



Research Paper

Educational Resources in Educational Management for Quality School Administration

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Abstract

Educational Resource Management are the tools that empower institution to organize, plan and manage the resources they need or have as to aid them make appropriate decisions in realizing quality school administration. Meanwhile, for quality School administration and attainment of educational goals, there must be proper management, utilization and maintenance of these resources. This study is therefore aimed at examining the primary role of managing educational resources for quality school administration. The study revealed few types and importance of educational resources to quality School administration, which includes; human, financial, and time, among others. Resources in increasing administrator achievement by supporting their effectiveness, aiding the administration process by allowing the administrators to explore the knowledge independently as well as providing repetition. Inadequate funding, politics games, poor leadership, lack of proper accountability, lack of maintenance culture, low quality educational resources and lack of administrator motivation were identified as challenges facing educational resources management for quality school administration where identified as challenges facing educational resources management for quality school administration. Few suggestions were made that those who are to be appointed into management positions in the education system should be people with proven integrity who would have the capability to harness the available resources in the education sector and manage them adroitly for the achievement of the goals of higher education. on how to overcome the identified challenges hindering quality School administration with the available educational resources.

Keywords: Education, Resources, Management, Quality, school Administration

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I. INTRODUCTION

An administrator career is usually unfolds within the institution. Administration generally involves planning, directing and other functions as well. In any case, they will have to rely on the support of the educational available and potential resources. This module is designed to help learners acquire the knowledge and skills they will need to identify the various resources, understand their functions and roles, use them wisely, and manage them effectively. It is traditional agreed in most quarters that no educational institution can survive without adequate funding, effective managerial skill, and visionary leader. To achieve quality school administration, the educational resources need to be squarely managed. Adebayo (2001) assert, that for quality school administration in any institution, the equipment, human and material resources, all in the quest of attaining the goals for which the organization is established must be proper managed. The administration of education institution is empowered with the responsibility of bringing together various resources and allocating them effectively to accomplish the desired institution goal (National Open University of Nigeria, NOUN 2006).

Most developed and developing nations of the world obliged to prepare her populace for life in a world that is characterized by hasty social, economic, political and technological transforms. Schools are regarded as the storehouse of knowledge. Unlike natural resources, which can be exhausted, knowledge is inexhaustible: the more it is used the more it multiplies and expands (Egunyomi, 2000). If universities amongst other schools are to produce high quality graduates that can compete with their counterparts in any part of the world, then it is high time the federal government wake up and begin to give education the right funding it deserves for her to produce world class products. The Nigeria government needs to invest more on education in this era of globalization than ever before. Schools are expected to pursue these goals through teaching, research and dissemination of existing and new information, service to the community and to serve as a storehouse of knowledge. The extent to which higher Schools can achieve these laudable and well articulated objectives depends greatly on the effectiveness of managing the available scarce resources by the school administrators. The success or failure of the school administrator depends on the quality, quantity, enabling environment, strategic policies, and effective management of the educational resources available. Good management of educational resources in schools needs effective, creative and dynamic administrator to table these strategies into play.

in this era of globalization, if university graduates must compete with their counterparts in other parts of the country in terms of quality and as well champion technological take off then Nigeria can properly handle the issue of adequate funding of institutions.

Quality school administration is a product of adequate funding. It is that education that is relevant and adapted to the needs of the society (Nakpodia, 2010). Nakpodia argued that such needs must meet the standards of health, growth and physical survival in a complex globalized world. It means education that is worthwhile with the capacity to empower its recipients with relevant skills, knowledge, ideas, values and attitudes needed for by him/her to make informed decisions and live a self sustaining life. Appropriate funding and adequate human resources at workplace can make it achievable.

The central theme of organizational management is the harnessing of human and material resources with the aim of achieving desired goals. This calls for creativity, ingenuity, resourcefulness and prudence on the part of the school chief executive. The school administrator must have the requisite skills or ability to intelligently manage the available resources for the successful accomplishment of the school goals and objectives. Resource management therefore, means the systematic coordination and integration of educational resources (inputs) for the achievement of set goals of higher education. It involves a number of related activities such as planning, leading, coordinating, controlling, supervising or monitoring and directing in order to achieve efficient use of available resources for maximum output. This paper therefore, focuses on resource management in higher education in Nigeria. It is on the background that this study is aimed that conceptualizing the concepts of educational resources and quality school administration. The importance of resource management, skills needed for resource management, types of resources and problems of resource management in school education would be discussed. Some strategies for improvement of educational resource management for quality School administration would be recommended.

II. CONCEPTUAL CLARIFICATION

Educational Resources

Human resources, material resources, non-material resources and community materials available in an academic environment to facilitate school administration and simplify the teaching learning process can be seen as educational resources. Educational resources also include other fundamental materials used in the school to make teaching very easy and learning more meaningful and comprehensible to the learners. Education resources covers all those materials human and non human, drawn or photographed, built manually or electronically operated, books and all forms of related materials used in teaching and learning process (NOUN,2006). Education resources includes the teachers in the school, human beings in the community, real objects, specimen or models, chalk and display boards, school buildings and layout, the community at large and other fundamental materials like pencils, pens, exercise books etc which the learners are expected to have at any point in time to facilitate learning (NOUN, 2009).

Education resources are no doubt important in the development of conducive teaching-learning environment. The use of these resources could give more valuable and powerful direction to the teacher than any personal efforts without the materials. In school administration, education resources are not only limited but can be effectively and efficiently managed when management activities are properly harmonized, organized, coordinated and controlled by the school management team. This is in agreement with Blunt's (1990) opinion that, it is not the availability of these resources alone that guarantees effective performance of school, but their adequacy and effective utilization. However, No matter how well packaged a school administration or a school system is at any level of education, without adequate and efficient utilization of the available resources, the system may fail to achieve its desired results. Adequate and apposite resources are vital in the administration of

a school. The proper management and use of these resources will not only boost the morale of human resources who coordinates other activities in the school system but also ensure the attainment of goals. Meanwhile, shortage or inadequacy of these resources is inimical to goal achievement of school administration. Accessibility of education resources makes school management effective and efficient thereby enhancing the output of the education system. Effective school administration leads to efficient instructional process which will yield a quality output.

Educational resources are those things that can be used to achieve educational objectives. Educational resources are educational inputs that enhance both academic and administrative work in educational organizations which can be tangible and intangible resources. Okendu (2012) views educational resources as the sum total of the input that goes into the educational system. Educational resources are all the things that are used directly and indirectly for the purpose of supporting, facilitating, influencing or encouraging the transmission or acquisition of knowledge, skills, competence and know-how (Ugwulashi, 2012). Educational resources can be categorized into human, material and financial resources. Educational resources are essential components of school administration that have to be provided, effectively management and utilization for the achievement of quality School administration and educational goals/ objectives. They are necessary for the survival and continuity of the school system which result in the successful teaching-learning outcomes.

Educational resources are tools that can work as a keys, support, complementary elements, etc for education. Educational resources may be books, videos, games, news, or whatever you can imagine that can help to go through any topic. Educational resources are the resources which are freely accessible, openly licensed text, media and other digital assets which is used for acquiring knowledge, teaching, sharing your knowledge, learning as well as for research purposes (Kalu, 2012). It is something which supports the education. It can be research papers, presentations, books, websites, and dictionary. Again, Educational resources are the sources you use to educate yourself. You learn through resources. Resources may be books, websites, peoples, teachers etc.

School Administration

The concept of School Administration is a widespread topic of concern and has been conceptualized in diverse perspectives. According to NOUN (2006) school administration is a social process concerned with identifying, maintaining, stimulating, controlling and unifying, formally and informally organized human and material energies within an interpreted system while Okendu (2012) in his own view define School Administration as a concept involving all the processes through which resources are mobilized in educational schools to accomplish the goals of education. It is a process of mobilizing school resources towards achievement of desirable educational goals. School Administration is an activity process that requires expertise and training in educational principles and practices in ensuring proper management of schools general activities for achieving result in education. Nwuke (2020), holds that School administration is the execution of the laid down programmes and management of the school resources for the accomplishment of school stated objectives. School administration is the branch of pedagogy that studies the means and methods of administering schools, reveals the distinctive feature in the system of school management, and analyzes the specific problems involved in organizing such a system. Summarily, Nwuke (2020) that school administration involves managing, administering the curriculum and teaching, pastoral care, discipline, assessment, evaluation and examination, resource allocation, costing and forward planning, staff appraisal, relationship with community, use of the practice necessary for the surviving the policies of the organization such as decision making, negotiation, bargaining, communication, conflict handling, running meeting and so on. The main task of the school head are; interpreting policy, executing curriculum programmes, seeing to students welfare, provision and maintenance of equipments and facilities, inducting and retraining of staff and maintaining an effective school – community relationship (Musaaazi,1982).School administration is specially concerned with students, teachers, rules and regulations, and policies governing the school system. Overall, the school administrator oversees the effectiveness of the day to day activities of the school. This implies that for effectiveness, school administrators must be trained on the principles and practice of education so as to have an in-depth knowledge of the basic classroom management and instructional methods which always form the foundation for student's excellent academic performance and achievement. In addition, a School administrator desires to be trained on educational management concepts that provide administrative skills that model behaviors and motivation in achieving academic goals and qualitative service delivery. The School Administrator has the responsibility of ensuring that the establishment procedures and structures help the school to achieve its objectives. The image of a modern school administrator is characterized by certain important leadership qualities. The following personal qualities are generally considered as desirable qualification of an effective school administrator; professional competency, self confidence, sociability, moral integrity, humility, modesty and sound health among others.

Resource Management

Resource management is the work that allows schools to organize the resources they need or have and to make appropriate decisions about such resources. Resource management involves evaluation and maximization of such resources. The management of resources in education is very important because of its role in the achievement of educational objectives. Resource management is the efficient and effective deployment of organizations resources when they are needed (Akpan, 2012). Meanwhile, Asabiaka, (2008) also describes resource management as a process which encompasses those activities designed to provide for and coordinate the resources in education. Resource management is the effective acquisition, utilization and administration of resources in the education system. It involves effective harnessing and utilization of the available resources in higher educational Schools to enhance quality service delivery. It is the process involving efficient allocation of scarce resources and prudent use of the resources for the achievement of the goals of higher education.

According to Ekundayo, (2010) resource management involves judicious utilization and maintenance of human, material, financial and other available scarce resources for the optimal achievement of a set of educational goals. This definition underscores the need for effective management of resources in higher education if the goals and objectives of this level of education are to be achieved. Resource management in higher education therefore, involves the management of both human and material resources for better job performance and high productivity. Fajingbesi cited in Likert (2007) describing resource management as multifaceted and involves resource mobilization, resource development and resource management. This means that resource management in higher education implies using the functions of management to allocate and utilize the resources for the realization of pre-determined objectives.

Concept of School Administration

The term 'School administrator' is used in this paper to refer to executives who are responsible for the organization of the purposeful overall functioning of Schools of higher education. Schools are central to sustainable and beneficial economic growth. They create policies, mobilize and manage resources, and deliver the services which stimulate. Growth and prosperity are unlikely to be maintained if the Schools which guide them are dysfunctional.

The administration of an institution of higher education has the responsibility for bringing together its various resources and allocating them effectively to accomplish goals. Although, the organizational pattern of an institution is important to the institution's development and affects the morale of all its members. Blunt, (1990) referred to School administration as all those activities carried out to provide for both the day-to-day functioning and the long-range viability of the institution as an operating institution. The overall objective of the School administration is to promote efficiency and provide for the institution's organization efficiency and continuity. The principles of School administration are pertinent to governance, organization effectiveness and financial/physical management of the Schools. It is expected that each office/unit will establish goals, which derive from and support the purpose of the institution; it evaluates the process in achieving these goals, and use the evaluation in making appropriate modifications in resources, programmes and management.

Relevance of Educational Resources to School Administration

1. Leveraging community resources and local partnerships supports high quality academic and enrichment opportunities by broadening the experiences that may be typically offered to students and by expanding access to local expertise.
2. Better aligning and utilizing these resources can also help the school system identify and access low-cost services and facilities to support learning opportunities on an off school sites. Likewise, community based activities can help students fulfill desired learning outcomes in a manner that is more engaging than traditional textbooks and assignments.
3. The use of community resources can further enhance the school curriculum through expanding the goal of environment education by preparing students for the real world and helping students to become "world class" citizens
4. The use of ICTs help improve the quality of education: ICTs can enhance the quality of education in several ways: by increasing learner motivation and engagement by facilitating the acquisition of basic skills, and by enhancing teacher training. ICTs are also transformational tools which, when used appropriately, can promote the shift to a learner-centered environment.
5. Sharing knowledge: Students can use ICT to present their work in a highly professional format. They can create documents and slideshows to demonstrate what they have learned, and then share this with other students, with their teacher, and even via email with people all around the world. Additionally, certain types of ICTs, such as teleconferencing technologies, enable instruction to be received simultaneously by multiple, geographically dispersed learners (i.e., synchronous learning).

Importance of Educational Resources Management to Quality School Administration

In an era of digital age, many innovative Schools have branched off into educational initiatives as to actualize quality educational system through a functional School administrative process. Importance of educational resources to quality School administrative includes;

- **It enhances quality education:** When resources are allocated, properly maintained and effectively utilized the out-put is most likely to be of good quality.
- **It crates room for efficiency:** The human resources that are well motivated, supervised and retrained from time to time may become more efficient in the discharge of their duties.
- **It helps to reduce wastage in the system:** As a result of high repetition and high drop- out rate, wastages are experienced in the system. With the judicious management of the resources by the administrators, remarkable achievements may be recorded in the system.
- **It creates a sense of direction:** Proper management of educational resources creates a sense of direction, unity of purpose and commitment among the school personnel.

School-based Resources Development: Managing and Sharing Learning and Teaching Resources

The following are some suggested practices that help Schools to develop share and manage learning and teaching resources effectively:

- Teachers working closely with the school librarian to produce strategic plans for the procurement and development of resource materials based on the needs of learning and teaching.
- Setting up a resource bank on the school intranet for the sharing of learning and teaching resources. Institution may provide technical and managerial support to monitor the maintenance and development of the resource bank.
- Updating resource materials from time to time and developing an efficient search system and resource bank to facilitate easy access and retrieval.
- Reflecting and sharing experiences among teachers on how to use resources effectively.

Devising a review mechanism for evaluating existing resources to further promote learning, teaching and curriculum development. For example, schools may include the use of learning and teaching resources as an agenda item in professional meetings such as whole-school curriculum planning meetings and institution departmental meetings.

Problems of Educational Resources Management for Quality School Administration

Educational resource management Nigeria Schools are faced with many of problems. These problems include but not limited to the following.

Inadequate Funding

Funds are needed for the procurement and effective management of educational resources in higher Schools. Unfortunately the Nigerian education system is characterized by inadequate funding by government. This has posed serious constraints to the management of resources in higher education. As a result of insufficient funding, essential teaching and learning resources could not be provided in higher Schools for effective service delivery. The incessant strikes by Academic Staff Union of Universities (ASUU) is always centered on funding which depicts that poor funding is a major problem in the management of higher education in the country.

Politics Games with Corruption

Misappropriation of funds allocated to higher Schools is another problem affecting resource management. The corrupt practices of some School administrators compound the problem of shortage of funds in the management of higher education. The available funds are not judiciously managed by those in the positions of authority. The funds are either embezzled out right or diverted to some other projects for personal gains.

Lack of Maintenance Culture

In some higher Schools in the country, the physical resources are in dysfunctional states as a result of poor maintenance culture. It is not uncommon to see rusty equipment and broken down facilities in campuses across the country. The learning environment in higher Schools should be congenial to students learning and devoid of injurious items or facilities. Some School administrators lack the capacity for maintenance of school infrastructural facilities because they utilize reactive approach to resource management.

Inadequate Planning

One factor that contributes to inadequate planning in education is lack of accurate data. In higher Schools inaccurate data and information can hinder effective planning for both human and material resources. In some establishments ghost workers exist and this make it difficult to have accurate number of personnel for proper planning. Sometimes, accurate student population is not known and this also affects proper planning for teaching and learning resources in the schools.

Inexperience Personnel

Resources in education are not judiciously managed because those in management positions in the education system are not professionally trained in the art. The education sector is unique because it is the sector that produces the needed manpower for the economic growth and development of the nation.

Cultism

One outstanding feature of Nigerian higher Schools that has affected effective management is the menace of secret cults. The activities of cult groups have resulted in loss of lives and properties, and both staff and students live in fear of the unknown. Therefore, the activities of secret cults pose serious constraint to efficient management of resources in higher Schools. The peaceful campuses of higher Schools have now been turned into battle grounds by various cults resulting to insecurity and this affects academic work.

Non-compliance with Carrying Capacity

The carrying capacity is the maximum number of students that the institution can sustain for qualitative education based on available human and material resources. Some higher Schools ignore the principle of carrying capacity stipulated by the National Universities Commission (NUC). They admit more students than the available facilities could accommodate. This results to overstretching of existing facilities, overcrowded hostels and lecture halls. Additionally, the existence of part-time programmes involves the admission of students twice or thrice the number of full-time students. All these affect effective management of resources in higher Schools.

Practical Solution to the Problems of Educational Resources Management for Quality School Administration

- a. School administrators should be encouraged to develop method of prudent resource management to increase the efficiency in the use of available resources.
- b. In-service training and refreshing courses should be organized on regular basis for school's administrators and personnel in all the Schools.
- c. The government has to increase the quality and quantity of resources (human, financial and material) allocated to schools. Also, the government should attempt to bridge the wide variation in resources availability to educational institution by putting in Place a resource allocation parameter that will provide adequately for schools.
- d. Individual personnel in the school should develop a positive attitude in the use of the physical facilities provided for the Schools.

III. CONCLUSION &RECOMMENDATIONS

Effective and efficient management of educational resources are crucial for the survival, development and continuity of the Schools and quality administration system. Premised on the discussion so far, it is crystal clear that educational resource management is necessary to promote a motivating School environment for effective teaching and learning and hence, quality School administration. Although educational resource management in School administration as well education in Nigeria is plagued with a plethora of problems, it is advised that those who are to be appointed into management positions in the education system should be people with proven integrity who would have the capability to harness the available resources in the education sector and manage them adroitly for the achievement of the goals of higher education. It is not just enough to procure resources but the resources provided should be properly and judiciously managed for quality service delivery. In this era of global competitiveness, efficient management of educational resources is imperative in order to produce quality graduates who can compete globally.

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