

**PRINCIPALS' MANAGEMENT TECHNIQUES AND EFFECTIVE SCHOOL-COMMUNITY RELATIONS IN AHOADA-EAST LOCAL GOVERNMENT AREA RIVERS STATE, NIGERA.**

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**ABSTRACT:** *The study centers on principals' management techniques and effective school-community relation in Ahoada East Local Government Area of Rivers State. It is a correlational study. One research question guided this study. Relevant related works were reviewed for the purpose of study. Three hundred and fourteen teachers randomly selected and the principals of the fifteen government secondary school in Ahoada East Local Government Area represented the sample size. The principals' management techniques questionnaire was used to collect data for the study. Findings indicated that there is no significant difference between principals' management techniques and school community relations Based on the findings made that : (1) seminars and workshops should be organized from time to time by the ministry of education for principals on management techniques. (ii) The ministry of education or schools board should constantly encourage the principals' by giving them incentives in the form of a award or in-service training for excellent performances (iii) The Government should also pay teachers' salaries on time to improve their productivity.*

**KEYWORDS:** Management Techniques, School-Community Relations Ahoada-East Local Government

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## **INTRODUCTION**

There is an increasing public concern about the standard of education in this country, despite the huge government investment in it. It has been observed that output of the industry is not commensurate with the input. This is evidenced in the persistent allegation on standard of education as could be seen in the mass involvement in examination malpractices in WAEC and NECO examinations, coupled with mass failure in examinations, and with mass exodus of teachers to other fields of human endeavour.

Actually, the school organization is made up of individuals with various needs and expectations. These different individuals come into the organization with different attitudes, interest, needs and values, which may run contrary to the organizational objectives. The attainment of the school organizational objectives (goals) therefore, depends on the ability of the school principals in coordinating and creating a conducive and harmonious atmosphere among the human and

material resources therein, that is to say that the principal like any other administrator of an organization, upholds a process of continuous striving for the total enhancement of the organization's status. Thus, goal achievement in the school setting entails achievement high academic performance of students, good administrative atmosphere, discipline, good conduct on the part of teachers and student alike, and students' development of practical skills. This study is correlational research.

**Research Question:** What are the management techniques used by the principal for effective school community relations in secondary school in Ahoada East Local Government Area of Rivers State?

In calculating the mean responses for the above question, the criteria for the acceptance or rejection of the mean responses are as follows: From the five-point Likert scale:

|                   |   |   |
|-------------------|---|---|
| Strongly agree    | = | 4 |
| Agree             | = | 3 |
| Disagree          | = | 2 |
| Strongly disagree | = | 1 |
| No Response       | = | 0 |

Therefore the minimum mean response is:

$$\frac{4+3+2+1+0}{5} = \frac{10}{5} = 2.00$$

Hence, any mean response from 2.00 and above is accepted while any mean response below 2.00 is rejected. Based on the above premise, the mean responses for tables 4.1 to 4.4 below are calculated as follows:

$$\text{Mean response} = \frac{\text{Total response value}}{\text{Number of respondent}}$$

**Table: Management techniques used by the Principal for effective school community relations.**

| S/NO. | Parameter   | Total response value | Mean response | Remark   |
|-------|---|----------------------|---------------|----------|
| 1.    | The management by objective (MBO) techniques used by the principals allows teachers to take part in decision-making.  | 724                  | 2.20          | Accepted |
| 2.    | The management by objective techniques of the principal allows for community views to be included in budget planning.   | 790                  | 2.40          | ''       |
| 3.    | The programmes evaluation review techniques PERT: helps both the principal and the host community to monitor school programmes.   | 372                  | 1.13          | Rejected |
| 4.    | The programmes evaluation review techniques of the principal improve the planning controlling and decision-making skill of school administrations.  | 438                  | 1.33          | ''       |
| 5.    | The planning programming – budgeting system techniques (PPBS) helps both the principal and the community to plan for future programmes and for school future budgets.                                       | 484                  | 1.47          | ''       |
| 6.    | The planning programming – budgeting system techniques used by the school principal stands as an aggregate of receipts and expenditure necessary to finance the desired school facilities by the community. | 615                  | 1.85          | ''       |
| 7.    | The critical path analysis techniques used by the principal helps in solving complex school programmes by both the community members and the principals.  | 767                  | 2.33          | Accept   |
| 8.    | The critical path analysis techniques of the principal helps him and the community to control some difficult problems in the school. In the area of teachers, students and the community.                   | 592                  | 1.80          | Rejected |
| 9.    | Assigns group members to a particular task and responsibility.  | 878                  | 2.67          | Accepted |
| 10.   | Set up a disciplinary committee to resolve student problems and maintain discipline at all times.   | 767                  | 2.33          | ''       |

The analysis of table above shows that the management techniques used by the principal: a mean response of 2.20 reveals that management by objective is a management technique used for planning and decision making by principals. It also shows that the principals force the teachers to work whether they like it or not with a mean response of 2.40. The table also reveals that most principals have little or no time for pleasantries; they make sure every erring staff is punished accordingly and they lack complete trust in their staff and believe in total compliance and task performance with mean response of 2.33, 2.67 and 2.33 respectively. Other information displayed on the table above with mean responses below 2.00 was rejected such as item number 3-6 and 8 respectively. Those information rejected means they do not happen like that in most schools.

## **DISCUSSION OF FINDINGS**

Based on the analysis of the data, the following findings were made;

1. The relationship that exists between the community and the school is effective.
2. The management techniques of the principal is dependent on individual differences?

### **Summary of the work.**

Teachers and principals alike play very important roles in the achievement of educational objectives. Hence, the need to investigate the relationship between principals' management techniques.

The population for the study consisted of all the fifteen secondary school principals and the one thousand and forty-seven teachers in government secondary school in Ahoada East Local Government Area of Rivers State. This gave a total population of one thousand and sixty-two persons.

The sample size included all the fifteen principals and thirty percent (30%) of the teachers in government secondary schools in Ahoada East Local Government Area of Rivers State. Three hundred and fourteen teachers represented the thirty percent of the total number of teachers. This gave a total sample of three hundred and twenty-nine teachers including principals. This sample size was selected through simple random sampling technique.

The reliability of the instrument was determined by finding the correlation coefficient of the two set of scores got from secondary schools in Ahoada West Local Government Area of Rivers State. Using Pearson Product Moment Correlation Coefficient the reliability was calculated as  $r = 0.99$ .

The data collected with the instrument (Questionnaire) was analyzed by calculating the mean responses for the research questions and by using Chi-square.

From the study analysis, the following findings are made: That principals management techniques can mar or prosper school community relations.

## CONCLUSION

Based on the findings of the study, we conclude that there is more to effective school-community relations order than the principals' management techniques. Also the principals management techniques can mar or prosper effective school community relations.

### Educational implications of the findings

The educational implications of the findings of this study include the following:

If community members and teachers are dissatisfied as a result of the principals' management techniques, the community members and teachers are bound to transfer the aggression on students and staff thereby making the teaching-learning process unfavorable to the students.

### Recommendations

Based on the findings of the study, the following recommendation is made:

Seminars and workshops should be organized from time to time by the ministry of education for principals' management techniques. The need for eclectic or transactional administrative techniques should be emphasized.

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