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EDUCATIONAL RESOURCES MANAGEMENT AND TEACHERS' JOB PERFORMANCE PERFORMANCE IN SENIOR SECONDARY SCHOOLS IN NORTHERN SENATORIAL DISTRICT OF NASARAWA STATE, NIGERIA

Dr. YAKUBU SANI; Dr. UWALEKE, GLADYS CHINELO; & Dr. EMAKPOR PETER CHUKS

Nasarawa State University, Keffi, Faculty of Education, Department of Educational Management

ABSTRACT

The study focused on the educational resources management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State, Nigeria. The study was guided by three research questions, three objectives and three null hypotheses. The research design used for this study was cross-sectional survey research design. The population of this study consisted of2605 teachers. The sample size of this study consisted of 602 (578 teachers and 24 principals) obtained from 24 secondary schools. The instrument used for data collection was a the researcher's self-designed questionnaire called 'Teachers' Questionnaire on Educational Resources Management and Teachers' Job Performance (TQERMTJP)'. The instrument was duly validated and it yielded 0.75 as validity index. The instrument was pilot tested on 20 teachers in GSS Wamba of 0.78 was obtained as the reliability index. Descriptive statistics of mean and standard deviation were used to answer the research questions while Pearson's product moment correlation was employed to test all the hypotheses at 0.05 level of significance. The findings of the study indicated that there is a significant relationship between financial resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State, there is a significant relationship between material resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa States and there is a significant relationship between human resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa States. One of the recommendations of the study was that the

Nasarawa State's Teachers' Service Commission should enlighten the principals of the various secondary schools in through conferences, seminars and workshops to integrate Ibformation and Communication Technology into financial activities of their schools as such measure would help to enhance effective management of financial resources electronically as well as easy detection of fraudulent conducts assoiciated with financial misnagement.

Keyworlds: Educational Resources, Management, Teachers, Job Performance, Materials, Financial and Human Resources

INTRODUCTION

The quality of every society seems to depend on the standard of its educational system. The various resources needed for achieving standard education are always limited. As such, the limited resources are expected to be properly managed to enhance effective teaching and learning. The purpose of managing educational resources in secondary schools is to ensure that limited educational resources are efficiently utilized to minimize wastage. Educational resources refer to the human and non-human materials available in schools to enhance the teaching and learning process. They also include other fundamental materials used in the school system to make teaching and easy and learning more meaningful. Educational resources consist of all the materials, financial and human factors that are committed into the teaching and learning process in the school system. Educational resources in secondary schools include teachers, real objects, specimen, chalk and display boards, school buildings and layout and other materials like pencils, pens, exercise books among others that aid the smooth operation of secondary schools. Educational resources are essential in creating a conducive teaching-learning atmosphere in the school setting. The use of educational resources would provide useful direction to teachers by helping them to undertake their teaching jobs successfully (Okendu, 2017).

The availability of educational resources alone may not guarantee an effective performance of schools, their adequacy and effective management seem to inevitable. However, No matter the sufficiency of educational resources, without proper management of the resources, teaching and learning may be hampered. Proper management and use of educational resources in secondary schools may not only boost the morale of teachers who coordinates other activities in the school system but also ensure easy attainment of secondary educational goals.

However, the inadequacy of educational resources may be inimical to effective teaching and learning. Accessibility of educational resources by teachers would make teaching job effective thereby enhancing the output of the education system at the secondary school level (Agabi, 2012). Educational resources are of different kinds which include financial, human, material, information and time. This study assessed how the management of human, physical and financial resources influences teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State, Nigeria.

Financing education is the provision of money to operate the activities of educational programmes and such money may come from the government, philanthropists, non-governmental organizations, international organizations and advanced countries. Funds provided for execution of educational programmes and projects are normally stated in the educational budgets and plans. When such funds are not properly utilized, managed and accounted for, adequate teaching aids may not be provided to enable teachers to perform their jobs effectively. As such, effective management of funds in the secondary schools system is indispensable. Financial management is the aspect of general management that is responsible for effective and efficient generation and utilization of funds as it entails the regulations and practices governing the receiving, keeping and spending of funds by chief executives of different institutions (Asemah, 2017). Achieving the goals of secondary education through financial management involves the principles of general management such as planning, organizing, coordinating, directing, reporting, evaluation and making payments in a transparent manner. Proper financial management requires principals to undertake adequate forecasting, planning, budgeting and executing the budget effectively and efficiently based on estimated plans. The essence of financial management in the secondary school system is to mobilize and utilize funds in a transparent and accountable means in order to provide school facilities needed to enhance effective teaching and learning. Funds provided in secondary schools are used staffing, equipping and maintenance of school facilities. Quality teaching in secondary schools requires appropriate management of limited funds in order to construct more classrooms, pay teachers' salaries, train teachers, provide teaching materials, construction among others to enable teachers perform their jobs successfully. Teachers' job performance is shaped by the interplay between a school's physical features and general working conditions. Provision and adequate management of financial resource may

enhance positive working conditions of teachers by ensuring that adequate teaching aids are made available in the school system (Ladd, 2011).

The job performance of teachers may also be influenced by the approaches adopted for managing the limited material resources in secondary schools. Management of school facilities entails series of activities such as regular renovation, repairs, servicing, replacement of worn-out equipment, repairs of broken chairs and tables as well as the painting of offices and classrooms. Other aspects of managing material resources include ensuring that gardeners and labourers keep tidy the plants and flowers through regular pruning for esthetics purposes. Fire prevention and safety is needed to put off fire outbreaks by keeping fire-fighting materials in strategic parts of school buildings. These provisions would make schools conducive and comfortable to facilitate effective job performance among teachers (Li, Locke, Nair & Bunting, 2015). However, the situation in Nasarawa North Senatorial District seems to suggest that there is poor management of material resources which make the school environments untidy and unsafe for staff and students, as teachers seem not to be happy to teach effectively under unconducive school atmosphere. Proper management of material resources may enhance safety and reduce accidents, stress, energy and time committed into teaching and learning staff and students. Principals who manage schools with poor material resources may stand the risk of answering the question of poor performance in an examination that sometimes occurs as a result of poor job performance by teachers. Secondary schools with defaced and dilapidated material resources may be dangerous to the health of teachers and students as untidy classrooms would bring discomfort that may limits effective teaching and learning activities. Similar experience may be observed in laboratories and libraries that are ill-maintained which sometimes affect students' academic performance through poor teaching since teachers may not be able to use the dilapidated facilities to teach effectively. Management of material resources seems to be critical a factor which determines the level of job performance among teachers in secondary schools (Bullock, 2017).

The nature of human resource management equally determines the manners of teachers' job performance in secondary schools. Human resources in educational institutions include both teaching and non-teaching staff. The activities involved in the management of human resources in secondary schools consist of the process of attracting, developing, motivating and retaining teachers in order to achieve the purpose of education through quality teaching. The essence of human

resource management in secondary schools is to obtain and retain high-quality teachers in order to improve the teaching and learning process. The success of teaching and learning in secondary schools depends on the quality of teachers employed in the school system. The aspect of human resource management that would enhance teachers' job performance is training and development which may help them to take into account the principles of efficiency, effectiveness and individual differences of students during teaching and learning. Training as an aspect of human resource management is a systematic acquisition and development of knowledge, skills and attitudes required by teachers to adequately perform their teaching responsibilities successfully (Aliyu & Kabiru, 2014). It is aimed at equipping teachers with the necessary knowledge and skills to help them undertake their job effectively. Managing teachers through appropriate training and development may help them to modify their attitudes, knowledge, skills and behaviour to perform any duty assigned to them diligently. A teacher is an individual who undergo professional training on the various methods and principles of teaching. The success and failure of educational programmes at any level depend on teachers' job performance. Their job performance is directly linked to the process of teaching and learning. The job performance of teachers is indispensable for the improvement of the teaching and learning process. Performance refers to the act of accomplishing or executing a given task. It is the ability to combine skillfully the right behaviour towards the achievement of organizational goals and objectives (Osibanjo, Adeniji, Falola & Heirsmac, 2014). Teacher job performance means the functions undertaken by a teacher in the school system in order to achieve school goals and objectives. It is determined by the teachers' level of participation in the day-to-day academic programmes of a school. Teachers perform different functions such as communication and classroom management, students discipline and control, cooperation with other teachers and management staff and proper use of instructional materials during lesson delivery (Mgbekem, 2012).

It seems there is a difficulty for the employers of teachers to take matters concerning conditions of service as a serious issue in Nasarawa State. Such negligence seems to have negative effects on teachers' morale with the consequence of low productivity. The provision and poor management of financial, material and human resources may be responsible for teachers' poor job performance in Nasarawa North Senatorial District senior secondary schools. The issue of poor teachers' job performance is manifested in teachers'

unwillingness to participate in school activities, playing truant, irregular attendance to classes, frequent absence from school, frequent late coming to school, poor classroom management, poor interest in staff meetings, unwillingness to contribute useful ideas for effective school management and development of unnecessary arguments with colleagues. The aim of this study was to assess the Relationship between Educational Resources Management and Teachers' Job Performance in Senior Secondary Schools in the Northern Senatorial District of Nasarawa State, Nigeria.

Statement of the Problem

Successive governments in Nasarawa State have made several efforts towards the provision of adequate educational resources to secondary schools in the state. However, certain challenges seem to persist with regards to the management and utilization of the various educational resources as many senior secondary schools especially in North Central Senatorial District of Nasarawa State seem to have problems as regards human and materials resources. In terms of human resources, there is seems to be inadequate teaching and non-teaching staff as teachers are assigned with much responsibility that seems to prevent them from performing their teaching tasks effectively. The quality of teachers employed by the Teachers' Service Commission for secondary schools appear to be of the low standard and some of the teachers do undergo proper training to enable them master their various subjects of specializations. Sometimes, teachers in senior secondary schools in North Senatorial District of Nasarawa State are employed based on the influence of 'god-fatherism' and not on account of merit and quality. Teachers employed under the above influence may be difficult to be properly managed to perform their teaching job effectively.

Management of funds is another aspect of educational resource that seems to limit the effectiveness of teaching activities in senior secondary schools in Northern Senatorial District of Nasarawa State. The problem of financial resource arises in terms of improper management and utilization of available funds as many secondary schools seem to have the problem of mismanagement and diversion of school funds for personal use. When school funds are mismanaged as being experienced in senior secondary schools in Northern Senatorial District of Nasarawa State, it becomes difficult for teachers to have access to adequate and modern teaching aids and textbooks that would enable them to teach perfectly. In view of this, this study is designed to assess the relationship between

Educational Resources Management and Teachers' Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State, Nigeria.

Research Questions

The study was guided by the following research questions:

1. What is the relationship between financial resource management on teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State?
2. To what extent does material resource management determine teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State?
3. What is the relationship between human resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State?

Objective of the Study

The aim of this study was to assess the relationship between Educational Resources Management and Teachers' Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State, Nigeria. The study achieved the following specific objectives:

1. To determine the relationship between financial resource management and teachers'job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.
2. To examine the relationship between material resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.
3. To ascertain the relationship between human resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

Statement of Hypotheses

The study tested the following hypotheses at 0.05 level of significance:

HO_1. There is no significant relationship between financial resource management and teachers'job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

HO_2. Material resource management does not have a significant relationship with teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

HO_3. Significant relationship does not exist between human resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

METHODOLOGY

The study focused on the educational resources management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State, Nigeria. The study was guided by three research questions, three objectives and three null hypotheses. The research design used for this study was cross-sectional survey research design. The population of this study consisted of2605 teachers. The sample size of this study consisted of 602 (578 teachers and 24 principals) obtained from 24 secondary schools. The instrument used for data collection was a the researcher's self-designed questionnaire called 'Teachers' Questionnaire on Educational Resources Management and Teachers' Job Performance (TQERMTJP)'. The instrument was duly validated and it yielded 0.75 as validity index. The instrument was pilot tested on 20 teachers in GSS Wamba of 0.78 was obtained as the reliability index. Descriptive statistics of mean and standard deviation were used to answer the research questions while Pearson's product moment correlation was employed to test all the hypotheses at 0.05 level of significance.

DATA ANALYSIS

Analysis of Research Questions

Three research questions were raised and answered using mean and standard deviation. The details of the results are presented on Table 1 to 3 below:

Research Question One: What is the relationship between financial resource management on teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State?

Table 1: Mean and Standard Deviation Analysis Showing the Description of Financial Resource Management on Teachers' Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State

S/N	ITEMS	SA	A	D	SD	$\bar{X}$	Std σ	Decision
	School funds are adequately utilized to provide teachers with the instructional materials needed to improve their teaching jobs.	38	50	254	250	2.10	0.79	Disagreed

2.	The available school funds are misued which prevent the adequate provision of text books to enhance effective performance by teachers.	54	40	218	280	2.15	0.78	Disagreed
3.	The school financial accounts are audited regularly to avoid misappropriation of funds that hinder efficient job performance by teachers.	74	75	208	235	2.20	0.87	Disagreed
4.	There is a school budget which ensure that funds are carefully planned before usage to enhance effective teaching and learning.	38	30	226	298	2.17	0.70	Disagreed
5.	Ineffective teaching in the school is caused by poor management of funds which prevent the employment of unqualified teachers.	17	88	237	250	2.02	0.76	Disagreed
6.	Relevant writing materials to aid effective teaching are not provided for teachers due to management of funds.	38	24	220	310	2.05	0.79	Disagreed
7.	The school normally earmark special funds for providing internet facilities to aid effective teaching and learning.	67	85	340	225	2.26	0.78	Disagreed
8.	Tables and chairs are sufficiently provided for teachers to sit and write comfortably due to proper management of available school funds.	20	56	274	242	2.19	0.80	Disagreed
Cluster Mean						2.14	0.78	Disagreed

Scale Mean 2.50

Table 1 shows that item 1 has the mean score of 2.10 and standard deviation of 0.79, item 2 has the mean score of 2.15 and standard deviation of 0.78, item 3 has the mean score of 2.20 and standard deviation of 0.87, item 4 has the mean score of 2.17 and standard deviation of 0.70, item 5 has the mean score of 2.02 and standard deviation of 0.76, item 6 has the mean score of 2.05 and standard deviation of 0.79, item 7 has the mean score of 2.26 and standard deviation of 0.78 while item 8 has the mean score of 2.19 and standard deviation of 0.80. The details of the analysis showed that the cluster mean of 2.25 is below the scale mean of 2.50, as such, there is poor financial resource management which

induces poor teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

Research Question Two: To what extent does material resource management determine teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State?

Table 2: Mean and Standard Deviation Analysis Showing the Description of Material Resource Management on Teachers' Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State

S/N	ITEMS	SA	A	D	SD	$\bar{X}$	Std.	Decision
9	The management of the school make adequate provision for immediate repairs of broken equipment to ease the job performance of teachers.	30	58	240	264	2.08	0.70	Disagreed
10	The school strictly observed the laid down principles for school facilities maintenance to ensure that teaching activities are done effectively.	42	52	200	298	2.16	0.85	Disagreed
11	Staff and students are properly enlightened by the school management on how to use any new equipment purchases by the school to avoid wrong usage that	50	79	218	245	2.28	0.75	Disagreed

	would hinder efficient teaching.							
12.	Renovation of old school buildings is undertaken periodically so that it will not constitute a threat to life and prevent effective teaching and learning.	33	25	220	304	2.20	0.73	Disagreed
13.	There is an integrated water supply and distribution network to assist in proper functioning of toilet facilities require to make the school environment conducive for teaching and learning.	25	80	230	257	2.26	0.76	Disagreed
14.	The school make adequate preventive measures to avoid malfunctioning of school equipment that would enhance diligent teaching by teachers.	43	29	200	320	2.00	0.77	Disagreed
15.	Teaching materials and resources are used appropriately to facilitate proper teaching and learning.	40	92	225	235	2.05	0.78	Disagreed
16.	There is proper planning for quick replacement of	42	64	240	246	2.10	0.81	Disagreed

	outdated facilities with new ones so that teaching and learning activities are not hampered.			
Cluster Mean		2.14	0.76	Disagreed

Scale Mean 2.50

Table 2 shows that item 9 has the mean score of 2.08 and standard deviation of 0.70, item 10 has the mean score of 2.16 and standard deviation of 0.85, item 11 has the mean score of 2.28 and standard deviation of 0.75, item 12 has the mean score of 2.20 and standard deviation of 0.73, item 13 has the mean score of 2.26 and standard deviation of 0.76, item 14 has the mean score of 2.00 and standard deviation of 0.77, item 15 has the mean score of 2.05 and standard deviation of 0.78 while item 16 has the mean score of 2.10 and standard deviation of 0.81. The details of the analysis showed that the cluster mean of 2.31 is less than the scale mean of 2.50, as such, there is a poor material resource management that lead to poor teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

Research Question 3: What is the relationship between human resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State?

Table 3: Mean and Standard Deviation Analysis Showing the Description of Human Resource Management on Teachers' Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State

S/N	ITEMS	SA	A	D	SD	$\bar{X}$	Std.	Decision
17.	Better conditions of services are provided for teachers by their employers to induce them to work deligently.	47	43	250	252	2.06	0.69	Disagreed

18.	Evaluation of staff job performance is conducted periodically to ensure that weak teachers are identified and strengthened to work harder.	46	40	204	302	2.11	0.75	Disagreed
19.	Teachers are given the opportunity for further studies to improve their job performance.	54	84	223	230	2.00	0.77	Disagreed
20.	Workshops are organized for teachers to enable them acquire the knowledge needed for effective teaching.	200	309	30	43	2.78	0.71	Disagreed
21.	There is ineffective teaching because of the shortage of staff which makes the few available ones to be over loaded with much responsibility.	210	260	85	30	2.80	0.72	Disagreed
22.	The school management makes provisions for experienced teachers to mentor the newly employed ones to enable them perform their job efficiently.	46	20	203	323	2.05	0.70	Disagreed
23.	Fair and equitable recruitment policies	220	230	90	52	2.75	0.78	Disagreed

	are used to employ qualified teachers needed for efficient performance of teaching job.							
24.	Training programmes are organized periodically for teachers to update their knowledge on the relevant teaching skills.	52	74	210	256	2.08	0.80	Disagreed
Cluster Mean						2.41	0.74	Disagreed

Scale Mean 2.50

Table 3 shows that item 17 has the mean score of 2.06 and standard deviation of 0.69, item 18 has the mean score of 2.11 and standard deviation of 0.75, item 19 has the mean score of 2.00 and standard deviation of 0.77, item 20 has the mean score of 2.78 and standard deviation of 0.71, item 21 has the mean score of 2.80 and standard deviation of 0.72, item 22 has the mean score of 2.05 and standard deviation of 0.70, item 23 has the mean score of 2.75 and standard deviation of 0.78 while item 24 has the mean score of 2.08 and standard deviation of 0.80. The details of the analysis showed that the cluster mean of 2.41 is below the scale mean of 2.50, as such, there is a poor human resource management and poor teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

Testing of Hypotheses

The following hypotheses were tested using Pearson's product moment correlation at 0.05 level of significance.

Hypothesis 1: There is no significant relationship between financial resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

Table 4: Correlation Coefficient Analysis Showing the Relationship between Financial Resource Management on Teachers' Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State

Group	X	N	Df	r-cal	r-tab	Level of Sig.	Remarks
Financial Resource Management							
Teacher's Job Performance	2.40	592	590	0.440	0.196	0.05	Reject H_{01}

Table 4 indicated the correlation coefficient of the significant relationship between financial resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa States. The analysis of the results revealed that the r-calculated value is 0.440 while the r-table value is 0.0196 at the significant level of 0.05 and 558 as the degree of freedom. Since the calculated value of 0.440 is above the table value of 0.0196, the null hypothesis one was rejected which implies that there is a significant relationship between financial resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

Hypothesis 2: Material resource management does not have a significant relationship with teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

Table 5: Correlation Coefficient Analysis Showing the Relationship between Material Resource Management on Teachers Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State

Group	X	N	Df	r-cal	r-tab	Level of Sig.	Remarks
Material Resource Management							
Teachers' Job Performance	2.37	592	590	0.523	0.196	0.05	Reject H_{02}

Table 5 showed the correlation coefficient of the significant relationship between material resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa States. The analysis of the results indicated that the r-calculated value is 0.523 while the r-table value is 0.0196 at the significant level of 0.05 and 558 as the degree of freedom. Since the calculated value of 0.523 is above the table value of 0.0194, the null hypothesis two was rejected which means that there is a significant relationship between material resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa States.

Hypothesis 3: There is no significant relationship between accommodating strategy and teachers job performance in secondary schools in Nasarawa West Senatorial Zone of Nasarawa State.

Table 6: Correlation Coefficient Analysis Showing the Relationship between Human Resource Management on Teachers Job Performance in Senior Secondary Schools in Northern Senatorial District of Nasarawa State

Group	$\bar{X}$	N	Df	rcal	rtab	level of Sig.	Remarks
Human Resource Management							
Teachers' Job Performance	2.37	592	590	0.502	0.196	0.05	Reject H_{03}

Table 6 showed the correlation coefficient of the significant relationship between human resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa States. The analysis of the results indicated that the r-calculated value is 0.502 while the r-table value is 0.0196 at the significant level of 0.05 and 558 as the degree of freedom. Since the calculated value of 0.502s is above the table value of 0.0196, the null hypothesis three was rejected which means that there is a significant relationship between human resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa States.

1. The findings of hypothesis one (Table 6) revealed that there is a significant relationship between financial resource management and

teachers'job performance in senior secondary schools in Northern Senatorial District of Nasarawa State.

2. The findings of hypothesis two (Table 7) showed that there is a significant relationship between material resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa States.
3. The findings of hypothesis three (Table 8) indicated that there is a significant relationship between human resource management and teachers job performance in senior secondary schools in Northern Senatorial District of Nasarawa States.

Discussion of the Findings

The findings of the study showed there is a significant relationship between financial resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa State. The findings of the study agreed with Mucai (2013) who ascertained that school funds were not being managed effectively to influence teachers' performance in secondary schools in Mbeere South, Embu County, Kenya. Funds provided for execution of educational programmes and projects are normally stated in the educational budgets and plans. When such funds are not properly utilized, managed and accounted for, adequate teaching aids may not be provided to enable teachers to perform their jobs effectively. As such, effective management of funds in the secondary schools system is indispensable. Financial management is the aspect of general management that is responsible for effective and efficient generation and utilization of funds as it entails the regulations and practices governing the receiving, keeping and spending of funds by chief executives of different institutions. Achieving the goals of secondary education through financial management involves the principles of general management such as planning, organizing, coordinating, directing, reporting, evaluation and making payments in a transparent manner. Proper financial management requires principals to undertake adequate forecasting, planning, budgeting and executing the budget effectively and efficiently based on estimated plans. The essence of financial management in the secondary school system is to mobilize and utilize funds in a transparent and accountable means in order to provide school facilities needed to enhance effective teaching and learning. Funds provided in secondary schools are used staffing, equipping and maintenance of school facilities. Quality teaching in secondary schools requires appropriate management of limited funds in order to construct more classrooms, pay teachers' salaries, train teachers, provide teaching materials, construction among others to enable teachers perform their jobs successfully. Teachers' job performance is shaped by the interplay between

a school's physical features and general working conditions. Provision and adequate management of financial resource may enhance positive working conditions of teachers by ensuring that adequate teaching aids are made available in the school system.

The findings further showed that there is a significant relationship between material resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa States. The study confirmed the position of Barindewa (2014) cited in Bulock (2017) who found out that school physical resources were not properly managed to enhance effective job performance of teachers in Secondary Schools in Osun State, Nigeria. Management of school facilities entails series of activities such as regular renovation, repairs, servicing, replacement of worn-out equipment, repairs of broken chairs and tables as well as the painting of offices and classrooms. Other aspects of managing material resources include ensuring that gardeners and labourers keep tidy the plants and flowers through regular pruning for esthetics purposes. Fire prevention and safety is needed to put off fire outbreaks by keeping fire-fighting materials in strategic parts of school buildings. These provisions would make schools conducive and comfortable to facilitate effective job performance among teachers. However, the situation in Nasarawa North Senatorial District seems to suggest that there is poor management of material resources which make the school environments untidy and unsafe for staff and students, as teachers seem not to be happy to teach effectively under unconducive school atmosphere. Proper management of material resources may enhance safety and reduce accidents, stress, energy and time committed into teaching and learning staff and students. Principals who manage schools with poor material resources may stand the risk of answering the question of poor performance in an examination that sometimes occurs as a result of poor job performance by teachers. Secondary schools with defaced and dilapidated material resources may be dangerous to the health of teachers and students as untidy classrooms would bring discomfort that may limits effective teaching and learning activities. Similar experience may be observed in laboratories and libraries that are ill-maintained which sometimes affect students' academic performance through poor teaching since teachers may not be able to use the dilapidated facilities to teach effectively. Management of material resources seems to be critical a factor which determines the level of job performance among teachers in secondary schools.

The findings of the study also indicated that there is a significant relationship between human resource management and teachers' job performance in senior secondary schools in Northern Senatorial District of Nasarawa States. The findings of the study agreed with Oladele, Fadeyib and Abayomi (2015) who submitted that there is a significant difference between the human resource management practices and staff performance in Federal and state Universities in

Osun State. Human resources in educational institutions include both teaching and non-teaching staff. The activities involved in the management of human resources in secondary schools consist of the process of attracting, developing, motivating and retaining teachers in order to achieve the purpose of education through quality teaching. The essence of human resource management in secondary schools is to obtain and retain high-quality teachers in order to improve the teaching and learning process. The success of teaching and learning in secondary schools depends on the quality of teachers employed in the school system. The aspect of human resource management that would enhance teachers' job performance is training and development which may help them to take into account the principles of efficiency, effectiveness and individual differences of students during teaching and learning. Training as an aspect of human resource management is a systematic acquisition and development of knowledge, skills and attitudes required by teachers to adequately perform their teaching responsibilities successfully. It is aimed at equipping teachers with the necessary knowledge and skills to help them undertake their job effectively. Managing teachers through appropriate training and development may help them to modify their attitudes, knowledge, skills and behaviour to perform any duty assigned to them diligently.

Conclusion

The following conclusions were drawn based on the findings of the study:
The study concluded that teachers in secondary schools in Northern Senatorial District of Nasarawa State perform their job poorly because of the improper management of financial resources.
The study also concluded that the material resources are poorly managed which induces poor teachers' job performance in secondary schools in Northern Senatorial District of Nasarawa State.
The study finally concluded that there is misnagament of human resources which causes poor teachers' job performance in secondary schools in Northern Senatorial District of Nasarawa State.

Recommendations

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

1. The Nasarawa State's Teachers' Service Commission should enlighten the principals of the various secondary schools in through conferences, seminars and workshops to integrate Ibformation and Communication Technology into financial activities of their schools as such measure would help to enhance effective management of financial resources electronically as well as easy detection of fraudulent conducts assoiciated with financial misnagement.

2. All principals in Northern Senatorial District of Nasarawa State should to be mandated by state ministry of education to carry out routine activities such as regular renovation, servicing, replacement of broken equipment, doors, windows, re-painting of offices and classrooms for proper maintenance of school physical resources and report to the department of quality assurance of the ministry every term in order to ensure that teachers perform their jobs effectively.
3. The Nasarawa State's Government as part of its effort to promote human resource management should grant teachers the in-service training opportunities to help them acquire additional skills and knowledge that will improve the quality of their job performance.

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