

**BRIDGING KNOWLEDGE AND INNOVATION: THE ROLE OF ARTIFICIAL  
INTELLIGENCE ON RESOURCE ALLOCATION MANAGEMENT IN PUBLIC  
UNIVERSITIES IN ANAMBRA STATE**

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**Abstract**

*This study was guided by three research questions and three hypotheses. It adopted a descriptive survey design. The population of the study comprised of 7,064 employees in two public universities in Anambra state. Stratified random sampling was used in selecting 232 staff (male 109, female 123) as sample. The instrument for data collection was a structured questionnaire titled “Role of Artificial Intelligence on Resource Allocation Management in Public Universities Questionnaire (RAIRAMPUQ)”. It was drafted from the three research questions. The instrument was validated by 3 experts. The reliability was established using 20 university staff who were not selected as sample for this study. The test-retest technique was used for the process. Cronbach Alpha technique was used to compute the result which yielded reliability coefficient values of 0.83, 0.80 and 0.75 with a general index of 0.79 and thus, confirmed the instrument reliable. The questionnaires were distributed and collected at the spot. A total of 255 questionnaires that were distributed, only 232 were fully filled and retrieved. The data collected were analyzed using mean and standard deviation while t-test was used to test the hypothesis at .05 level of significance. Findings show that Artificial Intelligence play significant role in human, material and financial resources of public universities. In human resource management, AI helps in the enhancement of staff engagement, aids in analysing employee data to identify potential individuals, helps students carry out their academic activities, recruitment of employees and staff development. The study recommends among all that human resource in Nigerian universities be annually trained to the mastery of computer so that they can effectively utilize opportunities in AI to perform their academic duties professionally.*

**Keywords: Knowledge, Innovation, AI, Resource Allocation, Management**

## Introduction

Education has been the answer and solution to numerous problems faced by man and his means of survival. It is also responsible for modernization; a term that arguably came to reality through the acquisition of skills and worth knowledge. Therefore, whenever education is mentioned, what comes to mind is the acquisition of knowledge.

Knowledge simply means awareness or familiarity about something. Agarwal (2022) refer to knowledge as information taught by a teacher which students are expected to learn from in given subject or content area. Similarly, Krzyzanowski, Nucci and Sevilla (2025) refer to knowledge as information, skills and understanding acquired through experience, education, reasoning or discovery. The authors further said that knowledge is the engine behind every smart decision, every big idea, every successful strategy-but warned that not all knowledge works the same way. Similarly, A group PEN2PRINT SERVICES (2025) refer to knowledge as facts, information, and skills acquired by a person through experience or systematic education system. The group further said that knowledge is the skill of theoretical or practical understanding of a specific subject awareness or familiarity gained by experience of a fact or situation. The researcher is of the view that knowledge is a compendium of information that can be utilized in decision making. The acquisition of knowledge by individuals contributes to innovation.

Innovation means change for better. It is a change that surfaces with the hope of doing things in a more easier and profitable manner. Abey (2017), states that innovation is a process that creates knowledge, which is collected, shared and integrated into a system. Abey further said that, Knowledge takes the form of new technology or new product or services. Similarly, Ibegwara and Harrison (2019) asserts that innovation is purposeful, organized, risk-taking and change introduced for the purpose of satisfying economic wants and resulting in increased

productivity. This implies that innovation means adapting to the new conditions but creating new conditions such as concept, policies, goals, organization, and communication strategies for better development. Innovation is synonymous with change that can be integrated or incremental denoting a deviation from an existing status quo that is more comprehensive and sustainable. Innovation is important because it intend to optimize improvement in institutions (e.g. education) with priority placed on structure, curriculum content and context with consideration and reliance placed on the methods of imparting knowledge and skills by teachers or instructors on the people generally in the school system. An aspect of innovation that positively influences the education system is the AI.

AI is an acronym that stands for artificial intelligence. It refers to the capability of machines to perform tasks that typically require human intelligence, such as learning, reasoning, problem-solving and decision making. Russel and Norvig (2021) refer to AI as the capability of computational systems to perform tasks typically associated with human intelligence such as learning, reasoning, problem-solving, perception, and decision making. Russell and Norvig averred that AI is a field of research in computer science that develops and studies method and software that enable machines to perceive their environment and use learning and intelligence to take actions to maximize their chances of achieving defined goals. Similarly, Striker and Kavlakogln (2024) see AI as a technology that enables computers and machines to simulate human learning, comprehension, problem solving, decision making, creativity and autonomy. Fausta and Onyeaba (2025) revealed that AI if properly utilized, can aid effective tertiary institutions administration, facilitate efficient management of data and decision making, support resource optimization, aid implementation of teaching programme, improve research programme

development, and improve security in tertiary institutions. One of the areas AI has helped in the education sector is in the allocation of resource.

Resource allocation is the process of deciding how scarce resources should be used to achieve certain goals. Omiyale and Fadokun (2018) has it that resource allocation is used to assign the available resources in an economic way. Resource allocation is also the scheduling of activities and the resources required by those activities while taking into consideration both the resource availability and the project time allocation of resources. The key strategic factor is resource allocation; therefore it is essential for organizations be able to effectively utilize the technical know-how of their employees at the right places and at the right time. Similarly, Ereh, Ogechi and Ikpo (2019) refer to resource allocation as the process of assigning and managing assets in a manner that supports an organization's strategic goals. Ereh et al further said that resource allocation involves balancing competing needs and priorities and determining the most effective course of action in order to maximize the effective use of limited resources and gain the best competitive advantage on investment.

The researcher believe that it is the challenge of management to allocate the resources to their most useful tasks as well as coordinating and integrating activities of participating employees and functions. Funds are the very essential and critical resources in the process of implementing strategic plans, therefore money should be made available to train the teams regarding their responsibilities and expectations, to enhance administrative effectiveness. Allocation of resources is also the study of how resources are allocated and is associated with economic efficiency and maximization of utility. In education, resource allocation is used to mean the distribution of money, men and materials devoted to education among the various areas of educational needs.

In the views of Oyekan, Adelodun, and Oresajo (2015), resource mostly allocated to universities is finance. Ofor-Douglass (2024), asserts that human, material, financial and time were the resources allocated to public universities. human resources are the people who make up the workforce of an organization, business, sector or economy. Human resource are the staff working in the organization in relation to the university system which includes the academic and non- academic staff (Ofor-Douglas, 2021). Oyekan, Adelokun and Oresaya (2015) asserts that financial resource are the monetary resource that serve as a means of procuring other productive inputs in an industry. These resources tend to aid the purchasing power for production in the industry. Material resources are assets in the form of material possessions. Ofor-Douglas (2019) remark that time is one of the scarce resources known to man. Time utilization, could be explained within the framework of doing the right thing at the right time in the work place. When resources are carefully allocated, they need to be managed carefully so that the main aim of their distribution is achieved.

Management is the gathering of meaningful resources useful in a typical organization or institution for the attainment of goals. Okwori and Ede (2012) looks at management of schools as the art of being able to handle carefully, without being wasteful, what goes on in the process of educating people so that nothing goes out- of- hand. Micah, Taro and Pev (2017) refer to management as a process that involves planning, controlling, organizing, staffing, and leading, coordinating and directing the available resources for the achievement of predetermined goals. In a similar view, Kintu (2023) refer to management as the planning, controlling, organizing, staffing, and leading, coordinating and directing the available resources for the achievement of predetermined goals. It is the functional process of accomplishing the goals of an organization through the help of others.

Upon the above discussions on the management of resources, some authorities had written extensively on the roles of AI in resource allocation management in public universities. For instance, Ogochetu, Ayoko and Yunisa assert that with artificial intelligence, teachers are assisted to their job more professionally and that students are also guided with the use of artificial intelligence to carry out their academic work which revolves around research, assignments, reading and projects. Similarly, Wu (2024) have it that Artificial intelligence aids in the management of finance portfolio, helps in financial risk management while Ikpong (2022) maintained that artificial intelligence helps in personalized banking experience and helps to cut operational cost of running financial institutions. In a related study, Akpan and Essien (2025) posited that artificial intelligence helps in the management of physical research, management of technological and instructional resources; while Ogboe and Sowande (2024) were of the view that artificial intelligence aids in staff recruitment, staff development, remuneration and staff appraisal. Bordia (2023) contended that AI tools can automate repetitive tasks essential for the smooth functioning of an institute and can be used to aid effective tertiary institution administration by automating activities like fee collection, admission enquiries management, tracking the circulation of books in the library, helping staff plan the entire academic year and most importantly, AI can improve the efficiency and effectiveness of tertiary institutions' administration. AI can facilitate the automation of administrative tasks (Chan & Tsi, 2023).

Upon these roles, the researcher realized that these studies and their findings were not based on the study area and therefore, the researcher doubt the what could be the roles of Artificial intelligence in the study area. This doubt became the gap this study intends to fill.

### **Purpose of the Study**

The main purpose of this study was to examine the role of artificial intelligence in resource allocation management in public universities. Specifically, the study sought to;

1. Examine the role of artificial intelligence in the management of human resources in Public Universities in Anambra State
2. Find out the role of artificial intelligence in the management of material resources in Public Universities in Anambra State
3. Find out the role of artificial intelligence in the management of financial resources in Public Universities in Anambra State

### **Research Questions**

The following research questions guided this study:

1. What are the roles of artificial intelligence in the management of human resources in Public Universities in Anambra State?
2. What are the role of artificial intelligence in the management of material resources in Public Universities in Anambra State?
3. What are the role of artificial intelligence in the management of financial resources in Public Universities in Anambra State?

### **Research Hypotheses**

The following hypotheses were tested at 0.05 level of significance

1. There is no significant difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of human resources

2. There is no significant difference in the mean response of male and female workers in public universities in Anambra state on the role of artificial intelligence in the management of material resources

3. There is no significant difference in the mean response of male and female workers in public universities in Anambra state on the role of artificial intelligence in the management of financial resources

### **Methods**

This study was guided by three research questions and three hypotheses. It adopted a descriptive survey design. The population of the study comprised of 7,064 employees in two public universities in Anambra state. Stratified random sampling was used in selecting 232 staff (male 109, female 123) as sample. The instrument for data collection was a structured questionnaire titled “Role of Artificial Intelligence on Resource Allocation Management in Public Universities Questionnaire (RAIRAMPUQ)”. It was drafted from the three research questions. The instrument was validated by 3 experts. The reliability was established using 20 university staff who were not selected as sample for this study. The test-retest technique was used for the process. Cronbach Alpha technique was used to compute the result which yielded reliability coefficient values of 0.83, 0.80 and 0.75 with a general index of 0.79 and thus, confirmed the instrument reliable. The questionnaires were distributed and collected at the spot. A total of 255 questionnaires that were distributed, only 232 were fully filled and retrieved. The data collected were analyzed using mean and standard deviation while t-test was used to test the hypothesis at .05 level of significance.



## Results

**Research Question 1:** What are the roles of artificial intelligence in the management of human resources in Public Universities in Anambra State?

**Table 1:** Mean ratings on the roles of artificial intelligence in the management of human resources in Public Universities

| S/N        | Item                                                                                                 | Gender | N   | Mean | SD   | RMK      |
|------------|------------------------------------------------------------------------------------------------------|--------|-----|------|------|----------|
| 1          | Artificial intelligence helps in the enhancement of staff engagement                                 | Male   | 109 | 2.98 | 1.22 | Agree    |
|            |                                                                                                      | Female | 123 | 2.76 | 0.65 | Agree    |
| 2          | The use of artificial intelligence aids in analysing employee data to identify potential individuals | Male   | 109 | 2.69 | 1.76 | Agree    |
|            |                                                                                                      | Female | 123 | 2.65 | 1.02 | Agree    |
| 3          | Artificial intelligence aids in assisting teachers to do their job better                            | Male   | 109 | 1.73 | 0.21 | Disagree |
|            |                                                                                                      | Female | 123 | 0.29 | 0.79 | Disagree |
| 4          | Students carry out their academic activities more perfectly with the use of AI                       | Male   | 109 | 3.01 | 0.28 | Agree    |
|            |                                                                                                      | Female | 123 | 2.76 | 1.76 | Agree    |
| 5          | AI helps in the recruitment of employees                                                             | Male   | 109 | 2.59 | 0.88 | Agree    |
|            |                                                                                                      | Female | 123 | 2.79 | 1.94 | Agree    |
| 6          | Artificial intelligence helps in staff development                                                   | Male   | 109 | 2.62 | 0.23 | Agree    |
|            |                                                                                                      | Female | 123 | 2.73 | 0.89 | Agree    |
| Grand Mean |                                                                                                      | Male   |     | 2.60 | 0.76 | Agree    |
|            |                                                                                                      | Female |     | 2.33 | 1.17 | Disagree |

The result presented in Table 1 shows the mean ratings on the roles of artificial intelligence in the management of human resources in Public Universities. It shows AI helps in the enhancement of staff engagement, aids in analysing employee data to identify potential individuals, helps students carry out their academic activities, recruitment of employees and staff development.

**Research Question 2:** What are the role of artificial intelligence in the management of material resources in Public Universities in Anambra State?

**Table 2:** Mean ratings on the roles of artificial intelligence in the management of material resources in Public Universities

| S/N | Item                                                                                                                  | Gender | N   | Mean | SD   | RMK      |
|-----|-----------------------------------------------------------------------------------------------------------------------|--------|-----|------|------|----------|
| 1   | Employees see AI as an effective tool to enhance resource allocation                                                  | Male   | 109 | 3.12 | 1.19 | Agree    |
|     |                                                                                                                       | Female | 123 | 2.86 | 1.68 | Agree    |
| 2   | AI enhances management of instructional resources in the school                                                       | Male   | 109 | 2.98 | 1.07 | Agree    |
|     |                                                                                                                       | Female | 123 | 2.76 | 2.21 | Agree    |
| 3   | The use of AI enhances the management of technological resources                                                      | Male   | 109 | 3.03 | 0.98 | Agree    |
|     |                                                                                                                       | Female | 123 | 2.96 | 1.08 | Agree    |
| 4   | With the use of artificial intelligence, decision can be taken on where materials resources can be evenly distributed | Male   | 109 | 2.76 | 0.75 | Agree    |
|     |                                                                                                                       | Female | 123 | 2.58 | 1.42 | Agree    |
| 5   | Artificial intelligence in assist in the rehabilitation of material resources in the school                           | Male   | 109 | 2.39 | 0.65 | Disagree |
|     |                                                                                                                       | Female | 123 | 2.07 | 0.19 | Disagree |
|     | <b>Grand Mean</b>                                                                                                     | Male   |     | 2.85 | 0.92 | Agree    |
|     |                                                                                                                       | Female |     | 2.64 | 1.31 | Agree    |

The result presented in Table 2 shows the mean ratings on the roles of artificial intelligence in the management of material resources in Public Universities. It shows that AI helps in resource allocation, management of instructional resources in school, management of technological resources and decision making.

**Research Question 3:** What are the role of artificial intelligence in the management of financial resources in Public Universities in Anambra State?

**Table 3:** Mean ratings on the roles of artificial intelligence in the management of financial resources in Public Universities

| S/N | Item                                                                        | Gender | N   | Mean | SD   | RMK      |
|-----|-----------------------------------------------------------------------------|--------|-----|------|------|----------|
| 1   | AI software makes it easier for individuals to access their banking details | Male   | 109 | 3.12 | 1.19 | Agree    |
|     |                                                                             | Female | 123 | 2.86 | 1.68 | Agree    |
| 2   | AI cuts operational cost in organizations                                   | Male   | 109 | 2.98 | 1.07 | Agree    |
|     |                                                                             | Female | 123 | 2.76 | 2.21 | Agree    |
| 3   | The use of AI resources helps in financial security                         | Male   | 109 | 3.03 | 0.98 | Agree    |
|     |                                                                             | Female | 123 | 2.96 | 1.08 | Agree    |
| 4   | AI aids in management of financial portfolio                                | Male   | 109 | 2.76 | 0.75 | Agree    |
|     |                                                                             | Female | 123 | 2.58 | 1.42 | Agree    |
| 5   | AI aids in financial risk operations                                        | Male   | 109 | 2.39 | 0.65 | Disagree |
|     |                                                                             | Female | 123 | 2.07 | 0.19 | Disagree |
| 6   | AI aids in credit scoring                                                   | Male   | 109 | 2.98 | 0.26 | Agree    |
|     |                                                                             | Female | 123 | 2.61 | 0.19 | Agree    |
| 7   | AI helps in personalized banking experience                                 | Male   | 109 | 2.87 | 1.12 | Agree    |
|     |                                                                             | Female | 123 | 3.01 | 1.02 | Agree    |
|     | <b>Grand Mean</b>                                                           | Male   |     | 2.87 | 0.86 | Agree    |
|     |                                                                             | Female |     | 2.69 | 1.11 | Agree    |

The result presented in Table 3 shows the mean ratings on the roles of artificial intelligence in the management of financial resources in Public Universities. It shows that AI software makes easier individual banking, cuts operational cost in organizations, helps in financial security, aids in management of financial porcolio, credit scoring and helps in personalized banking.

## Hypothesis 1

There is no significant difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of human resources

**Table 4**

*t-test on difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of human resources*

| Location | N   | Mean | SD   | df  | t     | P-value | Decision        |
|----------|-----|------|------|-----|-------|---------|-----------------|
| Male     | 109 | 2.60 | 0.76 | 230 | 1.972 | 2.25    | Not Significant |
| Female   | 123 | 2.33 | 1.17 |     |       |         |                 |

Table 4 indicates that there is no significant mean difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of human resources. The null hypothesis in this regard is therefore not rejected since the p-value (2.25) is greater than the level of significant (.05).

## Hypothesis 2

There is no significant difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of material resources

**Table 5**

*t-test on difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of material resources*

| Location | N   | Mean | SD   | df  | t     | P-value | Decision        |
|----------|-----|------|------|-----|-------|---------|-----------------|
| Male     | 109 | 2.85 | 0.92 | 230 | 1.972 | 1.5     | Not Significant |
| Female   | 123 | 2.64 | 1.31 |     |       |         |                 |

Table 5 indicates that there is no significant mean difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of material resources. The null hypothesis in this regard is therefore not rejected since the p-value (1.5) is greater than the level of significant (.05).

### Hypotheses 3

There is no significant difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of financial resources

**Table 6**

*t-test on difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of financial resources*

| Location | N   | Mean | SD    | df  | t     | P-value | Decision        |
|----------|-----|------|-------|-----|-------|---------|-----------------|
| Male     | 109 | 2.87 | 0.86  | 230 | 1.972 | 1.8     | Not Significant |
| Female   | 123 | 2.69 | 1.110 |     |       |         |                 |

Table 6 indicates that there is no significant mean difference in the mean response of male and female workers in public universities in Anmambra state on the role of artificial intelligence in the management of financial resources. The null hypothesis in this regard is therefore not rejected since the p-value (1.8) is greater than the level of significant (.05).

### Discussion

Findings from table one shows that AI helps in the enhancement of staff engagement, aids in analysing employee data to identify potential individuals, helps students carry out their academic activities, recruitment of employees and staff development. The above findings are in-line with Ogboe and Sowande (2024) who reported that artificial intelligence contribute meaningfully to staff recruitment, staff development, remuneration and staff appraisal. Similar to the above findings, Ogochetu, Ayoko and Yunisa (2025) discovered that with artificial intelligence, students are guided in their academic work which revolves around research, assignments, reading and projects. In-line with One of the findings on AI identifying potentials individuals, Adeoye (2022) emphasized that AI can identify gaps in staff members still and offer related course of training. This findings is similar to authors who mentioned that AI helps to analyze employee data. But Ogochedu et al (2025) reported that with AI,

teachers are assisted to do their job more professional. This report contradicts the disagreement in this study that AI aids in assisting teachers to do their job better.

Findings from table two shows that AI helps in resource allocation, management of instructional resources in school, management of technological resources and decision making. The above findings are in consonance with Akpan and Essien (2025) who in their study, emphasized that artificial intelligence helps in the management of physical research, management of technological and instructional resources. The findings of Bordia (2023) in a study is also related to the above findings when he insists that AI tools can be used to aid effective tertiary institution administration by automating activities like fee collection, admission enquiries management, tracking the circulation of books in the library, helping staff plan the entire academic year and most importantly, AI can improve the efficiency and effectiveness of tertiary institutions' administration. The above discussions suggest that artificial intelligence plays a significant role in the management of material resources in universities.

Findings from table three shows that AI software makes easier individual banking, cuts operational cost in organizations, helps in financial security, aids in management of financial portfolio, credit scoring and helps in personalized banking. The above are in agreement with Wu (2024) who states that Artificial intelligence aids in the management of finance portfolio, helps in financial risk management while Ikpong (2022) maintained that artificial intelligence helps in personalized banking experience and helps to cut operational cost of running financial institutions. On the whole, the findings suggest that artificial intelligence contributes significantly towards the management of financial resources by making it easier for people to manage their financial engagements.

## **Conclusion**

This study bridged knowledge and innovation and emphasized on the role of artificial intelligence on resource allocation management in public universities in Anambra state. It shows that artificial intelligence plays major roles in management of human materials and financial resources in universities.

## Recommendations

Based on the findings of the study, the following recommendations were made:

1. That human resource in Nigerian universities be annually trained to the mastery of computer so that they can effectively utilize opportunities in AI to perform their academic duties professionally.
2. Material resources should be upgraded to meet the modern day standard in universities. Material resources that may not be able to adapt with AI can be replaced for a more unique one.
3. All universities should see the role of artificial intelligence in finance as superb. University staff should rely on AI to safeguard their financial transactions and save them from fraudsters.

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