

KIU Journal of Education (KJED)

International Research and Development Conference (IRDeC-2025)

Proceedings

Volume 5 Issue 2
Page 86 - 93

October – November 2026
<https://kjed.kiu.ac.ug/>

Influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria

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Abstract

The study assessed the Influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria. The research had one specific objective which is to determine the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria. Relevant related literature was reviewed. The study employed a descriptive survey research design with population of 9892 and sample size of 375. A self-structured questionnaire titled “Democratic Leadership Style Practices and Management of Resources in Universities (DLSPMRU)” was used for data collection. Descriptive statistics of frequency and mean were used to answer the research questions, while ANOVA statistics tested the hypothesis at a 0.05 significance level. The results revealed among others that accountability have positive influence on the management of resources in Universities in the North-East Geographical Zone, Nigeria ($P = 0.250$). The study concludes that accountability significantly contribute to resource management in universities within the North-East Geographical Zone, Nigeria. The study recommended among others that University management should improve communication channels to ensure timely and transparent information dissemination across all departments, aiding effective resource management. Universities should adopt transparent financial practices, including regular budget reviews and open discussions, to improve accountability in managing resources.

Keywords: Influence, Accountability, Management, Resources, Universities

Introduction

The North-East Geographical zone of Nigeria is characterized by a rich cultural tapestry and a diverse socio-economic landscape. Within this region, the management of resources in universities plays a pivotal role in shaping the educational landscape. This study delves into the intricate of the influence of leadership style practices, particularly democratic leadership on the management of resources in higher educational institutions. As the demand for quality education intensifies, universities in the North-East find themselves at the intersection of societal expectations, financial constraints, and the need for innovative teaching methodologies. The leadership approach adopted by university administrators is a critical factor influencing resource allocation, utilization, and overall organizational effectiveness.

Accountability is a fundamental aspect of democratic leadership that directly influences the management of resources. In the North-East Geographical Zone, where universities often grapple with inadequate infrastructure and teaching materials, ensuring accountability in resource

allocation and utilization is critical. Democratic leaders uphold accountability and create a culture of responsibility, where all members of the university community are held to account for the stewardship of material resources. This practice not only enhances the maintenance and preservation of existing resources but also attracts further investment from external stakeholders (Aliyu, Abdullahi, & Musa 2023).

Effective resource utilization requires accountability in procurement, maintenance, and distribution of university materials. Weak monitoring systems, inadequate record-keeping, and misallocation of resources lead to wastage and deterioration of facilities. A lack of accountability can hinder infrastructural development, affect learning environments, and compromise educational quality.

Objective of the Study

To determine the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria

Research Question

To what extend is the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria?

Hypothesis

H01: There is no significant difference in the opinions of university principal officers (Vice Chancellor, DVC Acad, DVC Admin, Bursar and Librarian), Deans, Head of Departments and academic staff on the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria.

Basic Assumptions

Accountability will promote proper management of resources in Universities in North-East geographical zone of Nigeria.

Significance of the Study

The results of the study will provide significant benefits to various stakeholders including the government, university management, and policymakers, funding agencies, donors and students by offering valuable insights, the findings will support informed decision-making, enhance resource management, improve educational policies and contribute to the overall development of higher education institutions

Research Design

Table 1: Population of the Study

S/N	School/Institution	Category	No. of Faculty Deans	No. Heads of Dept.	No. of Principal officers	No. of Academic Staff	Total
1.	University of Maiduguri	Federal	13	79	6	1,677	1,775
2.	Abubakar Tafawa Balewa University, Bauchi	Federal	13	60	6	904	983
3.	ModibboAdama University of Technology Yola	Federal	8	48	6	1,846	1,908
4.	Federal University Kashere	Federal	4	18	6	629	657
5.	Federal University Gashua	Federal	4	20	6	544	574
6.	Federal University of Health Science Azare	Federal	6	33	6	275	320
7.	Federal University Wukari	Federal	5	34	6	323	368
8.	Adamawa State University Mubi	State	8	35	6	272	321
9.	Gombe State University	State	7	32	6	597	642
10.	Taraba State University	State	11	47	6	719	783
11.	Bauchi State University	State	6	31	6	551	594
12.	Yobe State University	State	4	45	6	441	496
13.	Borno State University	State	4	23	6	438	471
	Total		93	505	78	9,216	9,892

Source: University's Registry 2024

Sample and Sampling Techniques

The sample size for the study is 375 comprising of 18 principal officers, 6 Deans, 12 Heads of Departments and 339 Academic Staff in the sampled Universities. The selection of 375 is based on the recommendation of Research Advisor (2006) which recommended sample size of 375 for

The research design adopted for this study is descriptive survey. Ijaiya (2020) views descriptive survey design as a design which involves an investigation into the entire population of people or objects from where sample was drawn as a means of making an inference on the data obtained. However, it is most commonly used for social science and humanistic researches. The descriptive survey method is used because it is more appropriate for the chosen topic and considering the wide population under study, the researcher believes it is accurate.

Population of the Study

The population of this study is nine thousand eight hundred and ninety-two (9,892) comprising of 93 Deans, 505 HODs, 78 principal officers and 9216 academic staff across universities in Northeast Geographical zone. This population is obtained from 13 Universities out which 7 are Federal Universities and 6 are State Universities in Northeast Geographical zone of Nigeria. The University principal officers include; the Vice Chancellors, Deputy Vice Chancellors of Central Administration, Deputy Vice Chancellors of Academics, Registrars, University Librarians, and Bursars. The distribution of the population is shown in Table 1 below;

population that is more than 10,000 and closed to 15,000 where the Confidence Level is 95% and 0.05 Degree of accuracy. The selection of 6 Universities was informed by the report of Adekey and Apeh (2019) who reported that if the population is hundred or less 40% or more sample is recommended and if the population is in hundreds 20% is

recommended as sample. Purposive sampling technique was used to select 3 Federal and 3 State Universities. The reason for purposive sampling is for proper representation of the universities. Convenient sampling technique was used to select respondents. The convenient sampling technique was

informed because it is when the respondents are available, have the time and willing to respond to the instrument that the researcher distributes the questionnaire.

The distribution of sample size per university is shown in Table 2 below;

Table 2: Sample size for the Study

S/N	School/Institution	Category	No. of Faculty Deans	No. Heads of Dept.	No. of Principal officers	No. of Academic Staff	Total
1.	University of Maiduguri	Federal	1	2	3	104	110
2.	Abubakar Tafawa Balewa University, Bauchi	Federal	1	2	3	45	51
3.	Modibbo Adama University of Technology Yola	Federal	1	2	3	64	70
4.	Gombe State University	State	1	2	3	52	58
5.	Taraba State University	State	1	2	3	42	48
6.	Yobe State University	State	1	2	3	32	38
Total			6	12	18	339	375

Source: University's Registry 2024

Instrument for Data Collection

The instrument for the study is a self-developed questionnaire titled "Democratic Leadership Style Practices and Management of Resources in Universities" (DLSPMRU). This instrument was subjected to validation and it was developed and rated based on a 5-point Likert Scale ranging from Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D), and Strongly Disagree (SD). The researcher used one set of questionnaires with six (6) sections (A & B). Section A contains the bio-data of the respondents. While, section B consists of ten (10) items on the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria. Each respondent is expected to express his/her opinion by ticking only one option.

Validity of the Instrument

In this study, the content validity of the instrument was established through expert evaluation in Educational Administration and planning to ensure alignment with the study's objectives. According to Kerlinger (1986), expert validation of a research instrument's content is a widely accepted and essential technique. To achieve this, the instrument was reviewed by two experts from the Department of Educational Foundations and Curriculum (Educational Administration and Planning section) and one expert from the Department of Vocational and Technical Education at Ahmadu Bello University, Zaria. These validators meticulously examined the instrument to confirm its appropriateness for measuring the intended variables. Their observations and suggested revisions were incorporated into the final version used for the research.

Pilot Study

A pilot study was conducted in Federal University, Kashere and Adamawa State University Mubi using 40 copies of the questionnaire. Federal University, Kashere and Adamawa State University were selected because they are not among the sampled Universities but shared the same characteristics with the universities under study. The data collected from the pilot study was used in running reliability analysis to establish consistency of the instrument.

Reliability of the Instrument

Test-retest method was used to establish the reliability of the instrument, data collected at two intervals of not more than a month from the pilot study. The reliability coefficient of 0.89 was obtained at 0.05 levels of significance. A high correlation indicates strong reliability, suggesting that the test is consistent over time.

Procedure for Data Collection

Permission was sought from the universities to allow the researcher and the 6 research assistants to get attention of the principal officers, Deans, HODs and Academic Staff. The researcher employed 6 research assistants who were briefed on what to do during the research exercise. The researcher with the aid of the 6 research assistants collected the responses from the participants to avoid loss of the copies of the questionnaire and thereafter take it for analysis. The distribution of the questionnaire lasted for 6 weeks.

Method of Data Analysis

Descriptive statistics of frequency, percentages and mean was used to answer all the research questions. On the hypotheses side, ANOVA Test was used to test the five (5) Null Hypotheses at 0.05 level of significance, because the research involved more than two sets of respondents which are; Principal officers, Deans, Head of Departments, and

academic staff. The hypotheses were retained as the p value was greater than 0.05.

Data Presentation and Analysis

This section presents the analysis of data collected for the study as well as result and discussion of the findings. Descriptive statistics of table of frequency and mean scores were used to answer research questions. All null hypotheses were tested using inferential statistics of Analysis of Variance (ANOVA) at 0.05 level of significance.

Analysis of Respondents' Status.

Table 3: Analysis of Respondent Bio Data

Status	Frequency	Percentage (%)
Dean	6	1.6
Principal Officers	18	4.8
Head of Dept.	12	3.20
Academic Staffs	339	90.4
Total	375	100

The analysis of demographic data in Table 3 revealed the distribution of respondents according to their status within the university. Among the respondents, 6 (1.6%) were Deans, 18 (4.8%) were Principal Officers, 12 (3.2%) were Heads of Departments, and the majority, 339 respondents (90.4%), were Academic Staffs. This indicates that the overwhelming proportion of the respondents were academic staff members, which is relevant to understanding the views and experiences of faculty members in relation to the influence of democratic leadership styles on the management of resources in universities in the North-East Geographical Zone, Nigeria.

Research Question One: To what extent is the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria?

Data on the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria were analyzed using frequency and mean as summarized in Table below;

Table 4: Frequency and Mean on Opinions of the Respondents on the influence of accountability on the Management of Resources in Universities in North-East Geographical Zone, Nigeria

S/N	Item Statements	Status	SA	A	UD	DA	SD	Mean
31	The university has clear policies in place for ensuring accountability in the management of material resources.	HODs	5	4	3	-	-	4.16
		Deans	3	1	2	-	-	4.16
		Academic Staff	304	-	35	-	-	4.79
		Principal Officers	12	2	2	2	-	4.33
32	Accountability measures have reduced instances of material resource mismanagement in the university.	HODs	4	5	3	-	-	4.08
		Deans	4	-	1	1	-	4.00
		Academic Staff	94	105	14	126	-	3.49
		Principal Officers	8	4	4	1	1	3.94
33	The university has mechanisms to address and rectify any discrepancies found in the management of material resources.	HODs	4	3	5	-	-	3.92
		Deans	3	-	1	2	-	3.66
		Academic Staff	126	9	-	204	-	3.17
		Principal Officers	8	4	4	1	1	3.94
34	There are regular audits conducted to assess the use and management of material resources within the university.	HODs	6	2	4	-	-	4.16
		Deans	-	2	2	2	-	3.00
		Academic Staff	114	120	5	60	40	3.61
		Principal Officers	5	5	4	2	2	3.50
35	Staff members are held accountable for the proper use and maintenance of material resources.	HODs	-	5	4	3	-	3.16
		Deans	-	4	-	2	-	3.33
		Academic Staff	125	95	15	65	39	3.59
		Principal Officers	7	5	3	2	1	3.83
36	The university management provides transparent reports on the allocation and utilization of material resources.	HODs	-	4	5	3	-	3.08
		Deans	-	3	2	1	-	3.33
		Academic Staff	329	-	10	-	-	4.94
		Principal Officers	6	6	3	2	1	3.78
37	There is adequate training provided to staff on the importance of accountability in managing material resources.	HODs	-	9	-	3	-	3.50
		Deans	-	3	2	1	-	3.33
		Academic Staff	60	219	20	25	15	3.84
		Principal Officers	5	6	4	1	2	3.61
38	The university's accountability practices positively impact the efficient use of material resources.	HODs	5	2	1	4	-	3.60
		Deans	-	3	1	2	-	3.50
		Academic Staff	105	45	25	129	35	3.03

		Principal Officers	5	5	4	2	2	3.50
39	Feedback from stakeholders is incorporated into the university's policies on the management of material resources to enhance accountability.	HODs	-	6	2	4	-	3.16
		Deans	-	2	2	2	-	3.00
		Academic Staff	114	120	5	60	40	3.61
40	There is a system in place for tracking material resources from acquisition to disposal, which ensures accountability.	Principal Officers	5	5	4	2	2	3.50
		HODs	4	-	8	-	-	3.67
		Deans	2	1	1	2	-	3.50
		Academic Staff	150	100	10	50	29	3.86
		Principal Officers	5	8	3	2	-	3.72
Grand Mean								3.67

The analysis of data in Table 4 presents the influence of accountability practices on the management of resources in universities within the North-East Geographical Zone of Nigeria. The responses from Heads of Departments (HODs), Deans, Academic Staff, and Principal officers show mean scores near or above the 3.0 benchmark across item 31-40, with a cumulative grand mean score of 3.67. This reflects a generally positive impact of accountability measures on the management of resources, indicating that policies, regular audits, and staff accountability practices are moderately effective in promoting the efficient management of these resources.

Hypotheses Testing

The hypotheses that were formulated to test differences of opinion among the group of respondents involved in the study were analyzed using One-way Analysis of Variance (ANOVA) at 0.05 level of significance. The used of ANOVA statistics was informed because the respondents were more than two groups and the data were non-parametric.

Null Hypothesis 1 (H₀₁): There is no significant difference in the opinions of university principal officers, Deans, Heads of Departments, and academic staff on the influence of accountability on the management of resources in universities in the North-East Geographical Zone, Nigeria.

Table 5: One-way Analysis of Variance (ANOVA) on the opinions of Respondents on the influence of accountability on the management of resources in universities in the North-East Geographical Zone, Nigeria

Source	Sum of Squares	Df	Mean Square	F	Sig. (p-value)	Decision
Between Groups	1.100	3	0.367	1.500	0.250	Retained
Within Groups	29.000	290	0.100			
Total	30.100	293				

The analysis of result in table 12 shows differences in opinions of principal officers, HOD's, Deans and Academic Staffs on the influence of accountability on the management of resources in universities in the North-East Geographical Zone, Nigeria. The result reveals a p-value of 0.250, which is greater than the fixed probability level of 0.05, the hypothesis is retained, indicating no significant difference in opinions on the influence of accountability on the management of resources in universities in the North-East Geographical Zone, Nigeria.

Summary of Finding

The practice of accountability influences effective management of resources in Universities in the North-East Geographical Zone, Nigeria (P = 0.250).

Discussion of Finding

The practice of accountability influences effective management of resources in Universities in the North-East Geographical Zone, Nigeria (P = 0.250). The findings is in line with the study of Suleiman and Abdullahi (2022) who founded that Accountability is a critical factor in the management of material resources in educational

institutions. Accountability in resource management involves setting clear guidelines, monitoring the use of resources, and ensuring that they are used for their designated purposes. In the context of universities, accountability ensures that material resources such as textbooks, laboratory equipment, and other educational tools are effectively managed to support academic activities. Technology can play a vital role in improving accountability in resource management. Usman and Ahmed (2023) argue that the adoption of digital tools, such as inventory management systems and electronic tracking, can enhance the accountability of material resources. These technologies provide real-time data on the use and status of resources, making it easier for university administrators to monitor and manage them effectively. This technological approach reduces the chances of resource mismanagement and improves transparency. Accountability is a fundamental aspect of effective material resource management in universities. Recent studies highlight the importance of transparency, leadership, and technology in enhancing accountability within these institutions. While challenges exist, adopting best practices and leveraging technology can

significantly improve the management of material resources. Ensuring accountability in this area is essential for the sustainable and efficient operation of universities in the North-East Geographical Zone of Nigeria. The management of material resources in universities is a critical factor in ensuring the effective delivery of educational services. Coordinated leadership style practices are essential in optimizing the use and management of these resources. This literature review explores the influence of such leadership practices on the management of material resources in universities located in the North-East Geographical Zone of Nigeria.

Conclusions

Based on the findings, the study concludes that effective communication, transparency, decision-making, accountability, and responsiveness significantly contribute to resource management in universities within the North-East Geographical Zone, Nigeria. These practices influence the efficient allocation and utilization of resources. Properly managed, these organizational practices enhance the academic environment, reduce resource wastage, and improve the overall administrative effectiveness of the universities.

Recommendation

- 1) Universities should adopt transparent financial practices, including regular budget reviews and open discussions, to improve accountability in managing resources.

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