FUDMA JOURNAL OF EDUCATIONAL MANAGEMENT (FUDMAJEM)

ISSN: 1596-5414

A PUBLICATION OF THE DEPARTMENT OF EDUCATIONAL MANAGEMENT, FEDERAL UNIVERSITY DUTSIN-MA, KATSINA STATE, NIGERIA

VOLUME 4, NUMBER 1, JUNE, 2026

FUDMA JOURNAL OF EDUCATIONAL MANAGEMENT (FUDMAJEM)

COPYRIGHT © 2026 FUDMA JOURNAL OF EDUCATIONAL MANAGEMENT
DEPARTMENT OF EDUCATIONAL MANAGEMENT VOLUME 4 N0.1, JUNE, 2026.

All Right Reserved

No part of this publication may be reproduced, stored or transmitted or disseminated in any form or by any means without prior written permission from the Department of Educational Management, Federal University, Dutsin-Ma, Nigeria. Consent is hereby given to the contributors to copy their own articles from the Journal for any scholarly or academic purpose of their own.

ISSN: 1596-5414

Printer's Address

WELCOME TO FUDMA JOURNAL OF EDUCATIONAL MANAGEMENT (FUDMAJEM)

FUDMA Journal of Educational Management (FUDMAJEM) is Bi-annual Journal Published in June and December every year by the Department of Educational Management, Federal University Dutsinma, Katsina State, Nigeria. The goal of the Journal is to promote research in the field of Educational Management and other related areas, by publishing original and scholarly articles in the following areas:

1. **Educational Administration/Management**
2. **Educational planning**
3. **Business education**
4. **Administration of vocational Education**
5. **Administration of Distance Education**
6. **Administration of Adult education**
7. **Administration Nomadic Education**
8. **Administration Universal Basic Education**
9. **Administration of private schools**
10. **ICT in Education**
11. **Policy formulation and Implementation**
12. **Pre-primary Education**
13. **Primary education**
14. **Secondary education**
15. **Tertiary Education**
16. **Curriculum and Instruction**

INSTRUCTIONS TO CONTRIBUTORS

1. FUDMAJEM accepts only original articles in the areas of educational management, which should be free from plagiarism in part or entirely

2. FUDMAJEM is published in English Language. Manuscripts should include author's (s) name, contact address, institutional affiliation, email address and mobile telephone number(s) on the title page. Manuscripts should be in MS Word document using Times New Romans with font size 12

3. Abstract should not exceed 200 words including 4-5 keywords. Authors are to ensure that the article(s) submitted to FUDMAJEM are not being considered for publication elsewhere

4. Manuscripts should be typed with double line spacing not exceeding 15 pages on one side of A-4 size paper including all tables, appendices, notes, acknowledgement and references

5. References should be written in American Psychological Association (APA) 7th Edition.

6. Each article will undergo vigorous blind peer-review by at least two experts in relevant field

7. FUDMAJEM accepts empirical and theoretical articles

8. Only the accepted paper (s) will be published

9. Submission of article is to be accompanied with a non-refundable assessment fee of five thousand naira (₦5, 000.00) or 50 US Dollar

10. Submission due dates for June and December editions are March, and September respectively

11. Article(s) that does not follow the FUJEF guidelines will be rejected

12. Published articles will be uploaded on the Journal website: www.fudmajem.com

13. Upon acceptance of article, the author will be requested to pay N25,000.00 or 100 US Dollar publication fee

All correspondences to: Professor U. M. Sanda, Dr. S.A. Yangaiya, Dr. S.O. Olomola (+2348062297046) and Dr. S.E. Nnamdi (07031127420) Email: fudmajem@gmail.com

Disclaimer: Every Author is solely responsible for the views and styles expressed in the articles published in this Journal. The views are not necessarily shared by reviewers, the editors, Editorial Advisory Board, the Department of Educational Management and Federal University Dutsinma, Katsina State.

EDITORIAL BOARD

Professor. Muhammad Umar Sanda	–	Editor-in- Chief
Dr. Salisu Abba Yangaiya	-	Editor
Dr. S.O. Olomola	–	Business Editor
Dr. S.E. Nnamdi	–	Managing Editor

Members

Dr. Rabi Dalhat Adamu
Dr. Ahmad Shuaibu Abdullah
Dr. Abdurrahaman Garba Ibrahim

Advisory Board Members

Professor Alhas Maicibi	–	Nasarawa State University
Professor Bello	–	Bayero University, Kano University, Sokoto
Professor Bashir Maina	–	Ahmadu Bello University, Zaria
Professor Tolulope	–	University of Jos
Professor Nwite Onuma	-	Ebonyi State University, Abakaliki, Ebonyi State
Professor Abraham Nathaniel Mbonu	–	Univewrsity of Port Harcourt, Rivers State.

EDITORIAL

The Department of Educational Management, Federal University Dustin-Ma, Katsina State is pleased to publish the fifth Edition of her Journal, Vol.3 N0.2. This is in line with the core objective of the Journal, which is to provide opportunities for academics to publish their research works for national growth and development, particularly in the educational sector in general and educational management in particular.

The Department knows that speedy processing of articles and prompt feedback to contributors are very vital for a Journal to gain good patronage. I am convinced that the Journal will gain overwhelming patronage from scholars in universities within and outside the shores of the country. This is due to speedy review of articles submitted for publication by our team of Reviewers which cuts across different Universities. Well written and thoroughly researched articles will be regularly packaged by our experienced and versatile Associate Editors and Editorial Board members who will ensured that articles submitted, having met the prescribed criteria, are promptly accepted for publication after rigorous blind review.

The Editorial Board will be very sensitive to the desires of our contributors and will not compromise standard. I therefore urge our colleagues in the academia to please collaborate with us towards projecting educational research, to advance national course for the good of all.

I am very sure you will enjoy reading the articles in this edition. Thank you for your interest in our Journal.

Professor Muhammed Umar Sanda
Editor-in-Chief

LIST OF CONTRIBUTORS

1. **HAUWA ADO**
Department of Educational Management, Faculty of Education, Umaru Musa Yar'adua University, Katsina hauwau.ado@umyu.edu.ng 08062512882.

2. **PROF. MOHAMMED UMAR SANDA**
Department of Educational Management, Faculty of Educational Foundation, College of Education, Federal University, Dutsin-Ma, Katsina State.

3. **DR. SALISU ABBA YANGAIYA**
Department of Educational Management, Faculty of Educational Foundation, College of Education, Federal University, Dutsin-Ma, Katsina State.

4. **SAMUEL WILLIAMS (Ph. D)**
Department of Educational Management, College of Education, Federal UniversityDutsinma, Katsina State P. M. B. 5001, freewillykitti@gmail.com 08037413740

5. **SADIQ ECHE SADIQ**
Department of Business Administration and Management, Federal Polytechnic Ohodo, Enugu State, echesadiq@gmail.com, 07039682131.

6. **UCHENDU, C.U.**
Samaru College of Agriculture, Division of Agricultural Colleges, Ahmadu Bello University, Zaria. Email: uchechukwucharles2014@gmail.com,Tel. 08034987692

7. **EYAREFE, IBITOLA DEBORAH PH.D**
Training and Research Department, National Institute for Educational Planning and Administration (NIEPA-NIGERIA), Ondo, debbieyarefe@gmail.com +2348029664431

8. **RASHEED OLAPOSI LAMIDI**
Department Of Educational Foundations and Curriculum, Faculty of Education, Ahmadu Bello University, Zaria rasheedlamidi12@gmail.com **,** 08033939238

9. **PROF. B. A. MAINA**
Department Of Educational Foundations and Curriculum, Faculty of Education, Ahmadu Bello University, Zaria Bashirmaina61@Yahoo.Com 08038899836

10. **DR SHAMSUDDEEN ABDULKAREEM**
Department of Educational Foundations, Faculty of Education, Federal University of Education, Zaria malamshams22@gmail.com 08141803653.

11. **AKATA CHARLES EKPUNG PH.D**
Department of Educational Management & Business Studies, Federal University, Oye-Ekiti, Ekiti State, charles.akata@fuoye.edu.ng, 08160383330.

12. ABBAS A. MUHAMMAD PH.D.
General Studies Education (GSE) Department, Faculty of Education, Yusuf Maitama Sule Federal University of Education, Kano abbasfagge@gmail.com +2348055272027.

13. UBA KABIRU Ph.D.
Department of Educational Foundations, Faculty of Education, Yusuf Maitama Sule Federal University of Education, Kano kabiruuba88@gmail.com, +234836944631

14. USMAN YUSUF Ph.D.
Department of Educational Foundations, Faculty of Education, Yusuf Maitama Sule Federal University of Education, Kano usman.yusuf19@yahoo.com, +2348032921327

15. ELUJEKWUTE, EDWIN CHUKWUAGUZIE PhD
Department of Business Technology and Entrepreneurship Education, Faculty of Technology and Industrial Studies, Rev. Fr. Moses Orshio Adasu University, Makurdi, Benue State, Nigeria. Email: elujekwuteeddy@gmail.comTeI: +2348037530328.

16. ZAKU, CHRISTIE SALAMI PhD
Department of Educational Foundations, Faculty of Education, Taraba State University, Jalingo, Taraba State. Tel: +2348145998643

17. PENDA, MAUREEN MRUMUN (JP) (M-AEMAPP),
Department of Mass Communication, Federal Polytechnic, Wannune, Benue State, Nigeria. Email:pendamaureen@fedpolywannune edu.ng, Tel: +2348061946857

18. JOSEPH CHIBUZO INMPEY, PhD
Enugu State University of Science and Technology, General Studies Division, Enugu, Enugu State Email: josephimpey@esut.ed.ng Tel: +2348035066456

19. MARYAM USMAN
Umaru Musa Yar'adua University, Faculty of Education, Department of Educational Management, Katsina, Katsina State, maryam.usman@umyu.edu.ng, 08032498462.

20. NNAMDI SUNDAY EMMANUEL Ph.D.
Federal University Dutsinma, College of Education, Faculty of Educational Foundations, Department of Educational Management nnamdisunday31@gmail.com 07031127420.

21. ELUJEKWUTE, EDWIN CHUKWUAGUZIE PhD
Department of Business Technology and Entrepreneurship Education, Faculty of Technology and Industrial Studies, Rev. Fr. Moses Orshio Adasu University, Makurdi, Benue State, Nigeria. Email: elujekwuteeddy@gmail. com TeI: +2348037530328.

22. JOSEPH CHIBUZO INMPEY, PhD,
Enugu State University of Science and Technology, General Studies Division, Enugu, Enugu State, Tel: +2348035066456

23. ZAKU, CHRISTIE SALAMI, PhD,
Department of Educational Foundations, Faculty of Education Taraba State University, Jalingo, Taraba State, Tel: +2348145998643

24. PENDA, MAUREEN MRUMUN (JP) (M-AEMAPP)
Department of Mass Communication, Federal Polytechnic, Wannune, Benue State, Nigeria. Tel: +2348061946857

25. HAUWA ADO
Department of Educational Management, Faculty of Education, Umaru Musa Yar'adua University, Katsina hauwau.ado@umyu.edu.ng 08062512882**.**

26. PROF. MOHAMMED UMAR SANDA
Department of Educational Management, Faculty of Educational Foundation, College of Education, Federal University, Dutsin-Ma, Katsina **State.**

27. OTACHE SANI SAMSON
Department of Educational Management, Faculty of Educational Foundations, College of Education, Federal University Dutsinma, Katsina State

28. ULOKO NOAH AGBECHE
Department of Educational Foundations, Unity College of Education, Aukpa Adoka Benue State

29. WILLIAMS SAMUEL, Ph. D
Department of Educational Management, Federal University Dutsin-Ma, Katsina State, Nigeria.

30. PIUS NUHU
Department of Educational Management, Faculty of Education, Nasarawa State University, Keffi, Nigeria

31. JIBRIN MAHMUD MOHMAMMED
Department of Educational Management, Faculty of Education, Nasarawa State University, Keffi, Nigeria

32. OLUWASEGUN, FRANCIS ADAJA,
Department of Educational Management, Nasarawa State University, Keffi

33. OLUWASEYI, VICTOR ADAJA
Department of Educational Foundations, Federal College of Education (Technical) Ekiadolor, Edo State

34. SMART ODUNAYO OLUGBEKO
Department of Educational Foundations, Federal College of Education (Technical) Ekiadolor, Edo State

35. DR. OKUDU SUNDAY JAMES, , PHD &
Yakubu Gowon House NYSC Headquarters, Maitama, Abuja okudusundayjames@gmail.com +2348063702503

36. ADIH MUHAMMAD SHAMSUDEEN
Department of Educational Foundations, School of Education, Nasarawa state College of Education, Akwanga

37. BALKISU MOHAMMED ISA
Department of Environmental and Life Science, Modibbo Adama University Yola

38. EDWIN OKPALI ABOH,
Faculty of Management and Social Sciences, Depaertment of Business Management and Marketing, Baze University, Abuja

39. JUDGE DANJUMA LOMA
Department of educational foundations Kaduna state college of education, Gidan waya,

40. BENJAMIN CALEB
Department of educational foundations Kaduna state college of education, Gidan waya,

41. OLARINOYE, FUNKE ABOSEDE PHD.
Department of Human Kinetics and Health Education, Faculty of Education. Federal University Dutsin-Ma, Katsina State

42. ABDULLAHI HASSAN
Department of Human Kinetics and Health Education, Faculty of Education. Federal University Dutsin-Ma, Katsina State.

43. OTACHE SANI SAMSON
Department of Educational Management, Federal University Dutsin-Ma, Katsina State, Nigeria

44. JOHN, E. E.
Nigerian Defense Academy, Kaduna State, Nigeria

45. MUSA MOHAMMAD OYINU
WCE ICT HUB LTD No 200 Dakata B, Along Police Station Road, Kano state

46. AWUA MARK AVESE
Department of Educational Psychology and Counselling, Faculty of Educational Foundations, College of Education, Federal University Dutsin-ma, Katsina State

47. ABUBAKAR LITI AMMANI
Department of Educational Psychology and Counselling, Faculty of Educational Foundations, College of Education, Federal University Dutsin-ma, Katsina State

48. UMAR, MANIR KANOMA
Department of Educational Management, Faculty of Educational Foundations, College of Education, Federal University Dutsin-MA, Katsina State

49. MOHAMMAD, UMAR SANDA
Department of Educational Management, Faculty of Educational Foundations, College of Education, Federal University Dutsin-MA, Katsina State

50. AHMAD ABUBAKAR
Department of Educational Management, Faculty of Educational Foundations, College of Education, Federal University Dutsin-MA, Katsina State

51. HASSAN IBRAHIM KANOMA
Department of Educational Management, Faculty of Educational Foundations, College of Education, Federal University Dutsin-MA, Katsina State

TABLE OF CONTENTS

1.	INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON LECTURERS' JOB SATISFACTION IN STATES UNIVERSITIES OF NORTHWEST GEOPOLITICAL ZONE IN NIGERIA HAUWA ADO, PROF. MOHAMMED UMAR SANDA & DR. SALISU ABBA YANGAIYA	**1 – 8**
2.	ASSESSMENT OF FARMERS AND MARKETERS' USAGE OF DIGITAL TECHNOLOGIES IN CEREAL MARKETING IN SABON GARI LOCAL GOVERNMENT AREA, KADUNA STATE, NIGERIA UCHENDU, C.U.	**9 – 17**
3.	INFLUENCE OF SCHOOL CLIMATE ON MANAGEMENT OF PUBLIC SECONDARY SCHOOLS IN FCT ABUJA, NIGERIA SAMUEL WILLIAMS (Ph. D) & SADIQ ECHE SADIQ	**18 – 25**
4.	IMPLEMENTATION OF BASIC EDUCATION POLICIES IN NIGERIA: CHALLENGES AND THE WAY FORWARD EYAREFE, IBITOLA DEBORAH PH.D.	**26 – 36**
5.	CAPACITY BUILDING ON TEACHERS' MOTIVATION AND COMMUNICATION SKILLS IN PUBLIC SECONDARY SCHOOLS IN SOUTH- WEST ZONE, NIGERIA RASHEED OLAPOSI LAMIDI & [2]PROF. B. A. MAINA	**37 – 50**
6.	INFLUENCE OF DEMOCRATIC LEADERSHIP STYLE OF PRINCIPALS ON INTERPERSONAL RELATIONSHIP IN BASIC SECONDARY SCHOOLS IN KADUNA STATE NIGERIA DR SHAMSUDDEEN ABDULKAREEM	**51 – 61**
7.	THE HUMAN-IN-THE-LOOP MODEL: BALANCING AI EFFICIENCY WITH HUMAN JUDGEMENT, EMPATHY, AND OVERSIGHT IN ADMINISTRATIVE DECISION-MAKING AKATA CHARLES EKPUNG PH.D	**62 – 76**
8.	ORGANIZATION OF ISLAMIYYA SCHOOL EDUCATION IN NIGERIA: ITS FORMATION, DEVELOPMENT, IMPACTS AND PROSPECTS FOR FUTURE SUSTAINABILITY ABBAS A. MUHAMMAD PH.D., UBA KABIRU PH.D. & USMAN YUSUF PH.D.	**77 – 85**
9.	INFLUENCE OF ARTIFICIAL INTELLIGENCE (AI) ON SOCIAL MEDIA MARKETING OF SMALL AND MEDIUM ENTERPRISES (SMEs) IN JALINGO METROPOLIS, TARABA STATE ELUEKWUTE, EDWIN CHUKWUAGUZIE, PHD, ZAKU, CHRISTIE SALAMI, PHD, PENDA, MAUREEN MRUMUN (JP) (M-AEMAPP), & JOSEPH CHIBUZO INMPEY, PHD	**86– 101**
10	INFLUENCE OF PROMPT PAYMENT OF SALARIES ON ACADEMIC STAFF JOB SATISFACTION AND RETENTION IN STATE UNIVERSITIES IN NORTH - WEST GEO-POLITICAL ZONE, NIGERIA	**102 – 110**

	MARYAM USMAN & NNAMDI SUNDAY EMMANUEL PH.D.	
11.	PERCEIVED IMPACT OF ARTIFICIAL INTELLIGENC (AI) ON FINANCIAL MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES (SMEs) IN THE NORTH-CENTRAL STATES, NIGERIA [1]ELUJEKWUTE, EDWIN CHUKWUAGUZIE, PHD, [2]JOSEPH CHIBUZO INMPEY, PHD, [3]ZAKU, CHRISTIE SALAMI, PHD, [4]PENDA, MAUREEN MRUMUN (JP) (M-AEMAPP)	**111 – 128**
12.	INFLUENCE OF TRANSACTIONAL LEADERSHIP STYLE ON LECTURERS' JOB SATISFACTION IN STATE UNIVERSITIES IN THE NORTHWEST GEOPOLITICAL ZONE OF NIGERIA. HAUWA ADO & PROF. MOHAMMED UMAR SANDA	**129 – 138**
13	POLITICS AND ADMINISTRATION OF EDUCATIONAL POLICIES IN BENUE STATE, NIGERIA: PROBLEMS, IMPLICATIONS AND WAY FORWARD [1]OTACHE SANI SAMSON & [2]ULOKO NOAH AGBECHE	**139- 147**
14	MANAGERIAL ROLES OF THE PRINCIPALS ON TEACHERS' INNOVATIVE TEACHING METHODOLOGY IN PUBLIC SECONDARY SCHOOLS IN FEDERAL CAPITAL TERRITORY ABUJA, NIGERIA WILLIAMS SAMUEL, PhD, PIUS NUHU &JIBRIN MAHMUD MOHMAMMED	**148-158**
15	INSTITUTIONAL FACTORS AND LECTURERS' JOB COMMITMENT IN FEDERAL COLLEGES OF EDUCATION IN SOUTH -WEST, NIGERIA OLUWASEGUN, FRANCIS ADAJA, OLUWASEYI, VICTOR ADAJA & SMART ODUNAYO OLUGBEKO	**159-168**
16	INFLUENCE OF EMOTIONAL INTELLIGENCE ON DECISION-MAKING AMONG SECONDARY SCHOOL ADMINISTRATORS IN DUTSIN-MA LOCAL GOVERNMENT AREA, KATSINA STATE DR. OKUDU SUNDAY JAMES, ADIH MUHAMMAD SHAMSUDEEN, PHD & BALKISU MOHAMMED ISA	**169-177**
17	INFLUENCE OF SCHOOL PLANT MANAGEMENT ON TEACHERS' EFFECTIVENESS IN PUBLIC SECONDARY SCHOOLS IN CENTRAL GEO-POLITICAL ZONE, NIGERIA EDWIN OKPALI ABOH, JUDGE DANJUMA LOMA & BENJAMIN CALEB	**178-189**
18	PERCEPTION OF PHYSICAL AND HEALTH EDUCATION STUDENTS ON DIGITAL PODCAST AS CORRELATES OF SPORTS AND PHYSICAL EDUCATION ACTIVITIES IN DUTSIN-MA METROPOLIS OLARINOYE, FUNKE ABOSEDE PHD & ABDULLAHI HASSAN	**190- 198**
19	IMPACT OF MILITARY OFFICERS' OCCUPATIONAL DEMAND ON THE CHILD'S ACADEMIC PERFORMANCE IN SECONDARY SCHOOLS, KADUNA, NIGERIA Otache Sani Samson, John, E. E. & Musa Mohammad Oyinu	**199-209**

20	PSYCHOLOGICAL ABUSE AND TRUANT BEHAVIOUR AS CORRELATES OF ACADEMIC PERFORMANCE AMONG JUNIOR SECONDARY SCHOOL STUDENTS IN KANKIA METROPOLIS, KATSINA STATE Awua Mark Avese & Abubakar Liti Ammani	**210-221**
21	INFLUENCE OF NON-GOVERNMENTAL ORGANISATION ACTIVITIES ON STUDENTS' ACADEMIC ACHIEVEMENT IN PUBLIC SENIOR SECONDARY SCHOOLS IN NORTH-WEST ZONE, NIGERIA Umar, Manir Kanoma, MOHAMMAD, Umar Sanda, Ahmad Abubakar & Hassan Ibrahim Kanoma	**222-232**

.