

Relationship between Generation of School Fees and Managerial Effectiveness in Federal Universities in the North West, Nigeria

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Abstract

The generation of school fees is a thing of concern to all federal universities in North-west, Nigeria. This prompted the researcher to investigate on the relationship between generation of school fees and managerial effectiveness in federal universities in North-west, Nigeria. It was guided by three (3) research objectives, three (3) research questions and one (1) null hypothesis. A correlational research design was used for the study. The total number of the population under the study was 14811 which consisted of both lecturers 7118 and management staff 7693 of federal universities in the northwest, Nigeria. The sample of the study consisted of 702 respondents. Structured questionnaires titled Generation of School Fees Questionnaires (GSFO) and Managerial Effectiveness Questionnaire (MEQ) were used for the study. The reliability coefficient for managerial effectiveness was 0.848 and generation of school fees was 0.864. Mean, percentage and frequency counts were used to answer the research questions while corresponding hypotheses were tested using Pearson Product Moment Correlation (PPMC). The findings of the study said that there is significant relationship between generation of school fees and managerial effectiveness in Northwest universities Nigeria. And this means that generation of school fees is an indicator of managerial effectiveness. The study concluded that with little grant from the government, Universities can stand firm with the generation of school fees. The researcher recommended that student should be encouraged to pay their school fees on time and also the Vice Chancellor of Universities should be more vigilant and ensure effective monitoring and supervision of the school fees generated so as to utilize the fund effectively.

Keywords: Generation, School Fees, Managerial, Effectiveness and Universities

Introduction

Every Nigeria has equal access to quality education. Teaching and learning is an instrument per excellence for effective national development and so, it is very important for the country to educate her citizens for this laudable goal but

the fund to do so is not readily available. Eragbe (2014) said that the financial challenges confronting university education system in Nigeria is due to underfunding which could be linked to undue reliance on government funds by university administrators. A University represents the highest point of academic pursuit where degrees are awarded or some sort of other certificate. It provides the environment where a community of scholars engage in teaching and learning research, as well as community services. Postgraduate students at masters and doctorate levels are required to produce original works that add to knowledge. University education leads to further learning and discoveries. It exposes students to new research and technology and that is why students should pay their school fees for more discoveries. School fee is a bulk of money paid by students to a school in respect of their studentship. School fees are charged in both public and private schools as a way of generating revenue for the school. Manga (2015) said that school fees encompass several other charges which includes, Sale of admission form, Tuition fees, Examination fees, Laboratory fees, Transport fees, Medical fees, Certificate charges, and Academic Gown Charges.

Education is capital intensive and demands a lot of funds to grow in order to achieve the importance of education in national development, but the challenge of funds cannot be exaggerated. Education needs to be funded. The challenge remains how to finance this massive education internally. Prior to Nigeria independence, individual found ways of funding their education, but after independence, government try to take over such responsibilities but as the population to be educated increased, it become imperative that something needed to be done in order to fund education. Okojie (2015) said that one of the major role of National University Commission (NUC) is to ensure that all Nigeria universities meet minimum academic standard. Serious attention should be paid to tertiary education as the bulk of civil service manpower is obtained from that level. The only snag is sourcing for funds to do so, hence the need for this seminar. Otomowo (2018) said that higher education has been speculated to be dysfunctional as a result of several problems both within and outside the school system.

Managerial effectiveness is that management activity which is concerned with the planning and controlling of an institutional resources. In educational management activity that is concerned with decision on how to procure, expend, disburse and give account of fund provided for the implementation of educational programs. Ley (2023) said that, managerial effectiveness refers to

manager's ability to achieve the organizational goals and balance employees' expectations and development. This is so because it is the staff that turns the vision and mission of the organization into reality. In order to show managerial effectiveness, the administrator of educational institution should see that the staffs join hand to encourage students to pay their school fees. If the school fees are being managed judiciously, it will lead to more development in the institution.

School fees are charged in both public and private schools as a way of generating revenue for a school. Manga, (2015) said that school fees encompass several other charges which include, Sale of admission forms, tuition fees, registration fees, examination fees, laboratory fees, transportation fees, medical fees, textbook fees, extra lesson fees, PTA fees, certificate charges and academic gown charges. Money is charged on each of these sub-areas to generate the total school fees per student. School fees can be reviewed from time to time in line with decision of management board. Alumni Association: Old students of institutions are usually very proud to remember their Alma-Mata. The higher educational institutions should seek financial support from their Alumni. This group of men and women constitute a good source of financial support for higher education if their efforts are well coordinated and articulated (Bagiwa, 2013).

Adebayo, (2016) reviewed that financing higher education in Nigeria today is a crucial national problem. The political, social and economic factors, which are currently, having significant impact on the world economy, have necessitated the need to diversify the sources of education funding, mainly because reliance on only source of revenue can inhibit educational growth. Payment for public use of school services: Schools can allow the general public to make use of school facilities and essential services not only as a strategy for enhancing positive- school community relationship but, also as a source of internally generated revenue. Manga, (2015) identifies useful school services that can be extended to the general public as a means of generating revenue. The general public can be made to pay for the following schools services such as restaurant/cafeteria services, transport services, medical, pharmaceutical services, accommodation services, consultancy services, medical laboratory services, printing and book binding services, typing and photocopying services, staff school services, veterinary services and research services. Otomewo, (2018) said that higher education has been speculated to be dysfunctional as a result of several problems both within and outside the

school system. Bamiro (2017) observed that eroded intellectuals of the academia were due to poor quality of lecturers who may have been employed as a result of unemployment challenges in other sectors. There are insufficient infrastructural and instructional facilities such as functional libraries, laboratories, recreational facilities, well Journal of Education and Practice, equipped lecture halls and workshops.

Higgs and Macmillan (2016) who asserted that to ensure sustainable university education, sustainability should be addressed through individual staff and teachers as role models and curriculum implementers. These would promote both learning about sustainability and adoption of sustainable behaviours. This depicts that sustainability is a significant factor in improving teaching and learning in the university. Gayford (2018) stated that in most highly ranked universities in the world, sustainability is an integral element of a well-planned curriculum alongside quality teaching with excellent learning facilities in a conducive school environment and these enhanced students' attitudes toward sustainable learning. Since fundraising is now a norm in both public and private higher institutions in order to sustain the needs of the school, management of internal revenue generation helps to complement towards the yearly budgeted necessary expenses. School charges are the costs of late payment of school fees at stipulated period by the school management. While tuition fees are the cost of learning materials use to make items which they take away from school.

Similarly, Uzoigwe (2014) sees managerial effectiveness as the art and science of developing and strengthening the knowledge, skills, instincts and resources that individuals and school organization must need to survive in a dynamic environment for the attainment of predetermined goals. Uchendu and Akuegwu (2016) submitted that managerial effectiveness is not only meant to exist in name, it is action and practice oriented for excellence because good management of education breeds good results. As clearly spelt out, funds constitute part of resources that must be well managed for sustainability. The role funds management play in the achievement of educational goals and objectives cannot be over-emphasized. Administrators utilize school charges and tuition fees for continuing to provide students with a high quality education, maintaining and expanding facilities, ensuring that the welfare of the staff, and their families is given due consideration. The needed basic revenues that are internally generated are either not available or if available are rather misappropriated. Some of the school fees and the IGR proceeds

were used to provide services such as staff welfare, maintenance of facilities and beautification of the university premises (Ofoegbu & Alonge, 2016). The university cannot pay their Consultancies staff and contractors for quality teaching services since the accruing errors and frauds relating to school charges and grants are not timely detected and prevented in the University (Omodere, Ekwe & Ihendinihu, 2018). In the same vein, Adesoji and Chike (2013) examined the effect of internal revenue generation on infrastructural development.

Statement of the Problem

School fees have been a major problem in education. Before, the government of Nigeria used to wholly fund education at all levels. But as schools grow in numbers and student population exploded, the government is no longer able to solely fund education and this issue lead to underfunding in higher institution. The federal government of Nigeria worried about the incessant complaints of poor funding in institutions of learning advised university managers through the National University Commission (NUC) to explore various ways of generating ten percent (10%) of their expected revenue from within and outside their institutions towards solving their finance related problems rather than depend almost entirely on grants from the Federal Government. One of that major roles of the National University Commission (NUC) is to ensure that all Nigerian universities meet minimum academic standard. The inadequate funding of higher education has no doubt affected teaching and learning. This was why institutions of higher learning have been forced to embark on income generating such as payment of school fees, departmental registration fees, examination fees, library fees etc, in order to source for alternative income for the institutions.

Objectives of the Study

This study sought to;

1. Determine the level of generation of school fees in federal universities in North-West Nigeria.
2. Examine the level of managerial effectiveness in federal universities in North-west Nigeria.
3. Determine the relationship between generation of school fees and managerial effectiveness in federal universities in North-West Nigeria.

Research Questions

This study provided answers to the following research questions:

1. What is the level of generation of school fees in federal universities in North-West Nigeria?
2. What is the level of managerial effectiveness in federal universities in North-West Nigeria?
3. What is the relationship between generation of school fees and managerial effectiveness in federal universities in North-West Nigeria?

Research Hypothesis

The null hypothesis was formulated at 0.05 level of significant:

HO: There is no significant relationship between generation of school fees and managerial effectiveness in federal universities in North-West Nigeria.

Research Methodology

The researcher used correlational research design which explains simple relationship between two or more variables. The research design is suitable for the study because the study aimed to ascertain the relationship between generation of school fees and managerial effectiveness in federal Universities in North-West Nigeria. The study population was fourteen thousand eight hundred and eleven (14811) which consists of seven thousand six hundred and ninety-three (7693) management staff and seven thousand, one hundred and eighteen (7,118) lectures. Out of the population, seven hundred and two (702) was selected as the sample of the study. The study used self-designed questionnaires titled: generation of school fees Questionnaire (GSFQ) and Managerial Effectiveness Questionnaire (MEQ) to elicit data from the targeted respondents. In order to validate the instruments and to make them valid for this study, the copies of the questionnaires were given to the experts in the field of Educational Management. Therefore, the content validity index for generation of school fees questionnaire (GSFQ) and managerial effectiveness (MEQ) were established at 0.7 and 0.9 respectively. Equally, the reliability of the instrument, were established at 0.84 and 0.86 respectively after conducting the pilot study.

In order to analyze data collected, descriptive statistics such as mean (x), percentage (%) and frequency counts were used to answer research questions, while the hypotheses was tested using Pearson Product Moment Correlational Coefficient (PPMC)

Data Presentation and Analysis

The researcher presented and analyzed the results of data from the field.

Research Question One: What is the level of generation of school fees in Federal Universities in North-West, Nigeria?

This research question was answered and presented in Table 1.

Table 1: Level of Generation of School Fees in Federal Universities in North-West, Nigeria

SN	Item statement	HL		ML		LL		X		SD	Le vel
		F	%	F	%	F	%	F	%		
1	A sessional school fee paid by students is one of the sources of internal revenue generation.	690	98.3	11	1.6	1	0.1	4.7	0.55	HL	
2	Students who fail to register within the stipulated time frame are made to pay additional money which enhances internal revenue generation of the university.	659	93.9	36	5.1	7	1.0	4.6	0.61	HL	
3	Students are charged a fee for result vetting and this help increase internal revenue generation.	646	92	37	5.3	19	2.8	4.6	0.58	HL	
4	Notification of results and issuance of certificate services attracts fee which adds to internal revenue of the university.	679	96.7	12	1.7	11	2.8	4.6	0.61	HL	
5	Student who use the library to read online journals and thesis, pay for the	654	93.2	28	4.0	20	2.9	4.5	0.72	HL	

services and this add to internal revenue generation of the university.

Grand Mean (\bar{X}) & SD 4.6 0.61 HL

Sources: Fieldwork, (2025)

The responses from table 1 indicated strong affirmation that there is higher extent on the level of school fees generation and managerial effectiveness in Federal universities in North-West, Nigeria. Item one indicates a mean of 4.7 and standard deviation of 0.55 with 98.3% responses indicating higher extent with the view that a sessional school fee paid by students is one of the sources of internal revenue generation, 1.6% moderate extent and 0.1% low extent with the statement. Item two indicates a mean of 4.6 and standard deviation of 0.61 with 93.9% of the responses indicating higher extent with the view that students who fail to register within the stipulated time frame are made to pay additional money which enhances internal revenue generation of the university. Item three indicates a mean of 4.6 and standard deviation 0.58 with 92% of the responses indicating higher extent while 5.3% moderate extent and 2.8% low extent with the view that students are charged a fee for result vetting and this help increase internal revenue generation. Item four indicates a mean of 4.6 and standard deviation 0.61 with 96.7% of the responses indicating higher extent with the opinion that notification of results and issuance of certificate services attracts fee which adds to internal revenue of the university. Item five indicates a mean of 4.5 and standard deviation of 0.72 with 93.2% of the responses indicating higher extent with the view that student who use the library to read online journals and thesis, pay for the services and this add to internal revenue generation of the university.

Research Question Two: What is the level of managerial effectiveness in Federal Universities in North-West, Nigeria?

This research question was answered and presented in Table 2.

Table 2: The Level of Managerial Effectiveness in Federal Universities in North-West, Nigeria

S/N	Items Statement	HL		ML		LL		X	SD	Level
		F	%	F	%	F	%			
1	Constant and continuing staff promotion inspires	689	98.1	6	0.9	7	1	4.6	0.60	HL

	them to put in their best.									
2	Regular payment of salary and constant salary increment motivates workers.	695	99	6	0.9	1	0.1	4.7	0.48	HL
3	Provision of better and decent accommodation for staff, enhances performance.	690	98.3	6	0.9	6	0.9	4.7	0.58	HL
4	Provision of healthcare service delivery to the staff and their families, inspires greater output.	692	98.6	5	0.7	5	0.7	4.7	0.55	HL
5	Regular payment of benefits and entitlement of staff to increase workers' motivation.	687	97.8	13	1.9	2	0.3	4.7	0.55	HL
	Grand Mean (\bar{x}) & SD (σ)							4.7	0.56	HL

Source: Field work (2025)

Table 2 above reveals that the respondents indicated affirmation that there is higher extent of managerial effectiveness in Federal Universities in North-west, Nigeria. Item one indicates a mean of 4.6 and standard deviation of 0.60 with 98.1% of responses indicating that constant and continuing staff promotion inspires them to put in their best. Item 2 indicates a mean of 4.7 and standard deviation of 0.48 with 99% of responses that regular payment of salary and constant salary increment motivate workers. Item 3 indicates a mean of 4.7 and standard deviation of 0.58 with 98.3% of responses indicating that provision of better and decent accommodation for staff enhances performance. Item 4 indicates a mean of 4.7 and standard deviation of 0.55 with 98.6% of responses that provision of health care service delivery to the staff and families, inspire greater output. Item 5 indicates a mean of 4.7 and standard deviation of 0.55 with 97.8% of responses that regular payments of benefits and entitlements of staff increase workers motivation.

Hypothesis Testing

HO: There is no significant relationship between establishment of commercial venture and managerial effectiveness in federal universities in North-West Nigeria.

Table 3: Relationship between Generation of School Fess and Managerial Effectiveness in Federal Universities in North-West Nigeria

Variables	N	Mean	SD	Df	r-Cal	p-Value	Decision
Generation of School fees	702	4.51	0.350	700	0.281	0.000	Rejected
Managerial effectiveness	702	4.66	0.184				

The result indicated $N = 702$, $Mean = 4.51$ and $SD = 0.350$ on generation of school fees and $N = 702$, $Mean = 4.66$ and $SD = 0.184$ on managerial effectiveness. The analysis also revealed a calculated r -cal of 0.281 and 700 degree of freedom with a p -value of 0.000 at 0.05 level of significance. Therefore, since p -value of 0.000 is statistically less than the level of significance of 0.05, the null Hypotheses which stated that there is no relationship between generation of school fees and managerial effectiveness in federal Universities in North-West, Nigeria is rejected. This means that there is significant relationship between generation of school fees and managerial effectiveness in Federal Universities in North- West Nigeria.

Discussion

This section discusses the finding of the study. The study investigates generation of school fees and managerial effectiveness in federal universities in northwest, Nigeria. Results were discussed according to research hypotheses in the study. The finding of the hypotheses which stated that there is no significant relationship between generation of school fees and management effectiveness was rejected as the finding show that there is significant relationship between generation of school fees and managerial effectiveness in Federal University in North-West, Nigeria. This means that generation of school fees is an indicator of managerial effectiveness in North-West Universities, Nigeria. The findings from the result of quantitative analyses also confirm that there is higher level between generation of school fees and managerial effectiveness. This finding is in agreement with Akinyemi, (2013) who said that school fees are profit oriented activities which represent a major way of raising revenue for tertiary institution. Some institution build bookshop, multi-purpose hall for social activities and other petty trading shops for selling of water and other drinks. The finding is also in

line with Manga, (2015) that school fees encompass several other charges which includes, sale of Admission form, Tuition fees, Registration fees, Examination fees, Laboratory fees, Transportation fees, Medical fees, Textbook fees, Extra lesson fees, PTA fees, Certificate charges and Academic gown charges. All these are money generated from school fees.

Conclusion

The study concluded that there is significant relationship between generation of school fees and managerial effectiveness in federal universities in Northwest, Nigeria. This means that generation of school fees is an indicator of managerial effectiveness in Federal Universities in Northwest, Nigeria. The result of the quantitative analysis also confirmed that there are high level of generation of school fees and managerial effectiveness in federal universities in Northwest, Nigeria.

Recommendations

Based on the findings, this study recommended the following:

1. Students should be encouraged to pay their school fees on time as it is the source of school development.
2. The school fees which are generated internally by the universities need to be managed judiciously to achieve a holistic development of the universities.
3. The management of the universities should put in place effective measures that would ensure that those school fees generated, that contribute huge amount of revenue on the activities of the universities should be improved upon and efficiently managed to ensure long-term sustainability.

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