

University Leadership through Committee System as a Correlate to Effective University Management in Ebonyi State University, Abakaliki, Nigeria.

Uzoma Aja-Okorie and Ndubuisi Ogbonnia Oko

Department of Educational Foundations, Ebonyi State University, Abakaliki
Email: uzajaokorie@yahoo.com and ndubuisiogbonnia@gmail.com

ABSTRACT

This study investigated University Leadership through Committee System as a correlate to Effective University Management in Ebonyi State University, Abakaliki. Three research questions guided the study. Related literature was reviewed as a basis for the study. Correlational Design was utilized for the study. The population of the study comprised a total of hundred and eighty-six (186) management staff. This includes twenty-two (22) Governing Council Members and one hundred and sixty-four (164) Senate members in the University. The study adopted purposive sampling technique to select fifty-five (55) Management Staff. The instruments used for data collection were "Assessment Scale on University Committee System in the University (ASCSU) and Assessment Scale on University Management Effectiveness (ASCUME)", which were developed by the researchers. The instruments were validated by three experts, two from Educational Foundations Department and one from Measurement and Evaluation Unit of Science Education Department both in Ebonyi State University, Abakaliki. Research questions were answered using mean (\bar{x}) while the hypotheses were tested using Pearson r . The findings revealed that there is positive relationship between the use of university standing committee system, select committee system and joined committee system on effective university management. Based on the findings, the study recommended that university management should maintain the adoption of standing committee system among others for effective management of the University. The implication of these findings indicates that there would be deficiency in the university leadership without the use of university committee system.

Keywords: University, Committee System, Management and Effectiveness

INTRODUCTION

The University is an educational system where high level manpower is trained and developed for socio-economic and political growth of any nation. It is therefore paramount to adopt leadership and management principles and practices within the system that would engender maximum results [1]. Effective leadership brings about best practices that ensure social stability and visibility in the university system [2]. [3] emphasized that effective university leadership plays an invaluable role in achieving academic excellence, in dissemination and acquisition of universal knowledge, values, functional, technical and scientific skills and competencies critical to global growth and development [4]. In line with these objectives, tertiary institutions are charged with the responsibilities of searching for optimal approaches in

leadership in order to guarantee quality service. One of these methods is use of committee system in university administration [5, 6, 7].

Management is key to policy interpretation and translation into actions in every organization. Management is therefore concerned with the performance of executive duties, the carrying out of policies and decisions to fulfill a purpose as well as in the controlling of the day to day running of an organization [8, 9, 10] Management is a social process concerned with unifying formally and informally organized human and material resources within an integrated system designed specifically to achieve predetermined objectives in a formal social system like a university system [11, 12]. [13, 14], opined that the university governance revolves around two major pillars namely;

the University Governing Council and the Senate. The council is the highest policy making body in the University. The council is saddled with the responsibility of general management, such as in the supervision, funding, policies formulations and maintaining public relations of the university [15].

On the other hand, Committee System in the management of tertiary institutions in this case university, plays a vital role in sustenance and enhancement of the system. The use of committees was entrenched in the laws and statutes that established the university system and they are vital instruments in the decision-making process [16]. The utilization of committees provides opportunity for sharing governance with the university governing body because of staff participation in committees. This also allows the university to benefit from the expertise and experience of faculty members thereby facilitating change and enhancing performance. According to [17], Nigerian universities, believe in the spirit of shared governance and therefore engage the services of committees to debate institutional-wide issues and to provide advisory services to the university administration. The effective utilization of these committees enhances university governance making it smoother and easier.

[18] defined committee as a device for achieving co-ordination of activities and sharing information among various departments and divisions of an organization. According to [19] committee system is a democratic method of school management. From these definitions one can deduce that any group appointed or established by a larger group elected for a purpose or purposes can be regarded as a committee. A committee is therefore can be referred to as a subsystem of a system, and an organization of people with delegated authority established either to advise, make decisions or recommendations towards the achievement of the goals of the organization. [20] revealed that the primary purpose of instituting committee system in university governance grew out

of the need for more broadly-based decision-making as universities become more complex.

[21] posited that committee system is a vital ingredient for effective administration of educational institutions. He maintained that collaborative effort gives administrators, educators and other stakeholders the opportunity to deal with complex educational issues as a group. In other words, decisions that emanate from such inclusiveness are prone to wider acceptability by all stakeholders in the system. University Committees could be either by select, standing or constitutional/statutory micro-entities that are created to meet some specific and critical needs of the system in its daily search for knowledge and truth. Panels, Boards and special task-forces constitute kinds of committees in Nigerian university system. These committees are either responsible to the council, senate or congregation. This study would specifically examine three types of committees system which are standing committee system, select committee system and joint committee system. The reason for consideration is based on the fact that the school as a social but formal system generally operates distinctively within those three classified committee systems.

Standing Committees are required where the business to be delegated to the committees is one in which it would be required to perform more or less as a permanent feature. An example of this committee is the Academic Planning Committee. Standing committee is accountable in its operations and transparency of decision-making that are of high priority, as is the need to ensure that decision-making, which is connected to people at the bottom level [22]. In line with this as good practice in the University community, it is believed that decisions should reflect the interests and wishes of those involved in line with established policies. This committee is used extensively where corporate decisions are required. This allows for sufficient intellectual resources to be generated for the incubation of ideas that

have often led to the hatching of sound recommendations for the achievement of goals and objectives of the system. The committee undertakes both administrative and academic managerial functions such as policy formulations, decision taking. Others deliberate but do not decide. Some have authority to make recommendations to a superior authority. Others are set up purely to receive information without recommending or deciding. Standing committee representative groups are basically staff and students. The performance of committees depends on certain indices such as the composition, size, chairmanship, secretarial capabilities, time of meeting, the records of meeting, and provision of resources [8]. The Registrar who services the two executive bodies (the University Council and the Academic Board) ensures that the Statutes are followed to the latter.

Select committees are usually temporary, as they are created for a specific purpose, or to solve short range problems, while formal committees are established as part of the organizational structure, with specific delegated duties and authority [9]. An example is the school/faculty boards which are empowered by the Academic Board, among other things, to determine all matters related to teaching and research in the Faculty and also determine all matters relating to students' progress. Select Committees have precise terms of reference and the life span of such committees depends on the time needed to complete the assignment given. An example of this is the relocation committees, accreditation committee, convocation committee which are constituted by the Administration Committee to achieve a specific objective within stipulated duration [12].

Joint Committee is basically established for the purpose of effective school administration. The committee is the combination of council efforts to actualize a given objective in the tertiary

Statement of the Problem

In our present Universities education, the issue of academic excellence has come under serious scrutiny by core

Aja-Okorie and Oko institutions. For instance, Appointment and Promotions Committee is classified as a joint committee. The Vice Chancellor is the chairman of the committee. Other members of the committee are Deans, Directors and other members while the Registrar is the secretary. The committee is responsible for appointment and promotion of academic staff [9]. Other representative committees under joint committee are staff disciplinary board, committee of Honorary Degree, Junior state committee and others. These committees perform its task for enhancement of the school system but when duties are neglected the school management is bound to suffer the effect in the area of effective management.

Effective use of these committees in university administration enhances university governance and management because the decisions made guide the judgment of university administrators [8]. The Committee System democratizes and facilitates the decision-making process [10], as a means of sharing governance with university governing bodies, it provides an avenue for ensuring full participation of staff in the decision-making process. When the committee system is effectively utilized it enhances managerial accountability and maintains the democratic procedures for representation of views set out in the universities charter and statutes. Effective utilization of committees therefore provides a more solid basis for administrative decisions, allows the university benefit from the expertise and experience of faculty and other staff members, facilitates change and enhances the performance of the system. The product of these is a conducive academic environment ensuring achievement of set goals and objectives. Most of the challenges being faced by state universities today are unheard of university systems with effective committee system.

stakeholders in higher education business. There appears to be loss of faith in the efficacy of Universities in

promoting economic growth and development. The high incidences of graduates unemployment and the syndrome of unemployable University graduates pose great challenge to University leadership and the government. Some University administrators have often been blamed for poor management of the resources available to them. Cases of students' unrest, academic and non-academic staff disputes with university authorities; poor learning facilities provisions have often led to disruption of academic activities in some universities. Ebonyi State University, Abakaliki is not exempted giving the current incidences of insufficient funding and poor staff

Aja-Okorie and Oko welfare system that have led to delays in the payment of staff salaries and promotion. It is assumed that if university leadership is pragmatic, innovative and proactive in its administration, it will stimulate academic excellence in teaching and learning, research and community services. These will further engender creativity, innovation, acquisition of self independent, professional and economic skills capable of turning around the fortune of a nation by the students. It is therefore imperative to investigate University Leadership through Committee System as a correlate to Effective University Management in Ebonyi State University, Abakaliki.

Purpose of the Study

The main purpose of this study was to investigate the University Leadership through Committee System as a correlate to Effective University Management in Ebonyi State University, Abakaliki. Specifically, the study was aimed to ascertain the:

1. relationship between standing committee system and university

management effectiveness in Ebonyi State University.

2. relationship between select committee system and university management effectiveness in Ebonyi State University.
3. relationship between joined committee system and university management effectiveness in Ebonyi State University.

Research Questions

Three research questions guided the study:

1. what is the relationship between standing committee system and university management effectiveness in Ebonyi State University?
2. what is the relationship between select committee system and

university management effectiveness in Ebonyi State University?

3. what is the relationship between joined committee system and university management effectiveness in Ebonyi State University?

Hypotheses

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

1. There is no significant relationship between standing committee system and university management effectiveness in Ebonyi State University?
2. There is no significant relationship between select committee system

and university management effectiveness in Ebonyi State University?

3. There is no significant relationship between joined committee system and university management effectiveness in Ebonyi State University?

METHODOLOGY

This study adopted a correlational survey research design. The design was entail

using two research instruments (that is; questionnaires) to gather information

from staff by conducting a field investigation and draw inferences in order to determine the relationship between University Leadership through Committee System and Effective University Management in Ebonyi State University, Abakaliki. This type of design according to [6], seeks to establish what relationship exists between two or more variables, that is, Committee System and University Management effectiveness. The area of study was Ebonyi State basically Ebonyi State University which is located at the South-East Geo Political Zone of Nigeria. Ebonyi State was created in 1st October, 1996 out of Abia and Enugu States, with her capital located in Abakaliki.

The population of the study comprised a total of hundred and eighty-six (186) management staff. This includes twenty-two (22) Governing Council Members and one hundred and sixty-four (164) Senate members in the University. The study adopted purposive sampling technique to select fifty-five (55) Management Staff. The instrument used for data collection was "Assessment Scale on University Committee System in the University (ASCUSU) and Assessment Scale on University Management Effectiveness

The data collected through questionnaire were analysed based on the three

what is the relationship between standing committee system and university management effectiveness in Ebonyi State University?

Data collected on the teachers on standing committee system (X) were

Table 1: Relationship between standing committee system and university management effectiveness in Ebonyi State University

Computed r	r. square	Adjusted r square	Std Error
0.5372	0.28859	0.28715	6.16834

The summary of data analysis presented on Table 1 reveals that the computed r is 0.5372 implying strong relationship between standing committee system and university management effectiveness in Ebonyi State University. As shown in the

What is the relationship between select committee system and university

Aja-Okorie and Oko (ASCUME)", which was developed by the researcher. The instrument was validated by three experts, two from Educational Foundations Department and One from Measurement and Evaluation unit of Science Education Department all in Ebonyi State University, Abakaliki. In answering the research questions, data collected from the respondents were analyzed in SPSS (Statistical Software Package for Social Sciences) using Pearson Product Moment correlation method. The decision rule was that any coefficient between 0.50 to 0.70 was described as a moderate positive correlation and coefficients between 0.8 and above was described as a high positive correlation whereas, coefficients below 0.50 was described as low positive correlation. On the other hand, where the scores are 0 and below, was described as negative correlation, no relationship had existed. The formulated null hypotheses was tested at 0.05 level of significance using t-test for correlation significance. The decision rule was that whenever the t-critical table value of 1.960 is less than t-calculated value at .05 alpha level, then the null hypothesis - H_0 was rejected, thus, and alternative hypotheses - H_a will not be rejected.

RESULTS

research questions developed for the study.

Research Questions 1:

correlated with the data on university management effectiveness (Y) of the same staff using a linear model. Summary of data analysis is presented on Table1.

Research Question 2:

management effectiveness in Ebonyi State University?

Data collected on the staff on select committee system (X) were correlated with the data on staff on university

management effectiveness (Y) of the same staff using a linear model. Summary of data analysis is presented on Table 2.

Table 2: Relationship between select committee system and university management effectiveness in Ebonyi State University.

Computed r	r. square	Adjusted r square	Std Error
0.6381	0.38850	0.38711	6.26831

The summary of data analysis presented on Table 2 reveals that the computed r is 0.6381 implying strong relationship between select committee system and university management effectiveness in Ebonyi State University. As shown in the

table, the coefficient of determination (r^2) is 0.38850 implying that approximately 39% of university management effectiveness could be attributed to their levels of select committee system existing in their school.

Research Question 3:

What is the relationship between joined committee system and university management effectiveness in Ebonyi State University?

with the data on university management effectiveness (Y) on the same staff using a linear model. Revealed of data analysis is presented on Table 3.

Data collected from teachers on joined committee system (X) were correlated

Table 3: Relationship between joined committee system and university management effectiveness in Ebonyi State University

Computed r	r. Square	Adjusted r. Square	Std Error
0.5951	0.35410	0.35280	5.57746

Summary of the data analysis also presented on Table 3 shows that the index of strong relationship between joined committee system and university management effectiveness in Ebonyi State University which is 0.5951. This indicates a positive relationship between joined committee system and university management effectiveness in Ebonyi

State. The Table also indicates that the coefficient of determination (r^2) is 0.35414 implying that approximately 35% of the university management effectiveness could be attributed to joined committee system existing in the school.

Hypotheses

HO₁: There is no significant relationship between standing committee system and university management effectiveness in Ebonyi State University

and university management effectiveness (Y) was subjected to a test of significance at 95% confidence level using t.test of significance of r. summary of data analysis is presented on Table 4.

The index of relationship obtained for standing committee system (X)

Table. 4: Test of Significant of Relationship between standing committee system and university management effectiveness in Ebonyi State University.

Computed r	r. Square	Adjusted Square	r. Std Error	Beta	t	Sig. of t
0.53720	0.28859	0.28715	6.16834	0.726034	14.170	0.0000

Result of data analysis summarized on Table 4 shows that the index of relationship between the two variables is 0.53720. As shown on the table, t. test of significance of r is 14.170 at 0.05 an alpha level. The Table further reveals that, significance of t, (probability value) is 0.000. Since the level of significance

(0.05), was greater than the significant of t. value (0.000) the researcher rejects the null hypothesis and concludes that there is a significant relationship between standing committee system and university management effectiveness in Ebonyi State University.

HO₂: There is no significant relationship between select committee system and university management effectiveness in Ebonyi State University. The index of relationship obtained for select sented on Table 5.

committee system (X) and university management effectiveness (Y) was subjected to test of significance at 95% level using the t.test of significance of r. Data analysis is pre

Table: 5. Test of Significance of Relationship between select committee system and university management effectiveness in Ebonyi State University.

Computed. R	r. Square	Adjusted r. Square	Std Error	Beta	T	Sig. of t
0.6381	0.38850	0.38711	6.26831	0.708030	16.473	0.000

As shown on Table 5, the alpha level (0.05) is greater than the computed significance of t (t. probability) value of 0.0000. Standing on the decision rule, the researcher rejects the null hypothesis and concludes that there is significant relationship between select committee system and university management effectiveness in Ebonyi State University.

university management effectiveness in Ebonyi State University. Data collected from the staff on joined committee system (X) with university management effectiveness (Y) as the dependent variable was subjected to test of significance at 95% level using the t.test of significance of r. Summary of data analysis is presented on Table 6.

HO₃: There is no significant relationship between joined committee system and

Table 6: Test of Significance of Relationship between joined committee system and university management effectiveness in Ebonyi State University.

Computed r.	r. Square	Adjusted r. Square	Std Error	T	Sig. of t
0.5951	0.35410	0.35280	5.80566	5.80566	0.000

Table 6 also reveals that (0.05) alpha level is greater than the computer t-probability level of 0.000. According decision rule, researcher therefore rejects the null hypothesis and concludes that there is

significant relationship between joined committee system and university management effectiveness in Ebonyi State University.

DISCUSSION OF FINDINGS

The result of analysis of question one on table 1 shows that; there is positive relationship between Standing Committee System and University Management Effectiveness in Ebonyi State University based on the computer of 0.5372 in line with the co-efficient of determination (r²) which 0.2885 & implying that, approximately 29% of Standing Committee System attributed the to their levels of Management Effectiveness in the University. Also hypothesis 1 on table 4 concluded that there was significant relationship between Standing Committee System and University Management Effectiveness in Ebonyi State University, since the t. test of significance of r was 14.176 at an alpha level of 0.05 and significance of t (probability value) was 0.000. It was indicated that the level significance (0.05) is greater than the significant of t. value (0.00). So, the study

concluded that there is significant relationship between Standing Committee System and University Management Effectiveness in Ebonyi State University. The above finding in line with some works of other scholars like [8] sees standing committee system in the University as an instrument for encouraging greater participation by members and this will further ensure sense of belonging among staff. The committee helps the administrators to arrive at decisions and policies that will reflect the diverse interests and opinions of the staff without necessarily undermine goals of the university. Thus, in correlated management effective of University revolved around the absoluteness functions of the standing committee system in the institutions. The result of analysis of question one on table 2 shows that; there is positive

relationship between select committee system and university management effectiveness in Ebonyi State University based on the computer of 0.6381 in line with the co-efficient of determination (r^2) which 0.3880 & implying that, approximately 39% of select committee system performance attributed management effectiveness in the school system. Also hypothesis 2 on table 5 concluded that there was significant positive relationship between select committee system and university management effectiveness in Ebonyi State University, since the t. test of significance of r was 14.176 at an alpha level of 0.05 and significance of t (probability value) was 0.000. It was indicated that the level significance (0.05) is greater than the significant of t. value (0.00). So, the study concluded that there is significant positive relationship between select committee system and university management effectiveness in Ebonyi State University.

In fact, [13] posited that committee system is a vital ingredient for effective administration of educational institutions and maintained that collaborative effort gives administrators, educators and other stakeholders the opportunity to deal with complex educational issues as a group. [16] equally stressed that a democratic method of school management that allows employees, particularly teachers, adequate participation in any decisions that affect them through committee system, contributes significantly to principals' administrative effectiveness.

The study has shown that three modes of committee system which are; standing committee, select committee and joint committee are indispensable in the management of university system. Management of universities giving the operational structures are best administered under committee system because it allows for efficiency and effectiveness. It also ensures

1. The university leadership should uphold the integration of rigid standing committee systems in

Aja-Okorie and Oko Scholars, right from the medieval periods, were reported to have practiced consultative system of decision making, now referred to as the committee system. Findings from result of analysis of research question three as shown on table 3 revealed that there was positive relationship between joined committee system and university management effectiveness in Ebonyi State University. The finding anchored on the computed of 0.5951 and co-efficient of determination (r^2) of 0.35410 implying approximately 35% an indication that management effectiveness of the university is attributed to their existing joint committee in the institution. Also, hypothesis 3 on table 6 shows that there is a significant relationship between joint committee system and management effectiveness in Ebonyi State University as the alpha level (0.05) is t (probability) value of 0.000. In all indication, it was revealed that there was a strong positive relationship between joint committee system and university management effectiveness in Ebonyi State University. The findings of the study on table 3 collaborates with the finding of [14] who revealed that committee system is a democratic method of school management. The use of the committee system in the management of tertiary education is of great importance and requires that the right persons be used, as the aspect of utilization of school committee enhances management effectiveness in the school system.

CONCLUSION

transparency and checks and balances in the system. Thus, Committee System encourages decentralization of powers. The decentralization of power enhances greater participation of staff and students as well as instills sense of belongingness among staff and students. Committee system in the administration of university system improves the level of credibility within the system.

RECOMMENDATIONS

- governance among others in order to ensure credibility in the management of the university.

2. University management system should encourage mainstreaming select committee system through regular training of both senior academic and senior non-academic staff for effective tasks delivery.

3. University administrators should improve on their communication skills in university leadership to ensure clear synergy among standing, joint and select committee systems to enhance university visibility.

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