FUNDING MODELS AS CORRELATES OF MANAGEMENT OF PUBLIC SECONDARY SCHOOLS IN CALABAR METROPOLIS OF CROSS RIVER STATE, NIGERIA

(1) Florence Nguungwan Uzu, *PhD*
Department of Educational Management, Faculty of Educational Foundation Studies,
University of Calabar
Email: uzuflorence1@gmail.com; Phone: +2348080115555

(2) Winifred Dooshima Anikpa, *PhD*
Department of Educational Foundations and Management, College of Education Katsina-Ala,
Benue State
Email: anikpadooshima@gmail.com; Phone: +2347067619011

(3) Alice Mbang Ekpo, *PhD*
Department of Educational Management, Faculty of Educational Foundation Studies,
University of Calabar
Email: alicembagekpo@gmail.com; Phone: +2348037658997

Abstract

The study investigated funding models as correlates of management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria. Two research questions guided the study and two hypotheses were formulated and tested. The study adopted correlational survey research designed. The population of the study was all the 560 teachers from 10 selected public secondary schools in Calabar Metropolis of Cross River State, Nigeria. A sample of 203 teachers was randomly selected using purposive random sampling technique. The instruments for data collection were researcher's structured questionnaires titled "School Funding Models Questionnaire (SFMQ)" and "Management of Public Secondary Schools Questionnaire (MPSSQ). The instruments were validated by three experts. Two experts in Educational Management and one expert in Mathematics Education, all in Faculty of Educational Foundation Studies, University of Calabar, Nigeria. The questionnaires were trial tested on 30 teachers in two public secondary schools. The Cronbach Alpha was used to determine the reliability of the instruments and the result yielded reliability coefficient of 0.86. A four-point likert-scale was used to establish the disparity in the respondents' opinions with a response mode of Strongly Agree (SA)=4; Agree (A)=3; Disagree (D)=2 and Strongly Disagree (SD)=1. The data collected were analyzed using Pearson Product Moment Correlation to answer the research questions and test the hypotheses at 0.05 level of significance. Findings of the study showed that there was a negative significant correlation of full support model and a positive significant correlation of partial support model and management of public secondary schools in

Calabar Metropolis of Cross River State, Nigeria. It was recommended that government and private individuals as well as organization should strengthen their funding support to public secondary schools for effective management in Calabar Metropolis of Cross River State, Nigeria.

Keywords: Full support, partial support, model, funding, management

Introduction

Education in Nigeria is no doubt the largest industry with the largest number of both skilled and unskilled labour force. Education is one of the purposeful ventures designed by man to prepare himself for a vital and independent life in his environment (Federal Republic of Nigeria, 2014). The importance of education has resulted in the establishment of many schools including public secondary schools. The importance of public secondary schools in educational system cannot be over emphasized. Apart from serving as the link between primary and tertiary education, it provides opportunity for a child to acquire additional knowledge and skills beyond the primary level that is why it calls for adequate care, funding and management (Aja & Nwafukwa, 2010). Management of public secondary schools is essential for the for achievement of its diversified functions and responsibilities such as classroom instructions, quality control, research and development, guidance and counselling, examination, certification and a host of other functions (Bua, 2020).

Management is the act and manner of handling, controlling and directing the affairs of a group (Nwachukwu, 2012). Management of public secondary schools is defined as the judicious use of secondary school resources to avoid wastages in order to achieve secondary schools objectives (Akpakwu, 2012). Management of public secondary schools is also seen as the organization and coordination of the activities of the school in accordance with certain policies to the achievement of clearly defined objectives (Okwori & Ede, 2012). As a discipline, management comprises of the inter-locking functions of formulating corporate-policy and organizing, planning, controlling, and directing the school's resources to achieve the policy objectives (Bua, 2020).

Management of public secondary schools in Cross River State of Nigeria especially in Calabar Metropolis appear to be in deplorable condition, due to challenges of financing face by the financiers and other sources of financing like embezzlement of school funds, the inability of the principals and bursars to spend the money wisely to satisfy the providers of these fund, irregular auditing of school fund, non-keeping of accurate financial record, among others. The consequences on the school environment are so devastating, the school building are dilapidated and number and size of classrooms are so inadequate that teaching and learning cannot be enhanced. Basic school materials like libraries, laboratories, chairs, fans and vehicle among others are getting out of reach (Kpolovie & Obilo, 2013). The result is that many parents have been forced to withdraw their children from

public schools. The effective management of public secondary school could be achieved if there is adequate funding.

Funding is connected with the amount of financial resources or funds made available for the sponsorship of projects, events or programmes for the benefit of the organization or society. Funding is the act of providing financial resources, usually in the form of other values such as effort or time to finance a need programme and project usually by an organization or government (Adeyemi, 2011). Educational institutions like other organizations require money for their survival. Moreover, the success or failure of any educational institution depends greatly on the availability of funds. The financing of education as popular opinion has it that it is the true domain of the economist workout how much it will cost and how much money is to be raised (Aderounmu & Ehiametalor, 2012). In management of public secondary schools, funding is essential for the provision of instructional materials, payment staff salaries, training of teachers and non-teaching staff, maintaining school facilities, planning and implementation of school programmes and a host of others functions (Okwori & Ede, 2012). This implies that funding is inevitable in management of public secondary schools.

It is fundamental to note that the management of public secondary schools in Calabar Metropolis of Cross River State of Nigeria has always been on the shoulders of the state governments for state owned schools. Although, government alone cannot adequately fund education because there are various competing needs on the

shoulders of state government, the FRN (2014) welcomes the participation of community and private sector in the provision and management of education. Funds are needed for the payment of staff salaries, procurement of instructional materials transportation cost of running schools, erection of new buildings and maintenance of existing ones (Ibezimako, 2016). Apparently, whether Cross River State government alone cannot ensure funding of public secondary schools in Calabar Metropolis, does not implies that the young citizens of Nigeria in Cross River State particularly in Calabar Metropolis cannot be educated or that all schools in the state will be closed down, rather what is expected or required is that stakeholders in education and the state at large would come out with strategies to enhance management of public secondary schools like school funding models.

School funding models are strategies for enhancing the financing of educational institutions with a holistic approach. Etuk (2011) posits that school funding models are propositions which seek to establish the rightful person or group that should bear the financial responsibility of educating the citizens. These school funding models which form the basis of the funding strategies include the full support model, the privatization model and partial support model (Etuk, 2011). The focus in this study is on full support and partial support models. This is because the researchers observed that these models are more suited for funding of public secondary schools in Calabar Metropolis of Cross River State, Nigeria.

The full support model suggests that the state (government) should assume the full responsibility for funding at all levels of education and types of education located within its domain (Etuk, 2011). Government has statutory responsibility to improve financial allocation to education through annual budget however, the budgetary allocation is most times inadequate to fund education sector (Ogbonnaya, 2012). Also, government funding of education through Education Tax Fund, Consolidated Revenue Fund of the Federal Government, the funds/contribution in forms of Federal Government Guaranteed credits and local/international donor grants do not always solve the problem of educational financing (Adeyemi, 2011). This implies that there is need for joint participation in order to enhance educational funding through partial support model.

Partial support model advocates that funding education should be the joint responsibility between the state (government) and other educational stakeholders. This includes the parents whose children are to be educated, members of the community, philanthropic individuals and organizations. This fact was supported by Ibezimako (2016) that communities, corporate organizations and well placed individuals in the society should contribute to the growth and development of education in the country by augmenting government's efforts through provision of grants. Organizations such as Alumni Associations need to equally be encouraged to assist in this regard through the payment of levies that may include the institutional endowment funds to help in the

funding of education in Nigeria. This mode according to Bifil-Nwile (2015), suggests that the funding of education should be a joint venture arrangement between the government and the consumers of education. This entails that the funding of education is a public/private partnership.

Despite the government support funding and private individuals' contribution to education, the public secondary schools in Calabar Metropolis of Cross River State, Nigeria seem to still experience poor management may be as a result of funding. The study therefore sought to investigate school funding models as correlates of management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria.

Statement of the Problem

The deteriorating nature of public secondary schools in Calabar Metropolis of Cross River State Nigeria has shown that all is not well with management of public secondary schools. Government cannot single handedly satisfy the financial demand of the public secondary schools, rather private individuals and organizations could participate in funding of education. The researchers observed that management of public secondary school in Calabar Metropolis is plagued with many challenges such as decay of basic school materials like libraries, laboratories, chairs, fans and vehicle among others. Schools building are yearning for renovation and so on. School funding models appear to be an intervention to management of public secondary schools. However, one wonders why it appears there is a continuous deteriorating nature of public secondary schools in Calabar Metropolis of Cross

River State, Nigeria. The consequent of this may be lack of quality secondary education. It is against this background that the researchers investigated school funding models as correlates of management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria.

Purpose of the Study

The aim of this study was to investigate school funding models as correlates of management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria. Specifically, the study sought to:

1. determine correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria; and

2. ascertain correlation of partial support model and management of public secondary schools.

Research Questions

The following research questions guided the study.

1. What is correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria?

2. What is correlation of partial support model and management of public secondary schools?

Hypotheses

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

1. There is no significant correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria.

2. There is no significant correlation of partial support model and management of public secondary schools.

Methodology

The study adopted correlational survey designed. The population of the study was all the 560 teachers from 10 selected public secondary schools in Calabar Metropolis of Cross River State, Nigeria. A sample of 203 teachers was randomly selected using purposive random sampling technique. The instruments for data collection were researcher's structured questionnaires titled "School Funding Models Questionnaire (SFMQ)" and "Management of Public Secondary Schools Questionnaire (MPSSQ). The instruments were validated by three experts. Two experts in Educational Management and one expert in Mathematics Education, all in Faculty of Educational Foundations Studies, University of Calabar, Nigeria. The questionnaires were trial tested on 30 teachers in two public secondary schools who were part of the study population but not part of sampled population. The Cronbach Alpha was used to determine the reliability of the instruments and the result yielded reliability coefficient of 0.86 and 0.89 with a grand index of 0.86. This showed that the instruments were reliable enough to achieve its purpose. A four-point likert-scale was used to establish the disparity in the respondents' opinions with a response mode of Strongly Agree (SA)=4; Agree (A)=3; Disagree (D)=2 and Strongly Disagree (SD)=1. The data collected were analyzed using Pearson Product Moment Correlation to answer the research

questions and test the hypotheses at 0.05 level of significance. The decision rule was that r-value above 0.05 was interpreted as positive correlation, while the r-value lower than 0.05 was interpreted as negative correlation.

Results

Research Question 1: What is correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria?

Table 1: Pearson Product Moment Correlation of Full Support Model and Management of Public Secondary Schools in Calabar Metropolis of Cross River State, Nigeria

Variables		Full Support Model	Management of Public Secondary Schools
Full Support Model	Pearson Correlation	1	.032**
	Sig. (2-tailed)		.000
	N	203	203
Management Public Secondary Schools	Pearson Correlation	.032**	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.05 level (2-tailed).

The result in Table 1 showed that Pearson Product Moment Correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria was (r=0.032**) and P=0.000. Since (r=0.032**) is less than 0.05, the result indicated a negative correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria.

Research Question 2: What is correlation of partial support model and management of public secondary schools?

Table 2: Pearson Product Moment Correlation of Partial Support Model and Management of Public Secondary Schools

Variables		Partial Support Model	Management of Public Secondary Schools
Partial Support Model	Pearson Correlation	1	.751**
	Sig. (2-tailed)		.000
	N	203	203
Management Public Secondary Schools	Pearson Correlation	.751**	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.05 level (2-tailed).

The result in Table 2 showed that Pearson Product Moment Correlation of partial support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria was (r=0.751**) and P=0.000. Since r=0.751** is higher than 0.05, the result indicated a positive correlation of partial support model and management of public secondary schools.

Test of Hypotheses

Hypothesis 1: There is no significant correlation of full support and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria.

Table 3: Pearson Product Moment Correlation of Significant Correlation of Full Support Model and Management of Public Secondary Schools in Calabar Metropolis of Cross River State, Nigeria

Variables		Dismissal	Effective Management of Public Primary Schools
Full Support Model	Pearson Correlation	1	0.032**
	Sig. (2-tailed)		.000
	N	203	203
Management Public Secondary Schools	Pearson Correlation	0.032**	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.05 level (2-tailed).

The result in Table 3 showed that Pearson Product Moment Correlation of significant correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria was (r=0.032**) and P=0.000. Since r=0.032 is less than 0.05, the null hypothesis was not accepted. This implied that there was a negative significant correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria.

Hypothesis 2: There is no significant correlation of partial support model and management of public secondary schools.

Table 4: Pearson Product Moment Correlation of Significant Correlation of Partial Support Model and Management of Public Secondary Schools

Variables		Dismissal	Effective Management of Public Primary Schools
Dismissal	Pearson Correlation	1	.751**
	Sig. (2-tailed)		.000
	N	203	203
Effective Management Public Primary Schools	Pearson Correlation	.751**	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.05 level (2-tailed).

The result in Table 4 showed that Pearson Product Moment Correlation of significant correlation of partial support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria was ($r=0.751^{**}$) and $P=0.000$. Since $r=0.751$ was higher than 0.05, the null hypothesis was not accepted. This implied that there was a positive significant correlation of full support model and management of public secondary schools.

Discussion of Findings

The findings of the study showed that there was a negative significant correlation of full support model and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria. This finding agreed with the opinion of Ogbonnaya (2012) who opined that government has statutory responsibility to improve financial allocation to education through annual budget although the budget allocation is most times inadequate to fund education sector. This finding also agreed with the opinion of Adeyemi (2011) who opined that government funding of education through Education Tax Fund, Consolidated Revenue Fund of the Federal Government, funds/contribution in forms of Federal Government Guaranteed credits and local/international donor grants do not always solve the problem of educational financing.

The findings also showed that there was a positive significant correlation of partial support model and management of public secondary schools. This finding agreed with the opinion of Ibezimako (2016) who opined that communities, corporate organizations and well placed individuals in the society should contribute to the growth and development of education in the country by augmenting government's efforts through provision of grants. This finding also agreed with the opinion of Bifil-Nwile (2015) who opined that the partial support model suggests that the funding of education should be a joint venture arrangement between the government and the consumers of education. This means that the funding of education is a public/private partnership.

Conclusion

The study concluded that there was significant negative correlation of school funding models and management of public secondary schools in Calabar Metropolis of Cross River State, Nigeria on one hand and positive correlation on the other hand. This means that full support model had negative significant correlation with management of public secondary schools while partial support model had positive significant correlation with management of public secondary schools.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. Government should strengthen her funding support and grant public secondary schools in Calabar Metropolis of Cross River State, Nigeria full autonomy and create enabling environment for them to generate funds internally.

2. Government in conjunction with private individuals and organizations should also strengthen their partial support to boost funding status of public secondary

schools for effective management in Calabar Metropolis of Cross River State, Nigeria.

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