

Staff Perception on Cordiality and Management Performance in Rivers State Universities

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Abstract

Management of a university is considered the ability to coordinate the activities of all categories of staff through effective communication and good relationship for the purpose of attaining set goals. This study investigated staff perception on cordiality and management performance in Rivers State universities. It is a descriptive survey research, two research questions and two hypotheses were formulated to guide the study. The population of the study was all the 7220 staff of the three (3) universities located in Rivers State (University of Port Harcourt, River State University of Science and Technology and Ignecious Ajuru University of Education, Port Harcourt). A stratified random sampling technique was used to select 900 staff (both teaching and non-teaching staff in different categories) to serve as respondents. The instrument for data collection was a questionnaire titled "Staff Perception of Universities Management Performance in Rivers State Universities Questionnaire (STPUMGQUE)". The questionnaire consists of two sections, A & B. Section A elicited demographic information about staff in different universities while section B dealt with the items on staff perception on cordiality and university management performance. Staff of various categories rated the items on a Likert type scale with a 4-point rating scale as Strongly Agree, (SD)= 4, Agree (A) = 3, Disagree (D) = 2, and then Strongly Disagree (SD) = 1. The questionnaire was validated by experts in educational administration and planning from the University of Port Harcourt, Rivers State. The questionnaire was administered by the researcher and two research assistants. A total of nine hundred copies were administered and seven hundred and sixty-five were retrieved (85% returned). The research questions were analysed with frequency while Spearman rank correlation coefficient and z-test was used to test the hypothesis at 0.05 level of significance. The study revealed that that staff perceived some top management individuals as not experienced which negatively affect the general performance of management in the universities in the state. It further revealed that staff perceived management as not showing adequate interest in studying employees' problems in the universities and that their crises handling effort is not adequate; that the management of these universities needs occasional top level management training; there is no cordial relationship between superordinate and subordinate staff, among senior staff and junior staff and management. The study then recommended among others that periodic training should be organized for all top management staff in all the universities in the state. Thus, a long way in improving the skills of management staff and further improve management's performance.

Keywords: *Management, Staff Perception and Cordiality*

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Background to the Study

The university is considered an institution where high level manpower is produced to equip the society with the required human potentials for transformation. The management of the university therefore is a conscious effort between the administrative authority of the university and the different categories of staff at all levels within the university. It is to be noted that management been an indispensable factor in any organization irrespective of the ownership status requires efficiency if the objective is to be attained. The achievement of this objective consequently, requires cordiality among the leadership (Management) and the personnel (staff) that are the major instrument used in pursuit of the said goal. Baridam (1993), had noted that managing is getting things done through people. This is because it involves planning and directing of efforts by people to achieve an objective. Since management requires the organizing and employing of the effective and efficient use of people and resources to accomplish objectives, it is at ask that requires effective communication.

According to Gabano (1992), management is one of the most difficult activities of mankind. The members of the organisation must therefore be seen as partners of the entire system if the assumed goal is to be coordinated. In order to achieve the goals and objectives of organizations, the co-operation of the employees must be sought by the ways they are managed. Supporting this view, Eric-Amadi (2008), reported that “management in any system is constantly concerned with the system and utilization of human resources; how best to manage and develop this and make the persons who work to be satisfied while the purposes for establishing the system is achieved”. This is true because if humans succeed, the organization will also succeed. The views of staff as regard the performance of those in authority is also vital to the performance assessment of the entire system. The perception of staff on management performance in universities is also an aspect of improvement for the university system which must be achieved through effective communication. Emphasizing the importance of communication in the management of an organization, Appleby (1980), asserted that communication can be regarded as the foundation upon which organization and administration are laid. Supporting this view, Nwachukwu (2012), states that effective communication can promote a good employee management relationship; improve attitude, increase job satisfaction and motivation in productivity. Anyanwu (2013), revealed that staff of Imo state university, Nigeria perceived adequate quality management practice such as team teaching, tutorials seminars, workshop and conferences, but factors like inadequate funding, staff, instructional materials, physical activities, lack of enabling environment, poor motivation and remuneration of academic staff were perceived to inhibit the effective application of total quality management principles for quality assurance of universities. Golden and Rosen (2006) undertook an investigation on academic staff attitudes towards participation in university administration.

The purpose of the study was to determine the areas of college academic staff desire to participate and to investigate the relationship between attitudes towards such participation and authoritarianism as a personality trait. The study was carried out on

three university campuses of New York State. The results of the work revealed that staff seems to be most concerned with those aspects of administration which have an immediate influence on their departmental development rather than university wide development. These areas include: library policy, dormitory policy, off campus housing, selection of visiting speakers and lecturers, intellectual programmes among others. Rwothumio, Musaaazi and Orodho (2016), studied academic staff perception on the effectiveness of recruitment process in Kyambogo university in Uganda and discovered that the university employs both internal and external modes of recruitment of academic staff and that its recruitment and selection procedure are guided by the standards set by the Ugandan National Council for Higher Education. However, according to most academic staff, it was evident the recruitment process was not satisfactorily done and hence not objective at all. The study concluded that the current employment system at Kyambogo University has a negative influence on the performance of members of academic staff. Adeniyi (2015), understudied the Nigeria universities management system and reported that the that despite the way Nigeria universities are constituted and managed, non-involvement of principal officers who manage the operation of the university will continue to cause much confusion and mis-management until uniform understanding and practice is instilled in the institution

Rothman and Leonard (2005) carried out a study of the effectiveness of orientation of new appointees in universities in West Indies. They noted that the new appointees always have adjustment problem and therefore the need for closer cooperation between the management and them to cushion their adjustment problems. Two hundred staff from various institutions were randomly selected. One hundred were in experimental group (exposed to orientation) while the other 100 were in the control group (orientation not given). Results obtained from the study showed that: the experimental and control groups did not differ significantly in their adjustment to new environments. Similarly, no differences were observed between the two groups in withdrawal of appointments as a result of adjustment problems. A study done by Mnyau and Waziri (2005), investigates orientation, job satisfaction, and job performance of new extension personnel in Missouri. The non-random sample include 86 of 97 new personnel in Missouri with one to four years' experience were chosen, they send the he Minnesota Satisfaction Questionnaire and the orientation program effectiveness to participates, job performance was obtained by using job performance records.

The results show that (1) Orientation is more important to employees of an organization, like the cooperative extension service, than has previously been recognized; (2) those individuals who were highly satisfied, and who rated their orientation program high and more important, had high performance ratings; (3) higher job satisfaction can lead to higher job performance; (4) hiring of more mature individuals in the Missouri cooperative extension service may lead to higher job satisfaction and better job performance; (5) the program is more effective in some subject categories in the Missouri cooperative extension service than others. This is significant to this study in many respects particularly to support the fact that formal orientation is necessary because it will result in higher productivity on the part of the staff.

The study justifies the need for orientation practices to be carried out. Ologunde (2005), examined the phenomenon of labour turnover among university staff in southwest Nigeria. The specific objectives of the study were, to ascertain the level of voluntary quits in the universities under review, to identify the various motivational strategies available for academic staff in these universities, to examine the adequacy or otherwise of these motivational variables, with a view to minimizing labour turnover in Nigerian universities, the motivations available for teachers in the Nigerian universities are inadequate for their continued stay in the system as they fall short of the standards. Subject for the study were 442 teachers drawn from two federal and two state universities in the south-western zone of Nigeria. The stratified random sampling technique was used in the selection of subjects. The questionnaire method was used to collect relevant data for the study. The data collected from the survey were analyzed using both descriptive and inferential statistics. The results showed that poor motivation actually affect labour turnover of the university teachers in south western Nigeria.

The findings of the study showed that the motivation strategies available for university staff in Nigeria are inadequate for their continued stay in the university system. Economic incentives were found to be grossly inadequate for the retention of lecturers in the university system. The study therefore recommended that both economic and non-economic forms of motivation be employed to keep the university staff on their jobs. Similarly, there is pressing need to make the environment of the universities more conducive for teaching and learning. A study was conducted by Sanda (2001), in Bayero University, Kano to examine how university lecturers can be motivated in order to prevent high labour turnover in the universities. This study was prompted by the understanding that high labour turnover is moving to the level that it is threatening the realization of the objectives of research and development. The researcher selected 350 respondents from three Universities in Northern Nigeria. Multiple choice responses were provided in the questionnaire to pick from including increasing pauperization, diminished power and prestige, poor salaries and conditions of service, poor teaching facilities and general decay in infrastructure. The result of the research showed that 40% of the respondents were ready to migrate to greener pastures. He found that low morale, poor attitude to work, brain drain, dampened linkage coupled with the implications of a good university education for the country as well as deteriorating environment among other factors rendered current motivational factors inadequate in keeping lecturers on their jobs.

The significance of these studies in relation to this work is that, welfare and motivation practices have been identified as some of the important personnel functions which need to be fully addressed and implemented in order to mitigate migration of personnel. It is also relevant for universities to know that factors of motivation are not only in the provision of personnel needs, but also in improved environment, health, safety communication and cordiality.

Awoniyi (2004) conducted a study to determine the rate of retiring senior staff in three Universities namely: University of Lagos, University of Ibadan and Obafemi Awolowo University, Ife. The study period was between 1995 and 2000. Specifically, the survey study was to determine the number of staffs who voluntarily retired, who were retired compulsorily and who were mandatorily retired. The study was also to find out if due process was taken on the retirement process. The sources of data were mainly records in the establishment and finance units as well as staff personal files. Interviews were also held with the establishment officers of the universities covered by the study. The study was intended to further sensitize prospective retirees about the need to understand the complexities involved in retirement and the imperatives of preparing adequately for it. Data collected were analyzed using descriptive statistics involving mean. The result showed on the average that 143 staff were retired within 5 years in the three Universities; 15% retired voluntarily, 10% on compulsory grounds and 75% on mandatory grounds. It was also found that due process was significantly followed in the retirement practices in the universities studied.

It is imperative to note that many scholars had written extensively on the problems confronting the university system and many recommendations made. However, their thoughts had not addressed the cordiality and views of staff about management performance within the university system. This paper therefore investigated staff perception on cordiality and management performance in Rivers State universities.

The Problem of the study

It is the human resources of an organization that utilizes the material, money and time through coordination (Management) to achieve results. Staffs of the university system are its most vital resources used for the pursuit of pre-determine objectives. The views of staff as it concerns cordiality and performance of management in the university system could influence their behaviour towards work. The Nigeria university system and its various management team could be seen to be performing well when viewed from the outside world. However, the relationship that exist between them and staff at all levels could be seen differently by staff themselves and which could influence their view about management performance and at the long run, influences job performance.

For instance, a discussion with two staff of the River State University of Science and Technology (RUST) in a conference in Lagos in 2017, revealed that many staff do not have good relationship with the management team. The representative of the staff (union leaders, ASUU, SANUU, NASU and NAT) had alleged that staffs are not usually informed of the decisions of management as it concern appraisals leading to promotion matters. It therefore implied that there exist no cordiality between staff and management. Staff in this universities might have viewed management as not being on their side even perceived performance management to have been negative and unfavourable. In a related matter, Nwosu (2006), had postulated that the manner used by the some Vice-chancellors of Nigeria Universities to communicate to their staff had significant impact on the effectiveness of administration. He added that other areas identified as properly

handled that promoted good administration were, staff and student discipline, university-community relationship and development and maintenance of infrastructure in the universities. Consequently, it becomes very important to investigate staff perception on cordiality and management performance in the universities located in Rivers State.

Purpose of the Study

The purpose of this study was to determine how university staff perceive effective management of the universities and the cordial relationship that exist in the universities located in River State.

Research Question

The following research questions guided this study.

1. What is the staff perception of Universities Management performance in Rivers State?
2. Is there cordiality between staff relationship and university management performance?

Hypotheses

H₀₁: There is no significant difference between staff perception as regards universities management and management's performance in Universities in Rivers State.

H₀₂: There is no significant difference between staff perception on cordiality and management's performance.

Methodology

The study was a descriptive survey and it investigated and analysed staff perception on cordiality and management performance in universities in Rivers State. Two research questions and two hypotheses were formulated to guide the study. The population of the study was all the 7220 staff of the three (3) universities located in Rivers State (University of Port Harcourt, River State University of Science and Technology and Ignecious Ajuru University of Education, Port Harcourt). A stratified random sampling technique was used to select 900 staff (both teaching and non-teaching staff in different categories) to serve as respondents. The instrument for data collection was a questionnaire titled "Staff Perception of Universities Management Performance in Rivers State Universities Questionnaire (STPUMGQUE)". The questionnaire consist of two sections, A & B. Section A elicited demographic information about staff in different universities while section B dealt with the items on staff perception on cordiality and university management performance. Staff of various categories rated the items on a Likert type scale with a 4 point rating scale as Strongly Agree, (SD)= 4, Agree (A) = 3, Disagree (D) = 2, and then Strongly Disagree (SD) = 1. The questionnaire was validated by experts in educational administration and planning from the University of Port Harcourt, Rivers State. The questionnaire was administered by the researcher and two research assistants. A total of nine hundred copies were administered and seven hundred and sixty five was retrieved

(85% returned).The research questions were analysed with frequency while Spearman rank correlation coefficient and z-test was used to test the hypothesis at 0.05level of significance.

Presentation of Results

Research Question 1

What is the staff's perception of University Management in Rivers State?

Table 1: Staff's Perception of University Management in Rivers State

S/N	No. of Respondents	Questionnaire items	SA	Mean SA	A	Mean A	D	Mean D	SD	Mean SD
A	765	Some management staff are not sufficiently experienced	248	82.67	304	101.33	144	48	69	23
B	765	There is not enough interest to study the employees problem	217	72.33	413	137.67	109	35.33	26	8.67
C	765	There is not enough attention for staff welfare	379	126.33	291	97	95	3.67	0	0
D	765	Crises handling is not adequate enough	281	93.67	484	161.33	0	0	0	0
E	765	The universities management needs occasional top level management training	389	129.67	371	123.67	5	1.67	0	0

SA = Strongly Agree, A = Agree, SD = Strongly Disagree, D = Disagree

The responses from the 765 respondents revealed in Table 1 shows that respondents perceive that universities management is not efficient. This is captured by the majority of respondents that strongly agree that universities management is not sufficiently experienced. It shows that an average of 82.67, representing 248 of the respondents strongly agree that some University management staff are not sufficiently experienced, an average of 101.33 representing 304 of the respondents agree that some management staff are not sufficiently experienced, an average of 48 representing 144 of the respondent disagree that some management staff are not sufficiently experienced while an average of 23 representing 69 of the respondents strongly disagree that some of the management staff are not sufficiently experienced. A total of 552 of the respondents gave their opinion that some of the management staff in the three Universities in Rivers State are not sufficiently experienced, while 213 of the respondents disagree with the view.

The analysis also shows that an average of 72.33 representing 217 of the respondents strongly agree that University management staff do not have enough interest to study staff problems. An average of 137.67 representing 413 of the respondents agrees that there is not enough interest on the part of University management to study staff problems. An average of 35.33 representing 109 of the respondents disagree that University management do not have enough interest to study staff problems, while an average of 8.67 representing 26 of the respondents strongly disagree with this assertion. A total of

639 of the respondents gave their opinion that management do not have enough interest to study staff problems in three Universities in Rivers State, while 135 of the respondents disagree with the view.

Concerning the welfare of staff, the result shows that averages of 126.33 of the respondent strongly agree that University management have not given enough attention for staff welfare. An average of 97 of the respondent agree that there is no enough attention for staff welfare in the universities in Rivers State. While an average of 3.67 of the respondents disagree that there is no enough attention for staff welfare in the three Universities in Rivers State, while none of the respondent strongly disagrees with the assertion. A total of 670 of the respondents gave their opinion that management do not have enough attention for staff welfare in the three Universities in Rivers State, while 95 of the respondents disagree with the assertion. An average of 93.67of the respondents strong affirm that crisis in the three Universities in Rivers State are not handled adequately. All the remaining respondents (484) making an average of 161.33 also agree with this claim. No respondent neither disagrees nor strongly disagree with the assertion.

Also, an average of 129.67 of the respondents strongly agree that management staff of the three Universities in Rivers State needs occasional top-level management training. An average of 123.67 of the respondents also affirm that university management requires occasional top-levelled management training, while on the average of 2 respondents disagree that university management requires occasional top-levelled management training.

Research Question 2

Is there cordiality between staff relationship and the universities management?

Table 2: Perception of Staff as Regards Cordiality in the Universities in Rivers State

S/N	No. of Respondents	Questionnaire items	SA	mean SA	A	mean A	D	mean D	SD	Mean SD
A	765	Relationship between superordinate and subordinate staff is cordial	0	0	363	121	381	127	21	7
B	765	Communication among senior staff is cordial	19	6.33	392	130.67	167	55.67	187	62.33
C	765	Relationship between the junior staff and the university management is cordial	0	0	174	58	448	149.33	142	47.33
D	765	Communication between junior staff and the management is cordial	0	0	168	56	437	145.67	160	53.33
E	765	Communication between senior staff and the management is cordial	287	95.67	309	103	90	30	79	26.33

SA = Strongly Agree, A= Agree, SD = Strongly Disagree, D = Disagree

Table 2 shows that, none of the total respondents from the three understudied universities strongly agree that there is a cordial relationship between superordinate and subordinate staff. 363 of the total persons that responded to the questionnaire agreed that

there is a cordial relationship between superordinate and subordinate staff, 381 of the total persons that responded to the questionnaire disagreed that there is a cordial relationship between superordinate and subordinate staff, while 21 of the total respondents strongly disagreed that there is a cordial relationship between superordinate and subordinate staff in the three understudied Universities.

Also, 19 of the total respondents from the three understudied universities strongly agree that there is a cordial communication among senior staff. 392 of the total persons that responded to the questionnaire agree that there is a cordial communication among senior staff, 167 of the total persons that responded to the questionnaire disagree that there is a cordial communication among senior staff, while 187 of the total respondents strongly disagreed that there is a cordial communication among senior staff in the three understudied Universities.

While none of the respondents from the three understudied universities strongly agreed that the relationship between the junior staff and the university management staff is cordial, 174 of the total persons that responded to the questionnaire agree that the relationship between the junior staff and the university management staff is cordial, 448 of the total persons that responded to the questionnaire disagree that the relationship between the junior staff and the university management staff is cordial, while 142 of the total respondents strongly disagree that the relationship between the junior staff and the university management staff is cordial in the three understudied universities.

Regarding cordial communication between junior staff and university management, none of the respondents from the three understudied universities strongly agree that the communication between the junior staff and the university management staff is cordial. 168 of the total persons that responded to the questionnaire agree that the communication between the junior staff and the university management staff is cordial, 437 of the total persons that responded to the questionnaire disagree that the communication between the junior staff and the university management staff is cordial, while 160 of the total respondents strongly disagree that the communication between the junior staff and the University management staff is cordial in the three understudied universities.

The table also shows that 287 of the respondents from the three understudied universities strongly agree that the communication between the senior staff and the university management staff is cordial. 309 of the total persons that responded to the questionnaire agree that the communication between the senior staff and the university management staff is cordial, 90 of the total persons that responded to the questionnaire disagree that the communication between the senior staff and the University management staff is cordial, while 79 of the total respondents strongly disagree that the communication between the senior staff and the university management staff is cordial in the three understudied universities.

Hypothesis 1

H₀1: There is no significant relationship between staff perception as regards universities management and management's performance in universities in Rivers State.

Table 3: t-test Analysis showing the relationship between Staff's Perceptions as Regards Universities Management and Management's Performance

Correlations				
Type	Variables1	Statistics	staff's perception	Management's Performance
Spearman's rho	staff's perception	Correlation Coefficient	1.000	-.754 **
		Sig. (z-test)	.	1.782
		N	765	765
	Management's Performance	Correlation Coefficient	-.754 **	1.000
		Sig. (z-test)	1.782	.
		N	765	765

** . Correlation is significant at the 0.05 upper bound critical level (z-test)

The correlation analysis in table 3 between perception of staff and management's performance shows that there is a strong negative correlation between the two study variables as revealed by the correlation coefficient of 754. This goes to show that the perception of staff as regard management performance affects management's performance in the three universities in Rivers State. The z-test statistics also reveals that the relationship between perception of staff and management's performance is statistically significant at the 0.05 level of significant as 1.782 >1.645. Therefore, H₀1 is rejected.

Hypothesis 2

H₀2: There is no significant relationship between staff perception on cordiality and management's performance.

Table 4: Correlation Analysis showing the Relationship between the Perception of Staff on Cordiality and Management's Performance

Correlations				
Type	Variables1	Statistics	Perception of staff On cordiality	Management's Performance
Spearman's rho	Perception of staff On cordiality	Correlation Coefficient	1.000	-.871**
		Sig. (z-test)	.	2.019
		N	765	765
	Management's Performance	Correlation Coefficient	-.871**	1.000
		Sig. (z-test)	2.019	.
		N	765	765

** . Correlation is significant at the 0.05 upper bound critical level (z-test)

The correlation analysis in table 4 between the perception of staff on cordiality and management's performance shows that there is a very strong negative correlation between the two study variables as revealed by the correlation coefficient of -871. This is an indication that the cordial relationship between University staff and management staff affects management's performance negatively. The z-test statistics also reveals that the relationship between the perception of staff on cordiality and management's performance is statistically significant at the 0.05 level of significant as $2.019 < 1.645$. Therefore, H_0 is rejected.

Discussion of Findings

The findings of the study revealed that staff perceived that some top management individuals are not experienced which negatively affect the general performance of management in the universities in River State, Nigeria. It further revealed that staff perceived management as not showing adequate interest in studying employees' problems in the universities and that their crises handling effort is not adequate. The study also revealed that the management of these universities needs occasional top level management training. This is probably because of the way and procedures of appointment into these top management positions. It had been noted that appointment of top management officers into Nigeria universities have been politicized. Hence, there is need to appoint people into positions based on merit and even followed by proper training of newly appointees before they are deployed to the university system. This study, affirmed the assertion by Rothman and Leonard (2005) when they carried out a study of the effectiveness of orientation of new appointees in universities in West Indies. They reported that the new appointees always have adjustment problem and therefore the need for closer cooperation between the management and them to cushion their adjustment problems. This corroborates the findings of Barrow (1991) who in his study found that some of the factors responsible for crisis in the management of most universities include "university administration with no proper experience". However, this could be lined to the report by Rwothumio, Musaaazi and Orodho (2016), when they

studied Academic Staff perception on the effectiveness of recruitment process in Kyambogo university in Uganda and discovered that the university employs both internal and external modes of recruitment of academic staff and that its recruitment and selection procedure are guided by the standards set by the Ugandan National Council for Higher Education. However, according to most academic staff, it was evident the recruitment process was not satisfactorily done and hence not objective at all. The study concluded that the current employment system at Kyambogo University has a negative influence on the performance of members of academic staff.

This study revealed that the relationship between superordinate and subordinate in the universities studied is not cordial and that cordiality between staff and management is very limited. This supports the assertion of Appleby (1980) that communication can be regarded as the foundation upon which organization and administration should be laid. Supporting this view, Nwachukwu (1988) noted that effective communication can promote a good employee management relationship; improve attitude, increase job satisfaction and motivation in productivity.

The findings in this study reveals that there is no cordial relationship between superordinate and subordinate staff, among senior staff and junior staff and management. This is in agreement with the findings of Anyanwu (2013), that staff of Imo state universities perceived factors like inadequate funding, staff, instructional materials, physical activities, lack of enabling environment, poor motivation and remuneration of academic staff to inhibit the effective application of total quality management principles for quality assurance of universities.

The analysis shows that a cordial relationship only exists between senior staff and management in the three understudied universities, and this has affected management's performance negatively. Most of the respondents share the opinion that there is no cordial relationship between the junior staff and management. There is need for top management of Nigeria universities to create strategies that will ensure that all staff are informed about the activities of top management. A situation where junior staffs feel management team is not adequately informing them may lead to industrial crisis in the university system. This is in agreement with Adeniyi (2015), when he understudied the Nigeria universities management system and reported that despite the way Nigeria universities are constituted and managed, non-involvement of principal officers who manage the operation of the university will continue to cause much confusion and mis-management until uniform understanding and practice is instilled in the institutions

Conclusion

The study concluded that the staff of universities in Rivers State perceived the top management as ineffective and assessed performance to be low. It had also made it obvious that cordiality in terms of communication between top level management and all categories of staff is vital toward general job performance and the overall performance management of the entire university system.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Periodic training should be organized for all management staff in all three universities. This would go a long way in improving the skills of management staff and further improve management's performance.
2. Top level management staff should give enough attention and interest to study employee's problems and strive to resolve them. Also, staff welfare should be given top priority as this would promote work efficiency and further enhance management's performance.
3. There should also be a very strong cordial relationship between management and other staff of the universities. This would enhance the flow of information from down to top in the chain of command in the university system. This would further promote management's performance in the universities in Rivers State.

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