# The Application of Information Technology on Administrative Efficiency in Nigeria Universities (A Case Study of Five Selected Universities in Ekiti State)

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*Abstract:*
*Information Technology is a necessity in Nigeria Universities in order to tackle the usual areas of information difficulties such as budgeting, student records, staff placement, audit and preparation of salaries, purchasing and supply, examination results and records. The paper is therefore to determine the application of information technology on administrative efficiency in Nigeria Universities. Five universities were selected in Ekiti State. They are; Federal University Oye,University of Ado- Ekiti,University of Sciences and Technology, The University of Education,Ikere and Afe Babalola University, Ado Ekiti.*
*It is crystal clear that the selection cut across;federal,state and private universities. In this paper primary and secondary data were used of which simple random samples of 50 questionnaires were distributed among the selected universities. Data collected were sorted out and analyzed using scientific method of data analysis of which computation carried out through the use of simple percentage, mean, standard derivation and chi square respectively. Applicability of Information Technology is very important for the administrative efficiency on the University System. The study therefore, conclude  that for the University to achieve the aims and objectives for which it is set up, all the sub-system must be supplied with up to date Information technology equipments.*
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*Key words: Information Technology (IT), UNAD, USTI, EKSU, TUNEDIK, ABUAD, FUOYE, NUC*

## 1. Introduction

Information Technology (IT) in Nigerian Universities is a process of generating and disseminating information. It is a system that optimizes the collection, transfer and presentation of information throughout an organization through an integrated structure of database and information flow. Adebayo (2007) stressed the need for Information technology in making effective decisions in educational institutions. In recognition of the important role of information to the survival of the University System, the Nigeria University Commission (NUC) introduced the computerized Information technology to the Nigerian Universities. The IT idea was concerned during a conference jointly organized by NUC and the British council in Kaduna in 2002. In conjunction with the Overseas Development Administration (ODA), the project took off in 2006 in four pilot Universities, namely Federal University of Technology, Minna, University of Ilorin, University of Lagos and University of Nigeria, NSUKKA.

The importance of IT in decision making can be realized from its aims and objectives. The aim of IT is to develop a viable system to maximize the effectiveness use of modern data approach to Management practices. It is also aimed at assisting managers and operating personnel, to produce timely and accurate information not only to decide present and future operations but also to potential problems that need to be rectified.

Additionally, educational institutions are just beginning to recognize that too often; information is held tactically by individuals, making it difficult for much-needed information to be shared institutionally wide. In many organizations, each employee holds a certain amount of institutional memory that provides the history, context, and the basis for many day-to-day decisions. Therefore, the

challenge is how to make accessible to the organization the information that currently resides with individuals. Capturing the making this information available not only ensures continuity but can also accelerate organizational learning, and it is particularly important to capture this information before individuals leave on the institution or retire.

This paper is therefore motivated and compelled to find out the possible effects of using a well –articulated Information Technology to ensure the administrative efficiency process as relate to quick decision making on Nigeria Universities, this motivation is based on their effective Information Technology in order to provide the information needed at all levels of management and examine for timely control and decision making.

## 2. Statement of the Problem

Effective planning and control of an organization requires good information system. Organizations are complex network of system with many decisions ranging from individual decision making at the level operating level to the higher policy makers. Logical decision making requires and understanding of the circumstances surrounding an issue and knowledge of the alternative available, the better the resulting quick decision. An organization has no natural memory of individual within the organization. The application of Information technology (IT) is to retain essential information over a long period of effective decision making.

Few Universities have been successful in developing complete and adequate information system for making quick decision. If information is considered materials to management, how can the front line principal officers in the Universities make use of it and be effective. The following general questions   are necessary to address the administrative efficiency of Nigeria Universities.

- What is the State of Information System employed     in Nigeria Universities?
- What are the roles of Information technology in making effective administrative decision?
- What is the applicability of Information technology to the administrative efficiency in Nigerian Universities?

## 3. Review of Literature

Management and administration of Nigeria Universities and the Concept of Information Technology University system in Nigeria is governed by the governing council of each University, consisting, Chancellor, Pro-Chancellor (the chairman of governing council), representative of government (the visitor), representative of congregation both from academic and non academic staff, the registrar of the University as the secretary, then the Vice –chancellor.
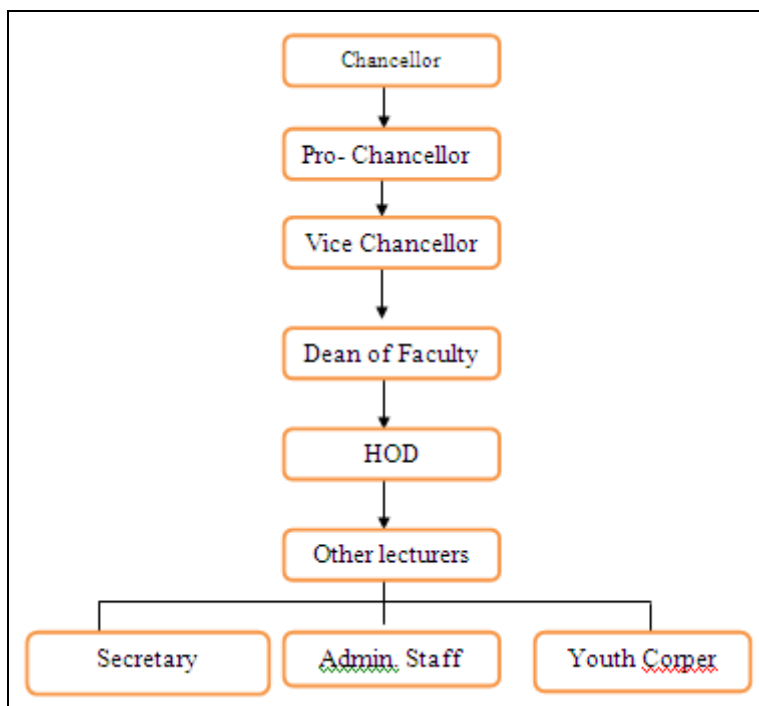


*Figure 1*
*Source: University of Sciences and Technology, Ifaki (2011)*

The vice-chancellor is the principal head of the university. He takes instruction from the governing council and report the feed back to the same Body. In some Universities the governing council has tenure of two years to operate; thereafter another set of people will either be nominated or elected. They are the employer of university staff both the academic and non- academic staff. The flow of information from the top to the lower level and the feedback respectively, varies from one university to other. In the time past the process of information was through manual, which always produce incomplete or missing information. Nowadays it is the use of information technology that produces complete and perfect information and use to retain data for long period of time.

The Information system is a model of the majority processes, executing at university. The fact that the university principals' officers can get reliable information helps to control them in real environment. The registration of the received and sent documents is created in information system, improving the university administration. At the same time, the executing control of assignments and responses according these writings is carried out. In addition, the signed contracts between the university and other organizations are registered. Information system renders the information concerning these contracts and helps to control their execution.

Therefore, according to Adewoye and Olaoye (2009) the purposes of using information technology are as follows:-

- Increasing of competitive ability of university:-
- Improvement of  the university management
- Decreasing of Administration expenses
- Planning and accounting of pedagogical job for Lecturers.
- The accountability of student's progressiveness

In addition, information system is very important part of the contemporary university. The university achievements in the education and the science areas straightly depend on the university activities computerization and the level of that computerization.

## 4. The Concepts of Information Technology (IT)

Information Technology (IT) is basically concerned with the purpose of collecting, processing, storing and transmitting relevant information to support the management operations in any organizations. In addition, An information technology is a system that provides historical information on current status and projected information, all appropriately summarized for those having an institutions or forms. The information must be provided in a time frame that will permit meaningful decision making at non-prohibitive cost. It is a communication process in which data are processed for operational use.

Information Technology (IT) is a system that provides historical information on current status and projected information, all appropriately summarized for those having a high that collect, processes, stores and distributes information to aid decision making for managerial function of planning, organizing, directing, controlling, staffing. An organization management information system includes functions such as information storage and retrieved as well as of these aspects of data communication. Information Technology can be looked upon as the binding together of the entire organization into an effective integrated flow of information. IT allows an information channel to serve as a means of improving the day to day activities. According to Adewoye and Olaoye (2009)

The future planning information technology is built using:

- People who are needed
- Data processing which provided the needed speed for information sorting and classifying.
- Data communication, which is  required to keep the information flowing between the different part of the system and the people using the system
- Information system and retrieval which is require in order to store the information in its proper formats and to make sure that the information can be retrieved when it is needed.
- System planning which is required in order to integrate the people data processing, the data communication, the information storage and retrieval and the use of the system into the overall meaningful and well organized management information system.

 Information Technology is useful in the area of decision making as it can monitor by itself disturbances in a system, determine a course of action and take action to get the system in control. It is also relevant in non-programmed decisions as it provides support by supplying information for the search, the analysis, the evaluation and the choice and implementation process decision making (Obi, 2003). Fabunmi (2003) also maintains that IT is useful in making decisions to solve many of the problems facing educational institutions. Such problems include poor programme scheduling, poor estimate of staff requirement, lack of accurate information on students' personnel and facilities piling up of administrative matters, wastages of spaces, lack of feasible budget estimates among others. Adebayo (2007) stressed the need for IT in decision making as it provides information that is needed for better decision making on the issues affecting the organization regarding human and materials resources.

Information technology is a communication process in which information stored are retrieved for decision making planning operating of new date, facts, messages, opinion and comments required in offer to react knowledgeable as well as to be in a position to take appropriate decision. Griffin (2000) states several features in common as stated below:-

- Complex of human procedures and competitive
- Cutting across an organization function boundary
- To serve the information need of the management

Information technology is a combination of organizational resources which cut across functional lines and serve the information in useful format or kindly basis to support planning and control requirement.

## 5. Organization of the Electronic Data Processing Department

The computer industry has created its own job titles.  It is possible to show the relationship between jobs on a typical computer department, the chart below shows the relationship between the various jobs in a typical computer department in the form of a family tree.
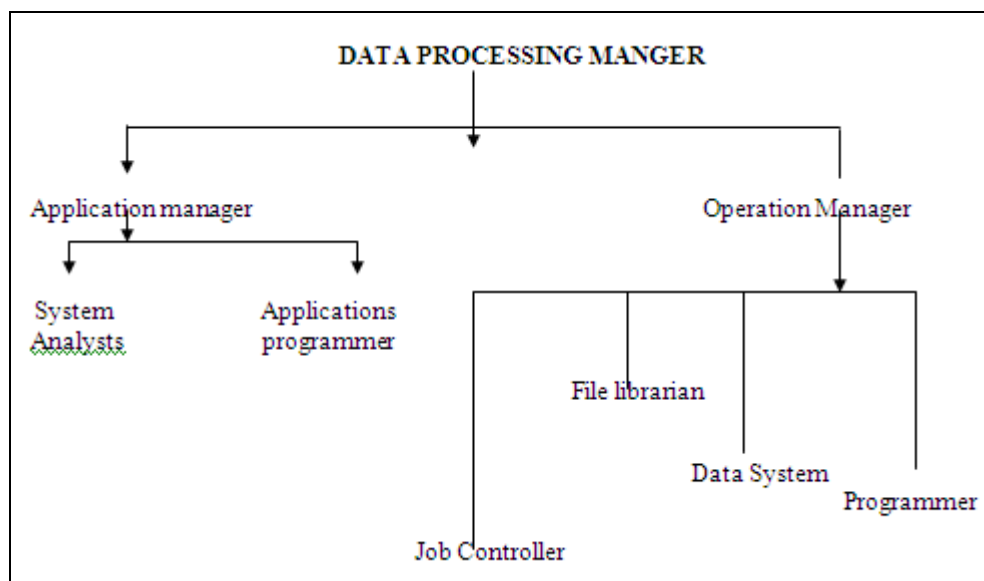
*Figure 2: A Typical Organization Chart for Electronic Data*

*5.1. Processing Department*
The data processing manager is responsible for the running of department.  The operations manager is responsible for the day to day running of the computer; he is the department financial report.  The application manager is responsible for bringing up new business system or improving old ones.  The system analysist is responsible for analyzing of a business system to assess its suitability for computer application.
An application programmer would be writing program concerned with different application of computer usage e.g. payrolls stick control, bills processing.
A System programmer would be creating programs to help run the computer such as translation and operating systems.
A Computer operation run jobs on the computer; he is responsible for the input and output, and loading backing storage devices with the correct types for disks for jobs running.
The data preparation staffs are responsible for preparing data for input into computer.  The file librarian keeps all files, ensures all files are correctly cataloged, shows them for immediate use, makes copies and stores them safely.
A job controller prepares and collects all materials for each job that is to be processed, he arranges computer work schedule and allocates priorities.


**6. The Effectiveness of Information and Decision**
In this technology age, coupled with the complex nature of increasingly in the number of Nigeria Universities. There is need for acquisition of appropriate information equipment to process data into information and disseminate the information for management use, towards effective university administration (KM, 2004).
According to Longman (2000), Information is an important resource in the effective management of any organization. Information is any fact or set of facts, which is useful in making a specific decision among alternative courses of action. The information potential of data is enhanced by refinement, which involves selection, processing, sorting and re-organizing the data into a unable form and transmission to the appropriate end-users.
Nigerian universities are complex in terms of the organizational structure, number and rapid increase in students' population (Weber, 2003). This complexity is further compounded by the multiple goals of university education, as stipulated in the National policy on Education (Federal republic of Nigeria, 1989). There is therefore, the need for an effective use of Information Technology in Nigeria universities. Before 1979, Nigerian universities established and controlled by the Federal Government and the three regional governments (East, West and North) However, the transfer of universities education to the concurrent legislative list by the 1979 constitution empowered the state government to establish their own universities(Fullan,2002). Consequently, 12 state universities were established between 1979 and 1992. Federal universities are owned, controlled and funded by the Federal government through the National universities commission (NUC). The state universities, on the other hand are owned and funded by the respective state governments. Likewise, there is opportunity for individual to own university. The NUC control, monitors, regulates and accredit all the university programmes be it federal State and privately owned.
There is need to assess the effect of ownership/proprietorship on the adequacy of the available IT equipments in Nigerian universities.
It is also important to assess their effective utilization by the different categories of university people, namely the students, lecturers and senior administrative staff in carrying out their expected roles towards goal attainment in the universities. The organization rationale for this is that effective IT should assist the different categories of people within an organization to effectively perform their expected functions (Uwadia, 2011).

**7. Impact of Information Technology on the Behaviour of Nigerian Universities**
Information technology is changing the behaviour of Universities, especially in the decision making .Matter at the lower and middle level management in universities where computer based information technology is used, it is clear that the heads of departments, deans of faculties, directors of various programmes, faculty officers, account officers etc have found administrative decision making easier with information technology (Fatimah, 2010).

In universities, the usual areas of information difficulties such as budgeting, student records, staff placement, audit and account salaries, purchasing and supply, examination results and records etc have become much easier to handle. But the effect of management information system on top management has been very precisely determined (Fabunmi, 2003).

There have been two schools of thought in the controversy over the impact of information technology on educational management. One of the schools of thought held that the use of computers would facilitate the jobs done at the electrical technical and administrative level and therefore, fewer middle and lower management of non-academic staff would be required. (Implying the possibility of even retrenching some of such staff).While the other school of thought believes that the use of computers will facilitate and improve administrative efficiency without necessarily result to retrenchment as stated by the first school of thought (Alarm, 2008).

**8. Steps in Decision-Making**
Decisions are responses to problem difference between what is and what could be. C Neale and Craft (2000) itemize five steps of decision-making as stated under.
Recognition and definition of the problem, information search alternative generation evaluation and choice, implementation and assessment.

*8.1. Recognition and Definition of Problem*
Perceiving a discrepancy between what is and what could or should are problem recognition and provides the foundation for all individual decision-making problem recognition required the decision make to:
- Understand goal and objective
- Monitor accomplishment of these goal and
- Evaluate importance of the discrepancy problem recognitions a critical aspect of individual decision making.

*8.2. Information Search*
If a perceived discrepancy is imported then the decision maker will implement a second state a decision-making must gather information about the problem of discrepancy and possible way to solve it.

*8.3. Alternative Generation*
This third (3rd) phase is developed or identified potential cause of action. This phase regard that the information previously gathered is into a set of alternative.

*8.4. Evaluation and Choice*
When sufficient numbers of sign of potential acceptable solution alternatives  have been identified the decision. Maker must evaluate them and make a choice. This evaluation can be accomplished in one or two ways. The decision maker can compare each alternative to the dashed goal.

*8.5. Implementation and Assessment*
Once a choice has been made, the decision-maker implement the decision while the choice process is important, decisions are worthless unless implemented.

**9. Area of the Study Sample Size**
This paper is aimed at impact of information technology as a correlate of administrative efficiency in Nigerian universities with special reference to five selected universities in Ekiti State. They are; Federal University Oye (FUOYE) situated at Oye – Ekiti,University of Ado- Ekiti (UNAD) situated at the state capital, Ado Ekiti,University of Sciences and Technology, Ifaki(USTI) situated at Ifaki Ekiti,The University of Education,Ikere (TUNEDIK) situated at Ikere Ekiti and Afe Babalola University, Ado Ekiti (ABUAD) the only privately owned University in Ekiti state situated at the state capital ,Ado Ekiti.It is crystal clear that the selection cut across ;Federal,State and  state owned universities.Though the three  selected state universities have been merged into one  known as Ekiti State University, Ado-Ekiti(EKSU).The population of above selected Universities in term of academic staff, Senior administrative staff, Non –academic staff, and students varies from one university to other of thie range (500 to 20,000). Random sampling was used,because the sample of population and information needed are the type that could be supplied by the Academics, non-academics  staff and the students which are randomly selected. Considering the time constraint, the size of each university.

In this study both the primary and secondary data were used i.e structure questionnaire and personal interview. The secondary source of data collected involves the universities news and circulars. Data collected were sorted out and analyzed using scientific method of data analysis of which computation carried out through the use of simple percentage, mean, standard derivation and chi square respectively.

(1)     The mean     (n)

$$n = \frac{\sum Fx}{\sum F}$$

(ii)    The standard deviation   (S.D)

$$\sqrt{\frac{\sum F(x-x)^2}{\sum F}}$$

The chi-square

$$= \frac{\sum (O-E)^2}{\sum F}$$

Where:

$\sum$     means the summation

F     Means the frequency

x     Means the variables

n     Means the total number of observation.

$\sqrt{}$     Means the square root

0     Means the observed   frequency

E     Means the expected frequency.

## 10.  Data Analysis, Interpretation and Decision on Findings

Data Presentation

It should however be emphasized that the research assistants used for data collection were so effective and the entire questionnaires distributed were retired

QUESTIONNARIES RESPONSE RATE

| S/N | QUESTIONNARIES | NUMBERS | DISTRIBUTION (%) |
|-----|----------------|---------|------------------|
| 1 | Returned | 50 | 100 |
| 2 | Un- Returned | 0 | 0 |
|  | Total | 50 | 100 |

Source: Research Survey (2011)

Analysis of Data

Data collected were sorted out and analyzed using chi-square test, as well as simple percentage, chi-square is used as a test of goodness to fit where the populations and the sample were classified on the basis of a single attribute. This type of testing is useful for testing the response of questionnaires.

## Section A: Bio-Data Respondents

UNIVERSITY

| S/N | STATUS | FREQUENCY | PERCENTAGE |
|-----|--------|-----------|------------|
| 1 | Federal | 9 | 18 |
| 2 | State | 32 | 64 |
| 3 | Private | 9 | 18 |
|  | Total | 50 | 100 |

Interpretation

Distribution of questionnaires to the selected universities are represented as ;federal university ,18%State universities 64% and Private university  18%.Signifying that the State universities is majorly focused.

| S/N | SEX | FREQUENCY | PERCENTAGE |
|-----|-----|-----------|------------|
| 1 | Male | 32 | 64 |
| 2 | Female | 18 | 36 |
|  | Total | 50 | 100 |

*Table 1: Sex Distribution of Respondents*

Interpretation
TABLE 1 shows the sex distribution of respondents in which 64 % of them are male and 36% of them are female. The above shows signal that the administrative efficiency in Nigeria Universities is traceable to male staff than female staff/student of the institution

| S/N | QUALIFICATIONS | FREQUENCY | PERCENTAGE (%) |
|-----|----------------|-----------|----------------|
| 1 | OND | 5 | 10 |
| 2 | BSC/HND | 27 | 54 |
| 3 | MBA | 10 | 20 |
| 4 | Ph.D | 5 | 10 |
| 5 | ACA/FCA | 3 | 06 |
|  | Total | 50 | 100 |

*Table 2: Educational Qualifications of Respondents*
*Source: Research Survey (2011)*

Interpretation
from the above, 10% of the respondents are OND holders 54% are BSC/HND holder, 20% are MBA holders,10% are Ph.D holders,while the remaining 6% are professionals from Institute of Chartered Accountants of Nigeria(ICAN).It can be deduced clearly that majority of the staff of the universities (i.e. respondents) are capable to attend to the issue objectively.

| VARIABLES | X | F | FX | X-X | $(X-X)^2$ | $F(X-X)^2$ |
|-----------|-----|-----|-------|-----|-----------|------------|
| 0-10 | 5.5 | 25 | 137.5 | -7 | 49 | 1225 |
| 10-20 | 15 | 16 | 240 | 2.5 | 6.25 | 100 |
| 20-35 | 27.5 | 09 | 247.5 | 15 | 225 | 2025 |
| Total | - | 50 | 625 | - | - | 3350 |

*Table 3: Working Experiences of Respondents*

Where x =midpoint i.e. $\frac{n+1}{2}$ $= \frac{10+1}{2} = \frac{11}{2} = 5.5$

F=frequency
x=mean

$$Mean(x) = \frac{\sum fx}{\sum f}$$
$$= \frac{625}{50}$$

=12.5 years, appropriately 13 yrs

$$Standard\ Deviation\ (S.D) = \sqrt{\frac{\sum f(x-x)^2}{\sum f}}$$

$$= \sqrt{\frac{3350}{50}}$$
$$= \sqrt{67} = 8.188$$

Interpretation
The table shows that the average working experience of the staff in their respective department is 13 yrs and more than 37% of the respondents have spent more than 8 yrs with the university. It is to be noted that, the experience acquired by the respondent over years is efficient for them to provide necessary information as regard the issue at hand.

| FIELD OF STUDY | FREQUENCY | PERCENTAGE (%) |
|---|---|---|
| MANAGEMENT/SOCIAL SCIENCES | 40 | 80 |
| ARTS/HUMANITIES | 6 | 12 |
| SCIENCES/ENGINEERING | 2 | 4 |
| OTHERS | 2 | 4 |
| TOTAL | 50 | 100 |

*Table 4: Field of Study of Respondents*
*Source: Research Survey (2011)*

Interpretation
It can be referred for the above table, take 8o% the respondents studied a course in management sciences, 12% represent in arts or humanities, 4% represent sciences or engineering and others respectively.

| POSITION | FREQUENCY | PERCENTAGE (%) |
|---|---|---|
| SENIOR STAFF | 35 | 70 |
| JUNIOR STAFF | 13 | 26 |
| OTHERS | 02 | 04 |
| TOTAL | 50 | 100 |

*Table 5: Position at Work of Respondents*
*Source: Research Survey (2011)*

Interpretation
The table shows that 70% of the workers were senior staff, 26% were junior staff while 4% of the respondents others (non-academics staff).

| DEPARTMENTS | FREQUENCY | PERCENTAGE (%) |
|---|---|---|
| ACCOUNTING | 15 | 30 |
| LINGUISTIC/ENGLISH | 22 | 44 |
| MEDICINE | 03 | 06 |
| STUDENTS AFFAIRS OFFICERS | 05 | 10 |
| OTHERS | 05 | 10 |
| TOTAL | 50 | 100 |

*Table 6: Departments of the Respondents*
*Source: Research Survey (2011)*

Interpretation
From the above table, we observed that 30% of the respondents works in accounting department, 44% works at Linguistic/English department, 6% at Medicine department, 10% works in Students affairs department, and 10% at others section.

**Section B: The Information System Employed In the Universities**

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly Agree | 39 | 78 |
| Agree | 11 | 22 |
| Indifferent | _ | _ |
| Disagree | _ | _ |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 7: Periodic Information System on Number of Students, Impress Account System Etc Are Up To Date in Your University*
*Source: Research Survey (2011)*

Interpretation
It is clearly shown that the active use of periodic information system is being effective and operational.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 41 | 82 |
| Agree | 9 | 18 |
| Indifferent | _ | _ |
| Disagree | _ | - |
| Strongly Disagree | _ | _ |
| Total | 50 | 100 |

*Table 8: Selective Information System Is Used By Top Management.*
*Source: Research Survey (2011)*

Interpretation
The above analysis reveals strongly to the active use of selective information system by the top management.

| RESPONDENTS | NOOF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 35 | 70 |
| Agree | 12 | 24 |
| Indifferent | 03 | 06 |
| Disagree | _ | _ |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 9: Do Budgeting Information System Used In Your Institution?*
*Research Survey (2011)*

Interpretation
Majority of the respondent that is 70% strongly agreed that budgeting information system is used in their institution. While 6% were indifferent about it.

**Section C: The Roles of Management Information System in Administrative Decision Making In Nigerian Universities**

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 30 | 60 |
| Agree | 12 | 24 |
| Indifferent | _ | - |
| Disagree | 08 | 16 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 10: Decision Making Is Effectively and Efficiency Achieved Through Relevant*
*Management Information System (MIS) In Our University*
*Source: Research Survey (2011)*

Interpretation
It can be seen that all the respondents responded positively that decision making is effectively and efficiently achieved through relevant management information system (MIS) in their Institution.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 27 | 54 |
| Agree | 14 | 28 |
| Indifferent | _ | _ |
| Disagree | _ | _ |
| Strongly Disagree | 09 | 18 |
| Total | 50 | 100 |

*Table 11: Do Management Information System (MIS) Makes An Administrative Decision Making Easier And Faster?*
*Source: Research Survey (2011)*

Interpretation
The  analysis above showed that 27 respondents representing 54% of the population strongly showed that the decision making is easier and faster with MIS, additionally, 14 respondents, representing 28% agreed and 09 respondents 18% strongly disagree to it.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 30 | 60 |
| Agree | 18 | 36 |
| Indifferent | _ | _ |
| Disagree | 02 | 04 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 12: Past Problem Are Solved While Present Problems Are Proffered With Solution Through Management Information System?*
*Source: Research Survey (2011)*

Interpretation
From the analysis above, we can easily deduce that past problem are solved while present problems are proffered with solution through management information system to aid or boast administrative decision making of Nigerian's universities.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 30 | 60 |
| Agree | 15 | 30 |
| Indifferent | _ | _ |
| Disagree | 05 | 10 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 13: Management Information System (MIS) Is A Motivation Factor For Worker In Your University.*
*Source: Research Survey (2011)*

Interpretation
It is obvious from the table above, that, management information system certainly aided by assisting motivation factor for workers in Nigeria Universities. In other word, it will only help and assist but not full motivated in the area of assisting workers. It will as well gear them up.

| RESPONDENTS | NO OF  RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 36 | 72 |
| Agree | 12 | 24 |
| Indifferent | _ | _ |
| Disagree | 02 | 04 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 14: Management Information System Is the Connection Link between Various Departments,*
*Faculties and Units in Your University*
*Source: Research Survey (2011)*

Interpretation
It is clear from the analysis that management information system (MIS) is a strong link between various department, faculties and units in Nigerian universities.

**Section D: The Impact of Management Information System on Educational Stakeholders in Making Administrative Decision in Nigerian Universities**

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 18 | 36 |
| Agree | 26 | 52 |
| Indifferent | _ | _ |
| Disagree | 06 | 12 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 15: Do Governing Council Makes Decisions On The Management Of The University*
*Through Management Information System?*
*Source: Research Survey (2011)*

Interpretation
From the above table, it is clearly that management information system serves as a means to governing council makes decisions on the management of the University.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 20 | 40 |
| Agree | 26 | 52 |
| Indifferent | _ | _ |
| Disagree | 04 | 08 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 16: Do You Agree That Areas of Need As Well As Causes of Problems Are Easily Identified With*
*Management Information System?*
*Source: Research Survey (2011)*

Interpretation
It can be inferred from the above analysis that management information system can help in the areas of need as well as causes of problems could easily be identified.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 26 | 52 |
| Agree | 20 | 40 |
| Indifferent | _ | _ |
| Disagree | 04 | 08 |
| Strongly Disagree | _ | _ |
| Total | 50 | 100 |

*Table 17: Do You Agree That Management Information System Reduces The Intolerable Time Lag Between Request For And Supply*
*Of Specific Information Needs For Administrative Decision Making?*
*Source: Research Survey (2011)*

Interpretation
From the above analysis, almost all the respondents supported that management information system reduces the intolerable time lag between request for and supply of scientific information needs for administrative decision making.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 10 | 20 |
| Agree | 05 | 10 |
| Indifferent | _ | _ |
| Disagree | 35 | 70 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 18: Would You Agree That Universities Stakeholders Can Manage Effectively and Efficiently*
*With The Knowledge of Management Information?*
*Source: Research Survey (2011)*

Interpretation
From the above analysis, the knowledge of Management Information cannot really help & could not really help universities stakeholders to manage effectively and efficiently.

| RESPONDENTS | NO OF RESPONDENTS | PERCENTAGE (%) |
|---|---|---|
| Strongly agree | 30 | 60 |
| Agree | 10 | 20 |
| Indifferent | _ | _ |
| Disagree | 10 | 20 |
| Strongly Disagree | _ | - |
| Total | 50 | 100 |

*Table 19: Do University Education Improve Rapidly Through Information Technology Base?*
*Source: Research Survey (2011)*

Interpretation
The above table analysis shows that, the university education improve rapidly through information technology base on the administrative decisions by stakeholders, although, the stakeholders in question has to design his work in such a way to aid up management administrative decision.

| RESPONDENTS | NO OF RESPONDENT | PERCENTAGE (%) |
|---|---|---|
| Strongly Agree | 42 | 84 |
| Agree | 08 | 16 |
| Indifferent | - | - |
| Disagree | - | - |
| Strongly disagree | - | - |
| Total | 50 | 100 |

*Table 20: Do Information Technology Makes Intra- Relationship Among Universities Governing Council   Possible?*
*Source: Research Survey (2011)*

Interpretation
 From the above the analysis shows that it is possible for governing council to have intra-relationship among Universities.

**Test of Hypothesis**
Hypothesis 1
Ho: Information Technology cannot make intra-relationship among University stakeholders possible.

| REPONSES | NO OF RESPONSES | EXPECTED VALUE (E) | O-E | $(O-E)^2$ | $\dfrac{(O-E)^2}{O-E}$ |
|---|---|---|---|---|---|
| YES | 42 | 25 | 17 | 289 | 11.56 |
| NO | 8 | 25 | 17 | 289 | 11.56 |
| TOTAL | 50 | 50 | | 578 | 23.12 |

*Table 21: Chi-Square (X) Calculation Using 20 to Test the Above Hypothesis At 5% Level Of Significance*
*Source: Research Survey (2011)*

$X^2 = E\ (O\text{-}E)^2$

$E \underline{\hspace{3cm}}$        where $(O\text{-}E)^2 = 578$, (E) is 25

∴ $= 578/25$       $= 23.12$

Degree of Freedom (DF)
$= (r\text{-}1)\ (r\text{-}1)$
$= (2\text{-}1)\ (2\text{-}1)$
$= 1$

Table of $x^2$ at degree of freedom 1, significance level 0.05 is 3.84.
Decision: if       $x^2 > 3.84$       -       Accept Ho
                  $x^2 < 3.84$       -       reject   Ho

Conclusion
Since the computed value of x2 = 23.12 which is greater than the table value of x2 = 3.84, then Nil hypothesis (Ho) is accepted and the alternative hypothesis (Hi) is rejected. Hence, Information technology can make intra-relationship among Universities' possible.

Hypothesis II
Ho:- University stakeholders cannot manage efficiency and efficiently with the application  of  Information Technology.

| REPONSES | NO OF RESPONSES | EXPECTED VALUE (E) | O-E | $(O-E)^2$ | $\dfrac{(O-E)^2}{O-E}$ |
|---|---|---|---|---|---|
| YES | 12 | 25 | 13 | 169 | 6.76 |
| NO | 38 | 25 | 13 | 169 | 6.76 |
| TOTAL | 50 | 50 | | 338 | 13.52 |

*Table 22: Chi- Square ($X^2$) Calculation, Using Table 18 To Test The Above Hypothesis At 5% Level Of Significance*

$$\frac{X^2 = E (O-E)^2}{E}$$

:. = 338/25          = 13.62

Degree of freedom (DF) =1
Table of $x^2$ at degree of freedom 1, significance level 0.05 is 3.84.
Decision: if          $x^2 > 3.84$          -          Accept Ho
                       $x^2 < 3.84$          -          reject   Ho

Interpretation
Since the computed value of  $x^2 = 23.12$ null hypothesis (Ho) which is accepted and the alternative hypothesis (Hi) is rejected. Hence, it can be established that University stakeholders cannot manage effectively and efficiently with the application of Information Technology.

## 11. Conclusion
Attempt have been made in this study to bring to limelight what Information Technology is, its scope, concept, impact which it has on University System, the role which it plays on the Institution and its effectiveness which boost up the administrative efficiency on the University System, a particular reference to five selected Universities in  Ekiti State.
It is envisage that the project work has conductivity shown that Information Technology enhances the University administrative efficiency. Based on the findings, it was discovered that:-
- Information Technology aid effective administrative decision making in Nigerian Universities.
- Increased Productivity, which is a function of Information Technology.
- Aids problem – solving skills
- Helps in making speedy decisions by the stakeholders.
Finally, this research work has help to create awareness for University System that an effective Information Technology is very important for the administrative efficiency on the University System. The study therefore, conclude  that for the University to achieve the aims and objectives for which it is set up, all the sub-system must be supplied with up to date Information technology equipments.
The study conducted reveals that decision-making is inevitable in the administration of the University System. Information is absolutely essential to the survival of the university administration. For quality decisions to be made, Information is highly needed. As administrative grows in size and become complex, there is increase need for communication demands on information system, inputs of information (both data and planning information) are processed according to plan into an output that provides information for decision regarding planning and control. On the basis of finding and discussion of this study, the following conclusions are drawn:-
- The effective decision making within the School/University system calls for pertinent, reliable and speedy information which can be in organization.
- Information Technology should be designed in a way that will cater for the need of students, that is, the students' factor should be included in the (IT) because they are the end users.
- For effectiveness of the decision taking therefore, the information hold is clear, complete, concise and correct.
In conclusion, all efforts should be made by the University to ensure that all categories of staffs should see IT as an aid rather than a replacement and that people should not resist it in any way.

## 12.  Recommendation
It is important to state that Information technology (IT) is not new in the University System however, it tends to be very useful in the administrative efficiency of the University environment or system. Having considering the above, it is necessary to state the following suggestions so as to improve the effectiveness and efficiency of the University System with  the  application  of  Information Technology:
- Efforts should be made by the University Authority to make all categories of its staffs understand the needs and importance of introducing Information Technology to the University.
- Effective communication system should be developed to convey information to different levels of Management.
- Staff developing programmes such as Workshops, Seminars, Conference etc, should be organized in order to acquaint staff on the technique and process of t Information Technology.
- The University should set up a committee of experts in Information Technology that will appraise from time to time the effectiveness of the University Information System.
Finally, the Administrative decision – making in the University should solely depend on the Information generated through the Information Technology. In line with the findings of Ibrahim (2012) the application of Information Technology enhances all sectors generally by making and creating a fast, easy and convenience processes to all areas of lines. Therefore, Information Technology is a must for every line and sectors of organizations and not to be replaced and that people should not resist it in any way.

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### 14. Appendix A Questionnaire

SECTION A: BIO DATA OF RESPONDENTS

INSTRUCTION: Please tick whichever is appropriate.

University: Federal () State () Private ()

Sex: Male ( ) Female ( )

Educational Qualification obtained: (i) OND ( ) (ii) B.Sc/HND ( ) (iii) MSC/MBA ( ) (iv) PhD ( ) (v) ACA/FCA/FCIB/ANAN ( )

Work Experience: (i) 1-5yrs ( ) (ii) 5-10yrs ( ) (iii) 10-15 yrs ( )

Field of study: (i) Management/ Social Science ( ) (ii) Arts/Humanities ( ) (iii) Sciences/Engineering ( ) (iv) others (specify)…………

Position at Work/Office: (i) Junior Staff ( ) (ii) Senior Staff ( ) (iii) others (specify)………

Department: - (i) Accounting ( ) (ii) Linguistics/English ( ) (iii) Medicine ( ) (iv) Student Affairs ( ) (v) others (specify)……..

SECTION B: INSTRUCTION: Please put a tick (√) in the appropriate column that represents your candid opinion.

| S/n | Item | SA | A | Indifferent | D | SD |
|-----|------|----|----|-------------|----|----|
| 1 | What is the Information system employed in your University? | | | | | |
| 1 | Periodic Information systems on number students. Imprest account systems etc are in use your University. | | | | | |
| 2 | Selective Information systems are used by top management in your University | | | | | |
| 3 | Budgeting Information system is used in your University | | | | | |

SECTION C

| S/n | Item | SA | A | Indifferent | D | SD |
|-----|------|----|----|-------------|----|----|
|  | The roles of Information technology in administrative decision making in your University is very crucial. |  |  |  |  |  |
| 4 | Decision making is effectively achieved through Information Technology. |  |  |  |  |  |
| 5 | Information Technology make administrative decision making easier and faster |  |  |  |  |  |
| 6 | Past problems are solved while present problems are preferred with solution through Information System. |  |  |  |  |  |
| 7 | Information system is a motivation factor for worker in a school system. |  |  |  |  |  |
| 8 | Information System is the connection link between various department, Faculties and unit in your University. |  |  |  |  |  |

SECTION D

| S/n | Items | SA | A | Indifferent | D | SD |
|-----|-------|----|----|-------------|----|----|
|  | What impact does Information technology play in your university? |  |  |  |  |  |
| 10. | Areas of need as well as causes of problems are easily identified with information technology. |  |  |  |  |  |
| 11. | Information Technology reduces the intolerable time lag between request for and supply of specific information needs for administrative decisions making. |  |  |  |  |  |
| 12. | University stakeholders manage effectively and efficiently with the knowledge of Information technology. |  |  |  |  |  |
| 13. | Information Technology can makes intra-relationship among university stakeholders possible. |  |  |  |  |  |
| 14. | University education appreciates rapidly through information technology base on the administration decisions by stakeholders. |  |  |  |  |  |