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APPRAISAL OF THE PERFORMANCE OF SCHOOL BASED MANAGEMENT COMMITTEE IN THE ADMINISTRATION OF SECONDARY SCHOOLS IN ENUGU STATE

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ABSTRACT

This study appraised the performance of School Based Management Committee in the administration of secondary schools in Enugu State. Two research questions guided the study and two null hypotheses were tested at 0.05 level of significance. The study adopted a descriptive survey research design. The population for the study was 590 respondents which comprised principals and SBMC Chairmen in the secondary schools in Enugu State. The sample for this study remained the 590 respondents. The researcher made use of the entire population because it was manageable. The instrument for data collection was a 22-item structured questionnaire titled "Performance of School Based Management Committee in Secondary School Administration Questionnaire (PSBMCSSAQ)". To ascertain the face validity of the instrument, the questionnaire was given to two experts in Educational Management and one expert in Measurement and Evaluation Unit of Department of Mathematics and Computer Education, all from Faculty of Education, Enugu State University of Science and Technology, Enugu. Reliability was gotten using Cronbach Alpha method. The computation yielded 0.82 and 0.80 for clusters 1 and 2 respectively with an overall reliability estimate of 0.81. Mean and standard deviation were used to answer the research questions while t-test statistic was used to test the null hypotheses. The findings of the study revealed that SBMC has performed in the administration of secondary schools in the aspect of school budget in Enugu State to a low extent. Also, SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities in Enugu State to a great extent. In view of the findings of the study, recommendations were made among others that SBMC should be allowed to partake in budget planning in the secondary schools in Enugu State in order to effectively manage the school resources.

Keywords: Appraisal, Performance, School Based Management Committee, Administration, Secondary Schools.

Introduction

Education at the secondary level is critical to the development of the child, being the bridge between primary and tertiary levels of education. Secondary education system in Nigeria is charged with setting standards of knowledge and skills to be attained by teachers and reviewing the standards from time to time (Oloko, 2014). According to Federal Republic of Nigeria, (FRN, 2013), secondary education is the education children receive after primary education and before the tertiary stage. The broad goal of Nigerian secondary education as

specified by the FRN (2013) is summed up to be; preparing students for useful living within the society and for higher education.

However, for the past three decades, there has been an increasing public outcry about the dwindling quality of secondary education in Nigeria. Ajobiewe, Iyamu, Titilayo in Ezeugbor & Onedigbo (2019) noted with gross dissatisfaction the quality of secondary education delivery and output in Nigerian education sector today. The decline in quality of secondary education has been attributed to a number of factors some of which are poor teacher quality, lack of instructional materials and poor learning environment (Adeyemi & Igbineweka in Ezeugbor & Onedigbo, 2019). The overall consequence is that the educational system has ceased to be responsive to meeting the needs of learners and the collective task of promoting national development, hence the need for effective administration of secondary education.

Administration is the science or art of achieving goals through people. It has to do with the management of public affairs and organization. Okorie (2012) defined administration as a social process that concerns the identification, motivation, controlling other integral bodies so as to accomplish their stated goals. Hence, school boards, education committees, education authorities and education commissions were all introduced at different points in time for such purpose (Bakwai & Ibrahim, 2018). The inability of these boards to continue to perform as expected was indeed the beginning of what has dwindled secondary education today. It is in view of this fact that School-Based Management Committee (SBMC) was introduced (Adeyemi in Bakwai & Ibrahim, 2018).

SBMCs are non-political voluntary groups made up of people who represent the school community and may include pupils, teachers, parents, community leaders as well as other community-based groups interested in education. SBMC is an essential link between schools and the communities they serve (Bakwai & Ibrahim, 2018). SBMC is the decentralization of authority from the government to the school level (Caldwell in Ahmed, 2013). SBMC as the decentralization of authority to the school level is a world-wide educational reform strategy which is rapidly becoming the centerpiece of the current wave of educational reform (Yau & Cheng, 2014). The success of SBMC in secondary school administration is an area of interest for many researchers. Hence, this study will examine the success of SBMC in secondary school administration in the aspect of school budget and maintenance of physical facilities.

School budget is an outline of the plan for financing the school system for a given period. It can be implied that budget is the financial statement of a proposed expenditure and expected revenue of the government, public corporation or educational institution for a particular period of time (Oche, 2015). Budget is a planning tool on the expenditure and revenue in the future, generally arranged systematically covering all activities, which is expressed in units (unity) monetary and valid for a period of time (period) specified in the future (Hendi, 2015). The appraisal of the extent of success of SBMC in school-based budget in secondary schools administration in Enugu state is yet unknown, thus the need for this study. Another aspect to ascertain the success of SBMC in the administration of secondary schools is in the maintenance of physical facilities.

Physical facilities refer to the school plant, that is, the school buildings, classrooms, library, laboratories, toilet facilities, offices and other materials and infrastructures that would likely motivate students towards learning (Akomolafe & Adesua, 2016). In most of the secondary schools in Enugu state, the problems of available structures, physical facilities and teaching equipment is acute. The success of SBMC in the maintenance of physical facilities is yet to be identified, thus the need for the current study. Another aspect to identify the extent of success of SBMC in the administration of SBMC cannot have a successful input in the administration of secondary schools without the assistance of the principals as duly observed by the researcher.

Principals are the professional leaders of the secondary schools. Obi in Ogbu (2014) opined that the principal is a coordinator who has to organize activities in such a way that things must work smoothly, quickly and efficiently. The principal as administrator and chief executive of his school is in charge of the human resources (students, teachers and non-teaching staff), material resources and physical structures of the school. Ajayi in Garba (2015) stated that school principals do not involve SBMC in the administration of the school for fear of being criticized.

The worries of this research are based on the present state of some secondary schools in Enugu State which are quite deplorable; most books in their libraries are obsolete, there are outdated equipment in the laboratories if at all there exist, school buildings are craving for renovation, financial mismanagement among others. Udoh (2011) posited that the state of physical facilities in Nigerian schools is deplorable. It seems all these could be attributed to government's negligence of secondary education or the government cannot provide the school needs alone. There are speculations and accusations that some secondary schools do not have classrooms or staff offices which invariably have hampered effective administration of the secondary schools in Enugu State. Based on the background above, the researcher appraised the performance of School Based Management Committee in the administration of secondary schools in Enugu State with particular reference to school budget and maintenance of physical facilities.

Statement of the Problem

The demand for education in Nigeria and Enugu State in particular has become progressively more insistent, more widespread and more complex. The education sector is perceived to be faced with challenges that have affected its quality in entirety. Every child has the right to quality education, several decade, past government in Nigeria have made efforts, through several policies and the re-shaping of institutional mechanism to revamp the secondary education sector, but the current conditions of secondary education in Nigeria remains deplored. Even a preliminary visit to some of the secondary schools in Enugu state by the researcher, it still shows that lots of administrative problems actually exist. In spite of all the effort made so far to ensure that qualitative and quantitative education is given at the secondary level of education, the secondary level of education still suffers from some seemingly intractable problems ranging from mismanagement of physical facilities, inadequate provision of instructional materials and lack of making functional decisions by the stakeholders. The government sometimes provides some of these needs, but they are grossly

inadequate in supply. Evidence abounds in various secondary schools that prove that the government alone cannot solve all the problems of school administration. The trend now is that the government cannot do it alone, as effective school administration is almost an impossible task without stakeholders' involvement like the SBMC. So the problem of this research is to have a systematic appraisal of the performance of School Based Management Committee in the administration of secondary schools in Enugu State with a view to; highlighting possible ways of improving school budget and maintenance of physical facilities. So the problem of this study posed in question form is: "what is the extent of success of SBMC in the administration of secondary schools in Enugu State?"

Purpose of the Study

The general purpose was to appraise the performance of School Based Management Committee in the administration of secondary schools in Enugu State. Specifically, the study sought to:

1. examine the extent to which SBMC has performed in the administration of secondary schools in the aspect of school budget;
2. find out the extent to which SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities.

Research Questions

The following research questions guided the study:

1. To what extent has the SBMC performed in the administration of secondary schools in the aspect of school budget?
2. To what extent has the SBMC performed in the administration of secondary schools as regards the maintenance of physical facilities?

Hypotheses

The following null hypotheses guided the study and were tested at .05 level of significance:

H$_{O1}$: There is no significant difference in the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools in the aspect of school budget.

H$_{O2}$: There is no significant difference in the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities.

Research Method

The study adopted a descriptive survey research design. According to Ali in Ugwuanyi (2013), descriptive surveys are those studies concerned with collecting data on, and also describing in a systematic manner the characteristic features and facts about given population. The population for the study was 590 respondents which comprised principals and SBMC Chairmen in the secondary schools in Enugu State. Based on the 2019/2020 academic year, the population for the study comprised 295 principals and 292 SBMC Chairmen in the 295 public secondary schools in Enugu State. The sample for this study remained the 590 respondents. The researcher made use of the entire population because it was manageable. The instrument

for data collection was a 22-item structured questionnaire titled "Performance of School Based Management Committee in Secondary School Administration Questionnaire (PSBMCSSAQ)". To ascertain the face validity of the instrument, the questionnaire was given to two experts in Educational Management and one expert in Measurement and Evaluation Unit of Department of Mathematics and Computer Education, all from Faculty of Education, Enugu State University of Science and Technology, Enugu.

Reliability was gotten using Cronbach Alpha method. The computation yielded 0.82 and 0.80 for clusters 1 and 2 respectively with an overall reliability estimate of 0.81. Mean with standard deviation was used to analyze the data and answer the research questions while the null hypotheses were tested using the t-test statistic at .05 level of significance. In rating the computed mean, scores that ranged from 2.50 and above were regarded as great extent while the items that fell below 2.50 were regarded as low extent. The criterion mean of 2.50 was obtained by summing up the weighted scores (4+3+2+1=10) and dividing it by total number of response options (4) as follows; 10/4=2.50. The decision rule for the hypotheses was, hypothesis was not rejected when the calculated value of t is less than the critical table value, but rejected when the calculated value of t is greater than the critical table value.

Data Analysis and Results Presentation

Research Question 1: To what extent has the SBMC performed in the administration of secondary schools in the aspect of school budget?

Table 1: Mean ratings of principals and SBMC Chairmen on the extent to which SBMC has performed in the administration of secondary schools in the aspect of school budget

	ITEMS	**Principals 241**			**SBMC Chairmen 253**		
S/N	**In secondary schools:**	$\bar{x}$	**SD**	**Dec.**	$\bar{x}$	**SD**	**Dec.**
1	SBMC members are part of the budget planning committee.	2.31	0.95	LE	2.36	0.93	LE
2	SBMC also monitors recurrent expenditures	2.20	0.90	LE	2.34	0.90	LE
3	SBMC is involved in market survey before any purchase is made.	2.53	0.91	GE	2.40	0.95	LE
4	SBMC also keeps photocopied receipts of expenditures made.	2.15	0.95	LE	2.33	0.90	LE
5	SBMC has access of bank statements.	2.25	0.93	LE	2.30	0.93	LE
6	SBMC also keeps records of non-receipted of purchases made.	2.17	0.89	LE	2.31	0.94	LE
7	SBMC prints and buys stationary every year from the school account.	2.30	0.91	LE	2.35	0.95	LE
8	SBMC takes part in the payment of staff salaries.	2.25	0.95	LE	2.37	0.95	LE
9	SBMC also joins the school bursar to defend budgets.	2.43	0.95	LE	2.20	0.99	LE

10	SBMC is part of revenue collection.	2.40	0.99	LE	2.38	0.95	LE
	Grand Mean	**2.30**	**0.93**	**LE**	**2.33**	**0.94**	**LE**

The above Table showed the mean ratings of principals and SBMC Chairmen on the extent to which SBMC has performed in the administration of secondary schools in the aspect of school budget. The mean ratings of principals ranged from 2.15 to 2.53 while that of SBMC Chairmen ranged from 2.20 to 2.40. In addition, they had grand means of 2.30 and 2.33 and standard deviations of 0.93 and 0.94 respectively. The closeness of the standard deviations indicates that the respondents are homogeneous in their responses. Thus, the responses of the principals and SBMC Chairmen revealed that SBMC has performed in the administration of secondary schools in the aspect of school budget in Enugu State to a low extent.

Research Question 2: To what extent has the SBMC performed in the administration of secondary schools as regards the maintenance of physical facilities?

Table 2: Mean ratings of principals and SBMC Chairmen on the extent to which SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities

	ITEMS	**Principals 241**			**SBMC Chairmen 253**		
S/N	**In secondary schools:**	$\bar{x}$	**SD**	**Dec.**	$\bar{x}$	**SD**	**Dec.**
11	the SBMC carry out maintenance on the physical facilities regularly.	2.55	0.91	GE	2.67	0.89	GE
12	SBMC constructs new hostels in order to accommodate new students.	2.50	0.95	GE	2.57	0.96	GE
13	SBMC carry out the fencing of the school compound.	2.56	0.97	GE	2.54	0.94	GE
14	SBMC maintain the dilapidated sports facilities.	2.54	0.90	GE	2.51	0.88	GE
15	SBMC builds new classroom blocks.	2.61	0.90	GE	2.56	0.91	GE
16	SBMC maintain the furniture in the staff office.	2.51	0.94	GE	2.61	0.90	GE
17	SBMC has been building quarters for school staff.	2.60	0.95	GE	2.55	0.93	GE
18	SBMC has been maintaining generator leister for school use.	2.55	0.93	GE	2.53	0.91	GE
19	SBMC helps in building laboratories.	2.52	0.89	GE	2.50	0.90	GE
20	SBMC takes part in building Information and Communication Technology (ICT) centres.	2.56	0.88	GE	2.54	0.93	GE
21	SBMC's success is perceived in building new toilet facilities.	2.51	0.91	GE	2.66	0.91	GE

22	SBMC renovates all the dilapidated building.	2.54	0.81	GE	2.59	0.99	GE
	Grand Mean	**2.55**	**0.92**	**GE**	**2.57**	**0.92**	**GE**

The above Table showed the mean ratings of principals and SBMC Chairmen on the extent to which SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities. The mean ratings of principals ranged from 2.50 to 2.61 while that of SBMC Chairmen ranged from 2.50 to 2.67. In addition, they had grand means of 2.55 and 2.57 and standard deviations of 0.92 and 0.92 respectively. Thus, the responses of the principals and SBMC Chairmen showed that SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities in Enugu State to a great extent.

H_{O1}: There is no significant difference in the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools in the aspect of school budget.

Table 3: Summary of t-test analysis on the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools in the aspect of school budget

Group	N	$\bar{x}$	SD	df	t-cal	t-crit	Decision
Principals	241	2.30	0.93				
				492	0.38	±1.96	H_{O1} not rejected
SBMC Chairmen	253	2.33	0.94				

The Table above showed that the calculated value of 0.38 is less than the Table value of ±1.96 at .05 level of significance at 492 degree of freedom which signified that the null hypothesis is not rejected. Hence, there is no significant difference between the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools in the aspect of school budget.

HO_2: There is no significant difference in the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities.

Table 4: Summary of t-test analysis on the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities

Group	N	$\bar{x}$	SD	df	t-cal	t-crit	Decision
Principals	241	2.55	0.92				
				492	0.63	±1.96	Ho_2 not rejected
SBMC Chairmen	253	2.57	0.92				

The Table above showed that the calculated value of 0.63 is less than the Table value of ±1.96 at .05 level of significance at 492 degree of freedom which signified that the null hypothesis is not rejected. Hence, there is no significant difference between the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities.

Discussion of Findings

The finding of the study revealed that SBMC has performed in the administration of secondary schools in the aspect of school budget in Enugu State to a low extent. The analytical process showed to a low extent that SBMC members are part of the budget planning committee, SBMC also monitors recurrent expenditures, SBMC is involved in market survey before any purchase is made among others. This finding is in agreement with Mgeni, (2015) who found that the process of budgeting is very difficult for the general public to access. Therefore, the school administrators do not involve the public during the budget planning process. Further finding showed that the hypothesis tested showed that there is no significant difference between the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools in the aspect of school budget.

The finding of the study revealed that SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities in Enugu State to a great extent. This finding showed to a great extent that the SBMC carry out maintenance on the physical facilities regularly, SBMC constructs new hostels in order to accommodate new students among others. This finding agrees with Maduka (2019) who found that SBMC are involved in the provision of physical facilities to a great extent. Physical facilities are imperative in an effective teaching and learning process in the school, hence its provision as well as its availability is very important. Further finding revealed that there is no significant difference between the mean ratings of principals and SBMC Chairmen on the extent to which the SBMC has performed in the administration of secondary schools as regards the maintenance of physical facilities.

Conclusion

The findings of this research showed that SBMC has performed in the administration of secondary schools in the aspect of school budget in Enugu State to a low extent. SBMC has

performed in the administration of secondary schools as regards the maintenance of physical facilities in Enugu State to a great extent.

Recommendations

The following recommendations were made:

1. SBMC should be allowed to partake in budget planning in the secondary schools in Enugu State in order to effectively manage the school resources.
2. State government, who is the proprietor of public secondary schools in Enugu State should make available more physical facilities that are of high quality to students in order to compliment the ones provided by SBMC members.

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