular payment of salary/allowance and the principals' management of secondary schools**

According to Adesina (1990), besides productivity, behaviour and general discipline of staff are influenced by assessment of their economic worth as well as the extent to which their basic individual needs are met. The economic status of individual staff is dependent upon a number of factors among which is the financial income. Salary is a form of periodic payment from an employer to an employee, which is specified in an employment contract. From that point of view of running a business, salary can also be viewed as the cost of acquiring human resources for running operations (Lee & Wilbur, 1985).

In an organizational system, the compensation structure includes: Salaries, collateral benefits and allowances, as well as non-economic benefits. In collateral benefits, there are other benefits like car-loan, housing and other loans within the service structure (Taiwo, 1980). Fabayo (1981) observed that the need for the financial compensation is to keep the spirit of work at its peak and force production unit to be high. That is, where there is no monetary compensation in any organizational structure, production capacity tends to be low. The situation is true in Akwa Ibom State Secondary Schools, Principals who have gotten adequate training, good qualification and have served the system for so long deserves to be well taken care of. Their salaries should be such that encourages them to work harder. For example, if a principal of a school should earn about the same amount of money with an ordinary teacher who is his/her sub-ordinate, the morale of the principal

would be low. This would also affect his ego, which in turns negatively impacts his management effectiveness.

This raises the issue of equitability of reward, Isangedighi (1996) stressed on the issue of financial reward and productivity. He however observed that people who have the same ability including knowledge, skill and attitude and put same into their job irrespective of the organizations involved, should receive fairly similar rewards. He argued that teachers, particularly those with higher qualifications feel bad when they perceive the imbalance between what they put into their job and what they get in return. Most secondary school staffs have a Master degree, some with Doctorate, yet they take home far more less than what even their degree mates in the University take home. Ichima (2000) studied the factors that motivate junior cadre staff in a secondary school in Bida, his result show the following factors as motivational forces among Nigerian workers: Improved salaries; Workers' promotion and job enrichment; Good welfare package such as free or subsidized medical, transportation, school allowances etc. and Provision of good working tools etc. Aina (2002) found out that some workers exhibit poor attitudes to work. Their attitudes are found to be a reflection of poor economic base of the state, and inability of the state government to adjust the salary scale of the workers to meet the current inflationary trend. According to Robbins (2001), employees make comparisons of their job input and outcome.

#### **Availability of facilities and the principals' management of secondary schools**

Effective facilities can contribute to the success of every student in a school and the adequate teaching. Reavis (2006) asserted that adequate and effective facilities put in place to meet the academic standard are the pride of the school principals. Doeringer and Piore (1971) maintained that adequate teaching and learning process in the school is dependent upon the facilities put in place. For instance, in a secondary school where physics and chemistry are being taught but the school lacks the laboratory facilities where the students can have their practical studies, the essence of teaching chemistry or physics is defeated if the student can not identify something like a microscope, burette, a thermometer, metre etc. The management of the school principals is the significant amount of managerial skill and co-ordination of the various educational facilities put in place in the school. Regular and routine maintenance of the school facilities enhances the effectiveness of learning and teaching processes in a school.

According to Morley (1990), availability of adequate facilities are explicit and implicit structure that makes up leadership. The entire management of the school is managed by the school's leader which may direct sub-ordinates to perform a certain task but it is the availability of certain facilities that will determine if the task is carried out properly or not. This stresses that staff may wish to carry out certain task as directed by the principal but due to the inadequacy of the facilities to carry out such task, the directive seems to be disregarded. This has a negative impact on the management of the principal.

In a research conducted by Agwuwa (1983) supported the fact that managerial effectiveness entails:

- (a) The manager's competence in arriving at desired goals through co-ordination of the staff or sub-ordinates.
- (b) The capability of the manager to effectively manage available facilities to achieve the expected outcome.

Aguwa (1983) further added that, an organization is effective only to the extent that individual needs of its members are satisfied. Dickson (2000) found out that management of the leader or manager is measured by the availability, standard and quality of the facilities to be worked with. This implies that the school principal management is assessed through the availability, the standard and quality of facilities in the school. According to Mullins (1999) every organization must give particular attention to all those things which are of direct and vital importance to its survival and prosperity. Secondary school principals should be conscious of facilitating facilities for effective teaching and learning. Erukoha (1988) in a study revealed that there is significant positive impact of facilities on the academic excellence of students in mathematics. This is equals to principal's management effectiveness, when students are taught using instructional equipment. This means that instructors are effective when they are disposed to instructional facilities or impeded by the unavailability or non-availability of support/instructional facilities for teaching and learning processes.

Similarly, Robbins (2001) opined that principal's management is facilitated or impeded by the availability or non-availability of facilities. Reavis (2006) opined that teachers and students cannot do well when the needed teaching-learning materials are not in place. For instance, if a teacher goes to the classroom to teach without a chalk or writing board to illustrate issue for the students' apprehension; this unavailability of the chalk or a writing board is attributed to the school leader.

## **METHOD**

### **Research Design**

This study adopted an Ex-post Facto research design because the phenomena for design studies have already occurred. Accordingly, the researcher does not have direct control of independent variables because their earlier manifestations. The researcher can not manipulate the effects but just obtain the effect on already existing natural course of events.

### **Area of the Study**

The study area is Akwa Ibom State which is one of the thirty six (36) states of Federal Republic of Nigeria.

### **Population of the Study**

The population of this study comprised of all secondary school principals and teachers in Akwa Ibom State. There are 227 Principals and 7583 Teachers in Akwa Ibom state.

### **Sample and Sampling Technique**

The population was first divided into strata. A simple random sample was then taken from each of the stratum. The sub- samples were eventually joined to form the total samples of 180 respondents.

### **Instrumentation**

The instrument for this study were research questionnaires tagged "principals' personal variables and work condition questionnaire" (PPVWCQ) to be responded by the principal and "school management questionnaire" (SMQ) to be responded by the teachers. The principals' questionnaire was made up of a section (sections A). This measured staff working conditions such as staff regular payment of

salary / allowance and availability of facilities. The items therein were also assessed by the principals.

### **Validation of the Instrument**

The instrument was designed by the researcher, vetted by the supervisors, researcher's consultant and a lecturer in test and measurement in the Faculty of education, University of Calabar, Calabar.

### **Reliability of the instruments**

The test-retest reliability study was conducted with the use of forty (40) respondents who did not form part of the main study. The instrument was subjected to test re-test reliability study. This study was carried out in order to prove the level of reliability of the research instrument.

### **Administration of Instrument**

The (PPVWCQ) questionnaire was administered personally by the researcher to the respondents. This personal administration of questionnaire helped to minimise loss of questionnaire. The respondents were given enough time to complete the questionnaire before they were collected for analysis.

## **Results and Discussions**

### **Hypothesis One**

The null hypothesis states that there is no significant relationship between staff regular payment of salary/allowance and management of secondary schools principals.

In order to test the hypothesis, two variables were identified as follows:-

1. Staff regular payment of salary/allowance as the independent variable
2. Management of secondary schools as the dependent variable.

Pearson Product Moment Correlation Analysis was used to analyze the data. (see Table 1). The table 1 presents the obtained r-value (0.87). This value was tested for significance by comparing it with the critical r-value (0.159) at 0.05 levels with 178 degree of freedom. The obtained r-value (0.87) was greater than the critical r-value (0.159). Hence, the result was significant. The result therefore means that there is significant effect of staff regular payment of salary/allowance and management of secondary schools principals.

**Table 1**  
**Pearson product moment correlation analysis of the relationship between staff regular payment of salary/allowance and management of secondary schools in Akwa Ibom State.**  
**N = 180**

Variable	$\sum x^1$	$\sum x^2$	$\sum xy$	r
	$\sum y^1$	$\sum y^2$		
Staff Regular Payment (x)	5704	183088	294410	0.87*
Management of Secondary schools (y)	9176	475332		

**\* Significant at 0.05 level; df = 178 ; N = 180 ; Critical r-value = 0.159**

**Hypothesis Two**

The null hypothesis states that there is no significant relationship between availability of facilities and management of secondary schools principals in Akwa Ibom State.

In order to test the hypothesis, two variable were identified as follows:-

1. Availability of facilities as independent variable.
2. Management of secondary schools as the dependent variable

Pearson Product Moment Correlation Analysis was used to analyze the data in order to determine the relationship between availability of facilities and management of secondary schools principals (see Table 2). The table presents the obtained r-value (0.81). This value was tested for significance by comparing it with critical r-value (0.159) at 0.05 levels with 178. degree of freedom. The obtained r-value (0.81) was greater than the critical r-value (0.159). Hence, the result was significant. There is significant relationship between availability of facilities and management of secondary schools' principals.

**Table 2**

**Pearson product moment correlation analysis of the relationship between availability of facilities and principals' management of secondary schools in Akwa Ibom State.**

Variable	$\sum x^1$	$\sum x^2$	$\sum xy$	r
	$\sum y^1$	$\sum y^2$		
Availability of Facilities (x)	5050	143154	260146	0.81*

Management of  
Secondary schools (y)                      9176                      475332

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**\* Significant at 0.05 level; df= 178; N = 180; Critical r-value = 0.159**

### **Discussion of the Findings**

The result of the data analysis in table 1 was significant due to the fact that the obtained r-value (0.87) was greater than the critical r-value (0.159) at 0.05 alpha level with (178) degrees of freedom. This result implies that there is significant effect of staff regular payment of salary/allowance on management level of secondary school principals. The result is in line with research findings of Yoder(1970) on the extent to which principals' management level is influenced by regular payment of salary/ allowance of staff. Yoder (1970) concluded that every worker who got employed has the hope that his/her personal needs would be addressed with regards to his income. So, for a principal of a school, his hope is that at his rank in the school, he should be well paid so as to meet his daily demands. The result also agreed with the research findings of Aina, (2002) who observed that some workers exhibit poor attitudes to work. Their attitudes are found to be a reflection of poor economic base of the state and inability of the state government to adjust the salary scale of the workers to meet the current inflationary trend. Robbins (2001) in his research findings discovered that employees make comparison of their job input and the outcome. Looking at this finding, the reason for this significant might be attributed to the fact that regular payment of salary/allowance is relevant in the work force (secondary school). This is motivation toward commitment to work and payment of salary/allowance should be regular.

The result of the data analysis in table 2 was significant due to the fact that the obtained r – value (0.81) was greater than the critical r – value (0.159) at 0.05 alpha level with (178) degree of freedom. This result implies that there is significant relationship between availability of facilities and management level of the secondary school principals. The result of the research findings of Doeringer and Piore (1971) proved that adequate teaching and learning process in the school dependent upon the facilities put in place. For instance in a secondary school where physics and chemistry are being taught but the school lacks the laboratory facilities where the students can have their practical studies, the essence of teaching chemistry or physics is defeated if the students cannot identify something like a microscope, burette, a thermometer etc. The effectiveness of teaching and learning translates to the management level of the principals. Erukoha (1988) in a study revealed that there is significant positive impact of facilities on the academic excellence of students in mathematics. Looking at this finding, the reason for this significant might be attributed to the fact that facilities are relevant in the school system. It enhances teaching and learning situation, encourages management level of secondary school principals. Facilities motivate staff to work effectively as well as arousing the learners' interest to learn. Hence facilities should be provided in the school system.

### **Conclusion**

From the findings of the study, it was revealed that staff salary / allowance must be paid regularly for purpose of motivation and also to meet up with their social needs. Also, availability of facilities in secondary schools promotes the management and also enhances the teaching and learning.

**Recommendations**

Based on the findings of the study, it was recommended that:

1. The state schools' board should show appreciation for the commitment to duty by principals and other school personnel by way of enforcing regular promotions and other incentives to forestall job satisfaction and staff retention.
2. Salaries/allowances of school personnel should be paid regularly by the State schools' board, since the principal has no direct control or influence over it, so as to complement the other motivational strategies of the principal to elicit staff progression and performance.
3. For effective work by the staff and to enhance good management of secondary schools by principals, facilities to work with must be provided in the school by the government or subvention given by the government to schools be used to purchase enough facilities.

**Dr. Patrick M. Umoh**

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