This study investigated the relationship between funding and management of Rivers State owned, managed higher institutions. Correlational research design was adopted for the study. The population consisted of 558 academic staff and 231 non-academic staff. Two sets of questionnaires were used as research instruments for collecting data for the study, mean and standard deviation scores were computed and used to answer two research questions. Pearson’s Product Moment Correlation Coefficient (r) was employed to analyze the data and test the validity of the two hypotheses. The results of the study revealed that funding relates with controlling and budgeting as aspects of effective management of higher education. It was also found that significant relationships exist between funding and controlling as an aspect of effective management of higher education, as well as between funding and budgeting as an aspect of effective management of higher education. It was recommended that the funds provided for should be properly planned and used for effective management of higher education. The authorities of the institutions of higher education should use professional personnel for specific purposes to achieving effective management of higher education. Firms and private individuals should be encouraged through tax rebate to assist by donating to the education endowment fund of the higher education. It was recommended that funding institution of higher education should be given to priority by both federal and state government. Again that international organization and private should provide funds for upgrading of all the facilities used in the management of institution of higher education, education managers should imbibe positive attitude towards adequate utilization of available funds for controlling and budgeting of higher education.

**Keywords**: Funding, management, controlling, budgeting

**INTRODUCTION**

Education remains the main catalyst for the development in any society whether in the developed or developing world. The future development of the world and individual nations hinge more, than ever on the capacity of individuals and countries to acquire, adopt and advance knowledge (Republic of Kenya, 2007). In addition, efficient management of schools resources is crucial in order to make the school a pleasant, safe and comfortable center that will increase student’s attendance, motivation and willingness to participate adequately in both curricula and co-curricular activities (Osei-Owusu & Kwame, 2012). Education constitutes a vital flow in the management of human, physical and financial resources of a nation especially in developing countries like Nigeria and growing states like Rivers. This is so because education had been considered the key to all development process and also produces the right skills and attitudes to move a nation forward. For Okafor (2006, p.52) human beings are active agents who accumulate capital and natural resources, build social, economic and political organizations and also carry forward national development. When a country or state is unable to develop the skills and
knowledge of its people and utilize its resources effectively in the national economy, this will affect development.

Fund refers to sum of money or other resources set aside and for a specified purpose (Mifflin, 2016). Fund can be any of the following such as; physical cash, credit facilities that is, trade credits, bank credits, allowances or discount received, differed expenses such as differed taxes, rents, bills undistributed profit in the form of retained earnings, reserve etc. There are short and long term sources of funds. Short term sources of funds are funds needed for a short period of time. Short term sources of funds can be grouped into two; internal and external sources. The internal sources are the ones available within the organization. They include retained earnings, depreciation provisions accounts payable, new equity and proceeds from sales of assets. External sources are those sources outside the school or educational institutions which requires contact with external bodies like United Nations Educational Scientific and Cultural Organization (UNESCO) and United Nations Children Fund (UNICEF). Other external sources of funds available to educational institutions include commercial bank loans, exchange programmes embarked upon by various institutions etc. the success or failure of any educational institution therefore, depends largely on the availability of funds, the effective usage and management of such funds by the school administrator.

A school is an organization which requires human, financial and material resources for the purpose of achieving its goals and objectives. Every government owes its citizens basic secondary education as one of the social welfare services. Notwithstanding, the provision of these services can only be calculated in monetary terms to make people aware of their full impact (Ebong, 2015). It is imperative, given the fact that money (resources) is limited in supply for the administrators to judiciously manage the available fund for effective school administration.

Management according to Jones and George (2011) is planning, organizing, leading and controlling of human organizational goals, efficiently and effectively. Therefore, the provision, custody and disbursement of the financial resources needed for the running of public or government institutions is what management of funds is all about. Management of funds in higher education has been such a touchy, sensitive and controversy filled issue. Reason being that it brings to the fore the strengths, weaknesses and failures of the managers in which these funds are entrusted. The Federal Republic of Nigeria on Education (FRN) (2013) acknowledged education as a vehicle for national development. The role of adequate financial support in the achievement of educational goals of any nation cannot be overemphasized. Therefore, the funding and prudent management of scarce financial resources in our secondary schools is very important and should be properly handled and managed.
Table 1: An Outlay of Government Subvention to the seven Institutions for the Period 2011-2017

<table>
<thead>
<tr>
<th>Name of Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Institution</td>
</tr>
<tr>
<td>Rivers State University</td>
</tr>
<tr>
<td>Ken SaroWiwa Polytechnic Bori</td>
</tr>
<tr>
<td>Port Harcourt Polytechnic College of Arts and Science Rumuola</td>
</tr>
<tr>
<td>Rivers State School of Nursing</td>
</tr>
<tr>
<td>Rivers State College of Health Technology</td>
</tr>
<tr>
<td>Rivers State School of Midwifery</td>
</tr>
</tbody>
</table>

Source: Extract from the Rivers State Approved Budget from 2011-2017 (Port Harcourt).
Enaohwo in Ukeje, Osho and Fagbamiyi (2012) pointed out that funding is the ultimate and critical determinant of the level of growth and development of the entire higher education system. Institutions of higher learning could get significant amount of funds from tuition, state grants, federal aid, philanthropy, research contacts, endowment income and sales of services. This diversity ensures that no single resource is able to dictate how resource will be used as it is possible for higher institutions to manage their resource.

One important way for evaluating educational standard and quality is an examination of the resources available for the teaching and learning experiences. The quality of education that higher institutions offer should bear direct relevance to the availability of education resources and its utilization. It is against this background that the researcher decided to investigate how funding influences effective management of higher education in Rivers State.

Statement of Problem

The funding and management of higher education is affected by any change in political structure of the country. This change is an impediment to resource management and utilization. In recent times, allocation of resources to education was based on quota system which is politically oriented. Resources are not allocated based on merit but on political consideration. This development is a serious threat to socio-economic advancement and should be discouraged. Enaohwo (2015: 247) clearly stated that effective resources management and planning is incomplete without a deliberate promotion of research, inquiry and innovation for the purpose of improvement. Furthermore, he identified absence of the risk control measure and management in the use of school resources as an impediment to the effective and efficient management of funds for higher education.

Purpose of the Study

1. To what extent does funding relate with controlling as an aspect of effective management of higher education in Rivers State.
2. To what extent does funding relate with budgeting as an aspect of effective management of higher education in Rivers State.

Research questions

1. How does funding relate with controlling as an aspect of higher education in Rivers State.
2. How does funding relate with budgeting as an aspect of effective management in Rivers State.

Hypotheses

1. There is no significant relationship between funding and controlling as an aspect of effective management of higher education in Rivers State.
2. There is no significant relationship between funding and budgeting as an aspect of effective management of higher education in Rivers State.

METHOD

This study adopted correlational research design. This is so because the study provided the information on the opinions of senior staff concerning the problems under investigation and to establish relationship between the independent and dependent variables.

The population for this study consisted of 2812 senior staff of the seven institutions of higher learning in Rivers State, namely; Rivers State University, Port Harcourt Ignatius Aguru University of Education, Rumuolumeni, Ken SaroWiwa Polytechnic, Bori, Elechi Amadi Polytechnic Rumuola, Rivers State College of Nursing, Rivers State College of Health Technology and Rivers State School of Midwifery all in Port Harcourt.

Twenty percent (20%) of the senior staff of the seven institutions was selected for this study, presently there are 2812 senior staff in these higher institutions. Twenty percent (20%) of the entire population consisted of 1249 staff. Stratified random sampling procedure was adopted to draw the sample size used in this study i.e. 558 senior academic staff and 231 non-academic senior staff totaling 789.

The main instrument used for data collection for this study was three sets of questionnaire, one index and two questionnaires. They are funding of higher education index (FOHEI) controlling as an aspect of effective management of higher education (CAEMHEQ) and budgeting as an aspect of effective management of higher education questionnaire. (BAEMHEEQ).

Each of the instrument was face and content validated by two specialist in educational management in the Department of Educational Foundations and two measurement and evaluations experts of the Faculty of Technical and Science Education all of the Rivers State University, Nkpolu, Rivers State.
The experts were selected based on the fact that they possess the expert knowledge and experience in test constructions and have been using similar research instruments in eliciting information for the purpose of research study.

To establish reliability of the instrument that re-test method was employed; the FOHEI and CAEMHEQ was pre-tested through test re-test method using (10) ten academic staff, 5 from University of Port Harcourt and 5 from Federal College of Education (Technical) Omoku.

The internal consistency of CAEMHEQ and AEMHEQ was determined by computing them respectively. This showing that the instruments are reliable. The coefficient of the responses was computed using Pearson’s Product Correlation Coefficient (r).

RESULTS

Research Question 1

*How does funding relate with controlling as an aspect of effective management of higher education in Rivers State?*

**Table 2:** Mean and Standard Deviation Computation on extent of how funding relate with controlling in effective management of higher education in Rivers State

(N = 789)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Total Responses</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>2280</td>
<td>2.89</td>
<td>0.218</td>
<td>High Extent</td>
</tr>
<tr>
<td>Controlling as Aspect of Management</td>
<td>2260</td>
<td>2.79</td>
<td>0.210</td>
<td>High Extent</td>
</tr>
</tbody>
</table>

Table 2 shows that mean and standard deviation scores of respondents on the extent which funding relate with controlling as an aspect of effective management of higher education in Rivers State is presented in table 2. The calculated mean score for funding of higher education in Rivers State is 2.89 with standard deviation score of 0.218, which is greater than the average point of 2.5. This shows that higher education in Rivers State is funded to a high extent. The calculated mean score for controlling as an aspect of effective management of higher education in Rivers State is 2.79 with standard deviation score of 0.210, which is higher than the average point of 2.5. This reveals adequate controlling as an aspect of effective management of higher education in Rivers State.

From the foregoing, since the computed mean scores for funding and controlling as an aspect of effective management of higher education in Rivers State are greater than the average point of 2.5. The researcher therefore concludes that funding relate with controlling as an aspect of effective management of higher education in Rivers State to a high extent.

Research Question 2

*How does funding relate with budgeting as an aspect of effective management of higher education in Rivers State?*

**Table 3:** Mean and Standard Deviation Computation on extent of how funding relate with budgeting in effective management of higher education in Rivers State

(N = 789)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Total Responses</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>2280</td>
<td>2.89</td>
<td>0.218</td>
<td>High Extent</td>
</tr>
<tr>
<td>Budgeting as Aspect of Management</td>
<td>2269</td>
<td>2.86</td>
<td>0.196</td>
<td>High Extent</td>
</tr>
</tbody>
</table>

Table 3 reveals that the mean and standard deviation scores of respondents on the extent which funding relate with budgeting as an aspect of effective management of higher education in Rivers State is presented in table 3. The calculated mean score for funding of higher education in Rivers State is 2.89 with standard deviation score of 0.218 which is greater than the average point of 2.5. This shows that higher education in Rivers State is funded to a high extent. The calculated mean score for budgeting as an aspect of effective management of higher education in Rivers State is 2.86 with
standard deviation score of 0.196 which is higher than the average point of 2.5. This reveals adequate budgeting as an aspect of effective management of higher education in Rivers State.

From the foregoing, since the computed mean scores for funding and budgeting as an aspect of effective management of higher education in Rivers State are greater than the average point of 2.5. The researcher therefore concludes that funding relate with budgeting as an aspect of effective management of higher education in Rivers State to a high extent.

**Hypothesis 1:**
There is no significant relationship between funding and controlling as an aspect of effective management of higher education in Rivers State.

**Table 4: Computation of the relationship between Funding and Controlling as an aspect of effective management of higher education in Rivers State**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>STD.DEV.</th>
<th>ΣXY</th>
<th>CONSTANT TERM</th>
<th>r-cal</th>
<th>r-crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>2.89</td>
<td>0.218</td>
<td>1468.67</td>
<td>0.8248</td>
<td>0.4374</td>
<td>± 0.1946</td>
</tr>
<tr>
<td>Controlling</td>
<td>2.79</td>
<td>0.210</td>
<td>0.4374</td>
<td>± 0.1946</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N = 789 Df = 787

The means and standard deviations of funding and controlling as an aspect of effective management of higher education and the constant term are presented in table 4.

With $N = 789$, $df = 787$ and $P = 0.05$. The calculated $R$ between funding and controlling as an aspect of effective management of higher education was 0.4374; the critical value of $R$ was ± 0.1946. At this juncture therefore, the calculated $R$ is statistically significant at $\alpha = 0.05$. Since it is greater than the critical value of $R$ the hypothesis (H0) is thus not accepted (that is, rejected) and the conclusion is that there is significant relationship between funding ($Y$) and controlling ($X_1$) as an aspect of effective management of higher education management in Rivers State.

**Hypothesis 2:**
There is no significant relationship between funding and budgeting as an aspect of effective management of higher education in Rivers State.

**Table 5: Computation of the relationship between Funding and Budgeting as an aspect of effective management of higher education in Rivers State**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>STD.DEV.</th>
<th>ΣXY</th>
<th>CONSTANT TERM</th>
<th>r-cal</th>
<th>r-crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>2.89</td>
<td>0.218</td>
<td>1478.66</td>
<td>0.8432</td>
<td>0.4876</td>
<td>± 0.1946</td>
</tr>
<tr>
<td>Budgeting</td>
<td>2.86</td>
<td>0.196</td>
<td>0.4876</td>
<td>± 0.1946</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N = 789 Df = 787

The means and standard deviations of funding and budgeting as an aspect of effective management of higher education and the constant term are presented in table 5.

With $N = 789$, $df = 787$ and $P = 0.05$. The calculated $R$ between funding and budgeting as an aspect of effective management of higher education was 0.4876; the critical value of $R$ was ± 0.1946. At this juncture therefore, the calculated $R$ is statistically significant at $\alpha = 0.05$. Since it is greater than the critical value of $R$ the hypothesis (H0) is thus not accepted (that is, rejected) and the conclusion is that there is significant relationship between funding ($Y$) and budgeting ($X_2$) as an aspect of effective management of higher education management in Rivers State.

**DISCUSSION OF FINDINGS**
In course of this study, the researcher generated two research questions which guided the study and formulated also tested two hypotheses for the study and the results are as follows:

Based on the findings of this study the researcher discovered that funding relate with controlling as an aspect of effective management of higher education in Rivers State. The funding and controlling is to high extent and that there is significant relationship between the extent to which funding is related to controlling as an aspect of effective management of higher education in Rivers State. The implication
of this result in this study is that, if funds available for higher education are not allocated and controlled properly also no good control measures are put in place, higher education cannot be effectively managed. For every higher institution of education to be effectively managed, available funds need to be controlled properly; absence of this means that higher education cannot be effectively managed.

The result of this study confirm the finding of Guasau, Ibrahim (2000), Agabi (2014), Blang (2014), Adesina (2010), Eze (2008) also Abogun and Fagbemi (2012) which stated that the allocation of available funds to higher education is not effectively controlled due to political reasons. Based on the findings of this study, the researcher discovered the allocation of available funds for higher education in Rivers State and more available to a high extent and there is significant relationship between the extent of funding and budgeting of higher education in Rivers State. The implication of the results of this study is that if funds available for higher education are not allocated properly and proper budgeting is not done as at when due, higher education cannot be effectively managed. For every higher institution of education to be effectively managed, available funds need to be budgeted properly for them. Absence of this means that institutions of higher education cannot be effectively managed.

The result of this study further confirms the findings of Adah and Mamman (2013), Amadi (2016), Silva and Jayamaha (2012) and Olurenkinse (2012) also Ajie (2011) which stated that the allocated funds to higher education is not effectively budgeted for and managed due to not using experts or professionals in budgeting.

CONCLUSION
Based on the results and findings of the research work, the researcher therefore noted that there are many deficiencies existing in the funding and effective management of higher education in the seven institutions of higher learning owned and managed by Rivers State. The study identified some of these deficiencies in the areas of shortage of qualified planners and managers, inadequacy, non-functionality and unavailability of facilities/equipments also poor funding of higher education. Since these deficiencies are discovered in the course of this study, it is possible that these institutions of higher education pay little or no attention to seminars on budgeting, in service training to occasionally evaluate their academic and non-academic staff development. The researcher noted that despite these deficiencies, funding has relationship with planning, organizing, controlling, budgeting, directing and evaluating in the effective management of higher education in Rivers State. The managers of these institutions run and manage the higher institutions of learning.

RECOMMENDATIONS
1. Funding institution of higher education should be given top priority by the government in both the federal and state annual budget. Government should also ensure that budgeted funds for institutions of higher learning are disbursed accordingly. This will assist in improving the quality of standards of educational programmes as in planning, organizing, controlling, budgeting, directing and evaluating as well as replacing facilities when necessary.
2. Government, non-governmental organizations, international organizations, private individuals and communities should assist in providing funds in providing funds for upgrading all facilities used in effective management of institutions of higher learning. This will assist in proper planning, organizing, controlling, budgeting, directing and evaluating also in improving the quality standards of higher institutions of education.
3. As part of the responsibilities of their host communities, multinationals and local companies should actively participate in funding institutions of higher education. This will not only help to consolidate their presence in their area of operation but will also assist in improving the quality and standards of the institutions as well as the quality of personnel.

REFERENCES