

Institutional Management Practices for Administrative Effectiveness in Public Universities in Rivers State

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Keywords

Institutional Management Practices, Performance Evaluation, Research and Innovation Support, Work-Life Balance.

Abstract

This study investigated institutional management practices for administrative effectiveness in public universities in Rivers State. Three research questions and three hypotheses were used for the study. This study adopted a descriptive survey design. The population of the study consist of 2985 lecturers from the three public universities in Rivers state. The sample for this study was 746 respondents. The 746 respondents selected represented 25% of the total population of 2985 lecturers from the three public universities in Rivers State. The instruments used for data collection of data for this study was design by the researcher titled ‘Institutional Management Practices for Administrative Effectiveness Questionnaire’ (IMPAEQ). The reliability of the instrument was ascertained using Cronbach Alpha method. The reliability index yielded a result of $\alpha = 0.87$. Mean and Standard Deviation Statistics were used to answer the research questions while t-test inferential statistics was used to test the null hypotheses at 0.05 level of significance. The findings of the study showed that performance evaluation practices enhance administrative effectiveness in public universities in Rivers State. It concluded that institutional management practices influence administrative effectiveness in public universities in Rivers State through a holistic approach encompassing performance evaluation, research and innovation support and work-life balance initiatives which cultivate environments conducive to efficient and impactful administration. It recommended among others that Government should allocate resources for research facilities, equipment, and grants to facilitate innovative research projects.

I. Introduction

Education as it relates with institutional management practices in public universities in Rivers State aimed at fostering intellectual growth, skill development, and personal transformation among students and staff. It goes beyond the mere dissemination of information to encompass the creation of conducive environments that facilitate learning, innovation, and critical thinking. Education also involves employing diverse teaching and learning strategies that cater to the diverse needs and learning styles of students. This may include lectures, seminars, laboratory sessions, fieldwork, and experiential learning opportunities, among others. Overall, education is a dynamic process that requires collaboration, innovation, and continuous improvement. By embracing best practices in curriculum design, teaching methodologies, student support services, and institutional governance, universities contribute to the advancement of knowledge, the empowerment of individuals, and the development of society as a whole.

An institutional management practice involves curriculum development, teaching and learning strategies, student support services, and institutional policies and regulations. In addition to academic instruction, public universities provide comprehensive student support services to facilitate student success and well-being. Moreover, institutional policies and regulations helps in shaping the educational environment and maintaining academic standards and integrity. These policies govern various aspects of university operations, including admissions, registration, assessment, grading, and disciplinary procedures. By upholding transparency, fairness, and accountability, universities promote a culture of trust and respect within the academic community.

Institutional management practices encompass the administrative, operational, and organizational strategies employed by academic institutions to ensure effective governance, operation, and attainment of institutional goals (Onodugo, 2019). These practices span various domains such as performance evaluation systems, research and innovation support and work-life balance initiatives which spur administrative effectiveness in public universities.

Performance evaluation practices are institutional management practices that assess faculty and staff members' contributions, teaching effectiveness, research output, and service to the institution and community. These evaluations often serve as the basis for performance feedback, recognition, and professional development opportunities (Adeoye, 2017). Performance evaluation systems are fundamental components of organizational management, offering structured processes to assess employees' job performance, contributions, and achievements (Pulakos, Mueller-Hanson, Arad, & Moye, 2015).

Culture of research and innovation facilitate staff members' engagement in scholarly activities. Public universities provide resources, funding, and infrastructure to support faculty research projects, publications, and grant applications, which in turn enhances their academic performance (Okoli, 2020). Institutions that promote a culture of research and innovation foster an environment where scholarly inquiry, creative exploration, and knowledge creation thrive among faculty, researchers, and students (Altbach & Salmi, 2011).

This culture is characterized by a commitment to intellectual curiosity, free from political interference, and the pursuit of new ideas and discoveries. Such institutions typically prioritize research activities by providing resources, infrastructure, and support services to facilitate research endeavors across various disciplines.

Again, recognizing the importance of work-life balance, universities in Rivers State implement initiatives to support staff well-being and productivity. Flexible work arrangements, family-friendly policies, and wellness programmes contribute to employee satisfaction, morale, and overall performance (Otu, 2016). Work-life balance initiatives serve as integral components of institutional management practices aimed at promoting employee well-being, job satisfaction, and productivity. These initiatives recognize the importance of balancing professional responsibilities with personal and family commitments, acknowledging that employees' overall satisfaction and performance are influenced by their ability to manage work and non-work demands effectively. While the institutional management practices in public universities in Rivers State are designed to facilitate organizational effectiveness and promote administrative effectiveness, there remains a gap in understanding the precise mechanisms through which these practices influence administrative effectiveness outcomes. Understanding this gap is essential for identifying areas of improvement and enhancing the overall functioning of public universities in Rivers State.

Several scholars have explored the relationship between institutional management practices and administrative effectiveness in public universities, providing valuable insights into the factors that influence organizational effectiveness and employee productivity. For instance, Adeoye (2017) conducted a study on human resource management practices and lecturers' administrative effectiveness in Nigerian universities, shedding light on the impact of HRM policies on staff motivation and job satisfaction. Similarly, Ugwu (2018) examined the administrative structure and staff promotion in Nigerian universities, highlighting the role of transparent promotion processes and merit-based selection criteria in enhancing employee morale and performance. These studies underscore the significance of effective institutional management practices in fostering a conducive work environment and promoting employee engagement and productivity. Furthermore, Onodugo (2019) investigated human resource management practices in Nigerian universities, emphasizing the importance of aligning HRM strategies with organizational goals and objectives to enhance administrative effectiveness and organizational effectiveness. By analyzing the interplay between institutional management practices and administrative effectiveness, these scholars contribute to the body of knowledge on organizational behavior and management in the context of public universities in Rivers State. While institutional management practices are integral to the functioning of public universities in Rivers State, there is a need for further research to explore the specific mechanisms through which these practices influence administrative effectiveness outcomes. By addressing this gap the

researcher tends to investigate institutional management practices for administrative effectiveness in public universities in Rivers State.

II. Statement of the Problem

In public universities, the effectiveness of institutional management practices directly impacts administrative effectiveness, which in turn affects the overall quality of education and the ability of students to compete globally. However, despite the critical role of institutional management practices, there persists a significant challenge where these practices fail to adequately support administrative effectiveness in public universities. This problem is exacerbated by several factors, including the prevailing cost of living and the inadequacy of the salary structure for lecturers.

Public university lecturers face immense financial challenges due to the escalating cost of living, particularly in urban centers where many universities are located. The disparity between the cost of living and the compensation provided by the existing salary structure creates financial strain and negatively impacts lecturers' morale and well-being. As a result, lecturers experience increased stress, job dissatisfaction, and burnout, all of which hinder their ability to perform optimally in their roles. Moreover, the poor salary structure not only affects lecturers' quality of life but also undermines their capacity to dedicate sufficient time and resources to academic research, professional development, and student mentorship. Consequently, staff also experience difficulty in maintaining high standards of research publications and academic engagement, ultimately compromising the quality of education delivered to students.

Furthermore, the implications of ineffective institutional management practices and the financial challenges faced by lecturers extend beyond the confines of the university campus. In an increasingly globalized educational landscape, students' ability to compete internationally hinges on the quality of education they receive. When lecturers are burdened by financial constraints and institutional barriers that impede their performance, students may receive subpar education that fails to equip them with the knowledge, skills, and competencies needed to excel in a global context. Therefore, the intersection of inadequate institutional management practices, the financial hardships endured by lecturers, and the resultant impact on staff and student performance constitutes a pressing problem that demands attention and resolution. Addressing this issue requires a comprehensive examination of existing institutional structures, policies, and practices, as well as proactive measures to enhance staff support, improve the salary structure, and promote a conducive work environment conducive to academic excellence which prompted the researcher to investigate on institutional management practices and administrative effectiveness in public universities in Rivers State.

III. Purpose of the Study

The purpose of this study is to investigate institutional management practices for administrative effectiveness in public universities in Rivers State. Specifically, the study sought to:

Determine how performance evaluation practice enhances administrative effectiveness in public universities in Rivers State.

Investigate how research and innovation support enhance administrative effectiveness in public universities in Rivers State.

Determine how work-life balance initiatives enhance administrative effectiveness in public universities in Rivers State.

Research Questions

The following research questions guided the study:

How does performance evaluation practice enhance administrative effectiveness in public universities in Rivers State?

How does research and innovation support enhance administrative effectiveness in public universities in Rivers State?

How does a work-life balance initiative enhance administrative effectiveness in public universities in Rivers State?

Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

HO1: There is no significant difference between male and female academic staff on how performance evaluation practice enhances administrative effectiveness in public universities in Rivers State.

HO2: There is no significant difference between male and female academic staff on how research and innovation support practice enhances administrative effectiveness in public universities in Rivers State.

HO3: There is no significant difference between male and female academic staff on how work-life balance initiatives support practice enhances administrative effectiveness in public universities in Rivers State.

IV. Conceptual Review

Performance Evaluation Practice as an Institutional Management Practice

Performance evaluation practice involves systematic assessments of individual employee performance against predetermined goals, objectives, and standards (Obi, 2019). These evaluations serve as pivotal mechanisms for providing feedback, identifying strengths and weaknesses, and aligning employee efforts with organizational objectives (Okafor, 2017). They contribute to the establishment of clear performance expectations, foster a culture of accountability, and support the professional development of staff members (Okonkwo, 2020). In the context of public universities in Nigeria, performance evaluation practices are often integrated into broader human resource management systems, encompassing recruitment, training, compensation, and career development initiatives (Nwosu, 2018).

Moreover, performance evaluation practices serve as vital tools for organizational learning and improvement (Okafor, 2018). By identifying performance trends, strengths, and areas for development, institutions can implement targeted interventions and initiatives aimed at enhancing individual and organizational performance (Ibe, 2020). Performance evaluation practice is a cornerstone of institutional management within public universities in Nigeria. A thorough understanding of its intricacies and implications is essential for promoting employee engagement, fostering a culture of continuous improvement, and achieving organizational excellence in the academic sector. Performance evaluation practice significantly influences staff administrative effectiveness in public universities by providing a structured framework for assessing, managing, and enhancing employee contributions. Through performance evaluations, staff members receive feedback on their work, set goals, identify areas for improvement, and receive recognition for their achievements. This process fosters a culture of accountability, continuous improvement, and professional development among university staff.

Several scholars have conducted empirical studies examining the relationship between performance evaluation practices and administrative effectiveness in various organizational settings, including public universities. These studies provide insights into the effectiveness of performance evaluation practices in enhancing administrative effectiveness and organizational outcomes. Afolabi and Mohammed (2021) explored the impact of performance evaluation practices on administrative effectiveness in public universities in Rivers State. Their study revealed that performance evaluation systems significantly influenced staff motivation, job satisfaction, and productivity. They found that clear performance criteria, regular feedback, and recognition were key factors contributing to improved administrative effectiveness.

Research and Innovation Support as Institutional Management Practice

Research and innovation support serves as a critical institutional management practice in public universities, fostering an environment conducive to scholarly inquiry, knowledge creation, and technological advancement (Adegoke et al., 2018). This practice encompasses various initiatives, resources, and policies aimed at promoting and facilitating research activities, fostering collaborations, and driving innovation across academic disciplines (Afolayan & Bello, 2020). One primary way in which research and innovation support influences institutional dynamics is by providing funding opportunities and resources to faculty members and researchers (Okafor & Nwosu, 2019). Grants, scholarships, and research fellowships enable scholars to conduct high-impact research, explore new ideas, and address pressing societal challenges (Okeke & Eze, 2017). This financial backing enhances the visibility, reputation, and competitiveness of the university within academic and research circles.

Moreover, research and innovation support programmes facilitate interdisciplinary collaboration and knowledge exchange among faculty members, students, and external stakeholders (Abdullahi & Ibrahim, 2020). Through seminars, workshops, and conferences,

universities create platforms for intellectual discourse, idea generation, and networking (Okonkwo & Igwe, 2019). These collaborative efforts foster synergies, stimulate innovation, and catalyze the development of transformative solutions to complex problems (Ogbonna & Okafor, 2018). Oni (2021) opined that Research and support practice refers to the systematic and strategic initiatives undertaken by institutions to promote and facilitate research activities, scholarly inquiry, and innovation within academic settings. This practice encompasses a wide range of activities, resources, and policies designed to support faculty, researchers, and students in conducting meaningful research, generating new knowledge, and advancing their respective fields of study.

However, despite its significance, research and innovation support face challenges such as limited funding, bureaucratic obstacles, and inadequate infrastructure (Adeleke et al., 2018). Insufficient resources and administrative barriers may impede the effective implementation of support programmes and restrict the university's capacity to foster a vibrant research culture (Afolabi & Mohammed, 2021).

Work-Life Balance Initiatives as an Institutional Practice

Work-life balance initiatives are integral institutional practices implemented by organizations to support employees in managing their professional responsibilities and personal commitments effectively (Allen et al., 2013). These initiatives aim to create a supportive work environment that acknowledges and accommodates the diverse needs and priorities of employees, ultimately enhancing job satisfaction, productivity, and overall well-being. One significant way in which work-life balance initiatives influence institutional dynamics is by promoting employee morale and job satisfaction (Casper et al., 2007). When employees feel supported in balancing their work and personal lives, they experience lower levels of stress and burnout, leading to increased job satisfaction and commitment to the organization (Grzywacz & Carlson, 2007). This positive work environment fosters a sense of loyalty and engagement among employees, contributing to higher levels of retention and organizational effectiveness.

Moreover, work-life balance initiatives contribute to improved employee health and well-being, leading to enhanced productivity and performance (Kossek et al., 2011). By offering flexible work arrangements, such as telecommuting, flexible hours, and compressed workweeks, organizations enable employees to better manage their workloads while attending to personal and family responsibilities (Gajendran & Harrison, 2007). This flexibility reduces work-related stress and promotes better mental and physical health outcomes, resulting in higher levels of employee engagement and performance. Additionally, work-life balance initiatives support diversity and inclusion efforts within organizations by recognizing and accommodating the unique needs and preferences of employees across different life stages and circumstances (Eby et al., 2005). By offering benefits such as parental leave, childcare assistance, and eldercare support, organizations demonstrate their commitment to fostering an inclusive workplace culture that values the

well-being of all employees, regardless of their familial or caregiving responsibilities (Shockley et al., 2017).

Methodology

This study adopted a descriptive survey design. Descriptive surveys are those studies which aim at collecting data on, and describing in a systematic manner, the characteristics, features or facts about a given population. The population of the study consist of the three public universities located in Rivers State, namely: University of Port Harcourt (UNIPORT), Rivers State University (RSU) and Ignatius Ajuru University of Education (IAUE). There were a total of 2985 lecturers from the three public universities in Rivers state. This consists of 1462 academic staff from University of Port Harcourt, 1099 staff from Rivers State University and 424 staff from Ignatius Ajuru University of Education. The sample for this study was 746 respondents; the respondents were stratified into male and female academic staff of the three tertiary institutions in Rivers State. To achieve this, simple random sampling technique was used to select 398 academic staff from University of Port Harcourt, 296 from Rivers State University and 52 staff from Ignatius Ajuru University of Education. The 746 respondents selected represented 25% of the total population of 2985 lecturers from the three public universities in Rivers State. The instruments used for data collection of data for this study was design by the researcher titled ‘Institutional Management Practices for Administrative Effectiveness Questionnaire’ (IMPAEQ). The questionnaire was based on four-point modified Likert rating scale of Strongly Agreed (SA)-4, Agreed (A)-3, Disagreed (D)-2, and Strongly Disagreed (SD)-1. The reliability of the instrument was ascertained using Cronbach Alpha method. Twenty (20) copies of the instrument were administered to 20 respondents who are outside the sample of the study but were part of the population of the study. The reliability index yielded a result of $\alpha = 0.87$, which showed that the response were consistent and the instrument considered reliable and adopted for the study. The researcher administered 746 copies of the instrument to the respondents with the help of three (3) trained research assistants who were trained on the modalities of administering instruments. The respondents were properly briefed on how to fill the instrument. However, due to poor accessibility and availability on several visits to the respondents for collection, only 612(82% rate) were retrieved and this proportion was used for the analysis. Data analysis for this study was done using Mean and Standard Deviation Statistics to answer the research questions while t-test inferential statistics was used to test the null hypotheses at 0.05 level of significance. Statistical Package for Social Science SPSS version 25 was used for the analysis.

Results and Discussions

The results of the study are presented below in Tables:

Research Question 1

How does performance evaluation practice enhance administrative effectiveness in public universities in Rivers State?



Table 1: Summary of descriptive statistics on how performance evaluation practice enhance administrative effectiveness in public universities in Rivers State

S/N		SA	A	D	SD	X	SD	Decision
1	Performance evaluations contribute to improving administrative effectiveness in your department	393	202	10	7	3.60	0.58	Agreed
2	Performance goals and expectations clearly defined during performance evaluations	340	240	31	1	3.50	0.60	Agreed
3	Performance evaluations consider both quantitative and qualitative aspects of your work	322	259	24	7	3.46	0.63	Agreed
4	It accurately reflect your contributions and achievements	356	203	52	1	3.49	0.66	Agreed
5	Performance evaluations influence decisions related to promotions and salary increments	352	233	27	0	3.53	0.58	Agreed
Grand mean						3.52	0.46	Agreed

The data in table 1 presents a summary of descriptive statistics on how performance evaluation practices enhance administrative effectiveness in public universities in Rivers State. The data indicates a high level of agreement among respondents regarding the positive impact of performance evaluation practices on administrative effectiveness in public universities in Rivers State. All statements have mean scores above 2.50, indicating agreement. The majority of respondents agreed that performance evaluations contribute to improving administrative effectiveness in their department (mean = 3.60). Respondents also indicate that performance goals and expectations are clearly defined during performance evaluations (mean = 3.50). They believe that performance evaluations consider both quantitative and qualitative aspects of their work (mean = 3.46). Respondents feel that performance evaluations accurately reflect their contributions and achievements (mean = 3.49). Additionally, respondents believe that performance evaluations influence decisions related to promotions and salary increments (mean = 3.53). The grand mean of (3.52) indicates that the answer to research question one states that performance evaluation practices enhance administrative effectiveness in public universities in Rivers State.

Research Questions 2

How does research and innovation support enhance administrative effectiveness in public universities in Rivers State?

Table 2: Summary of descriptive statistics on how research and innovation support enhance administrative effectiveness in public universities in Rivers State

S/N		SA	A	D	SD	Mean	SD	Decision
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6	Research and innovation support is essential for enhancing administrative effectiveness and overall productivity in the university	197	377	38	0	3.26	0.56	Agreed
7	Research and innovation support programmes address issues related to intellectual property rights and commercialization of research outcomes	216	329	65	2	3.24	0.64	Agreed
8	Research and innovation support programmes facilitate knowledge dissemination and technology transfer	211	309	60	32	3.14	0.80	Agreed
9	Opportunities for staff members to access training or workshops related to research methodologies and innovation techniques	158	326	118	10	3.03	0.72	Agreed
10	Designated channels for staff members to seek guidance or assistance in navigating the research and innovation process	393	202	10	7	3.60	0.58	Agreed
Grand mean						3.26	0.45	Agreed

The data in table 2 presents a summary of descriptive statistics on how research and innovation support enhance administrative effectiveness in public universities in Rivers State. The data shows a general agreement among respondents regarding the positive impact of research and innovation support on administrative effectiveness in public universities in Rivers State. Respondents generally agreed that research and innovation support is essential for enhancing administrative effectiveness and overall productivity in the university (mean = 3.26), research and innovation support programmes address issues related to intellectual property rights and the commercialization of research outcomes (mean = 3.24), research and innovation support programmes facilitate knowledge dissemination and technology transfer (mean = 3.14), staff members have opportunities to access training or workshops related to research methodologies and innovation techniques (mean = 3.03), there are designated channels for staff members to seek guidance or assistance in navigating the research and innovation process (mean = 3.60). The grand mean of (3.26) indicates that the answer to research question two states that research and innovation support enhance administrative effectiveness in public universities in Rivers State.



Research Questions 3

How does a work-life balance initiative enhance administrative effectiveness in public universities in Rivers State?

Table 3: Summary of descriptive statistics on how work-life balance initiatives enhance administrative effectiveness in public universities in Rivers State

S/N		SA	A	D	SD	Mean	SD	Decision
11	Investing in work-life balance initiatives is important for the overall success and performance of staff members in public universities in Rivers State	352	233	27	0	3.53	0.58	Agreed
12	Opportunities for staff members to provide feedback or suggestions for improving work-life balance initiatives	277	265	69	1	3.34	0.68	Agreed
13	Work-life balance initiatives align with your individual preferences and needs	301	268	43	0	3.42	0.62	Agreed
14	Work-life balance initiatives influence staff decision to remain employed at the university	298	298	16	0	3.46	0.55	Agreed
15	Work-life balance initiatives contribute to a positive organizational culture within the university	393	202	10	7	3.60	0.58	Agreed
Grand mean						3.47	0.46	Agreed

The data in table 3 presents a summary of descriptive statistics on how work-life balance initiatives enhance administrative effectiveness in public universities in Rivers State. Respondents strongly agree or agree that investing in work-life balance initiatives is important for the overall success and performance of staff members in public universities in Rivers State (mean = 3.53). They also agree that there are opportunities for staff members to provide feedback or suggestions for improving work-life balance initiatives (mean = 3.34), work-life balance initiatives align with their individual preferences and needs (mean = 3.42), work-life balance initiatives influence staff decisions to remain employed at the university (mean = 3.46), work-life balance initiatives contribute to a positive organizational culture within the university (mean = 3.60). The grand mean of (3.47) indicates that the answer to research question three states that work-life balance initiatives enhance administrative effectiveness in public universities in Rivers State.

Test of Hypotheses





H01: There is no significant difference between male and female academic staff on how performance evaluation practice enhances administrative effectiveness in public universities in Rivers State.

Table 4: Summary of independent Sample t-test on the difference between male and female academic staff on how performance evaluation practice enhances administrative effectiveness in public universities in Rivers State.

GENDER	N	Mean	Std. Deviation	t	df	p-value	Decision
MALE	395	3.51	0.46	-.924	610	.356	Reject H01
FEMALE	217	3.54	0.47				

*Significant; $p < 0.05$

Table 4 showed the summary of independent Sample t-test on the difference between male and female academic staff on how performance evaluation practice enhance administrative effectiveness in public universities in Rivers State. The result of the study showed that there was a statistically significant difference at (t-cal = -924, df = 610, $p < 0.05$). In this case, the p-value is 0.356, which is greater than 0.05. Therefore, we reject the null hypothesis. The data conclude that there is a significant difference between male and female academic staff on how performance evaluation practice enhances administrative effectiveness in public universities in Rivers State.

H02: There is no significant difference between male and female academic staff on how research and innovation support practice enhances administrative effectiveness in public universities in Rivers State.

Table 5: Summary of independent Sample t-test on the difference between male and female academic staff on how research and innovation support practice enhance administrative effectiveness in public universities in Rivers State

GENDER	N	Mean	Std. Deviation	T	df	p-value	Decision
MALE	395	3.26	0.43	.425	610	.671	Reject H02
FEMALE	217	3.25	0.47				

*Significant; $p < 0.05$

Table 5 showed the summary of independent Sample t-test on the difference between male and female academic staff on how research and innovation support practice enhances administrative effectiveness in public universities in Rivers State. The result of the study showed that there was a statistically significant difference at (t-cal = -425, df = 610, $p < 0.05$). In this case, the p-value is 0.671, which is greater than 0.05. Therefore, we reject the null hypothesis. The data conclude that there is a significant difference between male and



female academic staff on how research and innovation support practice enhances administrative effectiveness in public universities in Rivers State.

H03: There is no significant difference between male and female academic staff on how work-life balance initiatives support practice enhances administrative effectiveness in public universities in Rivers State.

Table 6: Summary of independent Sample t-test on the difference between male and female academic staff on how work-life balance initiatives support practice enhances administrative effectiveness in public universities in Rivers State.

GENDER	N	Mean	Std. Deviation	t	df	p-value	Decision
MALE	395	3.47	0.45	-.015	610	.988	Reject H03
FEMALE	217	3.47	0.48				

*Significant; $p < 0.05$

Table 6 showed the summary of independent Sample t-test on the difference between male and female academic staff on how work-life balance initiatives support practice enhances administrative effectiveness in public universities in Rivers State. The result of the study showed that there was a statistically significant difference at ($t\text{-cal} = -0.015$, $df = 610$, $p < 0.05$). In this case, the p-value is 0.988, which is greater than 0.05. Therefore, we reject the null hypothesis. The data conclude that there is a significant difference between male and female academic staff on how work-life balance initiatives support practice enhances administrative effectiveness in public universities in Rivers State.

Discussions of Findings

How Performance Evaluation Practice Enhance Administrative Effectiveness in Public Universities in Rivers State

The data in table 1 presents a summary of descriptive statistics on how performance evaluation practices enhance administrative effectiveness in public universities in Rivers State. The data indicates a high level of agreement among respondents regarding the positive impact of performance evaluation practices on administrative effectiveness in public universities in Rivers State. All statements have mean scores above 2.50, indicating agreement. The majority of respondents agreed that performance evaluations contribute to improving administrative effectiveness in their department (mean = 3.60). Respondents also indicate that performance goals and expectations are clearly defined during performance evaluations (mean = 3.50). They believe that performance evaluations consider both quantitative and qualitative aspects of their work (mean = 3.46). Respondents feel that performance evaluations accurately reflect their contributions and achievements (mean = 3.49). Additionally, respondents believe that performance evaluations influence decisions related to promotions and salary increments (mean = 3.53).

This aligns with the broader discourse in academic literature. Scholars such as Armstrong and Baron (2004) emphasize that effective performance evaluation systems contribute to organizational effectiveness by aligning individual performance with organizational goals and objectives. The high level of agreement among respondents regarding the positive impact of performance evaluation practices echoes the findings of previous research. For instance, in their study, Cascio and Aguinis (2011) highlight that performance evaluations provide a structured mechanism for assessing employee performance, identifying areas for improvement, and making informed decisions regarding promotions and compensation.

How research and Innovation Support Enhance Administrative Effectiveness in Public Universities in Rivers State

The data in table 2 presents a summary of descriptive statistics on how research and innovation support enhance administrative effectiveness in public universities in Rivers State. The data shows a general agreement among respondents regarding the positive impact of research and innovation support on administrative effectiveness in public universities in Rivers State. Respondents generally agreed that research and innovation support is essential for enhancing administrative effectiveness and overall productivity in the university (mean = 3.26), research and innovation support programmes address issues related to intellectual property rights and the commercialization of research outcomes (mean = 3.24), research and innovation support programmes facilitate knowledge dissemination and technology transfer (mean = 3.14), staff members have opportunities to access training or workshops related to research methodologies and innovation techniques (mean = 3.03), there are designated channels for staff members to seek guidance or assistance in navigating the research and innovation process (mean = 3.60).

This finding resonates with research by Etzkowitz and Leydesdorff (2000), who highlight the importance of research and innovation in driving organizational success and competitiveness in higher education institutions. Moreover, the data suggest that research and innovation support programmes address critical issues such as intellectual property rights and the commercialization of research outcomes. This aligns with the objectives of technology transfer offices and research commercialization initiatives, which aim to translate research findings into practical applications for societal benefit (Etzkowitz & Klofsten, 2005).

How Work-life Balance Initiatives Enhance Administrative Effectiveness in Public Universities in Rivers State

The data in table 3 presents a summary of descriptive statistics on how work-life balance initiatives enhance administrative effectiveness in public universities in Rivers State. Respondents strongly agree or agree that investing in work-life balance initiatives is important for the overall success and performance of staff members in public universities in Rivers State (mean = 3.53). They also agree that there are opportunities for staff members

to provide feedback or suggestions for improving work-life balance initiatives (mean = 3.34), work-life balance initiatives align with their individual preferences and needs (mean = 3.42), work-life balance initiatives influence staff decisions to remain employed at the university (mean = 3.46), work-life balance initiatives contribute to a positive organizational culture within the university (mean = 3.60).

The result of the study showed that there was a statistically significant difference at ($t\text{-cal} = -0.15$, $df = 610$, $p < 0.05$). In this case, the p -value is 0.988, which is greater than 0.05. Therefore, we reject the null hypothesis. The data conclude that there is a significant difference between male and female academic staff on how work-life balance initiatives support practice enhances administrative effectiveness in public universities in Rivers State. This aligns with the perspectives of scholars like Kossek and Lautsch (2018), who argue that promoting work-life balance is essential for employee well-being, job satisfaction, and organizational effectiveness. The alignment of work-life balance initiatives with individual preferences and needs underscores the importance of customization and flexibility in organizational policies and practices (Shockley et al., 2017). By catering to diverse needs and preferences, organizations can enhance employee engagement and satisfaction.

V. Conclusion

Institutional management practices profoundly influence administrative effectiveness in public universities in Rivers State. Through a holistic approach encompassing performance evaluation, research and innovation support and work-life balance initiatives cultivate environments conducive to efficient and impactful administration. These practices serve as pillars supporting organizational excellence by fostering accountability, professional development, and innovation and employee well-being. By implementing robust performance evaluation systems, universities can assess and enhance individual and departmental performance while providing clear benchmarks for success. Work-life balance initiatives acknowledge the importance of employee well-being, fostering a harmonious balance between professional and personal responsibilities. Recognition and rewards programmes recognize and celebrate contributions, motivating staff members and reinforcing a culture of appreciation and excellence. Together, these institutional management practices create a conducive environment for administrative effectiveness, enhancing organizational resilience, productivity, and competitiveness. As public universities in Rivers State navigate the complexities of the higher education system, prioritizing effective management practices is paramount to achieving their missions and fostering positive societal impact.

VI. Recommendations

Based on the findings of this study, the researcher recommended as follows:

Human Resources Department should implement a standardized performance evaluation system that includes clear criteria, objectives, and timelines.

Government should allocate resources for research facilities, equipment, and grants to facilitate innovative research projects.

University administrators should develop flexible work policies, wellness programmes, and support services to promote a healthy work-life balance.

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