

## Predictive Relationship between Management Techniques, Managerial Networking Strategies and Effective University Education in South East, Nigeria

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**Abstract:** *The study investigated predictive relationship between management techniques, managerial networking strategies and effective university education in South East, Nigeria. Correlational research design was used for the study. Two research questions and two null hypotheses guided the study. All 415 respondents comprising 361 Heads of Department and 54 Deans of faculties/colleges in federal public universities in South-East. Census method was adopted, hence there was no sampling. Management Techniques and Managerial Networking Strategy Questionnaire" (MTMNSQ) and "Effective University Education Questionnaire" (EUEQ) were used form data collection. MTMNSQ and EUEQ were validated by three experts from the field of educational administration and planning. Cronbach alpha method was used to determine the internal consistency of the instruments. The analysis yielded a reliability index of .74 for MTMNSQ and .88 for (EUEQ). The 411 copies of the questionnaire were administered with the help of four briefed research assistants. Research questions were answered using Pearson Moment Correlation Coefficient, while the hypotheses were tested using Linear Regression analysis at 0.5 level of significance. Findings revealed that there was a high positive and significant relationship between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria. Based on the finding of the study, the researcher recommended that, Deans and HODs as university administrators should often challenge old ways of doing things and encourage staff to undertake management techniques that would foster effective university administration.*

**Keywords:** Managerial Techniques, Managerial Networking Strategy, Administration, Effective University Administration.

### Introduction

University education is regarded as an instrument of social change and economic development. Universities are organized institutions made up of people, groups, different faculties, and departments where degrees are awarded to students upon graduation. This denotes that universities as learning institutions are made up of distinct parts that work independently and collectively for the accomplishment of individuals and group goals. University education according to Odekunle in Arop *et al* (2018) is referred to education given to an adult after secondary school. Universities are the apex of tertiary education and educational ladder locally, nationally, and internationally. Universities educate future leaders and develop the high-level technical capacities that underpin economic growth and development. Ibukun in Arop *et al* (2018) also posited that the main purpose and relevance of university education in Nigeria is the provision of much needed manpower to accelerate the socio-economic development of the nation.

Effective university education has different meanings and connotations depending on the context in which it is used. This means that effective university education means different things to different scholars. Joshi as cited in Edenkwo (2014) posited that effectiveness is a slippery concept and as result some managers/administrators are more effective than others. This suggests that some managers/administrators

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are more effective than others in terms of goal accomplishments. This includes the accomplishment of both individual and group goals. In support of this statement, Pal (2019) believes that an effective university administrator or manager is the engine room of his institution because he serves as the bridge between the school and the environment, as well as the key agent in the actualization of institutional goals. This follows, therefore, that managerial effectiveness is a prerequisite for institutional goal attainment since the university manager is the strongest link in the organization. Anebi and Ezimaoha (2016) opined that effective university education is a corporate body established and enabled by law and charged with the responsibility of providing knowledge and other services to society in an efficient manner. As observed by Mbgekem (2014) an effective university education is the apex institution of higher learning with mandate and power to grant degrees, diplomas, and certificates to its participant for effective productivity in the human society.

Management techniques are tools managers use to keep team morale positive, improve productivity and develop new talent. Management techniques are the techniques that are used by decision makers to make better decisions (Gordon, 2018). Gordon noted that management techniques are the skills, motives, and attitudes necessary for performance of a job which includes communication skills, problem solving ability, customer focus and the ability to work with a team. Skills and knowledge are manager's Techniques that can be measured easily while intangible assets like effective communication and teamwork are harder to pin down and evaluated. Management techniques according to Boyatzis (2018), are activities, knowledge, skills or attitudes and perhaps personal characteristics necessary to improve a manager's performance. Boyatzis (2018) observed that management techniques lead to the demonstration of skills and abilities, which results in effective performance within an organizational environment. Ogedi, (2017), management techniques are systematic procedures of investigating, planning, controlling, and supervising which can be applied to management problems. Management techniques simply mean the pattern; method or way a particular organization handles its activities. Management techniques are skills used in handling organizational affairs. Ekundayo and Ajayi (2019) described management techniques as methods different organizations apply in overseeing the activities of an organization. Nwankwoala (2016) revealed that good management techniques involve creating a supportive atmosphere where employees have autonomy and are motivated to excel. Educational management techniques especially in university entail organizing and harnessing all the skills in the various departments towards achieving the goals of the varsity.

Managerial networking Strategies is a set of managerial decisions and actions by which network management determines in advance what should be accomplished and how it should be achieved. Managerial networking strategies are those formal processes set up in a university to help achieve stated goals and objectives in a university. Managerial networking strategies refers to those techniques and approaches employed by managers and administrators (Head of Department) in integrating, and unifying human and materials resources in order that each individual or materials contribute its uniqueness to the growth and development of the organization (universities). As suggested by Edenkwo (2019) there are several networking strategies that Universities managers and administrators can adopt for the promotion of unity in schools for effective university education in Southeast, Nigeria. However, this study focused on only four of such strategies which include effective communication, school facilities, involvement in decision making and school finance. Managerial networking Strategies is a set of managerial decisions and actions by which network management determines in advance what should be accomplished and how it should be achieved.

Managerial networking strategies are those formal processes set up in a university to help achieve stated goals and objectives in a university. Heijden (2014) posited that to increase and improve organizational performance, managerial networking is always advised for top ranking managers to maintain networking relationships with their environment. Managerial networking strategies refers to those techniques and approaches employed by managers and administrators (Head of department) in integrating, and unifying human and materials resources in order that each individual or materials contribute its uniqueness to the growth and development of the organization (universities ). As suggested by Okonkwo (2019), there are several networking strategies that Universities managers and administrators can adopt for the promotion

of unity in schools for effective university education in Southeast, Nigeria.

### **Statement of the Problem**

University education is essentially an organization set up for national development. Effective university is the backbone of any university as well as the desire and responsibility of every management. Ideally, the university management should incorporate in its strategies Management by Objective (MBO), Program Evaluation and Review Technique (PERT), Planning, Programming and Budgeting System (PPBS), Strength, Weakness, Opportunity, and Threat (SWOT), Effective communication skill, adequate school facilities, involvement in decision making, skilled in school financial management towards achieving effective productivity in the university education.

However, it was observed that the situation with the university management indicated that there is high level of ineffectiveness among many university administration as a result of poor application of management by objectives, lack of knowledge of program evaluation review techniques, poor planning, programming, budgeting system, planning, programming and budgeting system (PPBS), inability to understand and apply Strength, Weakness, Opportunity and Threat (SWOT), poor communication skill in handling sensitive issues in the university, inadequate school facilities, poor decision making processes and lack of school financial management skills has led to decline in standards of university education due to high level of decadence. As a result of the seemingly declining in management of Nigerian University education in recent years, the accolades attached to her university education also seem to be fading away. It is the expectation of the government, parents and even students that quality education is received by students in Nigerian university through the adoption and application of management techniques and managerial networking strategies. However, observations have shown that there seems to be poor application of management techniques. This can be seen in the areas of inadequate funding, inadequate facilities, poor instructional supervision, conflict among staff and poor vision of the staff among others. These situations may have led to poor academic achievement among the university students, high drop-out rate, and high rate of examination malpractice, poor reading and writing cultures among others.

It was, therefore on this premise that the problem of this study put in a question form is; how do the management techniques and managerial networking strategies correlate with effective university education in South East, Nigeria.

### **Purpose of the Study**

The purpose of the study was to examine the extent to which management techniques and managerial networking strategies correlates with effective University Administration in Southeast, Nigeria.

Specifically, the study sought to:

- Determine the predictive relationship between management techniques, managerial networking strategies and effective university Administration in southeast Nigeria.

### **Research Questions**

The following research question guided the study.

- What is the predictive relationship between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria?

### **Hypothesis**

The following null hypothesis was formulated to guide the study and tested at 0.05 level of significance.

***H<sub>01</sub>***: There is no significant relationship between management techniques, managerial networking strategies and effective University Administration in South-East, Nigeria.

## Methodology

The design of this study was correlation research design. A correlation design as defined by Rumsy in Karsh and Sahin (2015) is a research design that measures two or more factors to determine or estimate the extent to which the value for factors is related or change in an identifiable pattern. The study was carried out in South-East, Nigeria. This study was conducted in five public universities in South-East Nigeria. The South-East zone has five states namely, Abia, Anambra, Ebonyi, Enugu and Imo. The targeted population of this study was 415 which comprises 361 Heads of Department and 54 Deans from all Federal universities in the South-East Universities. The Universities selected are University of Nigeria Nsukka, Michael Okpara University of Agriculture Umudike, Alex Ekwueme Federal University Ndufo Ikwo, Nnamdi Azikiwe University Akwa and Federal University of Technology Owerri. (Statistical unit and Personal Administration Department MOUAU, AEFUNAI, UNN, FUTO, NAUA).

The sample size for this study was 415 respondents. This comprised 361 Heads of Department and 54 Deans of faculties/colleges in federal public universities in Southeast. Census method was used thus there was no sampling technique for the study since the population of the study was manageable and controllable. Management Techniques and Managerial Networking Strategies Questionnaire” (MTMNSQ) and “Effective University Education Questionnaire” (EUEQ) were used form data collection. MTMNSQ and EUEQ were validated by three experts from the field of educational administration and planning. Cronbach alpha method was used to determine the internal consistency of the instruments. The analysis yielded a reliability index of .74 for MTMNSQ and .88 for (EUEQ). The data collected from the field were analyzed using Pearson Moment Correlation Coefficient to answer the research question while Linear Regression analysis was used to test the null hypothesis at 0.05 level of significance. The strength of the relationship was established using Creswell (2008) correlation coefficient scale thus  $\pm 0.70$  to 1.00 Strong/High Extent relationship,  $\pm 0.40$  to 0.69 as Moderate/Medium Extent relationship and  $\pm 0.00$  to 0.39 no correlation/Weak/Low Extent relationship. Creswell (2008) opined that correlation coefficients can range from -1.00 to +1.00 with positive number used to identify a positive relationship and negative numbers being used to identify a negative relationship while linear association is indicated with a correlation coefficient of 0.00.

## Results

Out of 415 copies of the questionnaire administered to the respondents, 401 copies were adequately filled and returned which gave 96.6% return rate while 14 copies of the questionnaire were not returned from the field which gave 3.4% mortality rate. Therefore, the analysis of this study was based on the 401 copies of the questionnaire returned.

### Research question 1

What is the relationship between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria?

**Table 1: Summaries of descriptive statistics (Multiple correlation) for the coefficient of relationship between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria**

N	R	R <sup>2</sup>	Remarks
401	<b>0.776</b>	0.602(60.2%)	High Relationship

*Sample Size (n), Multiple Correlation Coefficient (R), coefficient of determination (R<sup>2</sup>) and Remarks*

Data presented in table 1 show a Multiple Correlation Coefficient was computed to display the coefficient of relationship among the management techniques, managerial networking strategies and effective university administration in South-East Nigeria. The result shows that the coefficient of relationship among the extent management techniques, managerial networking strategies and effective university education in South-East Nigeria was high with a coefficient of 0.776 which is positive and within the coefficient limit of  $\pm 0.70$ -1.00 indicating a high correlation between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria. The coefficient of determination

( $R^2$ ) 0.602 indicates that 60.2% of the variance observed in effective university Administration was accounted for by management techniques and managerial networking strategies adopted by university administrators.

### Test for Hypothesis

There is no significant relationship between management techniques, managerial networking and effective University Administration in South-East, Nigeria

**Table 2: Summaries of inferential/test statistics (One Way ANOVA F-test) for the coefficient of relationship between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria**

Model	Sum of Squares	Degree of Freedom	Mean Squares	$F_{cal}$	$F_{tal}$	Decision
Regression	7013.003	7	1001.858			
Residual	685.019	393	1.717	<b>583.493</b>	<b>2.01</b>	<b>Reject <math>H_0</math></b>
Total	7698,022	400				

### *F-test of Significance of Multiple Linear Correlation/Regression among the variables*

On table 2, a One-Way ANOVA F-test of significance of multiple linear correlation statistics was computed to display the significance of coefficient of relationship between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria. It was indicated in the table that the calculated F-ratio value used in testing the hypotheses, stood at 574.76, using a degree of freedom of 7.393, at 0.05 level of significance. Since the calculated F-value of 574.76 is greater than the tabulated F-value of 2.01, hence the researcher rejected the null hypothesis; thus, concluding that there is significant relationship between management techniques, managerial networking strategies and effective university Administration in South East Nigeria.

### Discussion of the Findings

The findings of the study revealed that there is a high positive and significant relationship between management techniques, managerial networking strategies and effective university Administration in South-East Nigeria. Meanwhile, the findings is in line with Mael, and Wadsworth (2013) when they acclaimed that management techniques, managerial networking strategies increase mentorship, leads to the exchange of valid information that translates into growth and development, increases socialization in organizations, enables the think tankers (teaching staff) in educational institutions to keep up with the best teaching processes and practices in the changing society, improves the pedagogical skills, proficiency of teachers and effective university education. In addition, the findings collaborate with that of Edenkwo, (2019) who asserted that management techniques, managerial networking strategies involved exchange of valid or useful information and ideas through planning, organizing, decision making, supervision, controlling, budgeting, reporting and evaluation among people having mutual goals. Moreover, management techniques and managerial networking strategies combine intensity of relations (contact frequency) with the scope of relations (number of external actors and organizations) for efficient school administration.

### Conclusion

The study examined the extent to which management techniques and managerial networking strategies correlates with effective university administration in South East, Nigeria. Based on the findings accruing from this study, it was concluded that management techniques and managerial networking strategies such as Management By Objective (MBO), Programme Evaluation and Review Techniques (PERT), Planning, Programming and Budgeting System (PPBS), Strengths Weaknesses Opportunities and Threat Analysis (SWOT), school facilities, staff involvement in decision making, school finance, has no significant relationship with effective University Administration in South-East, Nigeria.

## Recommendations

Based on the findings of the study, the following recommendations were made by the researcher.

1. Deans and HODs as university administrators should often challenge old ways of doing things and encourage staff to undertake management techniques that would foster effective university administration.
2. Deans and HODs should take the initiative to start dialogue for a new adventure and start any activity with the firm determination to complete them. This will improve staff efficiency which will promote effective university administration.

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