RELATIONSHIP BETWEEN MANAGERIAL STRATEGIES AND MANAGEMENT EFFECTIVENESS IN UNIVERSITY OF MAIDUGURI, NIGERIA, DURING THE BOKO HARAM INSURGENCY

Abdulbaqi Toyin Abdulrahim[1]

Ibrahim Baba Fika[2]

Amin Amin[3]

Hamid Olayinka Abdulkareem[4]

Abstract

The study examined the relationship between managerial strategies and management effectiveness in university of Maiduguri, Nigeria, during the Boko haram insurgency. The design of this study was descriptive and correlational research approach in nature. The study population comprised of all the identified management team totaling 143, and the sample comprised the entire 143 management team. The instrument used for the study was in the form of self-designed questionnaire which was validated by discussing with specialists in the area of study. Test-retest method was adopted in order to examine the content reliability of the instruments, and a correlation of 0.795 obtained deemed the instruments as reliable. For this research, 143 copies of questionnaires were distributed out of which 128 questionnaires were returned correctly. The data collected were analyzed by the use of Statistical Package for Social Science (SPSS), and the primary data were analyzed via the use of Pearson correlation. The study revealed that significant relationships do exist between communication, security and students' administration strategies and management effectiveness. The usage of these strategies has contributed significantly to the effective management of University of Maiduguri, Maiduguri, Nigeria during the Boko Haram insurgency. The paper recommended that the effective management of higher educational institutions, development of appropriate strategies that take peculiar situation of both the internal and external conditions in terms of opportunities and threats into consideration is highly necessary, communication, security and student administration strategies are of important based on their significant relationship with management effectiveness.

Keywords: *Managerial strategies, Management effectiveness, Boko haram insurgency, University of Maiduguri.*

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[1] **Department of Mechanical Engineering, University of Maiduguri, P.M.B. 1069, Maiduguri, Nigeria.** *engrabdulrahimat@gmail.com*

[2] **Department of Education, University of Maiduguri, P.M.B. 1069, Maiduguri, Nigeria.** *ibfika@yahoo.com*

[3] **Department of Politics and Governance, Kwara State University, Malete, P.M.B. 1530, Ilorin, Nigeria.** *aminaminolohunoyin@gmail.com*

[4] **Nigerian Meteorological Agency (NiMet), Bill Clinton Drive, Nnamdi Azikiwe International Airport Abuja, Nigeria.** *hoabdulkareem@yahoo.com*

Introduction

Effective management conveys the sense of quality and of competence or efficiency in the whole process or in any part of it that has been selected for study (Jibril, 1997). Modern approaches to effective management depend to some extent upon the foundation provided by two concepts (Rodrigues, 2001; Stanley, 2012) namely the principles of management and the management process. Clem and Mujtaba (2010) examined a very successful (in terms of managing effectively in the context of environmental change) organization and concluded that adherence to a number of Fayol's principles have been valuable contributors in this success. Specifically, these include equity, order, remuneration of personnel, and stability of tenure of personnel.

Effective institution management ensures that institution resources and facilities are effectively used for teaching and learning as well as other statutory responsibility with little or no interruption. The ultimate goal of schooling is learning on the part of students. What they learn, however, depends on the teachers' performance, which is a product of many factors such as their commitment, professional growth, school environment, prevailing culture, and teachers' innovativeness (Enueme & Egwunyenga, 2008). Institution leadership reputation and achievements depend on the standard of stability in the institution more than any other factor as Griffin (1994) affirms that a principal's public and professional reputation will depend more on the standard of stability in his school than any other single factor.

Unforeseen development that may hasten the planning, development and implementation of new strategies often arise in the cause of managing an organization or institution. Beside internal crises, which the management supposed to be able to solve with various conflict resolution techniques, management also faces conflict/ crises from external forces which tend to be impediments in the attainment of the institutional goals and objectives. These could be in the form of government policies, trade unions actions, economic recession, political crisis and religious crisis as well as insurgencies. In order to cope with such unforeseen circumstances, it is desirable to carry out planning and implementation of workable strategies by any responsible management team.

Strategic management refers to a set of managerial decisions and actions of an organization that can be used to facilitate competitive advantage and long-run superior performance over other organizations (Powell, 2001; Wheelen & Hunger, 2004). Strategic management involves a number of critical steps, including 'scanning the environment for information, selecting relevant data and interpreting it, building a strategic model, testing it and putting it into action' (Cray and Mallory, 1998). The emergence of strategic management could be traced back to the 1950s when Selznick (1957) introduced the need to bring an organisation's 'internal state' and 'external expectations' together for implementing policy into the organisation's social structure. Weihrich (1982) further conceptualised the internal and external analysis into a structured matrix known as Strengths, weaknesses, opportunities and threats (SWOT) framework, which inquiries into strengths, weaknesses, opportunities, and threats of an organisation. The SWOT analysis remains as a strategic management

framework in some organisations today because it has a long history in the strategic management field (Mintzberg et al., 1998).

In a University system, the Vice Chancellor and his management team are the major actors in the administrative process of the University setting. The management team is expected to provide the enabling environment, equipment and facilities for effective teaching and learning, researching as well as community services under any condition. Unhealthy operational institutional environment could be a major cause of the many management challenges, but the managerial strategies adopted by the Institutions' authorities would have a far reaching impact on the effective management of the Institution under any situation and/or condition. Silva and McGann (1995) have suggested that crises should not be treated in the same way, and that attacking problems with insight and positive values is the best spin one can put on a crisis. Silva and McGann (1995) have also suggested the designing of an efficient and successful crisis management plans and that one should understand the vital importance of values in designing a crisis plan.

Matter (1999) carried out a study on strategies for improving the process of educational assessment. Agharuwhe (2014) also carried out the assessment of instructional and administrative strategies applied by principals to improve academic performance and the study affirmed that principals should apply administrative strategies that suit the individual secondary school since various instructional and administrative strategies may be desired in various circumstances, locations and settings. Similarly, Awosusi (2016) stated that the challenges facing administrators of the now and which will create panic if not embarrassment for them in the University of the future, include rapidity of innovation in ICT, emergency of new jobs, stability of tenure, training, performance management, outsourcing, customer restlessness, innovations in events management to mention a few. In the words of Ogunruku (2012), while broad policies are driven by the proprietors, adaptability to local situations must be done by the practitioners within the system.

Shonubi and Akintaro (2016) carried out study on impact of effective communication on organizational performance. Their findings validated the synerginous relationship between communication approach and efficient organizational performance. Nebo et al. (2015) examines the role of effective communication on organizational performance of the Nnamdi Azikiwe University, Awka, Nigeria. The results of the study show that there is a significant relationship between effective communication and employee performance in UNZIK. The findings indicated that effective communication is the remedy to effective and efficient management performance of employees in an organization. The researcher recommends that there is need for every organization to endeavour and make effective communication an essential integral part of its management strategies and map out a strategic ways of storing information.

Course management software (CMS) systems are utilized to increase efficiency with the distribution of course materials and offer an opportunity for increased communication online for distance and traditional education students (Harrington et al., 2003). Because students want a "blend of high tech and high touch" (Howe and Nadler, 2010), increasing interactions with technology past email and web

pages has broadened opportunities for students to engage with course material and college administrators and faculty.

Borno State is challenged with high level of insecurity especially in the northern and southern zones of the state, perpetrated by the insurgent group called: The Jama'atu Ahlus-Sunnah lidda Awati Wal-Jihad also known as Boko Haram. This group was founded in 2001 in 'Maiduguri' the capital city of Borno State, by Ustaz Mohammed Yusuf (Adamu, 2009). The word "Boko" in Hausa language means western education, and "Haram" is an Arabic language which means "forbidden". Boko Haram group opposes western education and also western culture. This is adduced to their wrong indoctrination and belief. The frequent insurgent attacks have negative impact on socio-cultural values of the people in Borno State and wellbeing of other Nigerians (Olowoselu et al., 2014). The results of the study carried out by Babakura (2014) revealed that the violence and insecurity in Maiduguri have great impacts on the students' academic performance and have led to massive failure recorded in NECO, WAEC, NABTEC and JSS examination results. Abdulrasheed et al. (2015) study also revealed that, the insurgency has affected basic education negatively in Borno State, there are higher response from the respondents that, majority of the school children have been hurt in the presence of other fellow students during attack in their schools, and also since the abduction of the Chibok school girls in April 14, 2014, the pupils were afraid of being kidnapped which prompted them to stay away from school in the mostly affected areas in the states.

Throughout the heat of the insurgency, the University of Maiduguri management kept on putting in place suitable strategies to keep the University moving. The management, despite all odds occasioned by the activities of the insurgency since 2009, stood firm and ensured continued academic activities. In the words of Marguba (2016), the University of Maiduguri which has demonstrated so much resilience by remaining open throughout this difficult period is now witnessing an unprecedented rise in enrolment of students. The Chancellor of the University and other eminent Nigerians have also paid special tribute and expressed congratulatory messages to the Vice Chancellor and his able Management Team for standing to the challenges confronting the University of Maiduguri and taking bold initiatives, with limited resources, to sustain its operations while also sustaining quality and standards (Adeyemi, 2016). The University of Maiduguri academic activities are undisrupted during the Boko Haram insurgency crises that engulf the city of Maiduguri and the entire North Eastern States of Nigeria between 2009 and 2017.

Methods and ways adopted in dealing with this uncommon crisis such as regular meeting, security joint task forces, e-registration among others that brought about maintenance of peace on campus and the effective management of the University system is still hidden to most people. This study is aimed at determining the relationship between managerial strategies and management effectiveness at the University of Maiduguri during the Boko Haram insurgency. And the basic objectives of this study are to: determine the relationship between communication and management effectiveness; determine the relationship between security and management effectiveness; and to determine the relationship between student administration and management effectiveness.

Methodology

The design of this study was basically descriptive and correlational research approach in nature. The area of the study is University of Maiduguri. The University of Maiduguri is located in Maiduguri, the capital city of Borno State in northeast Nigeria. The University of Maiduguri is among the second generation Universities in Nigeria established by the Federal Government in 1975, with the intention of its becoming one of the country's principal higher-education institutions (University of Maiduguri, 2004a 2004b). The University has staff strength of about 4341 as at December, 2018. It enrolls about 25,000 students in its combined programs, which include a college of medicine and faculties of agriculture, arts, dentistry, education, engineering, law, management science, pharmacy, science, social science, and veterinary medicine (University of Maiduguri, 2019).

The University of Maiduguri also witnessed a number of attacks by the Boko Harram Terrorist. For example, in the early morning on January 16, 2017, there was a suicide bomb attack in a mosque at the University. The explosion killed four people, including Professor Aliyu Mani and one of the attackers, and wounding seventeen. Another attacker, a girl approximately 12 years old, was reportedly shot by police as she approached the university, detonating her explosive and killing her. Responsibility for the attack was claimed by Boko Haram leader Abubakar Shekau (Unimaid Bulletin, 2017).

The study population comprised of all the identified management team who are involved in the day-to-day administration of the University making a total of 143. The sample comprised the entire 143 management team**.** The instrument used for this study was in the form of self-designed questionnaires as well as information obtained from the Information and Public Relations Unit of University of Maiduguri. Relationship between managerial strategies and management effectiveness questionnaire consisted nineteen (19) items which was divided into three (3) sections. Section 'A' communication as a strategy contained six (6) items, Section 'B' security as a strategy contained seven (7) items, Section 'C' students' administration strategy contained six (6) items.

This study used content validity by discussing with specialists in the area of study while framing the questionnaire. And in order to enhance the reliability of the instruments, pilot study was conducted with managerial staff (31 respondents) which shares the same characteristics with those under study. Test-retest method was used to examine the reliability of the instruments and a correlation of 0.795 obtained deemed the instruments as reliable. The questionnaires were constructed on a 5 point Likert scale to rate the views, and respondents rated their views in the order of strongly agree (SA) 5 points, agree (A) 4 points, undecided (UD) 3 points, disagree (D) 2 points, strongly disagree (SD) 1 point. Copies of questionnaires were administered to the principal officers, administrators and management staff to fill with assistance of some research assistants. The exercise lasted for four weeks. For this research, 143 copies of questionnaires were distributed out of which 128 questionnaires were returned correctly. 15 copies of questionnaires representing 10.5% of the total were not returned. And from the available documents and

numerical records, information was also obtained for use on the University of Maiduguri management styles actions.

The data collected were analyzed by the use of Statistical Package for Social Science (SPSS). Primary data were analyzed via pearson correlation which was used to determine the relationship between communication and management effectiveness; determine the relationship between security and management effectiveness; and determine the relationship between student administration and management effectiveness,

Data Analysis, Results and Discussion

Hypothesis

Relationship between communication and management effectiveness

Research Question One: What is the relationship between communication and management effectiveness at University of Maiduguri during the Boko Haram insurgency? To answer this question, descriptive statistics of correlation coefficient was used for the analyses of the data in order to find the pattern and strength of the relationship between the variables. Table 1 presents the results of the analyses.

Table 1: Relationship between Communication and Management Effectiveness

Variables	N	Mean (X)	Standard Deviation	Pearson Correlation	P-Value	Remark
Communication & Management Effectiveness	128 128	3.6745 3.9844	.62949 1.51686	.413	.000	Significant

Source: Researcher's Field Survey 2019

Table 1 showed that there was a significant relationship between Communication and Management Effectiveness at the 0.01 level (2-tailed).

Relationship between security and management effectiveness

Research Question two: What is the relationship between security and management effectiveness at University of Maiduguri during the Boko Haram insurgency? To answer this question, descriptive statistics of correlation coefficient was used for the analyses of the data in order to find the pattern and strength of the relationship between the variables. The results of the analysis of the data of the relationship between security and management effectiveness are presented in Table 2.

Table 2: Relationship between security and management effectiveness

Variables	N	Mean (X)	Standard Deviation	Pearson Correlation	P-Value	Remark
Security & Management Effectiveness	128 128	3.8203 3.9844	.63793 1.51686	.262	.003	Significant

Source: Researcher's Field Survey 2019

Table 2 showed that there was a significant relationship between Security and Management Effectiveness at the 0.01 level (2-tailed).

Relationship between student's administration and management effectiveness

Research Question three: What is the relationship between student administration and management effectiveness at University of Maiduguri during the Boko Haram insurgency? To answer this question, descriptive statistics of correlation coefficient was used for the analyses of the data in order to find the pattern and strength of the relationship between the variables. The results of the analysis of the data of the relationship between student administration and management effectiveness are presented in Table 3.

Table 3: Relationship between Student Administration and Management Effectiveness

Variables	N	Mean (X)	Standard Deviation	Pearson Correlation	P-Value	Remark
Student Administration & Management	128	3.8060	.56733	.394	0.000	Significant
Effectiveness	128	3.9844	1.51686			

Source: Researcher's Field Survey 2019

Table 3 showed that there was a significant relationship between Student's Administration and Management Effectiveness at the 0.01 level (2-tailed).

Discussion

The study was designed to determine the relationship between managerial strategies and management effectiveness at University of Maiduguri, Maiduguri, Nigeria, during the Boko Haram insurgency. In this study the managerial strategies include effective communication, security and effective student's administration in relation to management effectiveness. The study answered three research questions.

Research question one states that, what is the relationship between communication and management effectiveness at University of Maiduguri during the Boko Haram insurgency? From the results of this study using Pearson Product Moment Correlation at 0.01 level (2-tailed), it was found that there is a significant relationship between communication and management effectiveness in University of Maiduguri, Maiduguri, Nigeria. Since the communication strategy had considerable positive effect on the effective management of the University system during Boko Haram insurgency so established a positive relationship between communication and management effectiveness. Shonubi and Akintaro (2016) findings which validated the synergised relationship between communication approach and efficient organizational performance supported this finding. This results also concord with Nebo et al. (2015) findings that there is significant relationship between effective communication and employee performance in UNZIK. The findings indicated that effective communication contribute to effective and efficient management performance of employees in an organization.

Research question two states that, what is the relationship between security and management effectiveness at University of Maiduguri during the Boko Haram insurgency? From the results of this study using Pearson Product Moment Correlation at 0.01 level (2-tailed), it was found that there is a significant relationship between security and management effectiveness in University of Maiduguri, Maiduguri, Nigeria. Since what students learn depends on the teachers' performance, which is a product of many factors such as their commitment,

professional growth, school environment, prevailing culture, and teachers' innovativeness as reported by Enueme and Egwunyenga, (2008), a secured environment will definitely enhanced management effectiveness. Conflicting situation and environment in crisis frustrate a delicate balance between teaching and learning if the management could not device and implement appropriate strategy (Enueme and Egwunyenga, 2008). With the adoption of the appropriate security strategies agreed by most of the respondents, the University achieves effective management of the institution.

Research question three states that, what is the relationship between students' administration and management effectiveness at University of Maiduguri during the Boko Haram insurgency? From the results of this study using Pearson Product Moment Correlation at 0.01 level (2-tailed), it was found that there is a significant relationship between students' administration and management effectiveness in University of Maiduguri, Maiduguri, Nigeria. This result concurred with BrckaLorenz et al. (2013) work which supports the notion that technology is a significant part of students' day-to-day experiences and is significantly related to a number of effective educational practices and student outcomes. Nyandiere (2007) findings also supported this study result by noting that the use of e-education will bring about more paperless, more efficient, and competitiveness.

Conclusion

This study has determined the relationship between managerial strategies adopted by the management of the University of Maiduguri and management effectiveness during Boko Haram insurgency. It was found that significant relationship does exist between communication, security and students' administration strategies and management effectiveness. The study concluded that there was a significant relationship between Communication and Management Effectiveness at the 0.01 level (2-tailed); there was a significant relationship between Security and Management Effectiveness at the 0.01 level (2-tailed); and there was a significant relationship between Student's Administration and Management Effectiveness at the 0.01 level (2-tailed). These positive relationships have contributed significantly to the effective management of University of Maiduguri, Maiduguri, Nigeria during the Boko Haram insurgency based on this study results.

Recommendations

For effective management of higher educational institutions, development of appropriate strategies that take peculiar situation of both the internal and external conditions in terms of opportunities and threats into consideration is highly necessary. Communication, security and student administration strategies are of important based on their significant relationship with management effectiveness. Further study should be carryout on the impact of management strategies on students' achievement as a measure of educational achievement using multiple units of analysis (i.e. students, lecturers, non-academic staff, classrooms, e.t.c.).

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