
MANAGEMENT CHALLENGES FACING PRIVATE MIDDLE LEVEL COLLEGES AND THEIR REPERCUSSIONS FOR EDUCATIONAL GOALS: A CASE STUDY OF ELDORET TOWN, KENYA

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ABSTRACT

In 21st century the education sector is faced with some management challenges which are leading to adverse attainment of its goals. The foregoing had necessitated this study which aims to investigate management challenges facing private middle level colleges and its repercussions for educational goals in Eldoret, Kenya. There is clear evidence that education is a key factor to the growth in development and hence private middle level colleges come in to proffer such prospects to students who don't attend universities due to lack of fees required or failure of meeting entry points. This study was guided by Scientific Management theory and it employed a questionnaire to collect primary data from the respondents whereby the target population was 60 finance, human resource and management staff of these institutions. It adopted census survey and the data was analyzed and processed with the aid of the Statistical Package for Social Sciences software. The findings indicated that management skills is positively and that the relationship between the two constructs is statistically significant ($r = 0.572$; $p < 0.01$). It further recommended that frequent seminars should be organised with the aim of imparting management skills.

Keywords: Eldoret town, Private middle level colleges, management skills, educational goals, poor performance.

Background of the Study

In the modern economic development, education is very vital to society prosperity as it aims to raise awareness of global issues and encourage action toward social change. After secondary school education, students advance their technical knowledge by either joining universities or the

private middle level colleges, whereby the latter is joined if they do not qualify to join universities due to poor performance or lack of the fees required.

Hunter et al (2006) stated that higher education has currently increased the number of programs presently human resource, computer technology, health department, business and economic for the purpose of transferring students into ethnically sensitive citizen better prepared for increasing globalized society. In deed over the past decades, the number of degrees, certificates and course work offered in high education for developing global competence has grown noticeably. Incomparable with places like Saharan places where the children are not taken to school, the development is very low.

According to (Benta et al, 2006), the accessibility of free education in Africa has considerably increased enrolment rates in Sub Saharan African countries, especially in Kenya whereby it has become vital even in political base whereby for one to be elected as a member of parliament or any senior position in government, one is required to hold a degree certificate. There is clear evidence that there is an alarm with quality of instruction offered. Education is the basis of planning nation, springs product are generated from utilization of country's natural resources like conversion of sugar cane into sugars, production of tea, coffee. (Eshiwani et al, 1993).

Statement of the Problem

Private middle level colleges play a very vital role of supporting other institutions of higher learning in meeting the education demand in Kenya. These institutions depend solely with their management and therefore corporate staffs are required to acquire management skills in order to boost them in their routine jobs; this means that those private middle colleges which are not run by these expatriate cannot be able to operate properly, which will finally affect the quality of the said schools. Interestingly most of these school are run by people who have not studied beyond secondary level and therefore they end up not making in appropriate decisions when hiring the their teaching staff, since even conducting the meagre interview is an issue to them.

Contrasting, the management of public education institutions are recruited by the government and hence there is clear structure which is headed by Chancellor as the head of the University, secondly, Vice-Chancellor is the CEO and is in charge all activities running in the organisation and is answerable to the council. The Senate is mandated to approve all programmes running in the university. Under the above structure, the university has been able to achieve its objectives since every division has departments and sections all tasked with different objectives which are all geared towards the achievement of the university goals of training high calibre human capital, training and development.

Against this milieu, private middle colleges has faced a lot of myriad financial challenges; a situation which has compromised their quality of education and their operations. Indeed, those institutions which are not well managed end up closing down due to inability to sustain themselves, while others institutions end up performing very poorly and hence unable to attract quality lecturers. For this reason this study will embark on intention to establish how the management challenges facing private middle level colleges affect their attainment of educational goals.

Objective of the Study

Research Hypothesis

H01: There is no significant relationship between management skills and attainment of educational goals of private middle level colleges in Eldoret.

THEORETICAL REVIEW

Scientific Management theory by Henri Fayol (1841-1925)

The first concepts or principles of management were laid down by Henry fayor. In his 14 principles of management, he stated that managerial excellence is as result of technical ability and can be acquired. His theory is now universally accepted and makes him universalistic.

Scientific Management theory stipulates and synthesizes workflows, improving labour productivity. The theory indicates that decisions based upon tradition and rules of thumb should be replaced by precise procedures developed after careful study of an individual at work.

EMPIRICAL REVIEW

In this part, empirical studies that have thus far been conducted in respect of management skills affecting attainment of educational goals for private middle level colleges. The review adopts a deduction approach where global, regional, and local studies are reviewed in that order.

In 21st century most organisation are changing globally and their structures are less hierarchical and more collaborative. According to Malaj et al (2005) there has been growing debate on independence of higher education. The debate is in twofold where one is in the choice of management system and the other is relative to the problems of financing the higher education.

As indicated earlier, (Benta et al, 2006), the accessibility of free education in Africa has considerably increased enrolment rates in Sub Saharan African countries, especially in Kenya whereby it has become vital even in political base where to be elected as a member of parliament

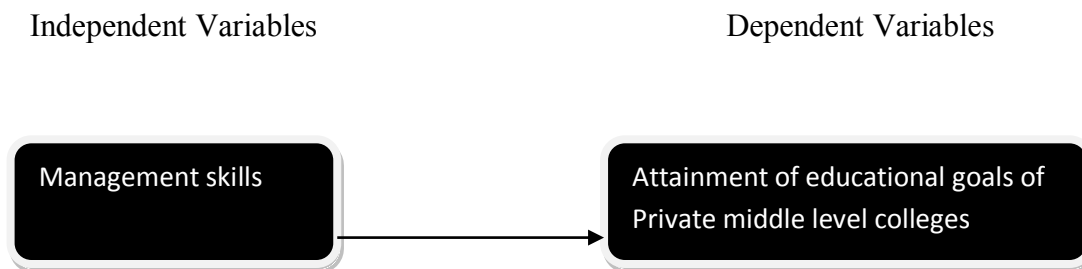
or any senior position in government, one is required to hold at least the first degree. There is clear evidence that there is an alarm with quality of instruction offered. Education is the basis of planning nation, springs product are generated from utilization of country's natural resources like conversion of sugar cane into sugars, production of tea, coffee. (Eshiwani et al, 1993).

Mugo, et al, (2015), stated that management skills are a crucial task, and ineffective management is feared to occasion the failure of independence of the aforementioned institutions. She continued to say that failure of the aforementioned institutions is caused by inadequate management skills.

Conceptual Framework

Conceptual framework it show how the independent and dependent variables. The two sets of variables are in cycle with the study objectives. Figure 1 shows the conceptual framework.

Figure 2.1: Conceptual Framework



As outlined in Figure 1, the independent variable is management skills while the dependent variable is the attainment of educational goals of private middle level colleges. It was alleged that the management skills affect attainment of educational goals of Private middle level colleges.

Research Design

The study adopted a descriptive survey research design. Orodho (2003) defines descriptive survey as a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. In this study the question which was imitative from the general objective was: what is the impact of management skills on attainment of educational goals for Private middle level colleges in Kenya?

Target Population

The target population is the number of which the population of the study was generalized. It comprised 60 finance, account, and management staff of all private middle level colleges in Eldoret town, Kenya.

Census Survey

A census survey of all the 60 finance, accounts, and management staffs of private middle level colleges in Eldoret, hence it invalidated the essence of sampling. This method also eliminated both the sampling bias and sampling error.

Research Instrument

The structured questionnaire was engaged to collect primary data from the respondents. According (Kothari, 2009) a questionnaire is a means of bringing forth the beliefs, experiences, feelings, perceptions, or attitudes of some sample of individuals. The questionnaire was structured in such a way that all data were captured.

Data Processing and Analysis

The collected data was cleaned and edited as a measure of dealing with intense outliers. Then it was followed coding all the sections of the data by use of Statistical Package for Social Sciences (SPSS) software. Last but not least the data was then tabulated into frequencies and percentages. Moreover, Pearson's correlation coefficient was enabled in conducting inferential analysis which in this study relates the independent variables with the dependent variable thus facilitating drawing of inferences in line with the study objectives.

RESULTS AND DISCUSSIONS

Management skills

In tandem with the third objective, the study analyzed the respondents' views on management skills among the private middle level colleges in Eldoret town. The results of the descriptive analysis are outlined in Table 1.

Table 1: Descriptive Statistics for management skills

	N	Min	Max	Mean	Std. Dev
i. All the decisions are centralized to the top management.	48	1	5	4.29	1.415
ii. The remuneration given to staff is inadequate and rarely paid in time.	48	1	5	3.94	1.314
iii. The performance of these colleges are underprivileged	48	1	5	3.53	1.252
iv. There's high employees turnover	48	1	5	3.24	1.173
v. Students from this college get attractive job	48	1	5	2.76	1.121
vi. The employees are frequently trained	48	1	5	2.71	.963

The study revealed that respondents held the opinion that management skills are very vital for attainment of educational goals in private middle level colleges and the performance of these colleges are underprivileged. The foregoing propositions returned means tending towards 4.00 (agree). Nevertheless, it was not clear (mean \approx 3.00) whether students from these schools are very attractive in the market, whether there is high turnover in these colleges or if employees are frequently trained. The findings underline the fundamental role played by the management skills to the private middle level.

Table 3: Correlation between Management skills and attainment of educational goals

		Management skills for Private middle level Colleges
Management skills	Pearson Correlation	.572**
	Sig. (2-tailed)	.000
	N	48

** . Correlation is significant at the 0.01 level (2-tailed).

Illustratively, the correlation findings revealed that the relationship between management skills and attainment of educational goals of private middle level colleges is positive and moderately strong ($r = 0.572$; $p < 0.01$). As indicated the relationship between the two constructs is also statistically significant at 0.01 level of significance. The findings underscored the importance of management skills in the attainment of educational goals in private middle level colleges.

SUMMARY

According to views from the respondents the staffs from these institutions does not undergo seminars/workshops to equip them with requisite skills. Moreover, majority agreed the high employees turnover in these colleges are due to poor management and lack of adequate technical, human and conceptual skills.

Nonetheless, it was it was not clear whether students from these schools are very attractive in the market, whether there is high turnover in these colleges or if the performance of these institutions is underprivileged. The findings underlined the fundamental role played by the management skills in the private middle level colleges will assist in mitigating on the key weakness areas, play to your strengths and get the best results from every member of your team. Moreover, it was revealed that the relationship between management skills and operations of private middle level colleges is positive and moderately strong ($r = 0.572$; $p < 0.01$).

CONCLUSIONS

The study revealed that respondents held the opinion that management skills are vital in attainment of educational goals in private middle level colleges. In the same light, it is inferred that most of private middle level colleges in Eldoret town have corporate staffs with scanty management skills and rarely get trained on these skills, thereby leading to high employee's turnover and negatively influenced students' academic performance. Unlike in middle level colleges, universities in Kenya are said to have a well structured hierarchy which are well managed by skilled labour and therefore they are able to organise their team leading to high productivity as the employees feels very appreciated. Consequently, the role played by management skills in attainment of educational goals of private middle level colleges cannot be isolated.

RECOMMENDATIONS

Following the findings of this study, it is recommended that the management of private middle level colleges should organize for frequent seminars and workshop with the aim of imparting management skills in their corporate staffs. Secondly, the shareholders should recruit the skilled

labour in management of these colleges. Lastly, the government should put regulation on these institutions to ensure that their certification is valid.

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