

Input Analysis of Strategic Management Approach to Organizing Adult Literacy Programme in Ondo State, Nigeria

Emoruwa Felix Oladapo Ph.D¹, Erinsakin Martins Ph.D²

¹Department of Adult and Non-Formal Education, Adeyemi Federal University of Education, Ondo, Ondo State, Nigeria

²Department of Adult and Non-Formal Education, Adeyemi College of Education, Ondo, Ondo State, Nigeria

Abstract: The implementation of the adult literacy programme is to make adults become literate. However, the organization of the programme is faced with many challenges; thus the need for this study. Descriptive survey research design was adopted for the study. The population comprised personnel of the Adult Literacy Programme in Ondo State, Nigeria. The sample size of the study was forty six (46) respondents, selected through a purposive simple random sampling technique. An instrument developed by the researcher, titled “questionnaire on input analysis of strategic management approach in adult literacy programme was used to collect data. It was fashioned on four likert rating scales. The research instrument was validated through the use of the test-retest method with the outcome of 0.73 coefficient reliability obtained. Findings showed that effective planning and goals could be achieved through a strategic management approach. Based on this finding, recommendations were made that; managers of the programme should be well trained in the use of strategic management approach and always use it when handling the programme in order to achieve the goals of the programme, increase productivity, efficiency and effectiveness in the organisation of Adult literacy programme.

Keywords: Input, Analysis, Strategic Management, Organisation, Adult Literacy Programme

I. BACKGROUND TO THE STUDY

The implementation of the Adult literacy programme in the nations of the world is to eradicate illiteracy among citizens. Illiteracy is inability to read, write and compute simple figure (Ani 2003). Specifically, Nigeria as a member of the E-9 nations with the highest number of illiterates in the world (Alaneme; 2010). Sarumi (2000), contended that illiteracy among Nigerians is a bane to individual and national development. Adult literacy programme implementation is premised on the philosophy and assumption that individuals could contribute meaningfully in a holistic context to national development and personal growth. In a nutshell, the Adult literacy programme is crucial to individual progress, advancement and development in a fast advancing world, which demands that every member of a society should be literate. Therefore, this contention necessitated the priority given to adult literacy education programmes in Nigeria.

Niels-Hugo (2017), stated that national governments and international and bilateral development organizations seek

to improve livelihood for the developing world through public interventions. Being highly associated with economic development, education and the outcomes of education, including literacy and numeracy is key in this process. Adult literacy programmes has a long history in Nigeria. It can be dated to the colonial period (Sarumi, 2001). Literacy education was brought to Nigeria successfully by the two religious groups of Islam and Christianity (Chieke, Madu and Ewelum, 2017). Today, in Nigeria, an estimated 2.3 million persons join the pool of those 23 million adults considered to be functionally literate (Imel, 1985).

The importance of Adult literacy is stressed by Nzeneri and Ogili (2000) saying “literacy is essential to the development of both individuals and the nation in that it involves the liberation of individuals and groups from diseases, poverty, pains, ignorance and unemployment”. They opined that to guarantee and achieve the modernization of the political system, literacy is the key.

Beyond national development several scholars had contended that, if an individual has literacy skill he could become self-employed, use it to get jobs, thereby inverting his earning capacity (Igbo, 2008). Adult literacy helps adults to be well attuned and imbibe new technology and new style of living. The above scenario depicted serves as rationale for the implementation of the adult literacy education programme in Nigeria.

Observable, the organisation of adult literacy education is bedeviling with myriad of mitigation factors, such as; inadequate recognition of adult education in the Universal Basic Education Act (UBE), problems with budgetary allocations, social stereotypes, lack of proper monitoring and management among others. Organisation brings people and resources together in order to accomplish goals. Therefore, the success of adult literacy programmes depends directly on how resources within the system are managed (Akintayo and Oghenekohwo, 2003).

Problems confronting effective organisation of Adult literacy programmes has been a good source of carrying out research, especially to the practitioners of adult education in Nigeria. Observable, many of the extant studies have been

self-reported and many are yet to be done on strategic management. Most of the studies also lack empirical analysis. This identified gap motivated the researcher to carry out the study on input analysis of strategic management approach to an organisation of Adult literacy programme in Ondo State, Nigeria .

Statement of Problem

The implementation of the Adult literacy programme is considered as one of the strategic approaches that can reduce illiteracy in the Nigerian society, coupled with other institutional approaches and policies, starting from Federal to State levels in Nigeria, Ondo State inclusive. However, the programme has not fully achieved its goals due to so many factors. It was against this backdrop, this research was carried out, to examine the input analysis of strategic management approach on organisation of adult literacy programmes in Ondo State, Nigeria.

Research Questions

Two research questions were raised to guide the conduct of the study. They were:

1. Does strategic management approach have any significant effect in the organization of adult literacy programmes in Ondo State?
2. Can Adult literacy programme goals be achieved through strategic management approach in Ondo State?

Purpose of the Study

The focus of the research was on input analysis of strategic management approach on organisation of adult literacy programme in Ondo State, Nigeria. Specifically the purposes are to:

1. ascertain the effect of strategic management approach on effective planning of adult literacy programme in Ondo State; and
2. determine the input of strategic management approach on goals attainment of Adult literacy programmes of Ondo State, Nigeria.

Significance of the Study

The findings of the research are significant to stakeholders in the implementation of Adult literacy programme in Nigeria in the following ways;

Firstly, the result of the study will enable the programme providers (government, religious organisation, Non-Governmental Organizations, international organisations and other donor agencies) to know the value of strategic management approach in the implementation of Adult literacy programme.

The study will enable managers and the adult literacy facilitators (ALF) to ascertain whether there is any correlation

between strategic management approach and goals attainable in adult literacy programmes.

Lastly, the study will add to the extant literature on the study area which will serve as a

source of reference to any researcher in future. The study will be made accessible to the public through Open Educational Resources (OER).

II. LITERATURE REVIEW

Strategic Management

There are many definitions of this concept. The concept can be viewed as a process whereby managers establish organizations on long-term direction and set specific performance objectives in the light of all relevant internal and external circumstances and undertake to execute the chosen plans (Akintayo and Oghenekohwo, 2003). It has been contended that it is the first step in a bid or effort to improve organisations operation and performance.

Strategic management process helps an organisation and its leadership to think ahead and plan for its future existence. Linda and Mekhala (2022), stated that strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities an organisation needs to meet its goals and objectives. It is also seen as a device to achieve efficiency, effectiveness and increased productivity in any organisation. Samad, Yusuf, Ahmed, and Yakus, (2014), stated that strategic management helps in the development of plans and policies of organisation towards achieving stated objectives.

Strategic management is a process that generally encompasses three main aspects, namely; formulation, implementation and evaluation of programmes (David, 2012). Formulation refers to mission, objectives, strategies, goals, policy and guidelines of an organisation (Mintzberg, 2003). It encompasses and embraces the identification of external opportunities and treats, determination of internal strengths and weaknesses and choosing the best strategy to be implemented (Egmail, Mohammed, Yarah Madzela and Abt, 2013). Formulation strategy processes have been identified and highlighted to have positive input and proven to improve the performance of small and large organisations. Muchira (2013) noted that several extant literatures revealed that implementation of strategic management played a major role towards improvement of organisations.

In conclusion, from the foregoing background on strategic management, the approach can be considered as a useful means of achieving the set goals of any organization. This study was therefore embarked upon to justify the opinions of these authors.

III. METHODOLOGY

Descriptive survey research design was adopted for this study. The population comprised the personnel of Adult

literacy programme in Ondo State while the sampled subjects, totaling forty-six (46) managers from different centres of this programme across the state were simple randomly selected through a purposive sampling technique.

A self-developed research instrument titled “A Rating Scale on Input Analysis of Strategic Management Approach to the Organisation of Adult Literacy Programme” was used for the collection of data. It has a likert-like rating

scale: Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD). The instrument after validation has a reliability coefficient of 0.73.

IV. PRESENTATION OF FINDINGS AND DISCUSSION OF RESULTS

Research Question One: Does strategic management approach have an effect on planning of adult literacy programmes in Ondo State, Nigeria?

Table 1: Showing frequency counts, simple percentages (%) and mean (x) on does strategic management approach has effect on planning of adult literacy programme in Ondo State, Nigeria.

S/N	ITEMS	SD	D	A	SA	Mean (x)	Decision
1.	Strategic management approach will equip the management of adult literacy programme with decision making skills	2 4.3%	4 8.6%	8 17.3%	32 69.5%	3.5	Accepted
2.	Without strategic management approach, managers of adult literacy approach can still make tactical decision	30 65.2%	12 26.0%	3 6.5%	1 2.1%	1.4	Rejected
3.	Strategic management approach will enable the managers of adult literacy approach to initiate	2 4.3%	2 4.3%	9 19.5%	33 71.7%	3.5	Accepted
4.	Managers innovation and new ideas has nothing to do with strategic management approach in the organisation of adult literacy programme	22 47.8%	13 28.2%	9 19.5%	2 4.3%	1.8	Rejected
5.	Strategic management approach can enhance managers’ skill on forecasting future challenges to adult literacy programme	1 2.1%	3 6.5%	8 17.3%	34 73.9%	3.6	Accepted
6.	Strategic management will not enhance managers’ skills to forecast future challenges to adult literacy programme	26 56.5%	12 26.0%	6 13.0%	2 4.3%	1.6	Rejected
	Total	83 30.0%	46 16.6%	43 15.5%	104 37.6%	3.0	Accepted

Table 1 shows the findings of research question one. On item (1), responses obtained were; 32 (69.5%); 8 (17.3%); 4 (8.6%) and 2 (4.3%) for strongly agreed, agreed, disagreed and strongly disagreed. On item (2), the following responses were obtained; 1 (2.1%), 3 (6.5%), 12 (26.0%) and 30 (65.2%), respectively. On item (3), 33 (71.7%), 9 (19.5%), 2 (4.3%) and 2 (4.3%) responses, obtained for strongly agreed, agreed, disagreed and strongly disagreed. On item (4), responses obtained were; 2 (4.3%), 9 (19.5%), 13 (28.2%) and

22 (47.8%) for strongly agreed, agreed, disagreed and strongly disagreed. On item (5), 34 (73.9%), 8 (17.3%), 3 (6.5%) and 1 (2.1%) responses obtained for strongly agreed, agreed, disagreed and strongly disagreed, respectively. Finally, on item (6), 2 (4.3%); 6 (13.0%), 12 (26.0%) and 26 (56.5%) responses were obtained.

Research Question Two: Can adult literacy programme goals be achieved through strategic management approach in Ondo State, Nigeria?

Table 2: Frequency counts, simple percentage (%) and mean (x) on can adult literacy programme goals be achieved through strategic management approach in Ondo State, Nigeria.

S/N	ITEMS	SD	D	A	SA	Mean (x)	Decision
7.	Strategic management will make the managers of adult literacy programme manage human resources within the system effectively.	2 4.3%	6 13.0%	8 17.3%	30 65.2%	3.4	Accepted
8.	Without adopting strategic management approach human resources by the managers of adult literacy programme will be difficult	29 63.0%	8 17.3%	6 13.0%	3 6.5%	1.6	Rejected
9.	Through strategic management approach effective action plans can be well developed by the managers of adult literacy programme	2 4.3%	5 10.8%	8 17.3%	31 67.3%	3.4	Accepted
10.	Strategic management approach will enable managers of adult literacy programme to formulate developmental policies on human resources	4 8.6%	6 13.0%	11 23.9%	25 54.3%	3.2	Accepted
11.	Despite adopting strategic management approach by the managers , human resources within the system will still not develop	23 50%	14 30.4%	6 13.0%	3 6.5%	1.7	Rejected
12.	Strategic management approach will help managers of adult literacy programme to establish harmony among the personnel of the programme	2 4.3%	3 6.5%	4 8.6%	37 80.4%	3.6	Accepted
13.	Through strategic management approach the managers of adult literacy programme will be able to promote harmony	32 69.5%	7 15.2%	4 8.6%	3 6.5%	1.5	Rejected
14.	Strategic management approach will not allow managers of adult literacy programme to circumvent threats to the programme from the personnel	29 63.0%	11 23.9%	5 10.8%	1 2.1%	1.5	Rejected
	Total	123 33.4%	60 16.3%	52 14.1%	133 36.1%	3.0	Accepted

Table 2 presents the findings to research question two and the results are as follows; on item (7), response obtained were, 30 (65.2%), 8 (17.3%), 6 (13.0%) and 2 (4.3%) for strongly agreed, agreed, disagreed and strongly disagreed. On item (8) 3 (6.5%), 6 (13.6%), 8 (17.3%) and 29 (63.0%) responses, obtained for strongly agreed, agreed, disagreed and strongly disagreed. On item (10), responses obtained were; 25 (54.3%), 11 (23.9%), 6 (13.0%) and 4 (8.6%) for strongly agreed, agreed, disagreed and strongly disagreed. On item (11), the following responses obtained were; 3 (6.5%), 6 (13.0%), 14 (30.4%) and 23 (50%) for strongly agreed, agreed, disagreed and strongly disagreed. On item (12), responses obtained were; 37 (80.4%), 4 (8.6%), 3 (6.5%) and 2 (4.3%) for strongly agreed, agreed, disagreed and strongly disagreed. On item (13), responses obtained were; 3 (6.5%), 4 (8.6%), 7 (15.2%) and 32 (69.5%) for strongly agreed, agreed, disagreed and strongly disagreed. Finally, on item (14) responses obtained also were: 1 (2.1%), 5 (10.8%), 7 (15.2%) and 29 (63.0%).

V. DISCUSSION OF RESULTS

The result of research questions revealed that the average rating scale of four ($x = 2.5$) is lesser than the mean of average rating scale of four ($x = 3.0$). This portends that strategic management approach adoption by the managers in the organisation of adult literacy programmes could facilitate effective planning. The result aligns with the opinion of Akintayo and Oghenekhwo (2003) that the important first step in any effort aimed at the improvement of an organisation's operation and performance is to understand objectively the current state of affairs within the organisation, limitations, opportunities and threats. In order to improve the efficiency of business operations, it is therefore necessary to analyze the past and the present performance levels and make reasonable projections of what could be expected under the present circumstances and what needs to be done, how, when and where it is to be done. The foregoing is a typical strategic management process.

St Hilawe (2011) opinion also corroborates the result. No matter how super a plan is, it has to be well implemented, the usage of strategic management is the key in this direction. In the same vein the result on research question two also shows that the rating scale of four ($x = 2.5$) is lesser than the mean of average rating scale of four ($x = 3.0$). thus, indicates that a strategic management approach could result in achieving organizational goals. The result agrees with the submission of Nkemehor and Ezeanolue (2021) that strategic management is the key process to achieving organisation vision, mission, strategy and objectives. Also, Pearce and Robinson (2013) stated that strategic management is management of organizational resources in order to achieve its goals and objectives.

VI. CONCLUSION

Based on the findings of the study, conclusions were made that through the adoption of strategic management approach effective planning and goals in the organisation of adult literacy programme in Ondo State Nigeria could be achieved.

VII. RECOMMENDATIONS

Premised on the conclusions made on the study the following recommendations were made;

1. The managers of adult literacy programme should always be using strategic management approach to the organisation of the programme
2. The managers should be well grounded on the strategies usage so as to enhance goals attainments, productivity, efficiency and effectiveness of organisation of adult literacy programme such as strategic management, and others
3. Opportunity should be given to the personnels of adult literacy programme to embark on training and re-training on policies, corporate strategies that can positively affect the organisation of the programme
4. The personnels of adult literacy programme, especially the managers of the centres should always be advised and encouraged adopting the appropriate strategic plans and formulation of action policies for the overall effective organisation, management and administration of adult literacy programme.

REFERENCES

- [1] Akintayo, M.O. & Oghenekohwo, J.E (2003). Cooprare strategies for policy formulation and planning in organization mimeograph.
- [2] Alaneme, E (2010). Nigeria: E-9 ministerial meeting in Abuja. Lagos: Daily Champion Publication.
- [3] Ani, R.O. (2003). An introductory approach to the study of adult education. Onitsha. Dongainbad Communication.
- [4] Chieke, J.C, Madu, C.O & Ewelum, J.N (2017). Adult literacy: the Nigerian perspective. Asian Journal of Educational Research
- [5] David, F. (2012). Strategic management: concepts and cases (13th ed.) New Jersey: Practice Hall.
- [6] Esmali, M., Mohammed, Z, Yarahmadzei, H. & Abtin, A. (2013). Strategic management practices in the local authorities: Factors associated with adoption of strategic management in the local authority. Interdisciplinary Journal of Contemporary Research in Business, 5 (3).
- [7] Erastus A (2010). Nigeria: E-9 ministerial meeting in Abuja. Lagos: Daily Champion Newspaper. 21 June, 2010.
- [8] Igbo, R.O. (2008). Contemporary adult education: An inclusive approach. Enugu: CIDJAP Printing Press.
- [9] Imel, S.H. (1985). Adult literacy education: overview Eric Digest No. 40.
- [10] Linda, T. & Mekhala, R. (2022). Strategic management.
- [11] Mintzberg, H. (2003). The strategIC process: concepts, contexts, cases (4th ed.) New York: Prentice Hakk Publishing.
- [12] Muchira W.N (2003). Relationship between strategic implementation on performance of commercial banks in Kenya. Retrieved on January 25th, 2022, from <http://chss.uon.ac.ke/sites/default/files/chs/>
- [13] Niels-Hugo, B. (2017). Adult literacy programme in developing countries. Washington and Lee University, USA, and IZA, Germany.

- [14] Nkemchor, E.M. & Ezeanolue, E.T. (2021). Effect of strategic management on organizational performance in tertiary institution in Delta State, Nigeria. *International Journal of Innovative Social Science and Humanities Research* 9 (3): 75-89.
- [15] Nzeneri, I.S. & Ogili, E. (2000). "Functional literacy and development. The relevance of local authorities in Nigeria". *Journal of Empirical Studies in Psychology and Education (NYAESPE)*, 1 (3).
- [16] Pearce, J.A. & Robinson, R.B (2013). *Strategic management: planning for domestic and global competition* (13th ed). New York: McGraw-Hill Irwin.
- [17] Sarumi, A.A (2000). *Introduction to history of adult education in Nigeria* (1st ed). Ibadan: Gift Communication Publishing House.
- [18] Sarumi, A.A (2001). *Contemporary issues in historical foundations of adult education*. Ibadan: University Press.
- [19] Samad, S, Yusuf, Y.M, Ahmed, A & Yakimbi, M (2015). *Modelling strategic management planning, transformational leadership and organizational performance: The integration of strategic management theories*. *Australian Journal of Basic and Applied Sciences*, 9 94-99
- [20] St – Hilaire, W.G.A (2011). "Empirical evaluation test of the strategic planning process on the overall performance of the company". *Global Journal of Management and Business Research*. 11 (1). 41-50.