

EDUCATIONAL MANAGEMENT AND SUSTAINABLE NATIONAL DEVELOPMENT

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Abstract

This paper is a contribution to addressing the challenge of underdevelopment in Nigeria using the strategies of Educational Management. The paper looked at the role of educational management for sustainable development in Nigeria as a developing country. All over Nigeria, there are some evidences of failed leadership characterized by dwindling educational, economic, social and political fortunes. All these problems are as a result of the inability of the leadership to plan successfully for development using appropriate educational management strategies. This paper captured the basic problems associated with educational management in Nigeria and discussed other issues like organizational leadership, supervision and headship and how they encouraged sustainable national development. This paper concludes that Nigeria's development cannot be divorced from her educational management and structures that have been put in place as tool in national building. It further suggested the need for a continuous training and retraining workshop and seminars on management function, leadership, supervision, and headship.

Keywords: Educational Management and Sustainable National Development

The attainment of *sustainable development* is the desirability of all countries, whether by their own volition or the global standard, as such, Nigeria is now championing its course. The efforts for the attainment of this desirable level of

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sustainable development in Nigeria have brought with it a different set of issues, different from those which necessitated its evolution in the first place. These spans from the question of its scope through to whose responsibility it is to the actualization of sustainable development to the means by which it could be attained. In terms of its scope, the consensus seems to be that it is broad with its coverage from economic, social, political, environmental, and educational systems to local, national, international, and global concerns and participation.

Opinions abound on the extent at which educational management strategies enhances sustainable development. Effective educational management has since been recognized as one of the strong means to actualize sustainable development not only in Nigeria.

Having earned a Master or Doctorate degree in a 'managerial related' field and someone inquire from you or the difference between, say, 'Administration and Management or management and leadership is, what will you say? How will you behave? What differentiates theorists and practitioners; and academics from non-academics as they go about teaching or practicing of administration/management respectively? As you visit offices, talk with students and even some lecturers of management/administration Science courses, you will return with a full dose of confusion as to when to use the concept: administration, management, headship, supervision and leadership, because you would have observed that the concepts are used confusedly interchangeably in single strands of conversation or communication act.

The confusion is more pronounced when one listens to discussions on the streets, and in bus parks, political platforms, hospitals or shopping malls. Indeed, we need to appreciate that the concepts are related but they are by no means the same. They have different names, and therefore cannot be used correctly when they are interchanged and exchanged. It is due to their differences that people who occupy the positions of administration behave differently from leaders of groups, from supervisors and from Heads of units or departments.

Leadership is the highest component of any administrative ability or management ability. It is needed to succeed in either the position of an administrator or a manager. Either an administrator or a manager can also be either an administrator or a manager.

Administration Vs Management

Management is at times used as a common noun loosely meaning the 'owners', the 'topmost', the 'operators' or the 'decision makers' of an organization. Consequently, one hears or reads expression such as, "Vehicles are parked at owner's risk-

Management” or Management is not to be held accountable for lost items”, and others such statements. This is a sense of using management as a noun. In the context of this chapter, ‘Management’ is used as a verb expressed as an action process.

‘Management’ comes from the verb ‘manage’ which comes from the Italian word ‘managgiare’ (to handle- especially tools), which in turn derives from Latin ‘manus’ (hand). In this perspective, the term ‘Management’ in business areas and human organization activity is the act of getting people together to accomplish desired goals and objectives. Management comprises executive planning, organizing, staffing, leading or directing, and controlling an organization (a group of two or more people) or effort for the purpose of the accomplishing a goal. The same way, management refers to organization and coordination of the activities of an enterprise in accordance with certain policies towards the achievement of clearly defined objectives. Management is often included as a factor of production along with machines, material, and money. Organizations can be viewed as a system, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to ‘manage’ oneself, a pre-requisite to attempting to manage others. Management can also loosely refers to the person or people who perform the act(s) of management. Management is the process practice through which the objectives of an organization are executed towards their achievement by optimizing the use of both human and non-human resources in the organization (Maicibi, 2017). On the other hand, administration, as a verb, may be defined as a method of tending to the affairs of some group of people (especially the group’s business affairs). Further, administration may be perceived as the act of administering; governance of public affairs; the service rendered, or duties assumed in conducting affairs; or simply the conducting of any office or employment. To fully understand the diverse meaning of administration, it is important to note that administration is used differently in different contexts. For instance, in business, administration means the performance or management operations. In ‘management’ it means the act of directing people towards accomplishing a goal. In education, administration is the process of planning, organizing, leading, and controlling an education organization. In politics, administration is a term used in the context of government, in public administration it is the study and implementation of policy, and in academia, academic administration is a branch of an academic institution responsible for the maintenance and supervision of institution. One hears the expression such as, “there is zero tolerance of corruption in this administration.....” and “there is zero tolerance of corruption in this management...”, when National President address their countries.

Administration is the high level strategies used for the initialization as well as, to some extent, implementation of the purpose for which an organization was established. Initialization is done through policy making, while implementation is done through such procedures as establishing a criteria for the performance of individuals or groups (department/units/sections) as they work, and establishing control mechanism that ensure that performance agree with the overall policy/plans (vision, mission, goal) of the organization. Consequent on the preceeding view, it is right to perceive administration as the strategic aspect of management. It is worth noting that the behaviours of administrators are very similar in either educational, religious, medical, business, or public organizations. This is also true of behaviours of managers in such organizations. Yet they are not the same, and thus the differences in their names.

Management Vs Leadership

‘Management’ in all business areas and human organization activity is the act of getting people together and enabling them to accomplish desired goals and objectives. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. On the other hand, leadership as a verb has as many definitions as the numbers of scholars attempting to define it. ‘Leadership’ is the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task (Kabins, 2015). It is ultimately about creating a way for people to contribute to making something extraordinary happen.

(Ngu, 2014) defined leadership as, “The art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. A credible leader is one that has the ability and capability to inspire and turn followers, without protest, towards successful accomplishment of predetermined goals and objectives. Formal leadership is about the capacity of leaders to influence others through listening and observation, encouraging dialogue among all levels of decision making, establishing processes and transparency in decision making, articulating their value and vision clearly without imposing them, setting and not just reacting to agendas, identifying problems as well as initiating change that makes for substantial improvement rather than managing change. Leadership entails the ability to maximize the innate potential in others and harness the potential towards achievement of set goals. (Hannagan 2016) links the definition of leadership to motivation when he defined it as the process of motivating other people to act in particular ways in order to achieve specific goals and objectives.

Leadership, therefore, is a dynamic relationship exhibiting complex patterns of interactions among the leader, followers and the situation at hand. However, when leadership is unveiled in terms of who (a person) is a leader, then it can be perceived as an individual member of a group who influence the interpretation of events, the choice of objectives and destination, the decisions of best strategies, the activities to undertake, the energization of people to put in effort, the maintenance of cordial relationships, and the enlistment of willingness of others to support the group. Thus, even though the two concepts- Management and leadership-are similar, they are by no means the same. To reiterate, it therefore does not follow that every leader is a manager because the fact that an individual can influence and command followership, does not tell enough whether the same individual can be disciplined enough to depersonalize self and be guided by rules and regulations set for him/her by someone else. It also does not conclude that such a leader can ably formally plan, organize and control events, the activities of others

Leadership is rooted in individuals rather than the structures. It cannot be written into procedures. It cannot be on an organizational chart or even having a job description. It mainly refers to the ability of individuals or a group to inspire and influences others to act in a particular manner they probably would not have but now want to due to the unwritten 'force' of the leader. Nonetheless, the two are highly intricately related due to the fact that leadership is the highest component of management because it relates to the human resource component of an organization; and 'it is through the leaders, managers and others (human resource) that the objectives which the manager strives to achieve are accomplished' (Maicibi, 2017); while (Geoge and Jones, 2014) simply classified leadership as one of the ten (10) managerial roles. The two scholars' views imply that despite the relationship between management and leadership, management is larger than leadership.

Headship Vs Leadership

Leadership and headship are also a pair of very related concepts because term headship refers to the state of being a leader at the helm, a commander or an individual who holds a high position in an organization. It is the position or office of a head which concerns itself with roles very similar to those of a manager, who he/she is anyway. These roles include but are limited to planning, directing, controlling and coordinating the affairs of the organization (Adebayo, 2015). Examples of heads include the Head teacher, the Executive Director and the General Manager, among others. These heads have a great deal of influence on behaviours in an organization. Consequently, since they exert influence, then they have some elements of being leaders because the term leadership refers to a situation whereby an individual has the ability and capability to

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influence a group towards the achievement of organizational goals. Nonetheless, the head does not have the ability to capture the allegiance and devotion of individuals to direct them towards the realization of the organization goals; at times the head may resort to the use of power and authority to achieve this.

Let us examine each of the two concepts and clarify their differences. The word “headship” generally means the position or office of a head or leader, primacy or command. In education, headship means “the position of headmaster or headmistress”. The person who is the “head” in any given situation is the person who is responsible for the “body”. The head’s superior will hold the head accountable for what happen to the “body”. It is this accountability that confers authority upon the “head” since no one can be held responsible for what they have no authority or capacity to control. It is very important to realize that responsibility and accountability are part and parcel of the position of “head”. Conversely, (Ovwigbo 2016) also stressed that ‘Leadership’ as it relates to headship is an influence relationship between two or more persons who are independently associated for their mutual benefit in achieving certain goals withinsome group situation. The relationship between leader and followers is one in which the leader provides some means whereby the group membership can satisfy its needs, and the group reciprocates by providing the leader with great influence in the group. The leader’s status is enhanced and this effort adds legitimacy to an appeal for influence and its acceptance. Naturally there arevarious functions associated with being a leader, while the typical idea of the leader is one who organizes the group for subsequent action, the leader is also expected to perform as the intra-group problem solver, and extra-group spokesman. Very often it is the leader who establishes objectives, determines priorities, and decides upon the alternatives.

Indeed, Headship refers to the assignment of specific functions and responsibilities in an organizational hierarchy. In such a system, it is the position rather than the person holding the position that gains respect and therefore obedience. On the contrary, leadership is a process in which the leader gains respect and influence and thus attains the position. In the same way, Headship usually implies a position within an established system that is designed to maintain the system rather than to allow natural or indigenous changes to come about. The person in the headship position is not voluntarily place in office by a following of those whom he or she influences, but by the organization itself. Conversely, the leader is accorded a position through the influence on others who have chosen to follow his or her direction. Thus, the essential difference between leadership and headship also lies in the origin of the central figure’s power. A leader draw spontaneous followership while a head draws followership by mandate, regulation or rules. In the field of recreational service, the distinction between headship

leadership is especially important because so many agencies and organization exhibit a hierarchical structure. When headship positions are allowed to be filled by people who are not truly leaders, the functioning leadership process goes away. For example, an appointed leader concerned primarily with task accomplishment puts pressure on subordinates to conform to the existing system and to replace their own goal with those of the system. In view of the way most agencies are structured, recreationist must be at their guard to avoid submitting to such pressure.

Supervision Vs Management

Here is another set of much related concepts: supervision and management. They are related and also different. Supervision means the act of watching over the work of another person or group who may not be as sure due to lack of full knowledge of the task at hand. Supervision does not mean control of another, but provision of guidance at the work place, in a professional or personal context.

The term ‘Supervision’ may be used in education to mean the process of making adequate provision for all the conditions, which are essential for effective teaching (Maicibi, 2017). In business, supervision is a foreperson, team leader, overseer, cell coach, facilitator, area coordinator. In other words, a supervisor is first and foremost an overseer whose main responsibility is to ensure that a group of subordinates get out the assigned amount of production, when they are supposed to do it and within acceptable levels of quality, costs and safety. Supervision concerns guidance, support, assistance, help and sharing. In any organization, private or public, the responsibility of a supervisor is to represent management and the company. Thus, it is the supervisor’s job to organize their department and employees, visualize future impacts and needs, energize employees to get their task done and supervise their work, ensuring that productivity and quality standards are met. To ensure that this is done, the supervisor makes certain that his employees have training; the tools and the materials that they need to carry out their duties.

Another important responsibility of a supervisor in organization is to act as a middleman and buffer between the employees who actually do the job and the rest, especially the management in the organization. The makes sure that their employees’ pay is correct, their vacation pay arrives on time and they receive proper care if they get injured on the job. It is the responsibility of the supervisor to ensure that his area of responsibility is free of safety violations, that all employees receive proper training, and that all human rights are upheld. Further, the role of a supervisor in an organization is to be responsible for the health and safety of all subordinates and to ensure that they work in a harassment-free environment. The supervisor is a unique individual that provides an

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interface between management and the workforce below him (supervisor) and serves as the direct link between the two. He does not affect disciplinary measure, but makes recommendations on same to the appropriate office such as the Management or Human resource office. Consequently the supervisor should be knowledgeable in health, safety and all employment legislation, in addition to possessing a good bargaining and negotiating skills. On the other hand, as we have seen previously, the term ‘management’ in all business areas and human organization activity, is the act of getting people together to accomplish desire goals and objectives. This activity involves planning, organizing, staffing, leading, directing, and controlling an organization (a group of one or more people) or effort for the purpose of accomplishing a goal. In other words, management is a human action, including design, facilitates the production of useful outcomes from a system.

At this juncture, let us use a table to clarify the differences that exist between supervision and management. In fact, two terms are very similar. However, there are some slight differences. The following table highlight eight(8) differences between a manager and a supervisor.

A Manager	A Supervisor
1. Has authority to ‘hire and fire’ an employee	Does not typically have ‘hire and fire authority
2. Has direct link to administration	Has direct link to workers
3. Has budget authority	Does not have budget authority
4. Handles subordinates at a wider scale	Oversees employees in some specific areas
5. Tends to get less directly or physically involved with the work	Is more directly or physically involved
6. Is also a public relations officer	Is representative of workers
7. In large organization, managers in the middle levels might have a management supervisor	In a small organization, supervisor might supervise a manager of a specific unit where the overall head is called a supervisor
8. Has a wider scope of planning and decision making	Has a narrow scope of decision making, but largely enforces decisions

Source (Maicibi 2017)

From the table above, it is clear that there are some differences in behavior between a manager and a supervisor. For instance, though the supervision may participate in the hiring process as part of interviewing and assessing candidates, the actual hiring authority rests in the hands of the manager in consultation with Human Resources Manager. Relatedly, for reiteration, the supervisor may recommend to management that a particular employee be fired and the supervisor may be the one who had documented the behaviors leading to the recommendation, but the actual firing authority rests in the hands of a manager or administrator at a higher level. In the same

way, lacking budgetary authority means that a Supervisor is provided a budget developed by a manager (Thomas, 2017).

Sustainable Development

In recent times, there has been a paradigm shift in defining development and the way it is practiced. This paradigm shift resulted in the adoption of Sustainable Development (SD), a concept which was highlighted in the Brunt land Report and at the Stockholm Conference of 1972 (UNECA, 2012). This shift, according to Hopwood (2005) as quoted by Ahenkan and Osei-Kojo (2014) was borne out of the global link between environmental problems and socio-economic concerns and, also because earlier conceptions and approaches to development appeared to focus largely on economic and physical wealth despite the multi-dimensional and complex nature of development (Bellu, 2011).

The Bruntland Report defined sustainable Development as “development that meets the needs of the present without compromising the ability of the future generation to meet their own needs”. The organization for Economic Cooperation and Development (OECD, 2018) as quoted by Ahenkan and Osei-Kojo (2014) also defines sustainable development as the development path along which maximization of human well-being for today’s generation does not lead to the decline in the well-being of the future generation. These definitions suggest that sustainable development considers the needs of the future and current generations in tandem, and it is rooted in the pursuit of the well-being and welfare of the people (Ahenkan & Oseikojo, 2014).

Sustainable development is therefore concerned with the creation and sustenance of the conditions for current and future generations of human to live well on this planet. Hence, as noted by Sims & Falkenberg, (2013) right from the beginning a multi-prong approach to the idea of sustainable society was taken that went beyond concerns for only the destruction of the national environment to include the concern for meeting the essential needs of all people and those needs are met in a sustainable way in consideration of the needs of future generations.

Educational Management and Sustainable Development

The truism that education is the surest way to sustainably develop any people or society needs no contention. From time immemorial, scholars have been very much concerned about the relationship between education and development. Indeed, political philosophers since Plato and Aristotle have affirmed the dictums enunciated in the phrases, “As is the state, so is the school”, “what you want in the state, you must put into the school”. Education, generally means the process of imparting and acquiring

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knowledge, skills, attitudes, values and experiences in institutions of learning, while living, at work or play. The skills so acquired are subsequently applied to sustain present and future generation in their everyday life. It is the proper nurturing, transmission and application of such skills and knowledge that guarantees development and sustenance of the society, this signifies that effective educational management will guarantee sustainable development by giving proper nurturing, transmission and application of skills and knowledge. This will go further to help people develop the attitudes, values, skills and knowledge to make informed decisions for the benefits of themselves and others, now and for the future, and to act upon those decisions.

Conclusion

It is important to note that as a result of the various dispositions of Administrator, Manager, Leader, Head Supervisor, different and specific roles are assigned to each category. These roles carry with them specific duties/responsibilities which also determine the nature of relationship and behavior within the members of the organization. For example, the responsibilities incumbent on an Administrator will largely determine his/her span relations. The nature of his/her duties and his/her position in the organizational hierarchy will for attendant behaviors. Executive duties require that holders of executive offices behave with a higher level of dignity than other workers.

The four prong relation between management and other four concept is that an MD is a manager and an administrator because he/she is involved in high level planning and some strategic thinking; the Executive Director is the administrator but yet also a manager since he ensures that what was planned is being implemented; the manager is both a manager and a supervisor since he/she implements the administration's decisions and still ensures that it is carried out to a required standard; the supervisory manager is a manager as well as a supervisor since he oversees the implementation of policies to some specific pre-determined standards; and in administration, supervision, and headship, the component of leadership and management are required for the success. It is, indeed what you are doing at a particular time defines and classifies you as manager, administrator or supervisor.

Suggestion

The following are suggested:

1. There is also need for a continuous training and retraining workshop and seminars on management function, leadership, supervision, and headship.
2. Government at all levels should insure that all stakeholders come together and provide ways forward towards sustainable goals for national development.

3. Theories
4. and models of organization should be seen as a guide for managers and leaders for achieving excellent results.
5. Harmonious working relationship between superior and subordinate should be the watch word of managers in all organization.
6. A good approach in communication within the organizational ladders is also important and essential.

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