

**RELATIONSHIP BETWEEN PLANNING AND MANAGEMENT OF STATE
UNIVERSITIES IN NORTH CENTRAL NIGERIA**

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Abstract

This study assessed the relationship between planning and management of state universities in North Central Zone of Nigeria. Two objectives with corresponding two research questions and hypotheses were raised to guide the study. The study used correlational survey research design. The population of the study consisted of 4,250 academic staff drawn from 36 faculties in all the 6 state universities in North Central Zone of Nigeria. The total sample size of the study consisted of 788 academic staff drawn from 15 faculties in 6 state universities in the study area using multi-stage and simple random sampling techniques. Lecturers Questionnaire on Planning and Management of State Universities' (LQSPMSU) was the instrument used for data collection. The questionnaire consisted of 12 items. The instrument yielded 0.82 as the logical validity index. The instrument also yielded 0.75 as coefficient of internal consistency. Descriptive statistics of mean and standard deviation were employed to answer the research questions while, Pearson Product Moment Correlation was

used to test the null hypotheses at 0.05 level of significance. The findings of the study revealed that there was a significant relationship between enrolment planning and management of state universities in North Central Zone of Nigeria (r -cal of 0.68 > r -table of 0.16) and there was a significant relationship between staff planning and management of state universities in North Central Zone of Nigeria (r -cal of 0.70 > r -table of 0.16). The study recommended that the Academic Planning Units of all the state universities in North Central Zone of Nigeria need to assess the available human and non-human resources periodically to ensure that admission of students in each academic session do not exceed the available resources.

Keywords: Planning, Management, Students' Enrolment Planning, Staff Planning

Introduction

University education is one of the major tools for achieving national integration, consciousness, unity, cohesion, socio-economic, political and cultural development of every nation. Universities are meant to produce human resources needed for enhancing the overall development of a country by providing students with requisite attitudes, values, skills and knowledge over some time. The quality of university education is a prerequisite for the development of a nation through national cohesion and global competitiveness. One of the goals of university education according to the Federal Republic of Nigeria (FRN, 2013) is to collaborate with government, industries and the global community in the conduct of research and disseminate the results in the manner that would enhance sustainable development. No nation could develop beyond the quality of its university education. The current situations in Nigerian universities' system which range from increasing students' enrolment, insufficient staff, limited infrastructures and inadequate funding may reduce the quality of university management (Ibian, 2015).

The above situations require effective management of universities through planning. Planning is a systematic process of promoting the course for good and sustainable management of higher education (Nwankwo, Omebe and Nwogbo, 2015). The aim of planning in university's management is to enhance the internal efficiency of an

institution. Abdulkareem, Akinnubi and Oyeniran (2011) described planning as the process of mapping out in advance the pattern of actions to be implemented to achieve the goals of an institution. Plans are designed to realize the goals of an institution, however, what determines if plans would achieve its goals or not is implementation. A plan that is not implemented would not realize its purpose. As a result, the success of any plan depends on the strategy to achieve its goal. Planning is a systematic process through which managers could make future decisions concerning what is to be done, how it is to be done, who is to do it, when it is to be done and the intended goals to be realized. The major aim of every plan is to predict the future actions of an institution. Planning is the careful assessment of both the internal and external factors of an institution that would lead to designing of vision, mission, purpose, objectives, policies, plans and activities for implementation to realize them (Chukwumah and Ezeugbor, 2015).

Planning provides an avenue for facilitating communication among the various units, departments and faculties of a university to its strengths and weaknesses while striving to attain the set objectives. The integration of planning into university's management could help to minimize future problems that are capable of reducing the quality of university education. Through planning, an institution could examine its major reason in terms of its vision and mission. Alimi, Ehinola and Alabi (2012) noted that planning is a roadmap or channel which enables an institution to follow in the process of conducting its activities. The activities of planning in universities' management are foresight exercises in nature which help to review the mission and designing of goals with special consideration to the internal and external factors within the university's system. The activities of planning involve collective efforts among the various stakeholders of a university such as the Vice-Chancellor, Governing Council, Registrar, Bursar, Director of Academic Planning, Deans, Heads of Departments and so on because of the interconnection of the functions that are required to be performed to attain the stated goals. Planning consists of both medium and long term planning actions which occur between the periods of 3 to 5 years' interval (NUC, 2013). Planning is a suitable tool for mapping out the activities required for effective management of Universities because it could be sustained for a long period.

University system needs to be properly planned to facilitate effective management. Any state university whose admission policy does not make provision for enrolment of students from other states may not lay a sound foundation for the attainment of university goals. Universities are expected to plan and manage their affairs to strengthen acquisition of knowledge that is required to promote technology and give a nation competitive advantage in global issues. The role of planning on the management of a university is very important for innovative ideas, production systems, implementation of new technologies and management systems to enable a nation to survive in the competitive global world (Odunayo, Olumuyiwa, Oyinlola. and Akinbode, 2014). Management in the view of Maicibi (2016) refers to the process through which the objectives of an institution are executed towards their achievement by optimizing the use of both human and non-human resources. For effective management of universities, the managers need to be guided and directed through the application of planning to facilitate the attainment of stated goals. The attainment of the goals of university education in Nigeria depends on the chief executives' abilities to manage the affairs of their institutions properly through proper planning because it is one of the major approaches that could facilitate effective management of universities. Management of universities through planning is meant to enhance innovation and cost reduction in the school system. It helps an institution to achieve its goals successfully. Integration of planning into school management could help to determine the policy objectives of an institution or the degree to which an institution realizes its own goals through the absolute determination of the goals and mission in the future (Zheng, Yang and Mclean, 2010).

Planning in the university system could be conducted through staff planning, academic planning, financial planning, timetable planning, students' enrolment planning, school plant planning and so on. This study assessed how students' enrolment planning and staff planning determine the management of state universities in North Central of Nigeria. Enrolment planning means the determination of the number of students to be admitted by an institution within a particular period. Enrolment planning in universities is very crucial for the attainment of the goals of university education. It is inevitable in management of universities because there is need to identify the actual

number of students to be enrolled in different levels and programmes on yearly basis for effective planning and acquisition of other educational resources like human, material and financial resources. Students' enrolment planning is very important in determining the effectiveness of the management of the university system (Oladosu, 2012). The essence of enrolment planning is to identify the real number of students that would be enrolled in different academic programmes yearly because other school resources such as human, material and financial depend on students' enrolment. Adeniyi (2015) conducted a study and found out that significant relationship exists between quality control and university management in South-West Nigerian Universities. As a result, enrolment policy is expected to be effectively planned as part of quality control mechanisms to avoid the situation where universities would continue to offer a high rate of admission to the extent that the available human and non-human resources may be insufficient to manage the affairs of university system effectively. In an attempt to control enrollment and enhance effective management of Nigerian university's system, the National Universities Commission (NUC) and Unified Tertiary Matriculation Examination (UTME) introduced the Carrying Capacity System of admission when they noticed that some universities were admitting more students than their available resources. The Carrying Capacity System refers to the situation where students are admitted based on the available resources. The resources under consideration for students' admission are library facilities, staff strengths, hostel accommodation, available funds and so on. The use of Carrying Capacity System for planning students' enrolment is to enhance quality university education through effective management (Adeniji, 2011). Despite the introduction of the Carrying Capacity of admission policy, state universities in North Central of Nigeria still admit students more than the strengths of their resources to generate more funds to run the affairs of universities successfully due to the problem of inadequate funding of the institutions by some state governments.

Furthermore, staff planning is an important index of planning that requires to be integrated into the university's management system. Staff planning is concerned with the knowledge about the present manpower resources and capabilities as well as the setting of objectives to meet the manpower needs of an institution. Staff planning

entails the projection of manpower demand, supply, and action to match demand and supply to an acceptable stage of equilibrium (Adeniyi, 2015). Abdulkareem, Akinnubi and Oyeniran (2011) conducted a study and found out that significant relationship exists between human resources planning and utilization and internal efficiency in the state-owned universities in Nigeria. However, Alimi, Ehinola and Alabi (2012) conducted a study on the influence of human resource planning on students' academic performance in Ondo State and submitted that significant difference does not exist between human resource planning and students' academic performance in Ondo State. Staff planning is aimed at ensuring that adequate manpower in terms of the right quality and quantity is made available to run the affairs universities. When there are high students' enrolment and stagnant staff employment, it becomes difficult for managers of universities to properly coordinate the affairs of their institutions. The quest for higher education in the North Central Zone of Nigeria has influenced high rate of students' enrolment into the universities on yearly basis without the corresponding increment in the recruitment of academic staff. As a result, the few available academic staff members are overloaded with too much workload such as teaching, researching, marking of scripts, supervision of students' projects among others. Such numerous tasks assigned to the academic staff limit the quality of their job performance and prevent them from contributing positively towards effective management of universities.

The situations in North Central Zone of Nigeria suggested that state universities strive to increase enrolments in the face of growing shortages of both the academic and non-academic staff. This study was structured to assess the relationship between planning and management of state universities in North Central Zone of Nigeria.

Statement of the Problem

There is a continuous rise in the level of students' enrolment in the university system in Nigeria with particular reference to state universities in North Central of Nigeria. The effective management of state universities in North Central Zone of Nigeria is hampered due to yearly increment in the admission of students. The consequence of the problem has led to overcrowding in lecture rooms which in turn makes it difficult for lecturers to manage their classes effectively. The situation

could also influence the overstretching of infrastructure, library facilities, utilities, and other educational resources thereby making their management and maintenance very difficult. The above situations in the University system is a thing of concern which suggests that planning has been neglected in the planning and management of academic programmes in universities. The question that needs to be asked is what are the roles of the academic planning unit? If every state university in North Central Zone of Nigeria has a planning unit and the activities of the universities are not still well-planned, it, therefore, means that state universities in the zone could not be effectively managed.

A poorly planned university could also be accompanied by a poor management system because inadequate planning is bound to pose a great challenge to the successful management of an institution. Ineffective management could easily thwart the attainment of the mission and vision of the university system. Hence, this study was aimed at assessing the relationship between the planning and management of state universities in North Central Zone of Nigeria.

Objectives of the Study

The main objective of this study was to establish the relationship between planning and management of state universities in North Central Zone of Nigeria. The specific objectives of the study include the following:

1. To determine the relationship between students' enrolment planning and management of state universities in North Central Zone of Nigeria.
2. To ascertain the correlation between staff planning and management of state universities in North Central Zone of Nigeria.

Research Questions

The study was guided by the following research questions:

1. What is the relationship between students' enrolment planning and management of state universities in North Central Zone of Nigeria?

2. What is the correlation between staff planning and management of state universities in North Central Zone of Nigeria?

Statement of Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

- HO₁:** There is no significant relationship between enrolment planning and management of state universities in North Central Zone of Nigeria.
- HO₂:** There is no significant correlation between staff planning and management of state universities in North Central Zone of Nigeria.

Methodology

Correlational survey research design was used in this study. Correlational survey research design establishes relationships or associations between two or more variables. The population of this study consisted of 4,250 academic staff drawn from 36 faculties in all the 6 state universities in North Central Zone of Nigeria. The total sample size of this study consisted of 788 academic staff drawn from 15 faculties in 6 state universities in North Central Zone of Nigeria using Multi-stage. Multistage sampling is a complex form of cluster sampling because it involves dividing the population into different groups. The population of the study was clustered into states, universities and academic staff respectively. The lucky-dip method of simple random sampling was employed to select respondents for the study. Serial numbers of the elements in the sampling frame were recorded on pieces of papers, they were folded and mixed thoroughly for all the prospective respondents to pick at once without replacement. The technique gave all the respondents an equal opportunity of being selected without any form of bias. However, 38 questionnaires representing 4.8% were rendered invalid in inappropriate responses while 20 respondents representing 2.5% did not return their questionnaires. As a result, the 730 questionnaires that were appropriately completed and retrieved were used for the analysis of the study as the numbers of invalid and those that were not returned were insignificant to affect the generalization of the findings on the entire population of the study. The instrument used for data collection

was a 12-item questionnaire called 'Lecturers Questionnaire on Planning and Management of State universities' (LQSPMSU). The instrument was designed based on 5-point Likert type scale given as follows: Strongly Agree (SA=5), Agree (A=4), Disagree (D)=3, Strongly Disagree (SD=2) and Undecided (U=1). The instrument yielded 0.82 as the logical validity index. The instrument also yielded 0.75 as the coefficient of internal consistency. Descriptive statistics of mean and standard deviation were used to answer the research questions, while Pearson Product Moment Correlation was used to test the hypotheses at 0.05 level of significance.

Descriptive Analysis of Research Questions

The research questions were answered using mean and standard deviation as presented below:

Research Question 1: What is the relationship between students' enrolment planning and management of state universities in North Central Zone of Nigeria?

Table 3: Mean and Standard Deviation Analysis Showing the Relationship between Students' Enrolment Planning and Management of State universities in North Central Zone of Nigeria

| NO. | ITEMS | SA | A | D | SD | U | \bar{X} | Std. | Decision |
|---------------------|--|-----|-----|-----|-----|----|-------------|-------------|-----------------|
| 1 | There is proper monitoring and control of students' behaviour because university adheres strictly to the Carrying Capacity Policy of admission on yearly basis. | 20 | 100 | 00 | 288 | 10 | 2.00 | 0.76 | Disagreed |
| 2 | There is frequent cult activities which disorganize the successful operation of university system due to high rate of students' enrolment. | 390 | 210 | 20 | 98 | 12 | 2.52 | 0.72 | Agreed |
| 3 | School facilities are well-managed and maintained because students are not admitted more than the available physical facilities. | 75 | 55 | 250 | 305 | 45 | 2.03 | 0.62 | Disagreed |
| 4 | Library is properly coordinated and organized because students' admission falls within the range of its capacity. | 93 | 55 | 100 | 450 | 32 | 2.20 | 0.60 | Disagreed |
| 5 | Consideration is given to available resources in university before students are admitted and this gives room to judicious use of school physical resources. | 66 | 21 | 182 | 425 | 36 | 2.45 | 0.75 | Disagreed |
| 6 | Staff members contribute less towards the coordination and organization of school activities due to too much workload allocated as a result of high rate of students' admission. | 338 | 165 | 105 | 87 | 35 | 3.01 | 0.66 | Agreed |
| Cluster mean | | | | | | | 2.36 | 0.68 | Rejected |

Scale Mean 3.00

Table 1 showed that item 1 has the mean value of 2.00 and standard deviation of 0.76, item 2 has the mean value of 2.52 and standard deviation of 0.72, item 3 has the mean value of 2.03 and standard deviation of 0.62, item 4 has the mean value of 2.20 and standard

deviation of 0.60, item 5 has the mean value of 2.45 and standard deviation of 0.75 while item 6 has the mean value of 2.50 and standard deviation of 0.66. The analysis of research question one revealed that the cluster mean value of 2.36 is less than the scale mean of 3.01, this means that planning of students' enrolment is not well-conducted to enhance effective management of state universities in North Central Zone of Nigeria.

Research Question 2: How do staff planning and management of state universities in North Central of Nigeria correlate?

Table 2: Mean and Standard Deviation Analysis Showing the Correlation between Staff Planning and Management of State universities in North Central Zone of Nigeria

| S/N | ITEMS | SA | A | D | SD | U | \bar{X} | Std. | Decision |
|-----|---|----|-----|-----|-----|----|-----------|------|-----------|
| 1. | Recruitment activities are decided in advance to meet the enrolment target of university system. | 20 | 100 | 00 | 288 | 10 | 2.20 | 0.65 | Disagreed |
| 2. | Vacant positions are openly filled up through a clear recruitment process by university to secure qualified staff that would contribute towards the university goal attainment. | 20 | 98 | 390 | 210 | 12 | 2.05 | 0.70 | Disagreed |
| 3. | University has sufficient staff with fewer responsibilities which enable the staff to contribute positively towards effective management of the university's activities. | 75 | 55 | 250 | 305 | 45 | 2.10 | 0.55 | Disagreed |
| 4. | Shortage of staff which hinders effective coordination of university's activities occurs due to poor human resource planning. | 93 | 55 | 100 | 450 | 32 | 2.15 | 0.68 | Disagreed |
| 5. | There is quality of job performance as a result of clear policy guiding the planning and recruitment of staff to | 66 | 21 | 182 | 425 | 36 | 2.16 | 0.73 | Disagreed |

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|------------------------|--|-----|-----|-----|----|----|-------------|-------------|-----------------|
| | undertake their responsibilities towards enhancing proper organization of university's programmes. | | | | | | | | |
| 6. | There is poor job performance which lead to disorganization of university's activities because both the academic and non-academic staff are not employed based on NUC policies for recruitment into Nigerian Universities. | 338 | 165 | 105 | 87 | 35 | 3.20 | 0.66 | Disagreed |
| Cluster Mean | | | | | | | 2.31 | 0.66 | Rejected |
| Scale Mean 3.00 | | | | | | | | | |

Table 2 indicated that item 1 has the mean value of 2.20 and standard deviation of 0.65, item 2 has the mean value of 2.05 and standard deviation of 0.70, item 3 has the mean value of 2.10 and standard deviation of 0.55, item 4 has the mean value of 2.15 and standard deviation of 0.68, item 5 has the mean value of 2.16 and standard deviation of 0.73 while item 6 has the mean value of 3.20 and standard deviation of 0.66. The analysis of research question two showed that the cluster mean value of 2.31 is less than the scale mean of 3.00, this signifies that there is poor staff planning which influenced ineffective management of state universities in North Central Zone of Nigeria.

Test of Hypotheses: All the hypotheses were tested using Pearson Product Moment Correlation at 0.05 level of significance.

Hypothesis 1: There is no significant relationship between enrolment planning and management of state universities in North Central Zone of Nigeria.

Table 3: Correlation Coefficient Analysis Showing the Relationship between Enrolment Planning and Management of State universities in North Central Zone of Nigeria

| S/N | Variable | Df | Mean (\bar{X}) | r- calculated | r- tabulated | Level of Sig 0.05 |
|-----|-------------------------------|-----|-----------------------|------------------|-----------------|----------------------|
| 1. | Enrolment Planning | 728 | 3.43 | 0.68 | 0.16 | Significant |
| 2. | Management of Universities | | | | | |

No. of Respondents: 730

Table 3 showed the results of Pearson product-moment correlation coefficient (r) analysis of the relationship between enrolment planning and management of state universities in North Central Zone of Nigeria. The details of the analysis of hypothesis one indicated that the r-calculated value is 0.68, r-table value is 0.16, the degree of freedom (df) is 728 while the mean value (\bar{X}) is 3.43 at 0.05 level of significance. Since the r-calculated value of 0.68 is higher than the r-table value of 0.16, the null hypothesis was not accepted which implied that there was a significant relationship between enrolment planning and management of state universities in North Central Zone of Nigeria.

Hypothesis 2: There is no significant correlation between staff planning and management of state universities in North Central Zone of Nigeria.

Table 4: Correlation Coefficient Analysis Showing the Relationship between Enrolment Planning and Management of State universities in North Central Zone of Nigeria

| S/N | Variable | Df | Mean (\bar{X}) | r- calculated | r- tabulated | Level of Sig 0.05 |
|-----|-------------------------------|-----|-----------------------|------------------|-----------------|----------------------|
| 1 | Staff Planning | 728 | 3.50 | 0.70 | 0.16 | Significant |
| 2 | Management of Universities | | | | | |

No. of Respondents: 730

Table 4 showed the results of Pearson Product Moment Correlation coefficient (r) analysis of the relationship between enrolment planning

and management of state universities in North Central Zone of Nigeria. The details of the analysis of hypothesis two revealed that the r-calculated value is 0.70, r-table value is 0.16, the degree of freedom (df) is 728 while the mean value (\bar{X}) is 3.50 at 0.05 level of significance. Since the r-calculated value of 0.70 is greater than the r-table value of 0.16, the null hypothesis was not accepted which implied that there was a significant relationship between staff planning and management of state universities in North Central of Nigeria.

Discussion of Findings

The general finding of the study indicated that there was a significant relationship between planning and management of state universities in North Central Zone of Nigeria. The finding of hypotheses one revealed that there was a significant relationship between enrolment planning and management of state universities in North Central Zone of Nigeria. The details of the finding as presented on table 3 indicated the r-calculated value of 0.68 is greater than the r-table value of 0.16 at 0.05 level of significance. The finding of the study confirmed the position of Adeniyi (2015) who found out that significant relationship existed between quality control and university management in South-West Nigerian Universities. Enrolment planning in universities is very crucial for the attainment of the goals of university education. It is inevitable in university system because there is need to identify the actual number of students to be admitted into different levels and programmes on yearly basis for effective planning, management, and acquisition of other educational resources like human, material and financial resources. Students' enrolment planning is very important as it helps to influence the effectiveness of universities' management. This situation brings about ineffectiveness in management of the university system. The essence of enrolment planning is to identify the real number of students that would be admitted into schools on a yearly basis because other school resources such as human, material and financial depend on students' enrolment. When there are more students than the available academic staff, it means the available lecturers would be over-stressed with much workload and this could limit the effectiveness of school management. When enrolment planning is not efficiently done, the available school facilities may also be over-utilized as students could be overcrowded in classrooms in a manner that could

hinder effective classroom management. Effective management of universities under such circumstances could be difficult to achieve because the efforts of the school managers could always be limited in coordinating and organising the affairs of their institutions.

The finding of the study further revealed that there was a significant relationship between staff planning and management of state universities in North Central Zone of Nigeria. The details of the finding as presented on table 4 showed that the r-calculated value of 0.70 is higher than the r-table value of 0.16 at 0.05 level of significance. The findings of the study agreed with Abdulkareem, Akinnubi and Oyeniran (2011) for their submission that significant relationship exists between human resources planning and utilization and internal efficiency in the state-owned universities in Nigeria. The findings of the study however differ from that of Alimi, Ehinola and Alabi (2012) conducted a study on the influence of human resource planning on students' academic performance in Ondo State and submitted that significant difference does not exist between human resource planning and students' academic performance in Ondo State. Staff planning aims at ensuring that adequate staff in terms of the right quality and quantity are provided for universities. To facilitate effective management of universities, an increment in student enrolment needed to be followed with a corresponding increment in academic staff strengths. When there are high students' enrolment and stagnant staff employment, it becomes difficult for managers of universities to properly coordinate the affairs of their institutions, this, therefore, requires continuous planning for recruitment to meet the enrolment target of every university. The situations among state universities in North Central Zone of Nigeria seem to suggest the universities strive to increase enrolments every session in the face of few available academic staff.

Summary of the Major Findings

The following are the summary of the major findings:

1. The finding of the study as shown on table 1 (research question one) revealed that planning of students' enrolment is not well-conducted to enhance effective management of state universities in North Central of Nigeria. The findings of hypothesis 1 as presented on table 3 indicated that there was a

significant relationship between enrolment planning and management of state universities in North Central Zone of Nigeria.

2. The finding of research question 2 as presented on table 2 showed that there was poor staff planning which influenced ineffective management of state universities in North Central Zone of Nigeria. The corresponding finding of hypothesis 2 on table 4 indicated that there was a significant relationship between staff planning and management of state universities in North Central Zone of Nigeria.

Conclusion

The study concluded that there was a deficiency in planning, specifically in the areas of students' enrolment and staff planning which had created a negative effect on the management of state universities in North Central Zone of Nigeria. Management of universities without proper planning cannot help the universities to achieve the stated goals and objectives.

Recommendations

The following recommendations were drawn based on the findings of the study

1. The Academic Planning Units of all the state universities in North Central Zone of Nigeria need to assess the available human and non-human resources periodically to ensure that admission of students in each academic session does not exceed the resources at their disposal. Such a strategy would help to ensure that the available human and material resources are properly managed towards the attainment of the goals of university education.
2. Since the findings of the study revealed that state universities in North Central Zone of Nigeria are not effective in conducting staff planning activities, the study recommended that the management of every university in conjunction with National Universities Commission (NUC) need to organize workshops, seminars and symposia for all the staff of the various universities in the Establishment Units to enable them acquire the requisite knowledge and skills needed for conducting

effective planning in terms of staff employment exercise in the university system to enable them conduct proper planning and recruit staff periodically to facilitate effective management of the university system.

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