

# IGR as a Panacea for Growth and Development of Anambra State Polytechnic Mgbakwu; A Comparative Analysis of Government Tertiary Institutions in Anambra State

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## ABSTRACT

This study assessed if internally generated revenue is a panacea for growth and development of Anambra State Polytechnic, Mgbakwu. Specifically, the study examined if internally generated revenue (IGR) has helped in the growth of Anambra State Polytechnic Mgbakwu., the challenges facing Anambra State Polytechnic in generating sufficient IGR to supplement subventions been provided by the State government and if there is any relationship between IGR and growth of a government tertiary institution. Three hypotheses were formulated to guide this investigation and the statistical test of parameter estimates was conducted using Friedman's 2-Way ANOVA. The study anchored on transformational leadership theory adopted a descriptive survey design approach. Hence, data were collected using questionnaire survey administered to bursary department and internal audit department of Anambra State Polytechnic, Mgbakwu; Nnamdi Azikiwe University, Awka; Nwafor Orizu College of Education, Nsugbe; Federal Polytechnic Oko and Federal College of Education (Technical), Umunze. The empirical analysis of the study indicates that internally generate revenue (IGR) is a panacea for growth and development of Anambra State Polytechnic, Mgbakwu. Thus, IGR is considered as a determinable factor for assessment of growth and development in Anambra State Polytechnic, Mgbakwu. In lieu of the findings of the study, it was recommended that government at all sectors should grant full autonomy to every government owned institutions for full utilization and assessment of internally generated revenue. With this development, the growth of every government institutions is considered feasible.

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**KEYWORDS:** Internally Generated Revenue; Growth and Development; Anambra State Polytechnic

## 1. INTRODUCTION

Education plays an important role in the level of development and technological advancement of any community, society or region; it's then no surprise that Nigeria is amongst the developing countries of the world. In the recent times due to the current ASUU (Academic Staff Union of Universities) strike, there has been an increase in the number of students going outside the shores of Nigeria for study. The analysis of data by the Central Bank of Nigeria (CBN) showed that Nigerians spent about US\$221 million on foreign education between December 2021 and February 2022. The CBN data, according to a report by local newspaper *Punch*, showed that, in

December 2021, Nigerians spent US\$90.67 million on foreign education. In January 2022, a total of US\$60,202,730.84 was spent on foreign education, while US\$69.9 million was spent in February 2022 [14].

Anambra State Polytechnic been a new school that was established in 2017 needs funds to run and manage her activities, with the paucity of funds and the level of interest been exhibited by Federal governments and State governments in Nigeria, it's important to analysis the importance and relevance Internally Generated Revenue plays in the growth and development of a tertiary Institution in Nigeria.

Education has been recognized globally as a veritable and strategic venture pivotal to economic transformation of any nation [1]. The significance of education is not only in the area of providing the much-needed human capital or resources but it also acts as an agent in developing the necessary technological tools and know-how for economic take-off. Many discoveries have been unravelled which have tremendously contributed to a shift from manual to electronic enabled methods of processing in every sector of the economy service, manufacturing or mining through researches.

Worldwide, it is generally held that all stakeholders in education, including Governments, individuals and communities expect schools at all levels to produce educated persons for national and individual development, at the University level, it is expected that the schools will produce very high level quality manpower, at the polytechnic level, the schools are expected to produce graduates with high level of tactical and practical knowledge both for its educating functions and meeting the needs of the society for effective growth and development of every sector of the economy. While these expectations have always been placed on the shoulders of schools, the government on their part have been blamed for not funding the schools as they claim the funds provided either been embezzled or diverted to personal uses.

American billionaire and businessman, Bill Gates, criticized the Nigerian government's Economic Recovery and Growth Plan for "prioritizing physical capital over human capital" during his visit to the country in 2018. Gates had faulted the Federal Government's decision to anchor Nigeria's long term economic growth on investments in infrastructure, saying investments in people must go in hand with this. To him, "people without roads, ports and factories can't flourish. And roads, ports and factories without skilled workers to build and manage them can't sustain an economy. The co-chair of Bill & Melinda Gates Foundation had advised the Nigerian government to focus more on human capital development to save the hordes of the youth population facing poverty and other social malaise. [2]

Human capital represents combined intelligence, skills and expertise that give the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization[3] Human capital includes any quality or value that can improve economic output and productivity[4] it can either be

innate or acquired, in Igbo land Human capital is predominately acquired through the popular Igbo apprentice system also known as "*Igba-Odibo/Igba-Boi/Imu-Ahia/Imu-Oru*[5]. This basically means formal education system especially Polytechnics whose main objective is the promotion of technical and vocational education and training, technology transfer as well as skills development to enhance the socio- economic advancement has not played any prominent role in the transfer of skills in Anambra State.

The present unemployment rate in Nigeria is 33%, under-employment 22.8%, youth unemployment 42.5%, and youth underemployment is 21.0% [6] Anambra presently has one of the lowest employment rate in Nigeria as it has the biggest market in West Africa in Main market Onitsha, has the biggest industrial city in Nnewi and Eke Awka in Awka. Since 1999 when democratic governance returned, the annual budgetary allocation to education in Nigeria has been between four per cent and 10 per cent. It should be noted that None of the E9 (Bangladesh, Brazil, China, Egypt, India, Indonesia, Mexico, Nigeria and Pakistan) or D8 countries (Bangladesh, Egypt, Nigeria, Indonesia, Iran, Malaysia, Pakistan, and Turkey) other than Nigeria, allocates less than 20 per cent of its annual budget to education. Indeed even among sub-Saharan Africa countries, we are trailing far behind smaller and less endowed nations in terms of our investment in education [7]

Anambra State Polytechnic, Mgbakwu came into existence by the upgrade of the erstwhile Anambra State College of Agriculture, Mgbakwu to a polytechnic status by the former Governor of Anambra State; Chief Willie Obiano on January, 2017. His administration wished to expand its efforts in building new manpower capacity to meet the growing dynamics of the time. The institution had existed as a full-fledged College of Agriculture accredited by the National Board for Technical Education in Nigeria [NBTE] since 2007 having been established by the Anambra State of Nigeria Law No. 2007 ANHA/LAW/2008/07 which took effect on the 14th day of June, 2007. The bill on the upgrade of the institution which was passed by the Anambra State House of Assembly was accented by the Governor, hence, the birth of the Anambra State Polytechnic Law in 2017. He said the upgrade is part of his administration's plan to expand its efforts in building new manpower capacity to meet the growing dynamics of the time [8].

At the inception of the school, the former state governor in his wisdom only approved the sum of 8

million naira per month to only cover part payment of salaries, overheads and similar items, but did not take care of accreditation of programmes. These was a far cry from the expected amount that is required to run and manage a polytechnic to achieve its main potentials, till the governor left office on March 22<sup>nd</sup> 2022, efforts to make him increase funding to the school fell on deaf ears. Prof. Chukwuma Soludo on resumption of office first appointed a Prof Ngozi Chuma-Udeh as commissioner of education promised to restore Anambra State to its rightful position as the leader of the pack in terms of educational standards in Nigeria.

Anambra State Polytechnic like other educational sectors in Nigeria has been crying out for a while for adequate funding but in the recent 2022 revised budget as passed by Prof. Chukwuma Soludo, the state government approved the sparsely sum of 96million out of 170billion Naira passed to the Polytechnic, while Chukwuemeka Odumegwu Ojukwu University and Nwafor Orizu College of Education Nsugbe both got far higher shares in the budget. To be far to the State government, they claimed that the polytechnic has been provided with equipments and assets for more than 15yrs with nothing to show as return on investment.

Governor Prof Chukwuma Soludo of Anambra says the state's economy loses about N19.6 billion to Monday sit-at-home order in the State [9], even though the government has vowed to stop the development, the government believes tertiary educational institutions should start showing a return for investment in the amount pumped into them and not keep relying on the government for all their expenses. Polytechnics are expected to play a vital role in human resource development of a country by creating skilled manpower, enhancing industrial productivity and improving the quality of life of the citizens but to do that polytechnics have to be adequately funded to achieve their designated goals.

To achieve the designated goals of polytechnics they need to be funded adequately, funding of Polytechnics are gotten from the following;

1. Subventions from Federal or State Governments
2. Donations from multinational organisations/institutions
3. Donations from well-meaning individuals
4. Internally generated funds

Therefore, the study of this nature is necessary considering the financial requirement of tertiary educational institutions to contribute towards the growth and development of the state.

The study will adopt descriptive research design and inferential analysis. The researcher will use structured questionnaires. Annual report of Anambra State Polytechnic Chukwuemeka Odumegwu Ojukwu University, Nwafor Orizu College of Education Nsugbe, report of the Auditor general of Anambra State and Anambra State final report from 2017-2022. The questionnaires will contain both open-ended and closed-ended questions. Open-ended questions were used to get the views and opinions of respondents on how Anspoly can generate IGR, while closed-ended questions were used to get the exact information.

The inferential analysis used was the Paired Samples t test approach which examines whether IGR plays any role in the growth and development of Tertiary Educational institutions in Anambra State. The main objective of the study is to examine the effect of Internally Generated Revenues (IGR) to the growth and development of Anambra State Polytechnic Mgbakwu.

#### The specific objectives are to:

1. Internally Generated Revenue (IGR) as a helping hand in the growth of Anambra State Polytechnic Mgbakwu.
2. Challenges facing Anambra State Polytechnic in generating sufficient IGR to supplement subventions have been provided by the State government.
3. Determine if there is any relationship between IGR and growth of a government tertiary institution.

To achieve these objectives of the study, the following hypotheses were formulated as thus:

**H<sub>01</sub>:** Internally Generated Revenue has no helping hand in the growth of Anambra State Polytechnic Mgbakwu.

**H<sub>02</sub>:** IGR cannot supplement the subventions been provided by the State government.

**H<sub>03</sub>:** IGR does not have any relationship with a government owned tertiary institution.

## 2. Review of Relevant Concepts

### 2.1. Internally Generated Revenue

There are two main sources of funding Universities in Nigeria namely, proprietor funding and the non-proprietor funding [9]. The non-proprietor funding sources include the internally generating revenue from profit making ventures, tuition (for state and private polytechnics only) endowments etc. In most of Federal and State-owned polytechnics 90% of funding comes from the proprietor. It therefore holds that the financial futures of the universities can never be stable, predictable or adequate [10]

Internally Generated Revenue (IGR) simply put is revenues generated within the area of its jurisdiction. IGR can also be said to be the creation of “tangible” and “intangible” funds within the confines of one’s entity. It is a combination of all non-governmental monetary accruals to the institution and may involve diverse strategies [10]. In 2021, the education budget of the Federal government was the lowest in 10 years. Out of N13.08 trillion budgeted for the year 2021, N742.5 billion was allotted to the entire education sector. That is just 5.6 percent, the lowest of allocation since 2011. In the breakdown, N573.7 billion was for personnel cost, N35.4 billion for overhead cost, while N177.3 billion was dedicated for capital expenditure [13]

### 2.1.1. Commercial Ventures

Commercial Ventures are activities which may include buying or selling of goods, rendering of services with the expectation of generating cash flow that would be used in running the business or for investment purposes. Presently, there has been an increase in the trend of Universities or Polytechnics being involved in commercial activities to generate additional income that would add their activities. Nnamdi Azikwe University presently has Unizik bread, Unizik Pure water, Unizik poultry, Unizik Rice, Unizik Car wash, Unizik transport buses; University of Nigeria has UNN shuttle, UNN rice, UNN pure water, UNN guest house, Unec guest house, UNN rice, UNN printing press etc. Federal Polytechnic Oko has Oko shuttle, Oko rice, Fedpoly Oko Micro Finance bank, Fedpoly Oko pure water etc.

### 2.1.2. Research and Consultancy

Tertiary Institutions can conduct research for big organisations. The money derived from these researches can be used to develop the institution. In tertiary institutions they have engineering department, mechanical engineering department etc this departments can conduct research for big companies in Anambra State. The school for formerly College of Agriculture, this means the Agric department can conduct researches which would be sold to big farms in Anambra State.

### 2.1.3. Endowment Funds:

Anambra State has a high number of Billionaires who can assist in the development of quality education. Usually these prominent citizen donate money to the institution to be held in their honour in perpetuity. In order to foster good relationship the institution could honour some important personalities in the community. The intention is that the donor’s name be immortalized in the institution. For example lecture halls; stadium, classroom blocks, hostels etc are

named after these individuals. By this activity, Tertiary institutions can have funds for projects in which they need but will not be funded by government because of paucity of funds.

### 2.1.4. Alumni Association:

Old students of an institution are usually very proud to remember their Alma Mata. Strong alumni associations should be formed in the institutions. Institutions should seek financial support from their alumni. Old students should be recognized and invited from time to time. The institutions should keep track of their old students to invite them from time to time. These old students can set up cyber cafes, eateries, poultry, entrepreneurship and the proceeds could be used in assisting to overcome the flight of the institution [9].

### 2.1.5. Manufacturing and Processing:

For accreditation purposes, tertiary institutions in Nigeria are expected to have some facilities which would be used in teaching students. However, it has been discovered that some institutions only use these facilities when they are been visited by either NBTE or NUC visitation teams. Tertiary institutions should harness the properties under their care to generate income that would supplement what government provides for them.

## 2.2. Theoretical Framework

This study is hinged on the theory of transformational leadership. The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns in 1978. Transformational leaders take control of situations by conveying a clear vision of the group's goals. These leaders have a marked passion for the work and an ability to make the rest of the group feel recharged and energized. Transformational leaders focus on helping members of the group support one another and provide them with the support, guidance, and inspiration they need to work hard, perform well, and stay loyal to the group. The primary goals of transformational leadership are to inspire growth, promote loyalty, and instill confidence in group members.

Thus, the study is anchored on transformational theory, as its concern for the government and school management carry out policies that will improve Internally Generated Funds in Anambra State Polytechnic to aid in the growth and development of the school.

## 2.3. Empirical Review

Isagua, Enaohwo and Nwafor (2021) investigated the utilization of internally generated revenue for university development in Rivers State. The

population of the study consisted of 295 respondents made up of 139 from the University of Port Harcourt, 100 from the Rivers State University and 57 from Ignatius Ajuru University of Education. Respondents were Deans of Faculties, Heads of Departments, and Finance Officers in these universities. Sample of the study was 157 respondents drawn using stratified random sampling technique which represented 53% of the total population. The sample size was selected using Yaro Yamane's formula. The instrument used for data collection was questionnaire titled "Utilization of Internally Generated Revenue Questionnaire for Universities" (UIGRQU) which was validated by experts. Cronbach alpha was used to determine the internal consistency of the instrument with an index of 0.70. Mean and standard deviation were used to answer the research questions while the hypotheses were tested using z-test at 0.05 level of significance. The findings of the study showed that the utilization of internally generated revenue on administrative cost, maintenance cost and capital cost enhance university development in Rivers State. Based on the findings of this study, it was recommended that it is very imperative for universities in Rivers State to mobilize efforts to ensure that they venture into meaning activities that will enhance their internally generated revenue base.

Ofoegbu and Alonge (2016) identified the major sources and utilization of internally generated financial revenue by Nigerian University administrators. The population of the study consisted of all the 102 university administrators from the seventeen Federal Universities in Southern Nigeria. Descriptive statistics and Pearson Product Moment Correlation were used to analyze the research questions and hypotheses formulated for the study. The analysis revealed that commercial ventures were among the main sources of IGR while the proceeds were used for services including staff welfare, maintenance of facilities and beautification of the university premises. A further analysis of data showed that there was a significant relationship between internally generated resources and the management and development of universities in Southern Nigeria. It is recommended that university administrators should be more transformative in their leadership style in order to strengthen their revenue base for effectiveness in university management.

Abiola and Ehigiamusoe (2014) examined the growth rate of state governments Internally Generated Revenue (IGR) in Nigeria between 1999 and 2011. It also compares the growth rate of IGR in urban and rural states as well as investigates the ability of IGR to finance state governments' expenditures. Using

descriptive approach, the results of the paper revealed that on the overall, the growth rate of state governments IGR was 20.1 per cent which is very low, and this growth rate of IGR is higher in rural states than in urban states. It was also discovered that the growth rate of State governments' recurrent and total expenditures were 30.0 per cent and 34.2 per cent, respectively, and these growth rates are higher than the growth rate of IGR. It was further discovered that the IGR of urban states financed a greater proportion of their recurrent and total expenditures than the IGR of rural states. A direct relationship was found to exist between the growth rates of IGR and capital expenditures and, it was therefore recommended that more revenue should be given to rural states to finance capital projects to enable them grow their IGR, so as to promote economic development.

### 3. Methodology

**Study Area:** This study was carried out in all the government tertiary institutions in Anambra State, Nigeria. Anambra State is comprises of twenty-one local government areas. It has both private, government and missionary owned tertiary institutions. The research was centered on government owned tertiary institutions in the state namely: Anambra State Polytechnic Mgbakwu, Nnamdi Azikiwe University Awka, Federal Polytechnic Oko, Nwafor Orizu College of Education and Federal College of Education Umunze

**Research Design:** Descriptive survey design was adopted because of its capability to summarize large quantities of data using understood measures in form of graphical and numerical techniques (Burns, 2000). This research approach was chosen because of its relevance to this study; more particularly it could answer research questions in this study which described behavior/attitudes.

**Method of Data Analysis:** The collected data were analyzed using Friedman's 2-Ways ANOVA with the aid of Statistical Package for Social Science (SPSS Version 21). Thus helped to assess if IGR is a panacea for growth and development in Anambra State Polytechnic, Mgbakwu

**Method of Data Collection:** The researcher used primary sources of data which was obtained through questionnaire survey. The questionnaire survey was designed where respondents were asked to assess if IGR is a panacea for the growth and development of Anambra State Polytechnic Mgbakwu using Likert five point scale referred as: (1) To a Very High Extent (THE), (2) To a High Extent (HE), (3) Neutral (N), (4) To a Very Low Extent (TLE) and (5) To a Low Extent (LE).

Hence, a total of 100 copies of the questionnaire were administered to the bursary department and internal audit department of the various tertiary institutions in Anambra state (Anambra State Polytechnic Mgbakwu, Nnamdi Azikiwe University Awka, Federal Polytechnic Oko, Nwafor Orizu College of Education and Federal College of Education Umunze). Out of the 100 copies of questionnaire administered, only 92 copies were retrieved and were used in the data analysis. The data collected was transform to scale measurement using Likert five

point scale. Thus, the hypotheses for the study were restated to ascertain the validity or otherwise of such proposition as follows;

**H01:** Internally Generated Revenue has no helping hand in the growth of Anambra State Polytechnic Mgbakwu.

**H02:** IGR cannot supplement the subventions been provided by the State government.

**H03:** IGR does not have any relationship with a government owned tertiary institution.

**4. Data Presentations and Analysis**

**Table 1: The Mean Value on if Internally Generated Revenue has helped in the Growth of Anambra State Polytechnic Mgbakwu.**

Questions	THE	HE	N	TLE	LE
1	2.85	3.00	1.34	2.01	1.05
2	2.90	2.67	1.28	1.98	1.45
3	2.23	2.08	1.05	1.02	1.10
4	3.00	2.27	2.05	1.67	2.01
5	2.86	2.98	2.00	2.04	2.11

Source: Field Survey (2023).

For the test of hypothesis 1, the study used the data as exposted on table 1 above. The outcome of the test using Friedman’s 2-Ways ANOVA is shown on table 2 below:

**Table 2: Result on Respondents Distribution on Table 1 using Friedman’s 2-Ways ANOVA Hypothesis Test Summary**

Null Hypothesis	Test	Sig.	Decision
1 The distributions of THE, HE, N, TLE and LE are the same.	Related-Samples Friedman's Two-Way Analysis of Variance by Ranks	.004	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

**Table 3: The Mean Value on if IGR can Supplement the Subventions been provided by the State Government.**

Questions	THE	HE	N	TLE	LE
1	2.87	3.00	1.04	3.00	1.00
2	3.00	2.34	1.34	2.12	1.94
3	2.98	1.09	2.00	2.54	1.65
4	2.06	1.89	2.98	2.94	2.62
5	2.65	3.00	2.03	2.02	2.53

Source: Field Survey (2023).

For the test of hypothesis 2, the study used the data as exposted on table 3 above. The outcome of the test using Friedman’s 2-Ways ANOVA is shown on table 4 below:

**Table 4: Result on Respondents Distribution on Table 3 using Friedman’s 2-Ways ANOVA Hypothesis Test Summary**

Null Hypothesis	Test	Sig.	Decision
1 The distributions of THE, HE, N, TLE and LE are the same.	Related-Samples Friedman's Two-Way Analysis of Variance by Ranks	.015	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

**Table 5: The Mean Value on if IGR have a relationship with a Government Owned Tertiary Institution.**

Questions	THE	HE	N	TLE	LE
1	2.99	2.34	1.92	3.00	2.43
2	3.00	2.11	1.03	2.90	2.66
3	2.43	2.09	1.23	2.89	2.00
4	2.18	2.22	1.04	3.00	2.05
5	2.03	2.56	1.32	3.00	2.00

Source: Field Survey (2023).

For the test of hypothesis 3, the study used the data as explicated on table 5 above. The outcome of the test using Friedman's 2-Ways ANOVA is shown on table 6 below:

**Table 6: Result on Respondents Distribution on Table 5 using Friedman's 2-Ways ANOVA Hypothesis Test Summary**

	Null Hypothesis	Test	Sig.	Decision
1	The distributions of THE, HE, N, TLE and LE are the same.	Related-Samples Friedman's Two-Way Analysis of Variance by Ranks	.008	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

#### 4.2. Discussion of Findings

The result of the analysis of the study using Friedman's 2-Way ANOVA is expressed as follows:

**H<sub>01</sub>:** Internally Generated Revenue has no helping hand in the growth of Anambra State Polytechnic Mgbakwu.

In view of the analysis as shown on Table 2, the result shows that there is a significant and positive relationship between the Internally Generated Revenue and the growth of Anambra State Polytechnic Mgbakwu. The Friedman's 2-Way ANOVA test as shown on table 2 shows a p-value of 0.004. This probability value is statistically significant at 1% level. Thus, the null hypothesis was rejected as suggested by the decision rule shown in Table 2 and accepted alternate hypothesis which contends that internally generated revenue has helped in the growth of Anambra State Polytechnic Mgbakwu.

**H<sub>02</sub>:** IGR cannot supplement the subventions been provided by the State government.

In view of the analysis as shown on Table 4, the result shows that IGR can supplement the subventions been provided by the State government. The Friedman's 2-Way ANOVA test as shown on table 4 shows a p-value of 0.015. This probability value is statistically significant at 5% level. Thus, the null hypothesis was rejected as suggested by the decision rule shown in Table 4 and alternate hypothesis accepted which contends that IGR can supplement the subventions been provided by the State government

**H<sub>03</sub>:** IGR does not have any relationship with a government owned tertiary institution.

In view of the analysis as shown on Table 6, the result shows that there is a significant and positive relationship between IGR and government owned tertiary institution. The Friedman's 2- Way ANOVA test as shown on table 6 shows a p-value of 0.008. This probability value is statistically significant at 1% level. Thus, the null hypothesis was rejected as suggested by the decision rule shown in Table 6 and alternate hypothesis accepted which contends that IGR have a relationship with government owned tertiary institution.

#### 5. Conclusion and Recommendation

From the statistical analysis of the study, the study concludes that internally generate revenue (IGR) is a panacea to the growth and development of Anambra State Polytechnic, Mgbakwu. Thus, IGR is considered as a determinable factor for assessment of growth and development in Anambra State Polytechnic, Mgbakwu

In lieu of the findings of the study, it was recommended that government at all sectors should grant full autonomy to every government owned institutions for full utilization and assessment of internally generated revenue. With this development, the growth of every government institutions is considered feasible.

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