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APPLICATION OF PRINCIPLES OF ADMINISTRATION AND EFFECTIVE COMMUNICATION AMONG REGISTRARS IN STATE UNIVERSITIES IN NORTH WEST NIGERIA

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ABSTRACT

This study investigated the relationship between the application of administrative principles and effective communication among registrars in state universities in North West Nigeria. The research adopted correlational research design. The population of the study consists of 369 management staff of the selected universities and the sample size of 169 was used for data collection. Questionnaire survey was used to collect data from management staff in selected state universities. Data was analysed using Pearson Product Moment Correlation Coefficient (PPMC) and the findings revealed a significant and positive relationship between the application of Lettingwell's, Tempo, and Humanitarian principles of administration and effective communication among registrars. These results suggest that the adoption of these principles can significantly enhance the effectiveness and efficiency of administrative practices within these institutions. Based on these findings, the study recommends the application of administrative principles and effective communication among registrars in North West Nigerian state universities.

Keywords: Principles of Administration, Application of Lettingwell's, Tempo, Humanitarian Principles of Administration, Effective Communication, Registrars

Introduction

The principles of administration are fundamental guidelines for effective management of organizations. Mbalamula et al. (2017). The principles of administration are a comprehensive framework of standards expressing values and behaviours that citizens and businesses expect from a modern administration. Communication in school administration is the process of exchanging information and ideas between members of the school community, including school leaders, teachers, staff, parents, and students (Allen and Easley

(2011). Allen and Easley further posit that it is essential for fostering a positive and productive learning environment, building strong relationships among all stakeholders, and ensuring that everyone is kept informed about important matters. Effective communication is an ongoing process that requires continuous effort and commitment from all stakeholders in the school community. By prioritizing and nurturing effective communication practices, school administrators can create a supportive, collaborative, and successful learning environment for all students. Communication is as important aspect of the directing function of management as supervision, motivation and leadership (Sharma &Kumar 2019). The success of management depends on a great deal on effective communication

A number of studies have been carried out on the application of. For instance, Mbalamula et al. (2017) explored the use of Henri Fayol's 14 principles of administration among secondary school managers in Tanzania. The study revealed that many had leadership experience but were still juniors with in-service training. The division of labour, structural principles, process principles, and purpose principles were identified as critical in the administration process. Another study was carried out by Taiyo et al. (2019) which examined the management principles adopted by principals in Osun State secondary schools and found a positive relationship between these principles and quality assurance. The study concluded that principals' use of management principles had a positive impact on quality assurance in Osun State secondary schools. Omemu (2017) examined the relationship between administrative strategy by principals and their effectiveness in tackling disciplinary problems ad that there is a significant relationship between Administrative Strategy and their assessment of students' behavioural outcomes.

Sambo (2015) conducted a study on the application of Henri Fayol's principle of discipline in the administration of secondary schools in Niger State, Nigeria. The study focused on communication, decision-making processes, facility maintenance, staff development, and examination administration. The results showed no significant differences in opinions between public and private secondary school staff on communication, decision-making processes, facility maintenance, and examination administration. Mbalamula, et al (2017) analyzed Henri Fayol's 14 principles of administration among Tanzanian secondary school managers, revealing that while many have leadership experience, many lack in-service training. The division of labor, structural principles, process principles, and purpose principles were identified as crucial for successful school organization implementation.

Statement of the Problem

State universities in North West Nigeria, despite their crucial role in education and development, are struggling with various challenges that hinder their optimal functioning. These challenges include poor administrative practices, neglect of staff welfare, inadequate remuneration, internal conflicts, complex administrative processes, ineffective

communication channels, limited resources, and external factors like the complex human nature and laissez-faire work culture in Nigeria.

The ineffectiveness of registrars in addressing these challenges has a significant impact on the overall performance and reputation of these institutions. Thus, this study seeks to investigate and explore the potential of registrars in North West Nigerian state universities applying sound administrative principles and effective communication strategies to improve their performance and enhance the overall efficiency and effectiveness of these institutions.

Research Objectives

The main objective of this study is to find out the relationship between application of principles of administration and effective communication among the registrars in State Universities in North West Nigeria.

The specific objectives of the study are to find out:

i. The relationship between the application of Leffingwell's Principle of Administration and effective communication among the Registrars in the state universities in the North West of Nigeria.
ii. The relationship between the application of Tempo Principle of Administration and effective communication among the Registrars in the state universities in the North West of Nigeria.
iii. The relationship between the application of Humanitarian Principle of Administration and effective communication among the Registrars in the state universities in the North West of Nigeria.

Research Hypotheses

In order to guide the conduct of this study, the following research hypotheses were formulated:

Ho_1. There is no significant relationship between the application of Lettingwell's Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria.

Ho_2. There is no significant relationship between the application of Tempo Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria.

Ho_3. There is no significant relationship between the application of Humanitarian Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria.

METHOD

Research Design

The research design employed for this study is correlational research design. This is because correlational survey seeks to establish relationship between an independent and a dependent variable. It is a type of research that is concerned with determining or measuring the degree of relationship between two or more variables for the purpose of making predictions about such relationships.

Population of the Study

The study's participants were 369; which include management staff from state universities in Northwest Nigeria. The management staff included the Vice Chancellor, Deputy Vice Chancellors, Deputy Vice Chancellors Strategy, Innovation and Service Delivery, Deputy Vice Chancellors Research and Innovations, Provost of medical colleges, Registrar, Bursar, Chief Librarian, Dean of Students' Affairs, Directors of Works, Physical Planning, Academic Planning, Research and Innovations, and ICT, as well as Coordinators of remedial studies and Heads of Departments and deans of faculties.

Sample and Sampling Techniques

The researchers selected one State University from each State of the Northwest zone, Nigeria. The Northwest State Universities selected were Aliko Dangote University of Science and Technology (ADUSTECH), Kaduna State University, Kaduna, Kebbi State University of Science and Technology, Aliero, Sokoto State University, Sokoto, Sule Lamido University, Kafin Hausa, Jigawa, Umar Musa Yar'adua University Katsina and Zamfara State University, Talata Mafara. The management staff of the Universities for this study were 369. The sample size of 169 was determined from the population of 369 using Research Advisor (2006). The staff were stratified as Principal Officers and Extended Management Staff, while proportionate sampling was used to determine the sample size drawn from each stratum and institution. The simple random sampling was used to select participants from within each institution.

Instrumentations

The study employed two structured questionnaires as the instrument for data collection. The first instrument, titled: "Application of Administrative Principle Rate Scale" (AAPRS) which served as the instrument for collecting data on application of administrative principle in state owned universities in North-West, Nigeria. The AAPRS is structured on a 5–point Likert's scale model ranging from 1 point = Very Low Extent (VLE = 0.00-1.49); 2 points = Low Extent (LE =1.50-2.99); 3 points = Moderate Extent (ME = 3.00-3.49); 4 points = High Extent (HE =3.50-4.49); and 5 points = Very High Extent (VHE =4.50-5.00). The mean score of 3.00 points and above on the scale of 5.0 was used as cut-off for satisfactory extent of application of administrative principle while below 3.00 mean is unsatisfactory extent of application of administrative principle in state owned universities in North-West, Nigeria.

The second questionnaire, Effective Communication Rate Scale (ECRS) will be used to collect data on effective communication in state owned universities in Northwest Zone, Nigeria. The ECRS was structured on a 5–point Likert's scale model ranging from 1 point = Very Low Extent (VLE = 0.00-1.49); 2 points = Low Extent (LE =1.50-2.99); 3 points = Moderate Extent (ME = 3.00-3.49); 4 points = High Extent (HE =3.50-4.49); and 5 points = Very High Extent (VHE =4.50-5.00). The mean score of 3.00 points and above on the scale of 5.0 was used as cut-off for satisfactory extent of effective communication in State

owned Universities in Northwest Zone, Nigeria while below 3.00 mean is unsatisfactory extent of effective communication in state owned universities in Northwest Zone, Nigeria.

Validity of the Instrument

The content validity of Application of Administrative Principle Rate Scale (AAPRS) and Effective Communication Rate Scale (ECRS) were determined by validating the two instruments by three experts in the fields of education from department of Educational Foundations, Usmanu Danfodiyo University, Sokoto. Thus, the validity of AAPRS and ECRS were confirmed.

Reliability of the Instrument

The researchers obtained the reliability of the two instruments (questionnaires), using test-retest in one of the state owed universities in Northwest that was not captured as part of selected state owned universities in the Northwest, Nigeria. Application of Administrative Principle Rate Scale (AAPRS), and Effective Communication Rate Scale (ECRS) were carried out through test-retest method within the interval of four weeks. The scores of the pilot study obtained via test-retest were correlated using Pearson Product Moment Correlation (PPMC) and reliability indices of 0.76, 0.83 and 0.72 were obtained. This affirmed that AAPRS, and ECRS were all reliable.

Method of Data Collection

The data for this study were collected with the help of fourteen research assistants using direct delivery methods in administration and collection of the completed questionnaire from the respondents. Since the research assistants were trained on how the instrument was administered and retrieved from respondents, within four weeks, two research assistants from each state as well as the researchers w administer the instruments to universities in each state, to avoid lost. The completed instruments will be collected. The questionnaires will be retrieved within four weeks after completion for analysis.

Method of Data Analysis

Inferential statistics were employed for data analysis in this study. Inferential statistics such as Pearson Product Moment of Correlation Coefficient (PPMC) was employed to test the hypotheses at 0.05 level of significance. The researchers used the Pearson's Correlation Coefficient analysis because the study is on the relationship (positive or negative) of independent and dependent variables. The researchers used Statistical Package for Social Sciences (SPSS) data analysis software.

Presentation of Results

Hypothesis One (Ho_1)

There is no significant relationship between the application of Lettingwell's Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This hypothesis was tested at 0.05 level of significance. Table 1 gives the details as follows:

Table 1: Relationship between the application of Lettingwell's Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria

Variables	N	Mean	SD	Df	r-Cal	P-value	Decision
Application of Lettingwell's Principle of Administration	169	3.5712	.6694				
				167	0.504	0.000	Rejected
Effective Communication among the Registrars	169	3.4751	.5456				

Source: Field Survey, (2024).

Table 1 presented the number of participants (n) = 169, and a correlation value (r) = 0.504 and P-value of 0.000. Testing the hypothesis at alpha level = 0.05, the P-value is less than the alpha value, 0.000 < 0.05. Thus, the null hypothesis is rejected. This indicates that there is significant and positive relationship between the application of Lettingwell's Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This means that application of Lettingwell's Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria changes in the same direction.

Hypothesis Two (Ho_2)

There is no significant relationship between the application of Tempo Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This hypothesis was tested at 0.05 level of significance. Table 2 gives the details as follows:

Table 2: Relationship between the application of Tempo Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria

Variables	N	Mean	SD	Df	r-Cal	P-value	Decision
Application of Tempo Principle of Administration	169	3.2775	.7662				
				167	0.406	0.000	Rejected
Effective Communication among the Registrars	169	3.3650	.5456				

Source: Field Survey, (2024).

Table 2 exhibited the number of participants (n) = 169, and a correlation value (r) = 0.406 and P-value of 0.000. Testing the hypothesis at alpha level = 0.05 the P value is less than the alpha value, 0.000 < 0.05. Hence, the null hypothesis is rejected. This indicates that there is significant and positive relationship between

the application of Tempo Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This means that application of Tempo Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria change in the same direction.

Hypothesis Three (Ho_3)

There is no significant relationship between the application of Humanitarian Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This hypothesis was tested at 0.05 level of significance. Table 3 gives the details as follows:

Table 3: Relationship between the application of Humanitarian Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria

Variables	N	Mean	SD	Df	r-Cal	P-value	Decision
Application of Humanitarian Principle of Administration	169	3.2350	.7069				
				167	0.513	0.000	Rejected
Effective Communication among the Registrars	169	3.2520	.5456				

Source: Field Survey, (2024).

Table 3 exhibits the number of participants (n) = 169, and a correlation value (r) = 0.513 and P-value of 0.000. Testing the hypothesis at alpha level = 0.05 the p value is less than the alpha value, 0.000 < 0.05. Therefore, the null hypothesis is rejected. This indicates that there is significant and positive relationship between the application of Humanitarian Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This means that application of Humanitarian Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria change in the same direction.

Summary of Major Findings

The summary of the major findings are as follows:

1. The first finding revealed that there is significant and positive relationship between the application of Lettingwell's Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria.
2. The second finding revealed that there is significant and positive relationship between the application of Tempo Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria.
3. The third finding revealed that there is significant and positive relationship between the application of Humanitarian

Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria.

Discussion of Findings

The first finding revealed that there is significant and positive relationship between the application of Lettingwell's Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This finding is in agreement with that of Mbalamula, et al (2017) which analyzed Henri Fayol's 14 principles of administration among Tanzanian secondary school managers, revealing that while many have leadership experience, many lack in-service training. The division of labor, structural principles, process principles, and purpose principles were identified as crucial for successful school organization implementation.

The second finding revealed that there is significant and positive relationship between the application of Tempo Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This finding aligns with that of Taiyo et al. (2019) which examined the management principles adopted by principals in Osun State secondary schools and found a positive relationship between these principles and quality assurance. Ossai (2021) examined the relationship between principals' administrative strategies and students' academic performance in public secondary schools in Delta North Senatorial District of Delta State. The findings showed that there was significant relationship between Principals administrative strategies and students' academic performance. These strategies include motivation of teachers, delegation of authority, monitoring instruction.

The third finding revealed that there is significant and positive relationship between the application of Humanitarian Principle of Administration and effective communication among the Registrars in the State Universities in the North West of Nigeria. This finding aligns with that of Taiyo et al. (2019) which examined the management principles adopted by principals in Osun State secondary schools and found a positive relationship between these principles and quality assurance. Also in line with this finding the study carried out by Omemu (2017) examined the relationship between administrative strategy by principals and their effectiveness in tackling disciplinary problems ad that there is a significant relationship between Administrative Strategy and their assessment of students' behavioural outcomes.

Conclusion

This study has demonstrated a significant and positive relationship between the application of Lettingwell's, Tempo, and Humanitarian principles of administration and effective communication among registrars in state universities in North West Nigeria. These findings suggest that the adoption of these principles can significantly enhance the effectiveness and efficiency of administrative practices within these institutions.

Recommendations

The research suggests several recommendations to enhance the application of administrative principles and effective communication among registrars in North West Nigerian state universities. These include comprehensive training programmes, policy development and implementation, modern communication infrastructure, leadership development, and continuous evaluation and improvement. Training programmes should equip registrars with the necessary knowledge and skills to apply Lettingwell's, Tempo, and Humanitarian principles of administration effectively. Clear policies should be developed and enforced consistently to promote accountability and transparency. Modern communication technologies should be invested to facilitate efficient communication among registrars, faculty, staff, and students. A strong leadership culture should be fostered, and continuous evaluation and improvement processes should be implemented to identify areas for enhancement.

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