



RELATIONSHIP BETWEEN QUALITY ASSURANCE AND MANAGEMENT OF SENIOR SECONDARY SCHOOLS IN FEDERAL CAPITAL TERRITORY ABUJA, NIGERIA

ABSTRACT

The study assessed the Relationship Between Quality Assurance and Management of Senior Secondary Schools in Federal Capital Territory Abuja, Nigeria. The study was guided by three research questions three objectives and three null hypotheses. The study used correlational survey research design. The total

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INTRODUCTION

Achieving quality education at all levels of educational institutions in Nigeria is an issue of great concern to stakeholders in the Nigerian educational system such as parents, community leaders, teachers, students and government. Quality education is a useful education and relevant to the needs, interests aspirations and values of the society. Quality education is an instrument for achieving sustainable national development. As a result, a series of control mechanisms are inevitable to position education for the development of human resources needed to lead Nigeria into an enviable position in the comity of nations. The Federal Republic of Nigeria (FRN, 2013)



population of the study consisted of 3478 (60 principals and 3418 teachers) obtained from all the public senior secondary schools in Federal Capital Territory (FCT), Abuja. The sample size of this study consisted of 356 (17 principals and 339 teachers) drawn from 17 senior secondary schools using stratified and simple random sampling techniques. Self-developed instrument called 'Teachers' Questionnaire on the Relationship between Quality Assurance and Management of Senior Secondary Schools (TQQAMSSS)' was used for data collection. The instrument was subjected to experts' judgment for validation and it yielded 0.75 as logical validity index. The instrument was pilot tested on 20 teachers and the coefficient of internal consistency of 0.70 was obtained. Descriptive statistics of mean and standard deviation were used to answer the research questions while the hypotheses were tested using Pearson's Product Moment Correlation (PPMC) at 0.05 level of significance. The major findings of the study showed that there is a significant relationship between school facilities maintenance and management of senior secondary schools in FCT, Abuja, there is a significant relationship between recruitment of quality staff and management of senior secondary schools in FCT, Abuja and that there is a significant relationship students' admission policy and management of senior secondary schools in FCT, Abuja. The study recommended that Considering the indispensable roles which maintenance of school facilities play towards enhancing effective teaching and learning in the school system, it is recommended that special funds need to be set aside by the government for school facilities maintenance on regularly.

Keyword: Quality Assurance, Management, facilities Maintenance, recruitment of quality staff, and admission policy.

ascertained that the major objectives of the Nigerian educational system are to raise the quality of education at all levels so that the citizens could be trained to become more useful to themselves and the general society. Adams (2011) noted that education needs to be sustained and assured so



that the educational system would continue to retain its quality of providing the citizens with the skills they need to survive and contribute towards national development.

Quality education in the secondary school system contributes positively towards individuals and national development. It involves the process of monitoring, assessing and evaluating the entire areas of the educational activities and communicating the results to government agencies to achieve educational goals and objectives. Quality assurance is the consistent effort of meeting product specifications or getting things right at the right time, in every place and by making staff perform their jobs diligently. The Federal Ministry of Education (FME, 2009) ascertained that quality assurance is a process of collecting, analyzing and utilizing the necessary educational resources and information to facilitate the attainment of educational goals. It requires several techniques such as strict monitoring, assessment and evaluation of school activities based on the set standard and specification. Quality assurance in education refers to the relevance and appropriateness of the school programmes to meet the needs, interests and aspirations of the learners and that of the nation at large. Adequate utilization of the available educational resources is an index of quality assurance that may contribute towards the attainment of quality education in a given country. Achieving quality assurance in secondary education requires the various stakeholders such as the parents, teachers and students to play their assigned roles and responsibilities towards making quality education a reality since quality assurance is one of the major components that would facilitate effective school management. Okeke (2019) asserted that quality assurance is the process and practice that is aimed at fostering conformity to specific stated goals and objectives by maintaining the generally accepted standard of excellence in educational programmes.

Management in the view of Abdulkareem (2011) referred to the systematic process through the human and non-human resources are properly mobilized towards the attainment of schools' goals and objectives. School management is the careful process of getting the task of a school done at a particular time, within a given school through teachers and students. The



purpose of school management is to facilitate effective teaching and learning. To achieve the highest standard in secondary schools, principals are required to create conducive working conditions and structures to support and develop effective teaching and learning that would enhance high academic achievement among students. Effective school management is aimed at ensuring that all the sub-systems in a secondary school are channeled towards the attainment of school goals through collaboration with community members. The role of the school management is to facilitate the implementation of the various learning programmes to improve teaching and learning situations. The progress and standard of a school to some extent depend on a school's managerial effectiveness and its ability to successfully integrate community members into the school managerial activities.

The role of students' admission policy on the managerial effectiveness of the secondary school system is a thing of great concern to school managers. The essence of admission policy is to ensure that suitable numbers of students are enrolled in schools. Students' enrolment is determined based on the available human and non-human educational resources. When the admission of students is carefully planned, it would enhance the effective utilization and general management of other educational resources. Every school is expected to admit students based on the available number of teachers, classrooms, library facilities and other educational resources needed to facilitate effective school management. Admission of students without given consideration to the available resources may lead to a high enrolment of students that may hinder the attainment of quality education because the few available resources may be overused (Olefore & Anugwu, 2014). A classroom that contains more than 1:30 teacher-students' ratio as recommended by the United Nations Education Scientific and Cultural Organization (2017) would not create room for poor classroom management and bring about ineffective teaching and learning. The increment in students' admission as currently experience in FCT, Abuja secondary schools without the corresponding increment in human and non-



human resources may prevent the secondary school system from being managed effectively.

School facilities maintenance is another vital aspect of quality assurance that would enhance the effective management of secondary schools. School facilities maintenance refers to the keeping of school physical resources close to the condition of their original situation. Although, it is impossible to change old equipment to an entirely new one good repairs would add value to depreciated equipment. Inadequate use of school plant may reduce their durability that would necessitate maintenance. The factors that cause depreciation and loss of value of school facilities are wear and tear, physical decay, obsolescence, or growing out of use and accidents. Principals who are faced with the above situations may find it difficult to manage their schools successfully. Proper planning for school facilities maintenance includes early detection, repairing, or replacing damaged or lost part of malfunctioning school facilities (Emetarom, 2014).

Another quality assurance index that could induce the management of secondary schools is the recruitment of quality staff. The teaching and non-teaching staff constitute the major element that would enhance the provision of quality secondary education to students. The quest for the attainment of quality management of secondary schools would remain a mirage without having qualified staff members who are ready to perform their responsibilities with a high level of enthusiasm and dedication. Okeke (2009) maintained that quality staff members are needed to enhance proper organization and coordination of the secondary school system. Irrespective of the significant roles which teachers play towards quality management of the secondary school system, many secondary schools in FCT seem to be staffed with teachers without teaching qualifications. It is quite unfortunate because unqualified teachers may not contribute meaningfully towards the effective management of secondary schools. The attainment of the quality secondary education system through effective management requires adequate recruitment of quality staff. Hence, this study is designed to survey the relationship between quality assurance and management of senior secondary schools in FCT, Abuja, Nigeria.



Statement of Problem

Several secondary schools in FCT, Abuja Nigeria seem not to have a clear policy that guides the maintenance of school facilities as it is evidence in the areas of dilapidated buildings, broken windows and leaking roofs in secondary schools. The above problem is a worrisome situation as it may hinder the attainment of quality management of the secondary school system. High enrolment of students as currently experienced by FCT, Abuja public secondary schools may lead to congestion in classrooms with limited ventilation. Students rarely find space to sit and learn properly. It is quite unfortunate as the above situations may not promote quality education in the school system.

Certain functions perform by principals seem to be out of quality assurance guidelines because some schools do not design clear policies of quality assurance for proper maintenance of school facilities. Such a situation may lead to poor school facilities maintenance and make the learning environment untidy and unconducive for the smooth management of secondary schools. Secondary school with defaced and dilapidated school facilities may be dangerous to the health of both the staff and students. Untidy classrooms may bring about the discomfort that could constraints the management of teaching and learning activities. When laboratories and libraries are ill-maintained, they could affect the students' academic performance through ineffective teaching because it could be difficult for principals to plan, organize and coordinate the affairs of teachers to use dilapidated school facilities to perform their job successfully. The above problems would lead to poor quality secondary education through ineffective teaching and learning in FCT, Abuja. Thus, this study is designed to survey the relationship between quality assurance and management of senior secondary schools in FCT, Abuja, Nigeria.

Research Questions

The following research questions were formulated in this study:

1. To what extent school facilities are maintained in senior secondary schools in FCT, Abuja Nigeria?



2. What is the quality of staff recruitment in senior secondary schools in FCT, Abuja Nigeria?
3. What is the nature of students' admission policy in senior secondary schools in FCT, Abuja Nigeria?

Objective of the Study

This study aims to assess the relationship between quality assurance and management of senior secondary schools in FCT, Abuja Nigeria. The specific objectives of the study to determine:

1. The extent of school facilities maintenance in senior secondary schools in FCT, Abuja Nigeria.
2. The extent of recruitment of quality staff in senior secondary schools in FCT, Abuja Nigeria.
3. The nature of students' admission policy in senior secondary schools in FCT, Abuja Nigeria.

Statement of Hypotheses

The study was guided by the following hypotheses:

- HO₁.** There is no significant relationship between school facilities maintenance and management of senior secondary schools in FCT, Abuja.
- HO₂.** There is no significant relationship between recruitment of quality staff and management of senior secondary schools in FCT, Abuja
- HO₃.** There is no significant relationship between students' admission policy and management of senior secondary schools in FCT, Abuja.

Research Methodology

The study was guided by three research questions three objectives and three null hypotheses. The study used correlational survey research design. The total population of the study consisted of 3478 (60 principals and 3418 teachers) obtained from all the public senior secondary schools in Federal Capital Territory (FCT), Abuja. The sample size of this study consisted of 356 (17 principals and 339 teachers) drawn from 17 senior secondary schools



using stratified and simple random sampling techniques. Self-developed instrument called 'Teachers' Questionnaire on the Relationship between Quality Assurance and Management of Senior Secondary Schools (TQQAMSSS)' was used for data collection. The instrument was subjected to experts' judgment for validation and it yielded 0.75 as logical validity index. The instrument was pilot tested on 20 teachers and the coefficient of internal consistency of 0.70 was obtained. Descriptive statistics of mean and standard deviation were used to answer the research questions while the hypotheses were tested using Pearson's Product Moment Correlation (PPMC) at 0.05 level of significance.

Data Presentation

Research Question 1: To what extent school facilities are maintained in senior secondary schools in FCT, Abuja Nigeria?

Table 1: Mean and Standard Deviation Showing the Extent of School Facilities Maintenance in Senior Secondary Schools in FCT, Abuja

S/N	Area Councils		SD	Decision
1.	Abaji	2.43	0.80	Below
2.	Bwari	2.36	0.75	Below
3	Gwagwalada	2.40	0.60	Below
4	Kuje	2.58	0.50	Above
5	Kwali	2.37	0.56	Below
6	Municipal	2.34	0.66	Below
Cluster Mean=		2.41	0.64	Below

Scale Mean = 2.50

Table 5 indicated the girl-child parental level of educational status in senior secondary schools in FCT, Abuja. The Table showed that Abaji had the mean value of 2.43 and standard deviation of 0.80, Bwari had the mean value of 2.36 and standard deviation of 0.75, Gwagwalada had the mean value of 2.40 and standard deviation of 0.60, Kuje had the mean value of 2.58 and



standard deviation of 0.50, Kwali had the mean value of 2.37 and standard deviation of 0.56 and Municipal Council had the mean value of 2.34 and standard deviation of 0.66. The analysis of research question three showed that the cluster mean of 2.41 is below the scale mean of 2.50, this therefore showed that there is low extent of school facilities maintenance in senior secondary schools in FCT, Abuja.

Research Question 2: What is the quality of staff recruitment in senior secondary schools in FCT, Abuja Nigeria.

Table 2: Mean and Standard Deviation Showing the Quality of Staff Recruitment in Senior Secondary Schools in FCT, Abuja

S/N	Area Councils	\bar{x}	SD	Decision
1.	Abaji	2.39	0.72	Below
2.	Bwari	2.46	0.70	Below
3	Gwagwalada	2.33	0.65	Below
4	Kuje	2.64	0.60	Below
5	Kwali	2.38	0.57	Below
6	Municipal	2.44	0.55	Below
Cluster Mean=		2.44	0.63	Below

Scale Mean = 2.50

Table 2 showed that Abaji had the mean value of 2.39 and standard deviation of 0.72, Bwari had the mean value of 2.46 and standard deviation of 0.70, Gwagwalada had the mean value of 2.33 and standard deviation of 0.65, Kuje had the mean value of 2.64 and standard deviation of 0.60, Kwali had the mean value of 2.38 and standard deviation of 0.57 and Municipal Council had the mean value of 2.44 and standard deviation of 0.55. The analysis of research question four showed that the cluster mean of 2.41 is below the scale mean of 2.50, this therefore showed that there is low level of quality of staff recruitment in senior secondary schools in FCT, Abuja.



Research Question 3: What is the nature of students' admission policy in senior secondary schools in FCT, Abuja Nigeria?

Table 3: Mean and Standard Deviation Showing the Nature of Students' Admission Policy in Senior Secondary Schools in FCT, Abuja

S/N	Area Councils		SD	Decision
1.	Abaji	2.09	0.66	Below
2.	Bwari	2.12	0.73	Below
3	Gwagwalada	2.30	0.62	Below
4	Kuje	2.24	0.70	Below
5	Kwali	2.50	0.67	Average
6	Municipal	2.42	0.76	Below
Cluster Mean= 2.27			0.69	Below

Scale Mean = 2.50

Table 3 revealed that Abaji had the mean value of 2.09 and standard deviation of 0.66, Bwari had the mean value of 2.12 and standard deviation of 0.73, Gwagwalada had the mean value of 2.30 and standard deviation of 0.62, Kuje had the mean value of 2.24 and standard deviation of 0.70, Kwali had the mean value of 2.50 and standard deviation of 0.67 and Municipal Council had the mean value of 2.42 and standard deviation of 0.76. The analysis of research question four showed that the cluster mean of 2.27 is below the scale mean of 2.50, this therefore showed that there is poor nature of nature of students' admission policy in senior secondary schools in FCT, Abuja.

Testing of Hypotheses

Pearson's Product Moment Correlation was used to test the hypotheses at 0.05 level of significance. The results are presented on Tables 4-6 below:

Hypothesis 1: There is no significant relationship between school facilities maintenance and management of senior secondary schools in FCT, Abuja.



Table 4: Correlation Coefficient Analysis Showing the Relationship between School Facilities Maintenance and Management of Senior Secondary Schools In FCT, Abuja

S/N	Variable	r-cal	r-tab	Level of Sig.	Decision	
1.	School Facilities Maintenance	2.10				
2.	Management Secondary Schools	2.25	0.66	0.078	0.05	Rejected

Df = 354

Table 4 indicates the relationship between school facilities maintenance and management of senior secondary schools in FCT, Abuja. The analysis of hypothesis one showed that the r-calculated value is 0.68 while the r-table value is 0.078 at significant level of 0.05 and 354 as degree of freedom. Since the calculated value of 0.66 is above the table value of 0.078, the null hypothesis is therefore rejected which means that there is a significant relationship between school facilities maintenance and management of senior secondary schools in FCT, Abuja.

Hypothesis 2: There is no significant relationship between recruitment of quality staff and management of senior secondary schools in FCT, Abuja.

Table 5: Correlation Coefficient Analysis Showing the Relationship between Recruitment of Quality Staff and Management Of Senior Secondary Schools in FCT, Abuja Nigeria

S/N	Variable	r-cal	r-tab	Level of Sig.	Decision	
1.	Recruitment of Quality Staff	2.30				
2.	Management Secondary Schools	2.20	0.70	0.078	0.05	Rejected

Df = 354

Table 5 indicates the relationship between recruitment of quality staff and management of senior secondary schools in FCT, Abuja. The analysis of hypothesis two showed that the r-calculated value is 0.68 while the r-table



value is 0.078 at significant level of 0.05 and 354 as degree of freedom. Since the calculated value of 0.70 is above the table value of 0.078, the null hypothesis is therefore rejected which means that there is a significant relationship between recruitment of quality staff and management of senior secondary schools in FCT, Abuja.

Hypothesis 3: There is no significant relationship between students' admission policy and management of senior secondary schools in FCT, Abuja.

Table 6: Correlation Coefficient Analysis Showing the Relationship between Students' Admission Policy and Management of Senior Secondary Schools in FCT, Abuja Nigeria

S/N	Variable	r-cal	r-tab	Level of Sig.	Decision
1.	Students' Admission Policy	2.18			
2.	Management Secondary Schools	2.22	0.75	0.078	0.05 Rejected

Df = 354

Table 6 indicates the relationship between students' admission policy and management of senior secondary schools in FCT, Abuja. The analysis of hypothesis three showed that the r-calculated value is 0.75 while the r-table value is 0.078 at significant level of 0.05 and 354 as degree of freedom. Since the calculated value of 0.75 is above the table value of 0.078, the null hypothesis is therefore rejected which means that there is a significant relationship between students' admission policy and management of senior secondary schools in FCT, Abuja.

Summary of Major Findings

The following were the summary of the findings based on the research questions and hypotheses:

1. The findings of hypothesis one (Table 4) showed that there is a significant relationship between school facilities maintenance and management of senior secondary schools in FCT, Abuja.



2. The findings of hypothesis two (Table 5) indicated that there is a significant relationship between recruitment of quality staff and management of senior secondary schools in FCT, Abuja.
3. The findings of hypotheses of three (Table 6) indicated that there is a significant relationship students' admission policy and management of senior secondary schools in FCT, Abuja.

Discussion of Findings

The findings of the study showed that there is a significant relationship between school facilities maintenance and management of senior secondary schools in FCT, Abuja. The detail of the analysis showed that the r-calculated value is 0.68 while the r-table value is 0.078 at significant level of 0.05 and 354 as degree of freedom. The findings of the study agreed with Nwokike (2012) who found out that there is significant relationship between principals' knowledge of quality assurance and maintenance of school facilities in secondary schools Nsukka Education Zone of Enugu State. School facilities maintenance is meant to keep school physical resources close to the condition of their original situation. Although, it is impossible to change old equipment to an entirely new one good repairs would add value to depreciated equipment. Inadequate use of school plant may reduce their durability that would necessitate maintenance. The factors that cause depreciation and loss of value of school facilities are wear and tear, physical decay, obsolescence, or growing out of use and accidents. Principals who are faced with the above situations may find it difficult to manage their schools successfully. Proper planning for school facilities maintenance includes early detection, repairing, or replacing damaged or lost part of malfunctioning school facilities. principals for proper maintenance of school facilities in the school system include regular renovation, repairs, servicing and replacement of roofs, doors, windows, repairs of broken chairs and tables as well painting of offices and classrooms. Poor school facilities maintenance could make learning environment untidy and unconducive for smooth management of the affairs of a school. Secondary schools with defaced and dilapidated physical facilities are dangerous to the health of



both the staff and students. Untidy classrooms may bring about the discomfort that could constraints effective teaching and learning processes. The findings of the study further indicated that there is a significant relationship between recruitment of quality staff and management of senior secondary schools in FCT, Abuja. The analysis of the results showed that the r-calculated value is 0.68 while the r-table value is 0.078 at significant level of 0.05 and 354 as degree of freedom. The findings of the study confirmed the position of Adeniyi (2015) who found out that there is a significant relationship between quality control mechanisms and staff recruitment in the management of Nigerian Universities. The teaching and non-teaching staff constitute the major element that would enhance the provision of quality secondary education to students. The quest for the attainment of quality management of secondary schools would remain a mirage without having qualified staff members who are ready to perform their responsibilities with a high level of enthusiasm and dedication. Quality staff members are needed to enhance proper organization and coordination of the secondary school system. Irrespective of the significant roles which teachers play towards quality management of the secondary school system, many secondary schools in FCT seem to be staffed with teachers without teaching qualifications. It is quite unfortunate because unqualified teachers may not contribute meaningfully towards the effective management of secondary schools. The attainment of the quality secondary education system through effective management requires adequate recruitment of quality staff.

Finally, the findings of the study revealed that there is a significant relationship students' admission policy and management of senior secondary schools in FCT, Abuja. The analysis of the results showed that the r-calculated value is 0.75 while the r-table value is 0.078 at significant level of 0.05 and 354 as degree of freedom. The findings of the study quality assurance has a significant effect on students admission Lagos State Junior Secondary Schools. The role of students' admission policy on the managerial effectiveness of the secondary school system is a thing of great concern to school managers. The essence of admission policy is to ensure that suitable



numbers of students are enrolled in schools. Students' enrolment is determined based on the available human and non-human educational resources. When the admission of students is carefully planned, it would enhance the effective utilization and general management of other educational resources. Every school is expected to admit students based on the available number of teachers, classrooms, library facilities and other educational resources needed to facilitate effective school management. Admission of students without given consideration to the available resources may lead to a high enrolment of students that may hinder the attainment of quality education because the few available resources may be overused. A classroom that contains more than 1:30 teacher-students' ratio as recommended by the United Nations Education Scientific and Cultural Organization (UNESCO, 2017) is to avoid creating room for poor classroom management and bring about ineffective teaching and learning. The increment in students' admission as currently experience in FCT, Abuja secondary schools without the corresponding increment in human and non-human resources may prevent the secondary school system from being managed effectively.

Conclusion

The following conclusions were drawn based on the findings:

The nature of school facilities maintenance is poor which discourages effective management of senior secondary schools in FCT Abuja Nigeria.

The study further concluded that staff recruitment exercises are not properly conducted to facilitate effective management of secondary schools in FCT Abuja Nigeria.

The study concluded that secondary schools in FCT Abuja Nigeria are not properly managed because students are admitted more than the capacity and strength of the available educational resources.

Recommendations

The following recommendations were made based on the findings of the study:



1. Considering the indispensable roles which maintenance of school facilities play towards enhancing effective teaching and learning in the school system, it is recommended that special funds need to be set aside by the government for school facilities maintenance on regular basis.
2. The study further recommended that workshops, conferences, seminars and symposia for all staff in the Human Resource Department in FCT Secondary Education Board to help them acquire the requisite knowledge and skills needed for conducting effective recruitment exercises so that the right quality staff could be recruited at the right time and placed at the right position to undertake effective job performance required for successful management of secondary schools in FCT.
3. The laid down policy and procedures for admission of students into secondary schools as designed by the FCT Secondary Education Board should to be strictly adhered to be by all secondary schools to avoid the high rate of students' admission that influences the overloading of teachers with much responsibility that prevent them from contributing meaningfully towards effective management of secondary school system.

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