

***Global economic recession and management of public universities in Benue, Kogi and Niger states of Nigeria***

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**Abstract**

*This study investigated ‘Global economic recession and management of public universities in Benue, Kogi and Niger states of Nigeria. Three research questions were raised and three hypotheses were formulated for the study. The design adopted for this study was descriptive survey design. The population of the study is 6,338 of all the public universities in Benue, Kogi and Niger states of Nigeria. The sample for this study is 639 respondents. Simple random sampling technique was adopted to draw the sample. A structured questionnaire developed by the researchers titled “Economic Recession and Public Universities Management Questionnaire”, (ERPUMQ) was used for data collection. Mean Score and Standard Deviation were used to answer the research questions while Chi-Square was used to test the hypotheses. This study found that global economic recession has influence on funding, provision of library infrastructure and staff recruitment in public universities in Benue, Kogi and Niger states of Nigeria. The study recommended that the government and management should step up efforts in sourcing for funds to be allocated to the universities through approaching philanthropists, synergizing with universities’ alumni and empowering intervention agencies like Tertiary Education Trust Fund (TETFund).*

**Keywords:** global, economic, recession, management, public, universities

## **Introduction**

The global economy between 2007 and 2016 experienced financial crisis never experienced since the great depression of the 1930s. This financial crisis created devastating economic upheavals that were felt in most spheres of global endeavours. The unpalatable economic situation was given various names like ‘economic meltdown’, ‘financial crisis’, ‘economic recession’, ‘financial glut’ ‘credit crisis’ and ‘financial downturn’ among others. Frequently appearing in press describing the financial clash is the term ‘economic recession’. The term economic recession, according to Peters (2013), is applied broadly to a variety of situations in which some financial institutions or assets suddenly lose a large part of their value. According to Hanuja (2018), economic recession is a significant decline in economic activity spread across the economy, lasting more than a few months, normally visible in production, employment, real income, and other indicators. It assumed a global proportion as it engulfed the entire global economy. Normally, recession begins when the economy reaches a peak of activity and ends when the economy reaches its trough. This was the case with the 2007-2016 recession. Daagu (2021) observes that the global economic recession is officially traced to August 15, 2007, when investors’ concern about the American sub-prime mortgage (low quality home mortgages) lending industry caused a sharp drop in stock prices in the United States of America that affected almost all the stock markets worldwide. Despite concerted efforts by the United States market to recover its losses, stocks prices continued to depreciate thereafter triggering further worries in late 2007 about credit conditions, the solvency of banks and the economic outlook of the global economy. The financial crisis claimed its first banking casualty in October 2007 with the crumbling of a British Mortgage Bank, Northern Rock.

There were some drivers or factors apart from dwindling crude oil prices that exacerbated the financial glut. Daagu (2021) and Moran (2012) assert that borrowers who sought credit beyond their reach, and lenders who threw caution to the winds and abandoned time-honoured principles of sound loan appraisal in lending (over-eager lending) propagated the global economic crunch. Similarly, investment bankers who earned fees for bundling and selling vaporous bonds without adequately disclosing risk (careless investing) as well as the institutional investors who sought high returns without understanding the risk and real value of the underlying assets were indicators of a pending global economic doom. Osundina, Ebere and Osundina (2014), enumerate the causes of the crisis as breakdown in underwriting standards from subprime mortgages; flaws in credit rating agencies assessments of subprime, and regulatory policies, including capital and disclosure requirements that failed to mitigate risk management weaknesses. A prolonged absence of quality leadership in Nigeria too contributed to the emergence of economic recession.

When the financial glut registered itself on the global economic scene, the risk ranking was based on seven indicators which were persistent and prolonged account financial gap; prolonged foreign exchange reserve/short-term external debt ratio; decrease in export/gross domestic product (GDP); household or private credit growth; high loan to deposits ratio and low banks' capital to assets ratio (Oyovwi, 2011). Tord (2009) outlines the following threats of the crisis on Nigerian economy to include oil price shock; fiscal burden and threat of abandoned projects syndrome; pressure on exchange rates for foreign reserves; government deficits and interest rates continued to be high; possibility of reduced confidence in business and ease of doing business; inflationary threat as the Central Bank of Nigeria (CBN) relaxed monetary policies; oil production and the Niger Delta challenges, possible political pressures to spend the excess crude and the possibility of renewed debt accumulation by various tiers of government.

The economic crisis has been felt in many areas of the economy and spreads across the entire globe making it a global phenomenon. According to Usmanu (2017), the economic recession negatively affected the prices of crude oil products globally, lowered the prices of home mortgages, lowered the prices of stocks in the global market, caused poor repayment of bank loans and resulted into surging and double digit inflation among many other negative economic indices. In a similar scenario, annual double-digit increases in the United States of America housing prices proved unsustainable and the rapidly growing price-rent and price-income ratios clearly had to fall thus exacerbating the financial glut. When the ripple effects of the US-emanated financial crisis reached the Nigerian economy, the economic policy planners assumed, albeit erroneously, that the country's economy was shielded or rather insulated from the devastating impact of the global economic recession. Summarily, they locked the stable door after the horses had bolted. Before concerted efforts could be mounted by the Nigerian government to stem the tide, the economy was already crumbling at the same speed with the global economy. There was double-digit inflation in the economy; it caused poor repayment of bank loans; the cost of living soared above the common man's reach; the standard of living nose-dived towards an all-time low; unemployment figures were continually on the rise day by day and there were daily crashes in the Nigerian stock market among other indices of the global economic recession.

The consequence of the global meltdown on the Nigerian educational system is very devastating. Nigeria, being a mono economy relies mainly on crude petroleum exports. With the declining revenue accruable from crude oil sales at the international market, the survival and management of the educational sector is threatened.

Management, according to Daagu (2021), entails adequate funding, proper staff recruitment or appointment, timely planning, budgeting, organization, directing, supervision, sustained provisions for staff welfare, provision of needed equipment,

facilities or materials, staff development, projecting and planning for students' enrolment, proper staff retention and making arrangements for optimal staff performance of organizational responsibilities. Economic recession might have impacted on the nation's economic fortunes which could even extend and impact on management of public universities in Benue, Kogi and Niger states. Odu (2018) opines that economic recession has the potential of impacting negatively on funding and the entire management of public universities which largely depend on government's allocation for all their financial engagements. Gardwyl (2012) found out that a situation where the universities are not well funded as a result of any economic mishap will breed the production of weak intellectuals owing to flawed teaching and learning with a debilitating impact on the production capacities of the labour market. In the face of the debilitating global economic realities, the Federal Government of Nigeria may definitely find it difficult to meet the high cost of funding university education in the country. The implication of this anomaly is that, shortage of institutional funds occasioned by global economic recession may affect the provision of infrastructure for effective teaching and learning, planning of academic programmes, directing academic activities, reduced staff welfare and staff retention, porous maintenance culture of school plant, adequate supervision of educational programmes and activities, improper coordination of routine or periodic activities, staff recruitment and staff promotion in the public universities. The public universities in Benue, Kogi and Niger states may not be alienated from the ugly scenario mentioned above.

In a related scenario, global economic recession could influence the availability of essential library facilities in public universities at a global level and even in Benue, Kogi and Niger states. The library is the live wire of any educational institution. Uchendu (2016) found out that a well-stocked library facilitates lecturers' preparation and presentation of lectures; encourages students' individual learning; spurs the conduct of research by both lecturers and students and generally facilitates effective teaching and learning. The implication is that, since effective teaching and learning is one of the parameters for determining the tone of management of any educational institution, library must be frequently updated with novel and model materials to track the spate of knowledge explosion as well as the intellectual demands of the time. Unfortunately, the global economic recession might influence the capacity of public tertiary institutions to make their libraries conducive for use as well as stocked with current journals, textbooks, periodicals and other relevant library facilities. Where libraries are not fully stocked with model and modern materials, gadgets and appliances, it impedes the quality of teaching and learning on the campuses. Furthermore, the library is expected to be conducive for research, reviews, referencing, viewing, listening and pleasure reading. In a situation where this feature of the library is lacking due to economic recession, it is an indicator that the benefits of a sound

library will elude the institution in which such a library is found and this may have a negative effect on the management of such institutions.

Economic recession could exert enormous influence on management of universities in the area of staff recruitment. Staff recruitment, according to Uwatt (2021), revolves on the notion of ensuring that the best staff are sourced and employed in an organization. Some of those factors that encourage the recruitment of staff include the possibility of human capital development which includes staff recruitment and training, provision of staff welfare as well as health care services. Personnel management concerns itself with the recruitment of personnel and determining how to look after the welfare of workers. Based on the relevance of personnel in any organization, Daagu (2021) asserts that a person will be enthused to work for an organization as long as the balance between his own personal needs and those of the organization is in their favour. The economic meltdown which has made the government not to be able to properly fund the universities might exert a negative influence on staff recruitment in public universities. Specifically, public universities in Benue, Kogi and Niger states may also not be insulated from the impact of economic recession on staff recruitment in public universities. The outcome of the influence of global economic recession on the management of universities has been found by Gardwyl (2012), Obonya (2014) and Satope (2014) to breed low job performance, truancy and absenteeism, low staff commitment to duties and poor quality of research and lecturing, among others. Therefore, conducting a research on the influence of global economic recession on the management of public universities in the area of study is timely, hence, the present study.

### **Statement of the Problem**

In spite of the fact that there has been a sustained spate of intervention programmes, like the Tertiary Education Trust Fund, in the funding of public universities in Benue, Kogi and Niger states, it seems all is not well with these institutions. Stakeholders in education, like the students, lecturers and parents amongst others, frequently grouse about the quality of education and infrastructure obtainable in public universities. A survey of most of the public universities in Benue, Kogi and Niger states reveals educational infrastructure in a state of disrepair which might have been caused by poor funding of public universities emanating from economic recession. Many structures have become death traps while some have practically become unusable due to failed maintenance. This might have stemmed from the reduced funding from the government occasioned by economic recession. Personal observations by the researchers show that many buildings and structures in public universities in this area are in a state of disrepair which might have arisen from economic recession. The researchers speculate that economic recession has influence on the management of public universities in Benue, Kogi and Niger states in the provision of library

infrastructure. This is evidenced in the preponderance of obsolete print materials in most libraries in the public universities of the afore-mentioned states. A visit to libraries of the public universities in these will reveal uncomfortable seats, poor lighting and ventilation arrangements and the sheer absence of virtual libraries. This could have stemmed from the global economic recession and may reduce the quality of research by both staff and students with ripple effects on the quality of products from such public universities.

Similarly, personal experience and observation by the researchers show that many staff in the public universities in Benue, Kogi and Niger states are overloaded due to the inability of the management to recruit more staff. The researchers speculate that this inability of the management might be a consequence of dwindled university funding occasioned by the global economic recession. The flip side of this scenario is that, once staff are overload, it bears negatively on their performance potential thereby tumbling the quality and quantity of teaching and learning taking place in such educational environments. Therefore, the problem of this study is: What is the influence of global economic recession on the management of public universities in Benue, Kogi and Niger states focusing on funding, provision of library infrastructure and staff recruitment?

### **Research Questions**

The research was guided by the following research questions:

1. In what ways does global economic recession influence funding of public universities in Benue, Kogi and Niger states?
2. How does global economic recession influence provision of library infrastructure in public universities in Benue, Kogi and Niger states?
3. In what ways does global economic recession influence staff recruitment in public universities in Benue, Kogi and Niger states?

### **Hypotheses**

The following hypotheses were formulated for the study:

**Ho1:** Global economic recession does not significantly influence funding of public universities in Benue, Kogi and Niger states.

**Ho2:** Global economic recession has no significant influence on provision of library infrastructure in public universities in Benue, Kogi and Niger states.

**Ho3:** There is no significant influence of global economic recession on staff recruitment in public universities in Benue, Kogi and Niger states.

## **Methodology**

The design adopted for this study was descriptive survey design. A descriptive survey research design deals with data collection from a large population by drawing a representative sample of such population for the purpose of describing, interpreting, evaluating and analyzing the existing conditions of variables and prevailing situations through the formulation and testing of relevant hypotheses for drawing inferences for generalization on the entire population (Wright, 2019). The study area comprises Benue, Kogi and Niger states where the public universities are found. Geographically, the states are situated in the North Central geopolitical zone of Nigeria spanning from the west around the confluence of Rivers Niger and Benue. The region itself is rich in alluvial soil and other natural features that boost the Nigerian exciting scenery. The region is mostly agrarian and civil service-oriented in nature. The states cumulatively have six public universities, that is, three (3) federal universities and three (3) state universities. The population of the study is made up of 6,388 staff of public universities. The sample for this study is 639 respondents being 10% of the population of 6,388.

Multistage sampling techniques were adopted in drawing the sample. In the first stage, the researchers chose all the six public universities in the area for the study. This is called a census. In the second stage the researchers adopted simple random sampling to draw the sample size of respondents. The names of the respondents from each public university were written on pieces of paper, folded and dropped in a basket. Picking by replacement was done until the desired sample size (10%) of the respondents was obtained. The researchers then administered the instrument on sampled respondents.

A structured questionnaire developed by the researchers titled 'Economic Recession and Public universities Management Questionnaire, (ERPUMQ) was used for data collection. It consists of three (3) clusters named Section I to III. Each cluster has five (5) items totaling fifteen (15) items. Section I contains items concerned with the influence of global economic recession on funding of public universities in the Benue, Kogi and Niger states; Section II elicits information on the influence of global economic recession on provision of library facilities in public universities in Benue, Kogi and Niger states; and Section III contains items concerned with determining the influence of global economic recession on staff recruitment in public universities in Benue, Kogi and Niger states. A four point modified rating scale was used to establish the disparity in the respondents' opinions. Thus, Strongly Agree (SA)=4; Agree (A)=3; Disagree (D)=2; Strongly Disagree (SD)=1 were used by respondents to respond to each item in each cluster. A face and content validity of the instrument was carried out by three lecturers, one from Language Education, Benue State University, Makurdi; one from Educational Management, Benue State University, Makurdi; and one from Measurement and Evaluation, Federal University of Agriculture, Makurdi. A trial test

was carried out on 30 staff of University of Jos, Jos who were not part of the population for the study. The respondents were given copies of the questionnaire to fill and return them to the researchers on the spot. Data generated were analyzed using Cronbach's Alpha to determine the reliability of the instrument. A reliability coefficient of 0.81 was obtained for the whole instrument and 0.82, 0.82, 0.83, were obtained for the three clusters respectively. These are considered high enough to judge the instrument as reliable.

The instrument was administered on the respondents by the researchers. A total of 639 copies of the instruments were administered on the respondents. Face to face administration of the instrument was done where the respondents were requested to complete the instrument on the spot and return same to the researchers. Even with this method of data collection, nine copies of the instrument could not be recovered; as such 630 copies of the instrument were finally subjected to data analysis.

The descriptive statistics of mean score and standard deviation were used to answer the research questions. A cut-off point of 2.50 was used for decision making. Mean score of 2.50 and above was accepted as having influence while a mean score of less than 2.50 was not accepted as having influence. The boundary for decision making with respect to positive items was 1.00-1.49=SD; 1.50-2.49=D; 2.50-3.49=A; 3.50-4.00=SA. Chi-Square statistics was used to test the hypotheses at 0.05 level of significance.

## **Presentation of results**

**Research Question 1:** In what ways does economic recession influence funding of public universities in Benue, Kogi and Niger states?

Data collected and analysed with respect to the above research question is presented on table 1.

**Table 1:** Mean scores and standard deviation of the influence of economic recession on the funding of public universities in Benue, Kogi and Niger states

<b>Item No</b>	<b>Item Description</b>	<b>N</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Decision</b>
1	In the public university where I work, I have perceived reduction in the execution of projects which may be due to economic recession.	630	423	174	21	12	3.84	.56	Agree

2	Economic recession has reduced the procurement of instructional materials in the public university where I work.	630	417	132	15	66	3.78	.34	Agree
3	Economic recession has facilitated regular maintenance of office equipment in public university where I serve.	630	47	55	144	384	1.75	.37	Disagree
4	Economic recession has reduced procurement of recreational facilities in the public university that I work.	630	454	164	9	3	3.77	.64	Agree
5	Economic recession has increased furnishing of staff offices in the public university where I work.	630	42	63	226	299	2.41	.88	Disagree
	<b>Cluster</b>						<b>3.11</b>	<b>0.48</b>	Agree

As shown on Table 1, items 1, 2 and 4 have mean scores above 2.50. This indicates that the respondents agreed with those items as having influence on funding of public universities in Benue, Kogi and Niger states. It is only items 3 and 5 that have mean scores below 2.50 indicating that respondents disagreed with the items as not influencing funding of public universities in Benue, Kogi and Niger states. The cluster Mean Score is 3.11. The implication of this result is that economic recession has influence on funding of public universities in Benue, Kogi and Niger states.

**Ho1:** Economic recession does not significantly influence funding of public universities in Benue, Kogi and Niger states.

Analysed data related to the above hypothesis is presented on table 2.

**Table 2:** Chi-square analysis on the influence of economic recession on funding of public universities in the Benue, Kogi and Niger states

Opinions	Observed N	Expected N	Residual	Level of Sig.	df	$\chi^2$ -cal	P-value	Decision
SD	36	157.2	-121.2					
D	75	157.2	-82.2	.05	3	93.22	.00	Ho rejected
A	163	157.2	5.8					
SA	356	157.2	198.8					

(P-value=0.00; P=0.00<0.05; Ho rejected).

Table 2 shows Chi-square ( $\chi^2$ ) value of 93.22 at 3df and P<0.05; therefore Ho is rejected. This result reveals that the null hypothesis which states that economic recession has no significant influence on funding of public universities in Benue, Kogi and Niger states was rejected. This implies that there is significant influence of economic recession on funding of public universities in Benue, Kogi and Niger states.

**Research Question 2:** How does economic recession influence provision of library facilities in public universities in Benue, Kogi and Niger states?

Analysis of data related to the above research question is presented in table 3.

**Table 3:** Mean scores and standard deviation on the influence of economic recession on provision of library facilities in public universities in Benue, Kogi and Niger states

Item No	Item Description	N	SA	A	D	SD	Mean	SD	Decision
6	Purchase of library books has increased in the public university where I am working even in economic recession.	630	22	42	12	554	1.11	.42	Disagree
7	The public university where I work no longer subscribes to national and international journals.	630	362	238	9	21	3.73	.51	Agree
8	The public university where I work is able to install modern electronic gadgets in its library even in the face of global economic recession.	630	34	66	264	266	2.11	.73	Disagree

9	The library in the public university where I work has not maintained good lighting in the global economic recession.	630	342	212	1	75	3.76	.39	Agree
10	Due to economic recession, the library in the public university where I work is stocked with obsolete books.	630	411	128	2	89	3.85	.32	Agree
<b>Cluster</b>							<b>2.91</b>	<b>0.62</b>	<b>Agree</b>

As shown on table 3, items 7, 9 and 10 have mean scores above 2.50 indicating the respondents agreed with those statements as influencing provision of library facilities in public universities while items 6 and 8 have mean scores below 2.50 indicating the respondents rejected them. The cluster mean score was 2.91. The implication of this result is that, economic recession has influence on provision of library facilities in public universities in the areas covered by questions in the cluster.

**Ho2:** Economic recession has no significant influence on provision of library facilities in public universities in Benue, Kogi and Niger states.

Analysis of data related to this hypothesis is presented in table 4.

**Table 4:** Chi-square analysis on the influence of economic recession provision of library facilities in public universities in Benue, Kogi and Niger states

Opinions	Observed N	Expected N	Residual	Level of Sig.	df	$\chi^2$ -cal	P-value	Decision
SD	22	157.2	-135.2					
D	18	157.2	-139.2	.05	3	44.18	.00	Ho rejected
A	178	157.2	20.8					
SA	412	157.2	254.8					

(P-value=0.00; P=0.00<0.05; Ho rejected).

Table 4 shows Chi-square ( $\chi^2$ ) value of 44.18 at 3df, P<0.05 and Ho rejected. This result reveals that the null hypothesis which states that economic recession has no significant influence on provision of library facilities in public universities in Benue, Kogi and Niger states was rejected. This implies that there is significant influence of

economic recession on provision of library facilities in public universities in Benue, Kogi and Niger states.

**Research Question 3:** In what ways does economic recession influence staff recruitment in public universities in Benue, Kogi and Niger states?

Data with respect to the above research question is presented on table 5.

**Table 5:** Mean scores and standard deviation on the influence of economic recession on staff recruitment in public universities in Benue, Kogi and Niger states

Item No	Item Description	N	SA	A	D	SD	Mean	Std	Decision
11	Global economic recession has facilitated the recruitment of personnel in the public university where I work.	630	29	16	88	133	1.02	.73	Disagree
12	The public university where I am working has been employing auxiliary staff as a result of economic recession.	630	322	272	11	25	3.71	1.82	Agree
13	As a consequence of global economic recession staff in the public university where I am working are overloaded because of shortage of staff.	630	394	212	3	21	3.91	.14	Agree
14	As a result of global economic recession the public university where I work replaces retired personnel.	630	19	28	12	583	1.75	.61	Disagree
15	Global economic recession has made the public university where I am working unable to fill up vacancies created by brain drain.	630	318	216	12	84	3.79	.22	Agree
<b>Cluster</b>							2.84	0.36	Agree

The results on table 5 show that respondents agreed with items 12, 13 and 15 as having influence on staff recruitment in public universities but disagreed with the other items as not having influence on staff recruitment in public universities. The cluster mean score is 2.84. The implication of this finding is that economic recession has influenced staff recruitment in public universities in Benue, Kogi and Niger states.

**Ho3:** There is no significant influence of economic recession on staff recruitment in public universities in Benue, Kogi and Niger states.

Analysis of data related to the above hypothesis is presented on table 6.

**Table 6:** Chi-square analysis on the influence of economic recession on staff recruitment in public universities in the Benue, Kogi and Niger states

Opinions	Observed N	Expected N	Residual	Level of Sig.	df	$\chi^2$ -cal	P-value	Decision
SD	16	157.2	-141.2					
D	38	157.2	-119.2	.05	3	44.12	.00	Ho rejected
A	168	157.2	10.8					
SA	408	157.2	250.8					

(P-value=0.00; P=0.00<0.05; Ho rejected).

Table 6 shows Chi-square ( $\chi^2$ ) value of 44.12 at 3df, P<0.05 and Ho rejected. This result reveals that the null hypothesis which states that economic recession has no significant influence on staff recruitment in public universities in Benue, Kogi and Niger states was rejected. This implies that there is significant influence of economic recession on staff recruitment in public universities in Benue, Kogi and Niger states.

### Discussion of the findings

The first finding of this study was that economic recession has significant influence on funding of public universities in Benue, Kogi and Niger states. This implies that economic recession has negatively influenced funding of public universities in Benue, Kogi and Niger states. This result agrees with Gardwyl (2012) who found out that economic recession exerted a negative toll on government's budgetary allocations to tertiary institutions. The implication of this finding is that whereas adequate budgetary allocations are not made to any tertiary institution especially public universities, it is bound to have severe financial implications on the management of such institutions. This result is acceptable in Benue, Kogi and Niger states because the area is not economically developed, depending heavily on government's allocation for most of its economic responsibilities and/or ventures.

The second finding of this study is that economic recession has influenced provision of library facilities in public universities in Benue, Kogi and Niger states. Benue, Kogi and Niger states is an agrarian zone whose economic prowess is determined by the marketability of the agricultural products. Any economic anomaly affecting the marketability of such products is bound to have ripple effects on most economic and educational activities in the zone. This result agrees with previous finding by Daagu (2021) who found out that economic recession influenced provision of library facilities in tertiary institutions, precisely public universities.

The third finding of the research reveals that economic recession influenced staff recruitment in public universities in Benue, Kogi and Niger states. The implication of this finding is that economic recession gave rise to a deplorable scenario where the staff strength of public universities was grossly inadequate with severe consequences on the management of such public universities. The findings of this study agree with Daagu (2021) who found out that economic recession impeded staff recruitment in government-owned tertiary institutions especially public universities. This result is acceptable in this zone because, owing to the zone's shaky economic base, once allocations from the government dwindle, it will severely impact on the ability of public universities in the zone to embark of staff recruitment exercises.

### **Conclusion**

This study found that global economic recession has influence on the management of public universities in areas like funding, provision of library facilities and staff recruitment. The study therefore concludes that the management of public universities in Benue, Kogi and Niger states in areas like funding, provision of library facilities and staff recruitment cannot be effectively carried out in the face of shortage of funds which was caused by economic recession. Summarily, global economic recession exerted a negative influence on management of public universities in Benue, Kogi and Niger states.

### **Recommendations**

Based on the findings of this study, the researchers recommend that:

- i. The government and university management should step up gear in sourcing for funds which should be allocated to the public universities to facilitate their management. This can be done through approaching philanthropists who are positioned to give back to their societies as well as synergy with multinational companies to raise education tax.
- ii. The university management should synergize with the alumni for the development of their alma mater through keying into the Public-Private Partnership (PPP) ideology to raise funds which will be used to recruit the required number of staff.

iii. Intervention agencies such as Tertiary Education Trust Fund (TETFund) should synergize with the government to raise the education tax levied on multinationals in order to raise funds which can be used to procure library facilities for public universities in Benue, Kogi and Niger states.

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