



MANAGERIAL COMPETENCE NEEDS AS CORRELATE OF EFFECTIVE ADMINISTRATION OF HODS IN STATE COLLEGES OF EDUCATION IN SOUTH EAST, NIGERIA



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Abstract

The study Managerial competence needs as correlate of effective administration of HODs in state colleges of education in south east, Nigeria adopted a correlational design. The population of this study is 388 respondents from state owned Colleges of Education in South East, Nigeria. This comprised of 327 NCE second year students in the school of education and 61 lecturers in the school of education in the state colleges of education in South East, Nigeria. The sample size of the study was 388 respondents from state owned Colleges of Education in South East, Nigeria. This comprised of 327 NCE second year students offering in the school of education and 61 lecturers in the school of education in the state colleges of education in South East, Nigeria. There were no sampling techniques since the population of the study is manageable and controllable by the researchers. The instrument for data collection was the researchers' developed two sets of questionnaires titled Managerial Competence Needs Questionnaire (MCNQ) and Effective Administration Questionnaire (EAQ). Two experts from the Department of Educational Management and one expert from the department of Science Education majored in Test and Evaluation in College of Education, Michael Okpara University of Agriculture, Umudike validated the instruments. Cronbach Alpha method was used to determine the reliability of the instruments which yielded an index of 0.87 for MCNQ and 0.91 for EAQ. Five briefed research assistants helped in the administration and collection of the in questionnaire. Data collected were analyzed using Pearson Product Moment Correlation Coefficient statistic to answer the research questions F-cal. was used to test the null at 0.05 level of significance. Based on the analysis of the study, the study finds that Human resources management significantly to a very high extent relate to effective administration. The coefficient of determination (R^2) of 0.746 indicates that 75% of the variance observed in the effective administration was attributed to HODs human resources management competence in colleges of education in South East, Nigeria. Decision-making as managerial competence need to a very high extent relate to HODs effective administration in state colleges of education in South East, Nigeria. The coefficient of determination (R^2) of 0.794 indicates that 79% of the variance observed in the effective administration was attributed to decision-making as managerial competence need in colleges of education in South East, Nigeria. The researchers recommended amongst others that; There is need for training and retraining of HODs on human resources needs and management towards enhancing effective administration.



Key Words: *managerial competence, human resources needs, decision-making needs and effective administration.*

Introduction

The college of education is amongst the highest level of tertiary educational provider that equips its products to be useful and sought for by the global educational community. The standard college of education could be obtainable if the administrative chamber of the institution is effective through a well-structured instructional programme, innovative lecture halls and laboratories, lecturer who are competent and pragmatic curriculum. Ogunode, Kasimu and Ibrahim (2023) noted that, the colleges of education is an institution of higher learning that provide facilities for training teacher which also involves in research to grant academic degrees such as bachelor, master and doctorate. It is imperative to note that this kind of education centres on teaching, research, consultancy, discovery of new phenomenon and community services amongst other. It was on this note that Ogunode and Adanna (2022) argued that colleges of education is designed to operate in a peaceful environment.

Managerial competence remains a needful requirement to make a good administration in an organization. Being an HOD means you are a manager in an academic environment, as well as a manager of others. Querrey in Igwe (2023) noted that a manager needs managerial competence to be extensive in order for them to be successful in achieving organizational goals. HOD's should be able to effectively manage people, material resources, budget, and other available resources in their dispose judiciously. This requires someone with a multi-tasking work style who can plan for both the short and long-term goals in an organization.

Managerial competence can be developed through learning and practical experience. The managerial competence helps administrators to communicate effectively using oral and written skills. Smut in Okonkwo (2023) maintained that management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling. It can be defined as certain attributes or abilities that an executive should possess in order to fulfill specific tasks in an organization. It also helps them to coordinate activities as well as utilize best knowledge management practices to pursue its goals. It also helps administrators to build the capacity and the ability to handle grapevine issue, ensure quality supervision skills and promote quality interpersonal relations among its workforce. Human resources management thus promotes administrative effectiveness since school administrators needs quality human resources to succeed in achieving set goals of the organization. Decision-making is an important aspect of managerial competence needed by university administrators. Every decision-making process should have a good choice which may or may not prompt action or the process of identifying and choosing alternatives based on the values, preferences and beliefs of the decision-maker. Okumbe in Okorie (2016) decision-making as the process of specifying the nature of a particular problem and selecting among available alternatives to solve them. Decision making therefore deals with the act of making a choice among available alternatives. Therefore, decision making is a problem-solving approach by choosing a specific course of action among various alternatives. Okorie (2016) contend that educational organizations are deeply involved in administrative decision-making as this reflects the organizations objectives, policies and plan. Decision-making is an integral part of modern management and forms the primary assignment or responsibilities of managers. Decision-making form the major element in university administration at every level of taking action in an organization be it in disciplinary issues, employment and deployment issue, disengagement matters, assessment or even contracting issues.

Theoretical Review

This study was built on the human relations theory by Follet in 1920

Human Relation Theory (Follet 1920)

The theory was propounded by Follet (1920). The theory stated that human factor is important in the achievement of organizational goals. School-community relation is a veritable component of school management. School management needs theory that serves as a guide for action. In essence, theory on human relations can guide school administrators in their management functions.

The idea is that individuals have the motivation to perform when they are treated well. With the human relations theorist, the focus is on people and how they interact. School administrator should by this theory build a dynamic interpersonal relationship through delegating functions to teachers and maintaining open-door policy with the staff and students. The vice-chancellors are in the most advantageous position to provide the needed leadership in the management of the public universities in Nigeria. They should maintain good relationship between the school and the community by involving all members of the school community in the decision-making process. This is in line with the concept of democratic leadership which has its basis on the human relations theory.

This theory centres on motivation of workers can be achieved by encouraging their sense of achievement and recognize their personal value other than economic rewards. Follet was concerned with the human problems encountered in organizations, and therefore concluded that such problems can only be minimized when there is co-operation among the workers. She therefore emphasized coordination as the basis of any organization effectiveness.

This may be true to the school management when there are co-operative relationships and co-ordination between school and the community. Follet believed that industries, school and groups have problem of building and maintaining good relationship among various individuals in an organization. It becomes imperative and essential that efforts should geared towards effective human resources management competence, and decision-making need competence. Therefore, human relations should be seen as a collective responsibility of both the entire university community. Therefore, human relation theory relates to this study since competence in relating with organizational workforce can propel effective administrative outcome as well as to enhance good communication skill that has the capacity of engaging all available resources to yield an expected end result. It would guide the university administrators in maintaining cordial relationship, good communication skills and interpersonal relations with staff towards achieving effective administration.

Statement of the Problem

Managerial competence needs of the college administrators are required to ensure effective administration amongst academic administrators. This makes the administrative role of HODs the basic foundation of every college of education such adequate attention should be paid to their managerial competence needs such as management of human resources need, management of financial needs, management of school facilities competence and decision-making competence.

However, the college of education is the centre for educational excellence which makes managerial competence needs an essential element in achieving effective administration using heads of the department. These managerial competence needs involve human resources management, school plant management, decision-making competence and school-community relations competence. The incorporation of HODs as academic administrators in the school management team tend to enhance their administrative effectiveness that drives positive and quality school climate in the technology driven economy.

However, the researchers observed that in most state colleges of education in south east Nigeria, there is an issue of poor managerial competence amongst heads of departments as a result that most HODs are appointed on favoritism not based on their charisma and competence. This has resulted in poor financial management, incompetence in managing facilities in their departments, poor human resources management at the departmental level, and incompetence in decision-making during departmental board meetings becomes serious issue among the university academic administrators.

These however, appear to create administrative ineffectiveness in state colleges of education in south east Nigeria.

The state of administrative ineffectiveness in their college of education could be as a result of poor managerial competence needs amongst HODs. This however maybe traced to a lot of variables, hence the problem of the study put in question form, to what extent does managerial competence needs correlates with administrative effectiveness of HODs in state colleges of education in South East, Nigeria?

Purpose of the study

The study determined the relationship between managerial competence needs and HODs effective administration in state colleges of education in South East, Nigeria

1. determine the extent human resources management as managerial competence needs relate to HODs effective administration in state colleges of education in South East, Nigeria.
2. find out the extent decision-making as managerial competence need relate to HODs effective administration in state colleges of education in South East, Nigeria.

Research Questions

The following research questions guided the study. They are:

1. to what extent does human resources management as managerial competence need relate to HODs effective administration in state colleges of education in South East, Nigeria?
2. to what extent does decision-making as managerial competence need relate to HODs effective administration in state colleges of education in South East, Nigeria?

Hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance. They are:

H0₁: there is no significant relationship between human resources management as managerial competence need and HODs effective administration in state colleges of education in South East, Nigeria.

H0₂: there is no significant relationship between decision-making as managerial competence need and HODs effective administration in state colleges of education in South East, Nigeria.

Methodology

The study adopted a correlational design. Maduabum in Ogedi (2021) opined that correlational design is one aimed at determining the relationship between variables which enables a researcher to ascertain the extent to which variation in one variable is associated with variation in another. The design was considered appropriate for this study because the researcher ascertained the relationship between the independent variable (managerial competence needs) and dependent variable (effective administration) of the study.

The population of this study is 388 respondents from state owned Colleges of Education in South East, Nigeria. This comprised of 327 NCE second year students in the school of education and 61 lecturers in the school of education in the state colleges of education in South East, Nigeria. The figure 388 respondents comprise of 54 students from Abia State College of Education, Technical Arochukwu, 61 students from Ebonyi State College of Education, Ikwo, 70 students from Enugu State College of Education Technical, 58 students from Imo State College of Education, Ihitte Uboma and 84 students from Nwafor Orizu College of Education, Anambra. More so, 9 lecturers from Abia State College of Education, Technical Arochukwu, 12 lecturers from Ebonyi State College of Education, Ikwo, 15 lecturers from Enugu State College of Education Technical, 10 lecturer from Imo State College of Education, Ihitte Uboma and 15 lecturers from Nwafor Orizu College of Education, Anambra.

The sample size of the study was 229 respondents from state owned Colleges of Education in South East, Nigeria. This comprised of 226 NCE second year students offering in the school of education and

62 lecturers in the school of education in the state colleges of education in South East, Nigeria. There were no sampling techniques since the population of the study is manageable and controllable by the researchers. The instrument for data collection was the researchers' developed two sets of questionnaires titled Managerial Competence Needs Questionnaire (MCNQ) and Effective Administration Questionnaire (EAQ). The questionnaire has two clusters and 10 items in MCNQ and 1 cluster with 10 items in EAQ. Two experts from the Department of Educational Management and one expert from the department of Science Education majored in Test and Evaluation in College of Education, Michael Okpara University of Agriculture, Umudike validated the instruments. Cronbach Alpha method was used to determine the reliability of the instruments which yielded an index of 0.87 for MCNQ and 0.91 for EAQ. Five briefed research assistants helped in the administration and collection of the in questionnaire. Data collected were analyzed using Pearson Product Moment Correlation Coefficient statistic to answer the research questions F-cal. was used to test the null at 0.05 level of significance.

Results

The results of the study were presented on tables and based on the research questions and the hypotheses that guided the study.

Research Question 1

To what extent does human resources management as managerial competence need relate to HODs effective administration in state colleges of education in South East, Nigeria?

Table 1: Correlation Matrix between human resources management and effective administration

		HRM	EA
HRM	Pearson	1	.864
	Sig (2-tailed)		.000
	N	388	388
	R ²	(0.746) 75%	
EA	Pearson	.864	1
	Sig. (2-tailed)	.000	
	N	388	388

HRM= Human Resources Management, EA= Effective Administration

The data on table 1 indicates a correlation R of .864 which is positive and within the coefficient limit or range of 0.80 and above indicating strong positive and very high extent relationship. This result indicates that human resources management relate to effective administration to very high extent. The coefficient of determination (R^2) of 0.746 indicates that 75% of the variance observed in the effective administration was attributed to HODs human resources management competence in colleges of education in South East, Nigeria.

Hypothesis 1

There is no significant relationship between human resources management as managerial competence need and HODs effective administration in state colleges of education in South East, Nigeria.



Table 2: Regression Analysis of Relationship between Human Resources Management as Managerial Competence Need and Effective Administration

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2072.437	1	2072.437	91.261	.000 ^b
Residual	8765.599	386	22.709		
Total	10838.04	387			

Data on table 2 reveals a significant P- value of 0.000 which is less than the alpha value of 0.05. Since the P-value is less than 0.05 alpha value, the hypothesis of no significant relationship was rejected and the alternate upheld. Therefore, there is a significant relationship between human resources management as managerial competence need and HODs effective administration in state colleges of education in South East, Nigeria.

Research Question 2

To what extent does decision-making as managerial competence need relate to HODs effective administration in state colleges of education in South East, Nigeria?

Table 3: Correlation Matrix between Decision-Making as Managerial Competence Need and HODs Effective Administration

		DMMCN	EA
DMMCN	Pearson	1	.891
	Sig (2-tailed)		.000
	N	388	388
	R ²	(0.794) 79%	
EA	Pearson	.891	1
	Sig. (2-tailed)	.000	
	N	388	388

DMMCM= Decision-Making as Managerial Competence Need, EA= Effective Administration

The data on table 3 reveal a correlation (r) of .891 which is positive and within the coefficient range of 0.80 and above indicating strong positive and very high extent relationship. This result indicates that decision-making as managerial competence need relate to HODs effective administration in state colleges of education in South East, Nigeria to very high extent. The coefficient of determination (R²) of 0.794 indicates that 79% of the variance observed in the effective administration was attributed to decision-making as managerial competence need in colleges of education in South East, Nigeria.

Hypothesis 2

There is no significant relationship between decision-making as managerial competence need and HODs effective administration in state colleges of education in South East, Nigeria.

Table 4: Regression Analysis of Relationship between decision-making as managerial competence need and HODs effective administration in state colleges of education

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2162.511	1	2162.511	100.553	.000 ^b
Residual	8301.427	386	21.506		
Total	10463.94	387			

Data on table 4 show a P-value of 0.000 which is less than the alpha value of 0.05. Since the P-value of 0.000 is less than the alpha value of 0.05, the hypothesis of no significant relationship was rejected. Therefore, there is a significant relationship between decision-making as managerial competence need and HODs effective administration in state colleges of education in South East, Nigeria.

Summary of Findings

The findings of the study include:

1. Human resources management significantly to a very high extent relate to effective administration. The coefficient of determination (R^2) of 0.746 indicates that 75% of the variance observed in the effective administration was attributed to HODs human resources management competence in colleges of education in South East, Nigeria.
2. Decision-making as managerial competence need to a very high extent relate to HODs effective administration in state colleges of education in South East, Nigeria³. The coefficient of determination (R^2) of 0.794 indicates that 79% of the variance observed in the effective administration was attributed to decision-making as managerial competence need in colleges of education in South East, Nigeria.

Discussion of the Findings

The findings of the study were discussed based on the major findings of the study.

It was found from the study that human resources needs significantly to a very high extent relate to effective administration of HODs in state colleges in south east, Nigeria. The result implies that respondents agreed that human resources competence needs such as effective communication skills, competence in staff personnel administration, school-community relations, and good management-workforce relations among others significantly to high extent relate to HODs effective administration. This result agreed with that of Bakhsh (2013) who noted that human resources inventory (HRI) correlated positively with administrative effectiveness. Bakhsh also argued that personality traits proved as strongest determinant which was followed by organizational climate with significant predictive powers. Agreeing to this fact Baba (2015) in his study found that school inspectors offered professional support to teachers and principals in the areas of human resources practices, and thus teachers benefitted from their support. In essence, when HODs in colleges of education understands and improve in human resources needs of their departments, it would result to green work environment that would propel effective administration.

Also, the results on table 3 revealed that decision-making as managerial competence need to a very high extent relate to HODs effective administration in state colleges of education in South East, Nigeria. The results indicated that in the decision-making as managerial competence, the HODs establishes cordial relationship with the staff of the department, avoids hasty decision-making, avoids *laissez-faire* approach in taking decision on critical matters and avoid compromise in taking decision on disciplinary matters among others relates to effective administration. The results agreed with that of Kagendo (2018) in his study finds that the interaction between class levels and type of schools significantly influenced principals decision making. The study concluded that administrators decision-making competence in the area of school curriculum design and development, and management of students and welfare issues influenced student discipline moderately. Equally in the support of the findings, Peretomode (2019) maintained that decision-making becomes the center or the hub of all managerial and administrative functions.

Recommendations

Based on the findings of the study, the researchers' recommended the following;

1. There is need for training and retraining of HODs on human resources needs and management towards enhancing effective administration.
2. There is need for good communication competence in decision-making process amongst HODs in colleges of education.



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