

# Extent Of Principals' Utilization Of Management Information System For Enhancing Planning Process In Secondary Schools In Delta State

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## ABSTRACT

This study is to investigate the extent of principals' utilization of management information system (MIS) for enhancing planning process in secondary schools in Delta State, Nigeria. Two research questions guided the study and two null hypotheses were tested at 0.05 level of significance. The descriptive survey design was adopted for the study. A research developed questionnaire titled Questionnaire on Extent of Principals' Utilization of Management Information System for Enhancing Planning Process (QEPUMISFEPP) was used for the data collection. The instrument was validated by three experts, two in the Department of Educational Management and Policy and one in the Department of Educational Foundations, all in the Faculty of Education, Nnamdi Azikiwe University, and was subjected to test of internal consistency using Cronbach alpha which yielded overall coefficient of 0.87. A total of 467 copies of the questionnaire were administered to the respondents comprising of the entire population of public secondary school principals as there was no sampling of the principals and 398 copies were properly completed indicating 85% return was used for the data analysis. The researcher together with six research assistants collected the data for the study using direct administration method. Mean and Standard deviation scores were used to answer the research questions, while t-test was used to test the hypotheses. The findings of the study revealed among others that the extent of principals' utilization of management information system for enhancing planning process was to a low extent. Based on the findings, it was recommended among others that the State Ministry of Education should collaborate with education stakeholders to organize mass enlightenment campaign to sensitize

principals on the need to improve their skills on the use of management information system to enhance planning process in order to be effective in planning.

**KEYWORDS:** Principal, Management Information System, Planning Process, Secondary Schools, Staff Personnel, Students' Personnel.

## I. INTRODUCTION

Education as the pillar of every nation will be better off in passing knowledge when relevant information are applied and used at every stage of planning process. The effectiveness of planning in education depends on how adequate Management Information System (MIS) is adopted and regularly used in search of relevant information to be incorporated into planning process. The use of MIS in planning process in educational management has increased over the years as it has become a very powerful tool in education by linking principals, teachers and students to global information and introducing innovations in undertaking planning process in school administration. Thus, for secondary school principals to be effective in planning, they must be competent in use of MIS in search of relevant and current information needed to improve every stage of planning process. According to Madiha (2014) the use of MIS in educational management has rapidly increased over the years due to its efficiency and effectiveness and has brought radical changes in the way people live, learn and work. School Managers and Administrators who used to spend adequate time in solving complex allocation problems (e.g., staff allocation, resource allocation, timetabling) and monitoring the school operations now have a better options.

Currently, there is no doubt to aver that planning done with management information system in this era of technology results to achieving a better result in schools.

In this regard, management information system has been defined in varying ways by different authors. Hasan, Shamsuddin and Aziati (2013) opined that management information system is the type of information systems that take internal data from the system and summarized it to meaningful and useful forms as management reports to use it to support management activities and managerial decision making. Asemi, Safari and Zavareh (2011) defined management information system as one of the major computer based information systems which its purpose is to meet the general information need of all the managers in the firm or in some organizational subunit of the firm. According to Nowduri and Al-Dossary (2012) management information system is a computer based information system that provides for management oriented reporting based on transaction processing and business operations of the organization. In this research, management information system (MIS) is defined as a computer based information which is assessable through the use of internet facilities. MIS is therefore a tool used for researching for current and useful information needed to be incorporated into planning process in order to be effective.

The school principals as the chief administrators have the responsibility of ensuring that the school is coordinated through effective planning for improved academic performance of the students and teachers' efficiency in teaching. In this vein, Ogundele, Sambo and Bwoi (2015) pointed out principals functions to include; planning, organizing, directing, supervising, and evaluating the school system. Thus, principals' function in need of utilization of MIS that this study is centered on is staff personnel planning and students' personnel planning. These two areas are as a result of their relevance in the achievement of educational goals.

Management information system usage would help to explore information for proper appraisal on Staff personnel planning by principals. Principals' functions on staff personnel planning would be most effective when consultations are made through the use of management information system to get the right information for planning and implementation. The principals' responsibility of delegation of duties, satisfying staff needs to achieve efficiency, good performance and job satisfaction requires enhancement and motivation of staff, and the measures must be included in

planning to strengthen staff in performing their duties for goal actualization. For adequate staff personnel planning and improvement, relevant information relating to staff coordination, motivation and reward is very essential in any organization, and has to be highly prioritized in order to enhance the employees' commitment and productivity in their respective duties. Therefore the needed information to effect this plans by school administrators requires the use MIS to research on necessary data to guides the objective and its implementation. Nnabuiife, Onwuka, and Ojukwu (2015) stressed that an effective system should be put in place to ensure that relevant knowledge that will boost performance is identified. And also that knowledge acquisition is not only about acquiring mere knowledge but mindfully managing knowledge acquisition activities in order to tap into different kinds of knowledge.

Students' personnel planning refers to adequate steps taken to ensure that the best alternative of available resources are directed towards organizing, supervising, co-coordinating and controlling of those activities and welfare of the entire students population. Therefore, the principal ought to have a proven quality and competency in utilizing management information system in search of current and relevant information for planning purposes in order to enhance his effectiveness in coordinate the activities of both staff and students.

Management information systems usage in secondary schools has therefore become very crucial due to its usefulness in information circulation and improvement of knowledge through research. Consistent usage of management information system by principals will yield functional effectiveness in planning and management, and boost the system in meeting up with the academic changes from time to time. This was affirmed by Babu and Sekhar (2012) that the primary purpose of management information system is to help an organization achieve its goals by providing managers with insight into the regular operations of the organization so that they can control, organize, and plan more effectively. In this regard, it is pertinent to state that lack of use of management information system in planning process will limit actualization of educational objectives. Nwachukwu (2013) stressed that Nigerian educational system has undoubtedly encountered a number of significant impediments in the last few decades and it continues to struggle with the implementation and assurance of educational and teaching quality because of lack of

effective planning. This has made it necessary to anticipate for the importance and the need for use of management information system in every sector of the economy, especially in education.

To this effect, it becomes weighty to state that in education, planning process and management information system are in pari passu and inseparable as it pertains to use of management information system for effective planning process. The school principals as the head and the school administrators are expected to be acquainted with knowledge on management information system in order to perform their administrative function of planning effectively and to fulfill the mandate responsibilities of education as outlined in the National Policy on Education, 6<sup>th</sup> Edition (FRN, 2014), which state that the broad goals and objectives education shall accomplish are:

- The consolidation of Pre-Primary, Primary and Junior Secondary Education to a 10 year Basic Education in line with UBE and its establishment Act.
- Improve quality assurance restructuring and enhancing the capacity of Federal and State/FCT Inspectorate Service through effective performance evaluation
- The effective use of strategic planning to improve the quality of education provision and service delivery
- The development and maintenance of a credible and up-to-date National Education Management and Information System (NEMIS) and corresponding State Education Management and Information System (SEMIS)
- Improving teacher quality through professionalizing the teaching profession in Nigeria and the provision of more in-service training opportunities and other incentives for teachers.
- Better coordination, collaboration and networking of activities, programmes and interventions of all tiers of government, development partners and all other stakeholders in the Nigerian education sector to eliminate overlaps, achieve and sustain synergy.

Secondary education is therefore crucial in both personal and national development, and to ensure equitable access and improvement in the quality and efficiency in secondary education, principals need to work with current information through use of management information system updates. In view of the above background, it becomes very clear to state that, the extent of principals' utilization of management information

system will determine their effectiveness in planning process, hence the purpose of this study, to investigate the extent of principals' utilization of management information system for enhancing planning process in secondary schools in Delta State.

### STATEMENT OF PROBLEMS

The present situation in secondary schools in Delta State appears to indicate that inadequate data and obsolete information are being used by school principals in executing their planning functions. The use of obsolete information by principals in planning process invariably lead to wrong planning, wrong decision making and implementation, and from researcher's observation, most secondary schools in Delta State lack computers and internet facilities and such has made it impossible for principals to be acquainted with its usage in enhancing their planning process. In the same vein, the teachers are negatively affected in performing their duties because they are not always guided by the principal on the relevance of using management information system to research on current information to improve their teaching techniques, thereby resulting to poor teaching methods and the implication is that the academic standard of the students are affected due to ineffective inculcation of current information into their studies. Continuous use of obsolete information by principals and teachers in planning and administering their duties will continue to hamper the students' academic performance. With this prevailing adverse situation, this study sought to answer the following questions: Do secondary school principals use management information system in planning process? Do they have the practical experience to guide the teachers on the usage? Are there adequate management information system facilities available in schools for principals? Hence, the purpose of this study to investigate extent of principals' utilization of management information system for enhancing planning process in secondary schools in Delta State.

### PURPOSE OF THE STUDY

The purpose of this study is to investigate the extent of principals' utilization of management information system in enhancing planning process in secondary schools in Delta State. Specifically, the study sought to find out extent of:

1. Principals' utilization of management information system for enhancing staff personnel planning process

2. Principals' utilization of management information system for enhancing students' personnel planning process

### RESEARCH QUESTIONS

The following research questions guided the study:

1. To what extent do male and female secondary schools principals utilize management information system for enhancing staff personnel planning in Delta State?
2. To what extent do male and female secondary school principals utilize management information system for enhancing students' personnel planning in Delta State?

### RESEARCH HYPOTHESES

The following hypotheses formulated were tested at 0.05 level of significance:

1. There is no significant difference in the mean ratings of male and female principals on the extent they utilize management information system for enhancing staff personnel planning process in secondary schools in Delta State.
2. There is no significant difference in the mean ratings of male and female principals on the extent they utilize management information system for enhancing of students' personnel planning process in secondary schools in Delta State.

## II. METHOD

This study utilized descriptive survey research design to investigate the population for the study. Descriptive survey design according to Nworgu (2015) is the design which aims at collecting data on the opinion of a cross section of the public and describing in a systematic manner the characteristics, features or facts about a given population. This design is therefore deemed appropriate because the study is concerned with collection of data on the subject.

This study was carried out in public secondary schools in Delta State of Nigeria. Delta State has ten education zones. This area share similar features in their culture, politics, education and social development. The state is one of the thirty-six states in Nigeria, with a total land area of 16,842 sq. km. The State is geographically located in Nigeria's Midwest, bounded to the north by Edo State, Ondo State to the northwest, Anambra to the east, Bayelsa and Rivers State to the southeast and on the southern extreme is the Bight of Benin which covers about 160 kilometres of the state's coastline. Each secondary school in the state is headed by a principal.

The people of Delta State by occupation are mainly civil servants, traders, artisans with few farmers in the rural parts of parts of the State. There are 11 languages spoken in the State, while English language was adopted as the lingua franca. The choice of Delta State as the area of study was because there was no known study to the researcher done on extent of principals' utilization of management information in planning process in Delta State.

The population for the study comprised entire 467 public secondary school principals in Delta State, according to data collected from Post Primary Education Board, Statistics Unit, Asaba, Delta State (December, 2021). The rationale for using the entire population is because the population is not too large. In other words, there was no sampling of the principals.

The structured questionnaire titled "Questionnaire on Extent of Principals' Utilization of Management Information System for Enhancing Planning Process (QEPUMISFEPP)" was used for data collection by the researcher. The questionnaire contains two clusters, from 1-2 with a total of 20 items, having 10 items on each cluster. (QEPUMISFEPP) was built on a 4-point rating scale on Very High Extent (VHE), High Extent (HE), Low Extent (LE) and Very Low Extent (VLE). Face and content validation of the instruments were done by three experts from Faculty of Education, Nnamdi Azikiwe University, Awka, Nigeria. Their suggestions were used to draft the final copy of the questionnaire.

The reliability of the instruments were ascertained through simple administration of QEPUMISFEPP to twenty (20) secondary school principals in Edo State, comprising 10 males and 10 females' principals, which was outside the area of study. The instruments were administered once and the data were collected and analyzed using Cronbach Alpha formulae. Cronbach Alpha statistics was used because the instruments are in clusters and items are not dichotomously scored. Cronbach Alpha is also considered appropriate as it ensured the homogeneity of items on the clusters. The internal reliability co-efficient was obtained for each of the clusters, from (1-2), which yielded 0.84 and 0.82 with overall coefficient of 0.87. This result shows that the instruments were reliable to be employed in data collection.

The researcher together with the help of six research assistants who are secondary school teachers in Delta State administered the copies of the questionnaire on the principals. The assistants were briefed by the researcher on the nature and purpose of the study to enable them have a good

knowledge about the study, and thus help them answer questions and clarifications where such arises from the respondents. Direct approach method was employed in collecting the data. Provision for follow up was made where the respondents could not submit on the spot. The distribution and collection of the copies of the questionnaire lasted for four weeks. A total of 467 copies of the questionnaire were administered to the respondents and 398 copies comprising 221 male principals and 177 female principals were properly completed and successfully retrieved, indicating 85% percent return. The loss did not affect the analysis and the findings of this study. At the end of the exercise, copies of the questionnaire that were properly completed and retrieved were used for data analysis.

Mean and Standard Deviation were used in answering the research questions. The range of the scores for the four (4) point using real limit are:

<b>Response</b>	<b>Rating Scale</b>	<b>Real Limit of number</b>
Very High Extent (VHE)	4	3.50 – 4.00
High Extent (HE)	3	2.50 – 3.49
Low Extent (LE)	2	1.50 – 2.49
Very Low Extent (VLE)	1	0.50 – 1.49

**Decision on the hypotheses:** Any item with a real limit that is 2.50 and above was regarded as “High Extent”, while any item with a real limit that is below 2.50 was regarded as “Low Extent”

The null hypotheses were tested using t - test at 0.05 level of significance. The standard deviation scores were used to examine variation in the mean ratings of respondents. If t-value is greater than or equal to the table value, the null hypothesis was rejected and the difference was taken to be statistically significant, but if t-value is less than the table value, the null hypotheses was not rejected and the difference was taken to be statistically not significant.

### III. RESULT

**Research Question 1:** To what extent do male and female secondary schools principals utilize management information system for enhancing staff personnel planning process in Delta State?

**Table 1:** Mean Ratings and Standard Deviation Scores of Male and Female Principals on the Extent They Utilize Management Information System for Enhancing Staff Personnel Planning Process.

S/N	ITEMS	Male Principals (N=221)			Female Principals (177)		
		Mean	Sd	Decision	Mean	Sd	Decision
1.	Setting relevant information/needs to be discussed in staff meetings for the progress of the school	2.26	0.97	Low Extent	2.34	1.10	Low Extent
2.	Creating reports on information to various agencies eg ministry of education, teaching service commission or sponsors.	2.53	1.19	High Extent	2.47	1.13	Low Extent
3.	Researching/preparing guides to direct teachers on, on -the -job training.	2.21	1.10	Low Extent	2.33	1.11	Low Extent
4.	Updating knowledge for conducting staff responsibilities appraisal.	2.44	1.06	Low Extent	2.37	1.13	Low Extent
5.	Setting relevant information in liaising with heads of department on issues of internal supervision of teachers	2.51	1.20	High Extent	2.56	1.14	High Extent
6.	Reviewing the current staff needs to enhance efficiency and performance	2.39	1.07	Low Extent	2.41	1.10	Low Extent
7.	Adopting methods of assessing teachers based on specialization and expertise.	2.34	1.09	Low Extent	2.27	1.09	Low Extent
8.	Researching on available health services for the teachers	2.21	1.12	Low Extent	2.29	1.11	Low Extent
9.	Researching for instructional materials for staff utilization in the school	2.21	1.06	Low Extent	2.37	1.10	Low Extent
10.	Researching information to guide teachers on professional development programs	2.49	1.08	Low Extent	2.38	1.07	Low Extent
<b>Mean of Means</b>		<b>2.35</b>	<b>1.09</b>	<b>Low Extent</b>	<b>2.37</b>	<b>1.10</b>	<b>Low Extent</b>

Results on Table 1 showed that overall standard deviation scores of 1.09 and 1.10 for male and female principals respectively indicate closer disparity and this means that there is no much variation between the male and female principals' responses. The mean of means scores of 2.35 and 2.37 for male and female principals respectively fall within the decision rule of 1.50-2.49. Thus, extent of principals' utilization of management information system for enhancing staff personnel planning process was to a low extent.

**Research Question 2:** To what extent do male and female secondary school principals' utilize management information system for enhancing students' personnel planning process in Delta State?

**Table 2:** Mean Ratings and Standard Deviation Scores of Male and Female Principals on the Extent They Utilize Management Information System for Enhancing Students' Personnel Planning Process.

S/N	ITEMS	Male Principals (N=221)			Female Principals (177)		
		Mean	Sd	Decision	Mean	Sd	Decision
11.	Researching on strategies for enhancing pupils' personnel services	2.34	1.09	Low Extent	2.37	1.09	Low Extent
12.	Updating information to effect the counseling of students in school	2.36	1.05	Low Extent	2.41	1.10	Low Extent
13.	Researching on adequate information for students orientation exercise	2.40	1.16	Low Extent	2.33	1.04	Low Extent
14.	Researching information to formulate rules and regulations guiding the conduct of students	2.43	1.03	Low Extent	2.21	1.06	Low Extent
15.	Researching on information needed before processing of students admission	2.50	1.14	High Extent	2.36	1.10	Low Extent
16.	Researching on update data in deciding mode of students' continuous assessment	2.15	1.04	Low Extent	2.52	1.08	High Extent
17.	Researching on useful information on issues relation to students safety	2.38	1.03	Low Extent	2.46	1.09	Low Extent
18.	Researching on useful guide to providing health services to students	2.34	1.05	Low Extent	2.37	1.13	Low Extent
19.	Researching on needed knowledge to formulate students disciplinary measures	2.33	1.09	Low Extent	2.21	1.13	Low Extent
20.	Researching on useful records in constituting social clubs for students in school	2.14	1.10	Low Extent	2.37	1.09	Low Extent
<b>Mean of Means</b>		<b>2.33</b>	<b>1.07</b>	<b>Low Extent</b>	<b>2.36</b>	<b>1.09</b>	<b>Low Extent</b>

As shown in Table 2, the overall standard deviation scores of 1.07 and 1.09 for male and female principals respectively indicated closer disparity and this means that there is no much variation between the male and female principals' responses. The mean of means score of 2.33 and 2.36 for male and female principals respectively fall within the decision rule of 1.50–2.49. Thus, extent of principals' utilization of management information system for enhancing students' personnel planning process was to a low extent

#### Testing the Null Hypotheses:

Ho1: There is no significant difference in the mean ratings of male and female principals on the extent they utilize management information system for enhancing staff personnel planning process in secondary schools in Delta State.

**Table 3:** The t–test of Significant Difference between the Mean Ratings of Male and Female Principals on the Extent They utilize Management Information System for Enhancing Staff Personnel Planning Process in secondary schools in Delta State.

Variables	N	X	SD	t-cal.	t-crit	df	$\alpha$	Remark
Male Principals	221	23.50	10.93	0.45	1.96	396	0.05	Not Significant
Female Principals	177	23.72	11.01					

Table 3 revealed that the t-calculated value of 0.45 is less than t-critical value of 1.96 at 0.05 level of significance and 396 degree of freedom. Thus, it can be concluded that the null hypothesis is not significant. Therefore, there is no significant difference in the mean ratings of male and female principals on the extent they utilize management information system for enhancing staff personnel planning process.

Ho2: There is no significant difference in the mean ratings of male and female principals on the extent they utilize management information system for enhancing students' personnel planning process.

**Table 4:** The t-test of Significant Difference between the Mean Ratings of Male and Female Principals' on the Extent They utilize Management Information System for Enhancing Students' Personnel Planning Process in Secondary Schools in Delta State.

Variables	N	X	SD	t-cal.	t-crit	df	$\alpha$	Remark
Male Principals	221	23.35	10.73	0.27	1.96	396	0.05	Not Significant
Female Principals	177	23.61	10.90					

Table 4 revealed that the t-calculated value of 0.27 is less than t-critical value of 1.96 at 0.05 level of significance and 396 degree of freedom. Thus, the null hypothesis is not significant. Therefore, there is no significant difference in the mean ratings of male and female principals on the extent they utilize management information system for enhancing students' personnel planning process.

#### IV. DISCUSSION

The result of the study revealed that principals' utilization of management information system for enhancing staff personnel planning process was to a low extent. This situation could be attributed to inadequate sensitization of principals on enormous benefits to be derived from using management information system in undergoing proper research for information that could be helpful in undertaking planning to boost teachers' performance in school. This finding is in agreement with the finding of Nnabuike, Onwuka, and Ojukwu (2015) who posited that an effective system should be put in place to ensure that relevant knowledge that will boost performance is identified.

Further finding showed that there is no significant difference in the mean ratings of male and female principals on the extent of principals' utilization of management information system for enhancing staff personnel planning process. This finding is attributed to the fact that principals' utilization of MIS in planning process is inadequate; which implies application of wrong information or use of obsolete information in staff personnel planning by principals, leading to confusion, wrong planning and ineffective management of the staff. This corroborated the finding of Babaei and Beikzad (2013) who opined that having unnecessary information leads into the immersing of the manager in information confusion due to incomplete information which disturbs the planning, control and decision making and makes it ineffective scientifically and practically.

It was also found that the principals' utilization of management information system for enhancing students' personnel planning process was to a low extent. This supported the finding of Obinna and Thompson (2019) who reported that school administrators do not utilize management



information system for students' personnel administration in secondary schools.

Further finding showed that there is no significant difference in the mean ratings of male and female principals on the extent of principals' utilization of management information system for enhancing students' personnel planning process. The possible explanation of this finding is that the principals do not concentrate much on planning in the issues relating to students' personnel due to lack of information and orientation on the need to pay attention on matters relating to students personnel management.

### V. CONCLUSIONS

Based on the finding, it was concluded that the extent of principals' utilization of management information system for enhancing planning process in secondary school was to a low extent. The secondary school principals do not adequately utilize management information system in researching for relevant and useful information to enhance their planning process in staff personnel and students' personnel planning. Therefore, the implication of this is on the general evaluation on the low extent of principals' utilization of management information system is ineffective planning due to use of obsolete information in planning process.

### RECOMMENDATIONS

Based on the findings of this study, it was recommended among others that:

1. The State Ministry of Education should collaborate with education stakeholders to organize mass enlightenment campaign to sensitize principals on the need to improve on the use of management information system for research purposes in order to be effective in planning process
2. The principals should embark on self-professional development programs such as ICT workshops and seminars to up-date their skills and knowledge in the use of management information system.

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