

## COMMERCIALIZATION OF EDUCATIONAL MANAGEMENT IN SECONDARY SCHOOLS IN DELTA STATE IN A DWINDLING ECONOMY

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### **Abstract**

*This paper examines commercialization of educational management in secondary schools in Delta State, Nigeria. Focus of this paper was on how the commercialization of educational management will enhance academic excellence in secondary school in Delta State. The investigation made use of one research question and one null hypothesis to guide the study. The study population comprised secondary school administrators across the state. The sample size for the study was 318 participants purposively chosen from the three senatorial districts of the state, that is, 106 participants from each senatorial district. Data generated were analyzed using the mean and standard deviation statistics for the research question while the Pearson  $r$  was used to test the null hypothesis formulated for the study. The finding indicates that the commercialization of educational management affect academic excellence of students in the state. The study concludes that the commercialization of educational management even though it will make funds available to school management, will have a detrimental effect on academic excellence of students as more emphasis of management will be placed on financial generation to the detriment of academic success and standard in the school setting. The paper recommends amongst others that, commercialization of educational management though a noble idea in solving the issue of finance in the education sector, should be jettisoned now and proper preparation made before it is reintroduced to the educational sector. This is because if proper care is not taken, it will be interpreted differently by administrators in the school setting and this misconception will spiral back negatively to hamper students' academic excellence.*

The dwindling nature of the Nigerian economy predates the present republic but it gathered momentum in the year 2015 when the present government assumed responsibility for the welfare of

the nation. Of note is the fact that, the Nigerian economy is mostly relied on oil prices in the international market; and as such a decline in the price of international oil prices is bound to affect the Nigerian economy that solely depends on it for its

survival. The above is a pointer to the fact that, when there was rapid decline in international oil price, it leads to Nigeria experiencing a severe economic crisis in the form of recession that led to the near collapse of the Nigerian economy, but for the swift intervention of the federal government and the diversification into the non-oil section, Nigeria would have collapsed economically which by extension would have led to a chaotic situation in the country. This state of the economy, though intervention measures are being taken to salvage it, is still experiencing a downward trend as goods and services continue to be on the increase, leaving the poor masses at their own mercies. These increases in services affects all sectors of the country which manifested in the reduction in grants to various ministries of government including education in the country. Emphasis of this paper was placed on the impact the dwindling nature of the economy has on the educational sector of the country with particular reference to educational administration of secondary schools. This impact on the educational sector led to the call for the commercialization of secondary school administration in the country. It is believed that this call, when implemented will help a great deal in salvaging the educational standards of the country. The need for commercialization of education cannot be overemphasized. It makes for the effectiveness of school administration, availability of funds and other amenities needed for operating a sound education system in the country and Delta State in particular. It is pertinent to

note that the commercialization of education in this present time in the country is not just for the purpose of raising funds, it encompasses all aspects of the school administration which includes the admission process of students, the teaching-learning process, students evaluation, human resource management, financial management, office and infrastructural management, amongst others in the school for the greater efficiency of the school. These various aspect of the schools' management when effectively managed will help in positioning the school to be self reliant, hence the commercialization of the school can be said to have taken place.

Furthermore, it is pertinent to note that, commercialization as applied to conventional business enterprise, cannot be equated to how schools, when commercialisation is mentioned, are managed. Emphasis of commercialization with regards to school management here, lays credence to the optimal effectiveness and efficiency of school operations in a dwindling economy, self reliance when it comes to the raising and disbursement of funds to various areas in the school and a sense of autonomy and prudence in the running of the school.

According to the Investopedia (2018), commercialization entails the introduction of new products or services to the general market. From the school perspective, this has to do with marketing, distribution of registration forms, prospectus and designing of advertisement amongst others which will help in providing needed finance for smooth

operation and management effectiveness. The view above applies to educational setting in Nigeria in this dwindling state of the economy, as it helps in projecting of education in such a way that it will encourage patronage from stakeholders and citizenry to the particular school. Schools can be patronized when educational management are effective and efficient in the discharge of their duties and responsibilities. These duties and responsibilities do reflects in the way the students perform and behave, the organization of various aspects of the school, the quality of teaching and the level of independence being displayed by educational management.

#### **Statement of the Problem**

The standard of administration in school is greatly dwindling due to inadequate financing as a result of the economic crisis facing the country and Delta State is not an exception. This economic crisis is serious because Nigeria economy can be said to have a multiplying effects as whatever happens to international oil price, has a multiplying effect on domestic affairs, hence, the rise of international oil price affects Nigeria positively and vice versa. This crisis is mostly felt in this context because secondary schools do rely on government for annual grants which helps for the smooth running of the school and government made projections on spending on the international oil price. Thus, grant has been reduced or outrightly stopped due to the financial crisis being experienced in the country as a result of the fall in oil

prices. Hence, the need for schools to be independent of government to a certain extent and this independence gave rise to the clamour for commercialization of educational management in secondary schools. This independence or self-reliance comes in the form of revenue generation from internal and external sources and the disbursement of same to various departments within the school for its effectiveness. It is against this backdrop that this paper attempts to investigate the commercialization of educational management in secondary schools in Delta State in a dwindling economy. To guide the study, the paper raised one research question.

#### **Research Question**

i. To what extent would the commercialization of educational management enhances academic excellence in secondary schools in a dwindling economy?

#### **Hypothesis**

i. There will be no significant relationship between the commercialization of educational management and the enhancement of academic excellence in secondary schools.

#### **Objective of Commercialization of Educational Management**

According to Jolly(1997), the following amongst others are some of the basic objectives inherent in the commercialization of educational management

1. Commercialization of educational management ensures institutional effectiveness.
2. It helps in creating, maintaining and enhancing a good public image of the institution in the environment where it is located.
3. Commercialization of educational management ensures appropriate utilization human and non-human resources in the institution.
4. It enhances efficiency of the institution i.e. it helps in attaining the goals with minimum cost and time.
5. It enhances job satisfaction among staff members, satisfaction with the institution among students and provide an atmosphere for independent decision by school management for efficiency and effectiveness of operation
6. It enables the institution to create and maintain a congenial school and college climate.
7. It enables the principal to understand his role, carry out his function more effectively and create room for innovations
8. It create an atmosphere of financial independence in this dwindling economy

#### **Concept of Educational Management**

Management of education entails the process that involves planning, organizing, directing and controlling the activities of an institution. These processes are done by utilizing human and material resources in a bid to effectively and efficiently accomplish functions of teaching in the school system. Educational

management is a multifaceted process in which various resources are coordinated together to achieve and accomplish the desire and expected goals or objectives of the institution.

Thus management of education or educational management implies the practical measures for ensuring the system works in the process of achieving the stated goals and objectives, vision and mission of an educational institution. In view of Bush (2006), “educational management (EM) is a field of study and practice concerned with the operation of educational organizations. He went further to state that, “the process of articulating the aims of education is at the heart of education management”. Implicit from the above is the fact that educational management holds the key for academic excellence in schools in the country. In stating objectives and actualizing same in the educational system, educational management works in consonant with states and federal policies on education as these policies will serve as a benchmark for the smooth operation of schools by management (Peretomode, 1991). Peretomode stated that, “education systems are often influenced by pressures in the external environment”. Hence, the need for school head to be guided by appropriate policies in order for them not to deviate from educational aim.

In the view of Peretomode, (1991), “educational management is the process of planning, organizing, leading, and controlling school employees and activities and using all available resources to reach stated educational goals”. Also, in

the opinion of Yukl (2002), “educational management is a distinct procedure that consists of planning, actuating, and controlling, which is performed to determine and accomplish stated objectives with the use of human and material resources”. School or educational management is the process of planning, organizing, leading, and controlling human, financial, material, and information resources to achieve educational goals in an efficient and effective manner(Ogunsaju, 1998). The three definition above gave explicit definition of educational management with its link to the actualization of organizational goal by using human and materials resources; thus, Owen & Shakeshaft (1992) sees educational or school management “as the act of motivating school employees to work together to accomplish desired educational goals and objectives by using available resources effectively”. The implication here is that educational management can only succeed in actualizing its states goal when human and material resources of the school are effectively utilized.

#### **Need of Educational Management**

According to Ribbins (1985), educational management’s need in education cannot be overemphasized as it assist in the smooth and prompt actualization of stated goals of education as enshrined in state and national policies of education. In his view, the needs are stated as follows:

**Social change:** The system of education is expected to provide society with human resources with specialized knowledge , attitudes , work ethics and values social moral political values, expertise, and skills. This places demands on education to make its curriculum more relevant to the life and needs of the changing society in and effective and efficient manner. It is also expected to enable students to bring about desirable social changes, the same time preserving the desirable and positive aspects of the existing culture.

**To create congenial environment at institutional level -** educational management becomes relevant as it will bridge the divide in the society by creating an atmosphere that supports peaceful coexistence in the society and disregarding the divisive attitude of students that might have being cultivated from the environment. Divisive tendency in this wise may be due to ethnic, religious or political divide in the environment

**Need to make our system of education is more proactive rather than reactive –** this educational management does by adopting strategies that best suit learning in the school. Emphasis in this regard is placed on more practical teaching and less theoretical.

#### **Concept of Commercialization in Education**

The term commercialization entails marketing for the purpose of raising funds, and in this case for educational development. Commercialization in

education is the process of adopting business strategies and principles for the purpose of creating finance in the school system. In other words, it has to do with the utilization of marketing strategies for promoting academic development or excellence. Jolly (1997) sees commercialization in education “as the scale of commercial production and the impact that the formation of quasi-markets have on the value of public education that is important”. Also, Jolly (1997) “commercialization is the **process** of introducing a new **product** or **production method** into **commerce** - making it available on the **market**”. Implicit here is the fact that commercialization in the school setting metamorphosed into the advertisement of the school programmes and activities to the public, the sale of admission forms to students, setting standards, trips and excursion, amongst others. These activities in the school setting help the school to raise funds for administration in a dwindling economy and also project the school to the environment as a citadel of academic excellence.

For commercialization of education in the country to be effective and efficient, emphasis will have to be placed on administrative and instructional areas in the school. The administrative area encompasses the running of the school as a business enterprise with particular focus on budgeting, cost-effect of various activities, sourcing resources, product evaluation at the end of the day and its adjustment if need be, hiring policy of the school and establishing a new

relationship between teachers and students. At the instructional area, emphasis of commercialization will be placed on the holistic process of teaching and learning, making it cost-effect driven, laying credence on teaching-learning process as a necessary step in product concept and development, re-adjusting the purpose of teaching and learning, depersonalization of the whole process of teaching and learning, amongst others (Epoch Times and PEN Chinese, 2017).

The dwindling economy has indeed put a strain in standard of education in Delta State, Nigeria but the adoption of commercialization of educational management and the imbibing of the above view by the Epoch Times and PEN Chinese, will lead to a smooth growth and development of the education sector in this time of economic crisis and dwindling economy in the country. Furthermore, in a bid to commercialize education in Nigeria and Delta State, particular emphasis should be placed on control and supervision of school management so that there will not be an excessive commercialization, that is, laying sole emphasis in making profit to the detriment of academic excellence.

### **Methodology**

The paper adopted the descriptive survey design in its investigation. The population of the study comprised of principals in public secondary schools across the state. The paper purposively chose 318 respondents, that is, 106 principals were chosen from each senatorial district of the state as samples

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for the study. The research questionnaire was the instrument for data generation and it was titled: Commercialization of Educational Management Questionnaire (CEMQ). The mean and standard deviation were the descriptive statistics used to answer the research question while the Pearson r statistic was used to test the null hypothesis formulated for the study. The study made use of a four point likert scale of Strongly Agree (SA) =4, Agree (A) =3, Disagree (D)=2 and Strongly

Disagree (SD)=1, with a mean benchmark of  $p \geq 2.50$  as region for acceptance and  $p \leq 2.50$  as region for rejection

### Data Presentation

#### Research Question 1

To what extent would the commercialization of educational management enhance academic excellence in secondary schools in a dwindling economy?

**Table 1: Mean ( $\bar{X}$ ) and Standard Deviation Analysis of the Commercialization of Educational Management and Academic Excellence**

s/n	Items	No	Rating Scale				Total Score	$\bar{X}$	SD	Remark
			SA	A	D	SD				
1	Commercialization of educational management will lead to academic failures	318	296	219	82	129	726	2.3	0.6	Rejected
2	Commercialization of educational management encourages teaching and learning in the school setting	318	248	267	116	106	737	2.3	0.6	Rejected
3	Commercialization of educational management makes running of school easy.	318	344	282	120	68	814	2.6	0.7	Accepted
4	Commercialization of educational management will lead to breeding corrupt school administrators and management	318	204	357	140	70	771	2.4	0.6	Rejected
5	Commercialization of educational management will make education very expensive	318	200	279	124	108	711	2.2	0.6	Rejected
6	Commercialization of educational management makes teaching-learning very effective and efficient	318	312	435	78	43	868	2.7	0.7	Accepted
7	Commercialization of educational management helps to school head to perform his or her duty professionally and in an informed manner	318	212	102	120	149	583	1.8	0.5	Rejected
8	Educational management has to do with the management of self first	318	288	252	148	82	770	2.4	0.6	Rejected
9	Educational management can effectively coordinate a commercialized entity	318	192	255	214	75	736	2.3	0.6	Rejected
10	Commercialization of educational management will create room for school/community partnership and relationship	318	224	276	78	48	626	1.9	0.5	Rejected

From Table 1, it showed that participants rejected eight of the items that measures commercialization of educational management as reflected in most of the mean scores falling below the 2.50 benchmark of acceptance; given credence to the fact that respondent perceived that the commercialization of educational management will adversely affect educational excellence of students.

### **Hypothesis 1**

There will be no significant relationship between the commercialization of educational management and the enhancement of academic excellence in secondary schools.

**Table 2: Pearson (r) analysis onthe commercialization of educational management and academic excellence in school**

Variable	N	Df	$\bar{X}$	SD	Cal.r	Crit.r	Level of sign	Dec.
Educational Management	318	316	2.29	0.23	0.35	0.19	0.05	Rejected (significant)
Academic Excellence								

N=318, Df=2,316,  $p \leq 0.05$  level of significance

The calculated results of analyzed data on the above variable of commercialization of educational management were as follows; where N=318, df =312 (N-2=df), mean =2.29, SD =0.23, cal.r =0.35, crit.r =0.19, level of significance =0.05. Based on this result where it was discovered that cal.r value is shown to be greater than the crit.r table value at 0.19 and at 0.05 level of significance led to the decision that null hypothesis testing of significant relationship could be rejected, meaning that there is significant relationship between variable. This implies that commercialization of educational management will hamper academic excellence in schools. Therefore, the issue of commercialization of educational

management should be jettison for now and proper preparation made before it is reintroduced into the educational system as

a conduit for solving a dwindling economy in the country.

Furthermore, Data derived from table 1 and 2 showed that respondents rejected the items that measure the commercialization of educational management as reflected in the mean of eight (8) item falling below the benchmark of 2.5. The implication of the above finding is that the adoption of commercialization in educational management as a policy will greatly affect education in the country, as the desire to implement the commercialization process will be lacking, as indicated from

respondents' view on the issue. This finding disagrees with the study conducted by the Epoch Time PEN Chinese (2017) on the importance of commercialization of educational management in school.

### **Conclusion**

Arising from the findings of the study, the paper concludes that the commercialization of educational management even though it will make funds available to school management, will have a detrimental effect on academic excellence of students as more emphasis of management will be placed on financial generation to the detriment of academic success and standard in the school setting.

### **Recommendations**

Judging from the conclusion of the study, the paper recommends that:

1. Commercialization of educational management though a noble idea in solving the issue of finance in the education sector, should be jettisoned now and proper preparation made before it is reintroduced to the educational sector. This is because if proper care is not taken, it will be interpreted differently by administrators in the school setting and this misconception will spiraled back negatively to hamper students' academic excellence.
2. Also, should be thought the two areas involved in commercialization of educational management so that there will not be a conflict of interest and execution from management in that regards

3. Furthermore, before the reintroduction, management should be exposed to a high level of training on the execution of commercialization in the educational sector. This will help for its smooth execution and implementation

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