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DECISION-MAKING PROCESS AND ADMINISTRATIVE EFFECTIVENESS IN SOUTH-WEST NIGERIAN POLYTECHNICS

A. Tella, O. J. Ojo, O. T. Bello and G. O. Oyelabi

Abstract

Decision making is a way of life for school administrators and its importance in sch... especially higher education these days cannot be over-emphasized. It is against ... background that this paper investigated decision-making and administrative effecti... in South-West Nigerian Polytechnics. *The study was a descriptive survey. The ... population comprised all the 22 polytechnics in South-West Nigeria. Out ... population, a sample of 10 polytechnics in South-West, Nigeria was taken and ... through stratified random sampling technique. Thereafter, purposive ... technique was used to select four Federal and six State polytechnics. The ... officers, Deans, Heads of Departments, HND II Course Advisers and Staff ... units were purposely selected from each of the sampled schools, making a ... 700 respondents out of the 1,540 respondents. The instruments used to collect ... for the study was a questionnaire and a proforma while the data collected was ... using Pearson product moment correlation statistics at .05 significant level. ... revealed from the study that decision making had a positive significant relat... with administrative effectiveness (r =.739, p< .05), planning had a positive ... relationship with administrative effectiveness (r =. 430, p< .05) and budg... a positive significant relationship with administrative effectiveness (r = ... .05). Based on the findings of the study, it was recommended among other ... the units in the polytechnics should be planned for effectiveness to be ... Furthermore, the decision-making process should be decentralized in the poly... and all the units in the polytechnics should submit their budget to the ... quarters to aid decision-making.*

Introduction

Decision making has been observed to be the heart of administrative proce... Decisions are made at all levels of school organization. The school admini... decisions concerning the school goals and strategies. They make tactical ... concerning those goals and strategies to accomplish them. Deans of faculties ... heads make operational decisions to carry out the day-to-day activities of ... unit. Because decision making is very important and can have such significa... the operation of schools, it has been suggested that administration is ...

It would be a mistake, however, to conclude that only administrators Increasingly, important decisions are being made in schools by non- personnel. Thus, while decision making is an important administrative process, a people process. Decision making is a way of life for school Although everyone in a school makes some decisions, school administrators decisions. Their main responsibility lies in making decisions rather than routine operations.

are the technological institutions at the tertiary level of education in Nigeria. achieve specific goals of teaching, learning, research and growth of citizens, The Head of the polytechnic is the Rector whose major function is to in order to achieve these aforementioned goals. All the activities of the management, whether working with the public, the management ranks, Board of Directors, staff or students' unions, ultimately contribute to achieving the polytechnic education. In this process, both conscious and unconscious are involved. When these activities are conscious, then decision-making is already The polytechnic heads are always faced with the situation where selection of best is consciously made to satisfy certain wants or needs or to solve some problems the aim of attaining the institution's goals.

making in this study refers to taking the right choice of action concerning issues and budgeting activities in the polytechnics in Nigeria. Keeping in line with the the study, it sought to find out the relationship between decision-making process administrative effectiveness in the polytechnics in South-West, Nigeria; investigate the between planning process and administrative effectiveness in the polytechnics South-West, Nigeria and to examine the influence of budgeting activities on administrative eness in the polytechnics in South-West, Nigeria.

Literature Review

making and its role in organizations can be viewed in a number of ways. Fullan asserted that decision making is the process of identifying and choosing alternative courses of action in a manner appropriate to the demand of the situation. The act of choosing implies that alternative courses of action must be weighed. Reason (1990) conceptualized decision making as "the mental processes (cognitive process) resulting in the selection of a course of action among several alternative scenarios". This definition presupposes that; decision making is a thought-process; decision-making produces several choice options; every decision making process must produce a final choice or course of

action; the selected course of action (output) can be an opinion of choice or action requiring implementation.

A Study of the Public Sector High Schools in District Thatta Sindh Pakistan was conducted by Shams, Noor, Khalid & Halah (2012). The authors looked at Academic Planning and Management on students' grades in class in Public Sector High Schools of District Thatta Sindh Pakistan. The research design employed is the descriptive survey design. All the public sector high schools of District Thatta comprised the population of the study. The study adopted multi-stage random sampling design to select the 36 high schools as sample. Two research instruments a questionnaire and a checklist were used to collect data. The

influences the school and the students' achievement.

Kreitner (1995) admitted that decision making is a method of problem identification that leads to a choice of alternative course of action appropriate to the solution of the problem highlighted by the administrator. Alabi (2000) stated that decision making is an integral part of the management of any organization. As such, educational managers at all levels make decisions in establishing objectives. The quality of manager's decisions is the yardstick of their effectiveness and of the value to the organizations. Thus, the art and science of decision-making are frequently associated with managerial expertise. Mullins (2000), Moorhead and Griffin (2000) posited that decision-making is one of the first and a crucial step in management. Criteria of decision and its nature vary in terms of kinds and types.

According to Nwachukwu (2006), decision-making is the selection of alternative course of action from available alternatives in order to achieve a given objective. According to Alam (2008), decision-making is to make a choice or judgment about something, especially after a period of not knowing what to do or in a way that ends in disagreement. Issa (2009) opined that decision-making is an essential element in every organization and that the degree of organizational success depends on appropriate decision formulated. He further stressed that decision-making does not arise until there are choices or probabilities. Because decision making is so important and can have such significant effects on the operation of schools, it has been suggested that administration is decision making (March, 2010). Decision-making is a tool with which an individual or an organization uses to achieve a goal or an objective. For administrative effectiveness to be achieved in the Nigerian polytechnics, decisions need to be made on school plans, budget, students' personnel services, staff records etc.

Research Design

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Research Design

The descriptive survey method was considered as the appropriate design because the study is directed towards people, their opinions, attitude and behaviours. The area covered by the study is Polytechnics in South- West, Nigeria.

Research Hypotheses

Main Hypothesis

Ho: There is no significant relationship between decision-making process and administrative effectiveness in South-West Nigeria, polytechnics.

Operational Hypotheses

Ho1: There is no significant relationship between planning and administrative effectiveness in South-West Nigeria, polytechnics

Ho2: There is no significant relationship between budgeting and administrative effectiveness in South-West Nigeria, polytechnics

Population of the Study

The population of the study comprised all the staff (academic and non-academic) of Polytechnics in South-West Nigeria but the study sampled only the administrative staff through purposive sampling technique. The representative sample consisted of the Principal Officers, Deans, Heads of Departments, HND II Course Advisers and Staff from ICT units. In all, 700 respondents were selected for the study.

Instrumentation

The data for this study was gathered through the use of a questionnaire titled "Decision-making Process Questionnaire" (DMPQ) and a proforma titled "Administrative Effectiveness Proforma" (AEP) was administered to all the respondents of the sampled polytechnics. Section A was on demographic data of the respondents. Section B consisted of the structured questionnaire which focused on the four aspects of decision-making process in the polytechnics. The second instrument tagged 'Administrative Effectiveness Proforma' (AEP) was used to obtain data on students' final year results in Higher National Diploma (HND) from 2006/2007 to 2010/2011 academic sessions. The final year results were used to measure administrative effectiveness.

In order to ascertain the validity of the instruments, the drafts of the instruments (DMPQ and AEP) were given to experts at the University of Ilorin for both face and content validity. To determine the reliability, the test re-test reliability method was adopted and

Pearson product moment correlation statistics was used to calculate the co-efficient at 0.05 significant level. A correlation of 0.87 was achieved and this was considered higher enough to justify the reliability of the questionnaire.

Procedure for Data Collection

The administration of the instruments to the respondents was done by the researchers. Due explanation was made on each section and sufficient time was given for completion of each copy of questionnaire, after which they were retrieved.

Methods of Data Analysis

Pearson product moment correlation statistic was used to test the hypotheses. The hypotheses were tested at 0.05 level of significance.

Results

Table 1: Demographic information of Respondents

Item	Factor	No	%
Rank	Principal offices	100	14.12
	Dean of Faculties	50	7.14
	HODs	250	35.7
	Level Advisers	250	35.7
	ICT Staffs	50	7.14
		700	100
Educational Qualification	Ph.D.	50	7.14
	M.Sc.	243	34.7
	B.Sc.	407	58.14
		700	100
Years of Experience	1-5years	20	2.85
	6-10years	59	8.42
	11-15years	201	28.71
	16-20years	390	55.71
	21 years and above	30	4.2
		700	100

Source: Survey (2013)

The demographic information of the participants is given in table 1 above.

Table 1 indicates the distribution of respondents by rank. The table shows that 100 (14.2) of the respondents were principal officers, 50 (7.14) of the respondents were Deans of faculties, 250 (35.7) of the respondents were HODs, 250 (35.7) of the respondents were level advisers while the remaining 50 (7.14) of the respondents were staff of ICT unit. Again, the table indicates the distribution of respondents by educational qualifications. From the table, it can be deduced that 50 (7.14) of the respondents were Ph.D. holders. 243 (34.7) of the respondents were M.Sc. holders while 407 (58.14) of the respondents were B.Sc. holders. Furthermore, it indicates the distribution of respondents by years of experience. From the table, it is shown that 20 (2.85) of the respondents had between 1-

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(28.71) of the respondents
between 10-20yrs while th
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Table 2: Decision-maki

Variable	N
Decision-Making Process	700
Administrative Effectiveness	700

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Ho_1: There is no signi
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Table 3: Planning and

Variable	N
Planning	700
Administrative Effectiveness	700

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Nigeria polytechnics. In

...rs of working experience, 59 (8.42) of the respondents had between 6-10yrs, 201 (28.71) of the respondents had between 11-15yrs, 390 (55.71) of the respondents had between 10-20yrs while the remaining 30 (4.2) of the respondents had between 21yrs and above of working experience.

...: There is no significant relationship between decision-making and administrative effectiveness in *South-West Nigeria polytechnics.*

Table 2: Decision-making and Administrative Effectiveness

Variable	N	Mean	SD	df	Cal. r-value	p-value	Decision
Decision-Making Process	700	139.87	8.45				
				698	.739	0.03	Ho Rejected
Administrative Effectiveness	700	32.56	2.81				

Table 2 shows that the p-value (0.03) is less than the significance level (0.05) for 698 degrees of freedom. Therefore, the null hypothesis is rejected. This suggests that there is significant relationship between decision-making and administrative effectiveness in South-west Nigeria polytechnics. This result is in agreement with the findings of Ikhfan (2012) who found out that five variable-factors have significant contribution to influence decision-making process.

Ho_1: There is no significant relationship between planning and administrative effectiveness in *South-West Nigeria polytechnics.*

Table 3: Planning and Administrative Effectiveness

Variable	N	Mean	SD	df	Cal. r-value	p-value	Decision
Planning	700	35.39	1.27				
				698	.430	0.04	Ho_1 Rejected
Administrative Effectiveness	700	32.56	2.81				

Table 3 shows that the p-value (0.04) is less than the significance level (0.05) for 698 degrees of freedom. Therefore, the null hypothesis is rejected. This implies that there is significant relationship between planning and administrative effectiveness in South-west Nigeria polytechnics. In other words, planning activities as an aspect of decision-making

in the polytechnics affects the students' academic performance positively. This finding is in agreement with that of Shams, Noor, Khalid & Halah (2012) who in their study found out that planning is the heart of school management and it positively influences the school and the students' achievement.

Ho_2: There is no significant relationship between budgeting and administrative effectiveness in *South -West Nigeria polytechnics.*

Table 4: Budgeting and Administrative Effectiveness

Variable	N	Mean	SD	df	Cal. r-value	p-value	Decision
Budgeting	700	34.75	3.36				
				698	.512	0.02	Ho_2 Rejected
Administrative Effectiveness	700	32.56	2.81				

Table 4 shows that the p-value (0.02) is less than the significance level (0.05) for 698 degrees of freedom. Therefore, the null hypothesis is rejected. This implies that there is significant relationship between budgeting and administrative effectiveness in South-west Nigeria polytechnics. The findings gave credence to the findings of Saka (2010) who found out that budgeting contributes positively to the development and survival of the polytechnic libraries in terms of adequate staffing, resources and services. Similarly, this finding confirmed the statement made by Chang (2001) that budgeting plays a significant role in enhancing organizational effectiveness in a global competitive environment. Furthermore, the finding also supported the opinion of Ponemon and Nagida (1990) that the main reason for which accounting information is generated is to facilitate decision-making.

Conclusion

Decision making had a positive significant relationship with administrative effectiveness. It is however observed that effective decision-making of administrators in the polytechnics fosters administrative effectiveness. Planning had a positive significant relationship with

is a yardstick for achieving school effectiveness. Also, planning activities of the various units in the polytechnics bears directly on students' academic performance. Budgeting had a positive significant relationship with administrative effectiveness. It was observed that budgeting plays a significant role in enhancing organizational effectiveness. Furthermore, the main reason for which budgeting is generated in schools is to facilitate decision making.

Recommendations

1. All the units in the polytechnics should be effectively planned for effectiveness to be achieved. This is because planning is the heart of school management and it positively influences the school and the students' achievement.

2. Decision-making process should be decentralized in the polytechnics. This is because it is a tool with which an individual or an organization uses to achieve a goal or an objective.

3. All the units in the polytechnics should submit their budget to the appropriate quarters to aid decision-making. This is because budget serves as a formal manifestation of organizational plans, goals, and objectives which covers all aspects of the operations for a designated time period usually one year.

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