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Management Strategies and Organization of Adult and Non-formal Education for Effective Functions in Nigeria

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Abstract:
To manage is one thing and to functions is another thing in any formal organization that deal with both human and and material resources. Management is essential component in organization which among them there is management functions that involve planning, organizing, directing and coordinating among other thing. To function in accordance with expectation managers must employed staff development training to all members to function as well through induction training, mentoring by senior personnel, and on-the-job training to mentioned but few. Leadership as a key in running the organization affairs has to do with some features like: visionary, innovative and enlighten leaders among others. It is part of the managers functions to make use of decision making process as strategies to achieve organizational objectives where managers to effectively define organizational problems, identify requirements to attend the problem and outline the objectives to attain within possible time. For organization to continued function as well leaders must understand the importance of physical plant maintenance that will appeal to personnel job performance, knowledge sharing and fill secure to discharge every responsibilities with passion and interest.

I. Introduction

Management its as old as the mankind in the world because every sett of civilization cannot exist without managing the entire societies ways of life and how things are to be conducted. The creation of human beings testifies that were not created left without guidance and direction. Likewise individuals with family are control by the most elderly person in the family. Adult education organization is one among many human organizations that has human and material resources to be control. Therefore, such organization required the management skills, tactics and functions to realized its objectives. Even though organization like this may likely to be different when it comes to its operations because of it peculiarities in terms of functions, duties and services delivered to it clients. Therefore, the management styles could be differed for some basic consideration. These are: what it offers and the nature of whom they are dealing with, also by virtue of experience, commitment, and goals oriented. Despite these management strategies has to be employed in order to manage the resources involved in the operation of the activities design for.

However, management is a universal process in all organized, social and economic activities. Wherever there is human activity there is management strategies that guides the conduct and action of organization. For instance, management is an art and science that encompasses all activities within an Organization. It is the life wire, root and core of every institution, Organization, firm, and business organization public or private. It involves careful and strategic planning, coordinating, controlling, organizing of all the activities that designed and carry out within an Organization. Everett & Ronald (2000) describe that management is being able to identify and manage what needs to be done. He called this process "requirements management." Springer further describes the Requirements of management which involves five steps: identification, analysis, allocation, verification, and traceability.

A formal organization is a composition of experts from different discipline manage and control by the higher authorities who were identified as management. As a social organization which have a well designed plans of action these couldn't not be

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done by single individual it has to be cooperate work, well plan and coordinated by an experience individuals called managers or management team.

Concept of Management and Management of Adult and Non-formal Education

Management is a collective activities that entails about involving planning, organizing, motivating and controlling. It is not just that management required the designing and maintaining an environment in which individuals, working together in groups, can efficiently and effectively accomplish the activities of an organization. Simply management has been defined as "the activity of using resources in an efficient and effective way so that the end product is worth more than the initial resources". This simple definition has the advantage that it focuses upon the crucial role of management to transform inputs into outputs of greater value. In other word Dwan (2003) identifies management as planning goals and specifying the purpose of the agency; organizing people, finances, resources and activities; staffing, training, and socializing employees; leading the organization and the staff; and controlling, monitoring, and sanctioning when needed.Moreover, Kotter (2001) defined the management as a job which takes care of planning, organizing, budgeting, coordinating and monitoring activities for group or organization. Northouse (2007) as cited in Wajdi (2017) put it differently that management is a process by which definite set objectives are achieved through the efficient use of resources. Thus, Management in general is a process that is used to achieve organizational goals with the scarce resources.

However, management of adult education can be seen as an activities that involves the identifying set of objectives which tailor the assurance of achieving it within the specific period of time.

Management Functions of Adult and Non-formal Education

Management team are the highest ranking officers in organization who decide the provision, procurement and implementation of all guiding policies with regards to organizational goals and objectives. The managers couldn't do without the following identifying functions as explain by Ullas, & Ajit (2019).

Planning: planning is the must essential part that led organization to realize it objectives. It is all about considering the present and planning the future outcome. To planis to have in mind, to devise or project the realization or achievement of a programme. Therefore, according to Miriam-Webster Dictionary, (2006). planningis the process of establishing work scope, goals, policies, and procedures for a social or economic unit. Planning is a prerequisite for reaching one's goals. In essence planning is important in all aspects of adult education organization's operations. For example, the manager needs to plan for the efficient and effective use of the various resources the organization has, including resources of time, capital, labour, facilities, technologies, and so on. In planning these has to be involve: analyzing the current situation; anticipating the future; determining the organizational objectives; deciding the activities to be involved; choosing strategies; and determining resources to achieve organizational goals.

Organizing. The management function of adult education managers are to assemble and coordinating human, financial, physical, information and other resources needed to achieve organizational goals. Its activities include: specifying Job responsibilities; grouping jobs into work units; and resource allocation to enable the fulfillment of the goals and objectives.

Staffing. The positions provided by the organization structure must be staffed with personnel able and willing to carry out the assigned functions. The quality of management personnel in adult education organization can be ensured through proper definition of the job and its appraisal in terms of human requirements, evaluation of individual performancetowards assigned responsibilities, and appropriate training. Specifications for the job rest on organization requirements and on provision for incentives to induce effective and efficient performance of the tasks involved.

Directing. The management function that involves the manager's of adult education organization efforts to stimulate high performance by employees and includes directing, motivating and communicating with employees, individually and in groups. Its activities include: directing the workforce; motivating your subordinates; communicating with employees; and good leadership.

Controlling. The function of management in adult education organization has to do with monitoring progress and any necessary changes to make sure that the organizational goals are achieved. Its activities include: setting performance standards that indicate progress toward long-term goals; monitoring staff performance through performance data evaluation; and identifying performance problems by comparing performance data against standards and take corrective actions.

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Coordination. Coordination is the management of interdependence in work situations. Coordination leads to blending the activities of different individuals and group of individuals for the achievement of certain objectives. Management in an organization which consists of number of departments, such as procurement, statistics, human resource, finance etc. there is a need for all of them to work in synchronization and achieve the organizational objectives . According to Henri Fayol "Coordination harmonizes synchronizes and unifies individual efforts for better action and for the achievement of the organizational objectives."

Strategy for Staff Development for Organizational Benefits

As organization continue to functions and perform according to the expectation must act in accordance with organizational goals. Adult education organization is like any other organization which cannot functions without all other components. Certain regulations, guiding principles, and organizational document that spelt out requirement for members of staff to work with are all provided. Therefore, for such organization to be effective, certain principles within the organization are to served as the guiding rules for specific functions. Adult education organizations or programmes are among of such which can't be operated without guiding rules. The essence of these rules is because adult education programmes targeted the adult who are highly experienced, family members of communities, engaged in one or the other activities.

Staff are the heart of any organization because they are the one who own the knowledge, expertise and technical know how and know what. Mean while their personal development are inline with the progress and development of the organization productivity in good and services provided. Staff development programme as explain by Aghenta (1992) and Ololube (2019) as cited in Mmom (2022)which meansa strategic framework which identified in assisting member of staff in giving organization updating his skills, knowledge, attitude and abilities. Staff development programme forpersonnel consist of training, personnel career development, performance management arid development, coaching and mentoring, succession planning, key employee identification, tuition assistance and organization development. It will also be said that human resources development is intended for organizations that nurture the most efficient and effective workforce, all to ensure that the organization is the level of quality of their human resources. This is because the effective performance depends on the utility value of her human resources.

The following are the types of staff development training in organizations:

Induction: is one of the staff development programme approaches which seem to have influence on the management of organization. For instance Mathias (2004) argue that induction is a planned introduction of new employees to their jobs, their co-workers and culture of the organization for familiarization. Staff induction activities it is equally equip designed to provide new-starters with the information they need, as well as getting them up to speed on how the organization works.

Mentoring: as a strategy for staff development was really found useful and effective as been proved by Premkumar (2007) that mentoring is a learning process where helpful, personal, and reciprocal relationships are built while focusing on achievement; emotional support is a key element. Within mentoring relationships, mentees develop and learn through conversations with more experienced mentors who share knowledge and skills that can be incorporated into their thinking and practice. By comparison, tutoring or coaching is provision of academic and professional assistance in a particular area with a sole focus on competence.

In a more precise Okon and Anderson (2002), staff development programmes such as: seminars, workshops, in-service training and induction among others help to foster continued professional growth of staff in institutions of learning. These help staff to keep abreast with new developments in their field. Staff development programme is informed by the fact that if staff are to perform well in their responsibilities in their institutions, they must have opportunities for continuing staff development programmes, advancement and improvement in their chosen career.

Leadership Strategies:

Leaders are members within established organization that were being giving the trust to run the affairs of the organization. Leadership is a requirement which one has to made before he assumed the responsibility of leadership. For instance, Bush (2010) describe leadership as a process of influencing the movement towards the targeted goals or desired purposes. It involves inspiring and supporting others towards the achievement of a vision for the school which based on clear personal and professional values. Invariably leadership can be a neutral term. By this mean that, a leader can be good or bad; effective or ineffective; self-centred or selfless; extroverted or introverted,

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and so on. But is always expected from the leader to be good towards achieving desired goals in an organization. A leader of adult education organization must be goal oriented individual through guidance, coaching and effective controlling of his subordinates. A leader must have some degree of influence over people. Thus, leadership has to do with power, which can be defined as the 'capacity to influence others' (Burke, 2002). in other word leadership involve relationship between leaders and followers. A leader is seen as neither superior to nor isolated from his or her followers. Rather, it is the quality of the relationship between the leader and his/ her followers that is important. The leader needs the support, trust and input of others in order to attain the organization's goals, which therefore means that he or she must spend time nurturing and developing relationships with those around him/ her. Managing this relationship is critical because the two roles are equally important and totally interdependent. Differences in terms of goals and aspiration in an adult education organization necessitate the deployment of an exceptional strategies for leadership styles as identified by Daft, (2005):

i. Visionary leadership

A visionary leader is the one who need to establish a mission (what an organization is all about and its primary goals) and to determine the strategy that will be used ('how' the mission will be implemented).

ii. Innovative leadership

'Leadership involves creating change, not maintaining the status quo. Effective leaders are innovative leaders. In as much as it is important to preserve the institutional culture, it is also important to be in tune with what is happening outside and to adapt quickly to changing circumstances and demands.

iii. Enlightened leadership

Enlightened leaders avoid ignorance and prejudice, seek to reduce ambiguity, uncertainty, and to impart knowledge to others. They are both spiritually and intellectually informed. An informed leader is one who keeps up to date with developing trends in the economy, technology, society, finance, and competitors' behaviour.

iv. Motivational leadership

Effective leaders motivate their followers. Motivation can take many different forms and includes providing positive feedback to high-performing individuals and groups, implementing recognition awards, assigning challenging tasks, recommending promotion, and sending staff on training courses. Far less is accomplished without other people's cooperation. Hersey, (1985 as cited in Daft 2005) argue that a leading authority on situational leadership, is the one that empowering other people which consider a key factor in organizational success.

Decision Making Strategies:

Organizations were not run by single individual rather is a collective decision with unanimous agreement between members. Formal organization is everybody affairs and is a collective responsibilities for each member. Managers in such organization are not suppose to carry out responsibilities without engaging their subordinate. In that case decision regarding organizational activities remain for all. Therefore, a decision is the commitment to an action whose aim is producing satisfying outcomes, whereas decision making is the process of solving a particular type of problem (Yates, 2001). Decision making are series of activities that are at the hand of organizational head to make a wise choice together with his subordinate. To confirm this Egunyomi, (2000) as cited in Tijjani, Abubakar & Aishatu (2016) sees decision making as a conscious choice from among a well-defined set of other competing alternatives. Decision making therefore implies availability of other suitable alternatives for the solution of any form of administrative problems. The author further stated that it is one of the major responsibilities, not routine but essential function of administrators, by employing creative thinking initiatives and rational choices in the same vain, evolve stages that will make it stronger decision as follows: Recognizing and defining an observed problem; Analyzing the problem; Establishing the criteria for solving the problem; Developing a plan of strategy for problem solving; and Initiating a plan for action.

Decision making is about following some certain steps in which it enable achieving the right decision taking in an organization. The following are eight steps process of decision making if judicially and strategically use it will help in achieving any adult education programme identified by (Nutt 2008):

- **Defining the problem:** This step includes identifying the main causes, issues, limitations, interfaces, and boundaries. Here, the problem should be expressed in a concise, clear, and unambiguous statement considering the initial and the desired conditions.

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- **Identifying the requirements:** These are the conditions that the problem must meet. These are, considering mathematical form, the group of feasible solutions are provided in quantitative forms. Mathematics is used to assess and enhance the quality of data in the face of ambiguity, to present and explain choices, and to model existing alternatives and their outcomes.
- **Establishing the objectives and goals:** The goals are higher than the necessary minimum values. A goal is an all-encompassing declaration of the desired values and purposes. In mathematics, the objective may be distinguished from the requirement, which is a restriction, by stating that the objective is the aim.
- **Determining the alternatives:** Alternatives assist to change the initial conditions to the desired ones by using manifold approaches. All of these alternatives should meet the requirements. The number of alternatives can be finite or infinite. If the alternatives are finite, then all of them should be analyzed to obtain whether they meet the requirements or not to examine the ones that are infeasible and should be eliminated.
- **Determining the criteria:** Criteria are defined based on goals and aim to discriminate between the alternatives. These criteria help to evaluate to what extent the alternatives can reach the goals. For each purpose, at least one criterion should be developed. However, for complicated aims, numerous criteria might be generated.
- **Selecting a tool (method) for decision making:** Manifold decision-making tools are available, but to choose a suitable one, different aspects such as the concrete of the problem, and the objectives should be considered. For example, for complex decision-making problems, complex methods are applicable.
- **Evaluating alternatives considering criteria:** This step is a necessary input data to gain a correct decision-making method. The assessment can be objective or subjective based on the criterion.
- **Validating step:** In this step, the chosen terms from the previous step should be validated considering the requirements of the decision-making problem to be sure the decision-making tool was not misapplied. (Baker, Bridges, Hunter, Johnson, Krupa & Murphy 2001).

Strategic of Physical Plant Maintenance in Adult and Non-formal Organization

Strategically organizations it was established following a certain number of structural professional advise. Therefore, for the structures to last long and efficiently used must have culture of maintenance. In every organization there is a unit or department called maintenance in this unit a number of experts were employed and assign with various responsibilities. Despite that managers is there responsibilities to ensure all structures are in good and habitual status in which staff can be comfortably use and discharge duties. Physical environment is identified as the must attractive structure which members of the organization fill comfortable and relax. It should be attractive and have all the required needs for all it users. Therefore, managers should not relax in their effort for continues maintenance of physical facilities which includes buildings, equipment and the surrounding. In essence, organization encompasses facilities that needs to be maintain in order to meet with the desire objectives. For instance, there is the need for facility maintenance due to a number of factors among which include; the daily routine use of the facility, aging of the facility, over utilization, changes as result of advancement in science and technology to support contemporary work practices, extreme climate conditions which causes the wear and tear of facilities, lack of funding, lack of maintenance culture, carelessness exhibited by users, deferred maintenance and so on. In support of this Leung, Lu and Ip (2004) noted that facility maintenance aimed at providing end-users with comfortable effective quality environment with minimum resources to enhance organizational effectiveness.

Mean while maintenance of physical plant in organization implies that there is a malfunction of the building, equipment, or grounds and that there is need to restore it to appropriate condition. Scholars have given diverse definitions of the concept of plant maintenance. According to Nhlapo (2006) argue that plant maintenance refers to the repair, replacement and general upkeep of physical facilities as found in organization like buildings, ground and safety systems. While Szuba and Young (2007) consider physical maintenance as being " concerned with ensuring safe conditions for facility users such as the learners, educators, facilitators, participants, parents or guardians, and is also concerned with creating a physical setting that is appropriate and adequate for any learning". Ajayi (2007) takes plant maintenance to include all activities embarked upon with a view to sustaining initial use value of the organizational plant.

Not only that, physical plant maintenance is attached with some values, importance and benefits as the author further describe as follows:

- It ensures that buildings and facilities are kept safe and well protected;

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❖ It preserves the aesthetic and beauty of the environment;
❖ It ensures that facilities are constantly functioning in good working condition;
❖ It helps to slow down the rate of degradation of facilities and extends their life span.
❖ It helps to reduce the rate of repairs or breakdown of organizational equipment.
❖ Effective maintenance protects capital investment.
❖ It provides adequate care and security to the facilities;
❖ It protects the facilities against possible fire outbreak, vandalism, building collapse, theft or other types of damage;
❖ It reduces health hazards and provides safety to both management and subordinate;
❖ Organizational facilities and equipment that are well maintained can be used with less expense of energy. Prompt attention to minor repairs will result in savings over the long run;
❖ Maintenance needs are imperative for the buildings to support contemporary work practices;
❖ Effective facilities maintenance extends the life of older facilities and maximizes the useful life of newer facilities

II. Conclusion:

Management in organization is everything because without proper management of resources there is every tendencies to fail. Managers I held responsible in what so ever in organization. So, for organization to continue progress, develop, and and work in accordance must have visionary leaders who carried everyone alone in the organization to meet with their objectives. A strategies process in all the components must to be address effectively to every personnel needs, desires, aspiration and the overall development of the organization. These could be met when strategies are put in place that has to do with staff development, quality leadership, provision of good atmosphere that warrant the sharing of knowledge, expertise and in the interest of individual worker and organization at large.

III. Suggestions:

➢ The like of this study should be conducted in other organizations which touch other areas of management functions like theories of management and its application on the organizational culture;
➢ A such study should also be conducted to see differences in terms of gender management practices and organizational effectiveness; and
➢ Also study to be conducting targeting social practices and management interference and personnel job satisfaction in organizations

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