



**MANAGERIAL PARADIGMS FOR EMPLOYEES'  
BEHAVIOURAL AND PERFORMANCE VARIABLES IN  
NIGERIAN ORGANIZATIONS:**

(A STUDY OF SELECTED ENTERPRISES IN IKEJA INDUSTRIAL ESTATE OF  
LAGOS STATE)

*BY*

**EMMANUEL T. ABRAHAM**

**A Thesis submitted to St. Clements University in partial  
fulfillment for the award of Doctor of Philosophy  
in Management.**

*JULY, 2003*

This Thesis on “**MANAGERIAL PARADIGMS FOR EMPLOYEES’ BEHAVIOURAL AND PERFORMANCE VARIABLES IN NIGERIAN ORGANIZATIONS: (A STUDY OF SELECTED ENTERPRISES IN IKEJA INDUSTRIAL ESTATE OF LAGOS STATE)** has been written by **EMMANUEL T. ABRAHAM** under my supervision. The work is hereby accepted and recommended for Approval for the Award of the Degree of Doctor of Philosophy (PhD) in Management by St. Clements University.

---

**PROF. DAVID IORNEM**  
*PROJECT SUPERVISOR*

Date: \_\_\_\_\_

APPROVED BY: NAME:

POSITION

SIGNATURE:

DATE:

## **DEDICATION**

ii

This work is dedicated to Maria, my very dear wife, and my lovely children, Enoima, Etimbuk and Utip.

## **ACKNOWLEDGEMENT**

My sincere gratitude goes firstly to the Almighty God for His guidance<sup>iii</sup> and mercy towards me throughout the PhD programme. I happily acknowledge His benevolence that has made the successful completion of the programme possible.

I wish to acknowledge with thanks the valuable contributions of Professor David Iornem who painstakingly supervised and directed my activities throughout the Programme. His contributions during our various contact sessions and books authored by him considerably facilitated my work on this Programme.

My wife, Maria and my children, Enoima, Etimbuk and Utip were exceedingly supportive and inspiring. To them I owe a huge bundle of gratitude for their tolerance and understanding during the long hours I had to spend in libraries for the sake of this programme.

My sincere thanks go to my Secretary Mrs. Rosemary Nwaokolo who without being tired decoded various manuscripts and typeset this work as decently as it has come out to be.

To all those who have contributed in one way or the other, especially many respondents and interviewees, I say thank you.

## **ABSTRACT**

This Thesis is designed to explore the dynamics of employee behavioral characteristics and performance factors in Nigerian organizations and enunciate a managerial paradigm for containing the interwoven variables in corporate work situations. The work has examined various behavioral tendencies in work settings including causative, assertive, motivate and directive variables. The work, has thrown considerable light on the behavioural traits of Nigerian employees, their expectations, aspirations, needs pattern, satisfaction, perception and general environmental dynamics.

Furthermore, exploration into the seemingly mythical concept of motivation has been undertaken in this work. While the traditional “carrot and stick” or “money-motivates” approach to motivating workers has been found to be the dominant motivational strategy in most Nigerian organizations, the more worker-friendly, humanistic and intrinsically-based options have been advocated in this Thesis based on statistical evidence from the research data. Analogously, the research data have revealed that many Nigerian workers are unsatisfied with their work both in concept, circumstances and general disposition to the overall organizational dynamics. Invariably, they tend to significantly exhibit egoistic or self-centred attitudes and behaviours in work situations.

In terms of needs paradigms, our survey data do not confirm conformity with Maslow’s Hierarchy of Needs Model. Our findings rather reveal a combinational and/or permutational relationships among intervening employees needs variables that yearn for simultaneous satisfaction. In

furtherance of this consideration, our data have also pointed to a divergence of our survey employees from those proposed by Herzberg whose motivation are intrinsically-driven rather than extrinsically inspired. Our survey data reveal an employee population, which tends to respond more to the ‘money-motivates’ philosophy. Consequently, the carrot and stick motivational formula holds sway in many Nigerian organizations.

In view of the foregoing, this Thesis argues, in the main, that Nigerian employees are purposefully egoistic, self-centred and behaviourally or attitudinally dichotomized from the organizations in which they work. Furthermore, they are emphatically materialistic and would derive inspiration to work more from expectationistic external materiality or physical benefits. To derive the optimum from employees, management paradigms should therefore be holistic in nature, humanistic in contents and impressionistic in overall corporate performance philosophy.

In reaching the foregoing conclusions, this work utilized a framework of exploratory and causal research designs. The data collection tool was mainly structured questions administered on simple random sampling basis in the study area. The collected data have been presented in various forms, sometimes aggregated and structured on basic percentage principles to create meanings and relational significance. To answer the research questions and test the related hypotheses, the Chi-Square ( $X^2$ ) statistical test of independence and homogeneity has been extensively used in this work.

## TABLE OF CONTENTS

Title Page	(i)
Approval Page	(ii)
Dedication	(iii)
Acknowledgement	(iv)
Abstract	(v)
Table of Contents	(vi)
Lists of Tables	(vii)
List of Figures	(xi)

### CHAPTER ONE: INTRODUCTION

1.0	Background to the Subject Matter	1
1.1	Statement of General Problem under Study	4
1.2	Rationale for the Study	5
1.4	Limitations of the Study	7
1.5	Definitions of Terms	8

### CHAPTER TWO: LITERATURE REVIEW

2.0	Introduction	13
2.1	Management: A General Overview	13
2.1.1	Managing People	16
2.1.2	What is Work?	21
2.1.3	Man And Work	27
2.1.4	Work, Leisure and Ethics	32
2.2	The Individual in the Organization	34
2.2.1	The Communication Factor	43
2.2.2	The Group Behaviour in Organizations	47
2.2.3	Motivation in Organizations	54
2.2.4	Team Work and Team Spirit	67
2.2.5	Value Systems in Organizational Life	72
2.2.6	Ethical Issues and Discipline	77
2.2.6.1	Discipline	81
2.3.1	Organizational Performance	85

2.3.2	Productivity	90
2.3.3	Factors Affecting Performance Productivity	92
2.4	Synthesis	95
2.4.1	Research Questions	96
2.4.2	Hypotheses	97
<b>CHAPTER THREE:RESEARCH METHODOLOGY</b>		<b>104</b>
3.0	Introduction	104
3.1	Research Design	104
3.2	Population	105
3.3	Sample and Sampling Procedure	105
3.4	Data Collection Techniques	106
3.4.1	Questionnaire Design and administration	106
3.4.2	Personal Interview	106
3.4.3	Sources of Data	107
3.5	Method of Data Analysis	107
3.6	Research Instrument	107
3.7	Validation of Research Instrument	108
3.8	Test of Research Instrument	108
<b>CHAPTER FOUR: DATA PRESENTATION</b>		<b>112</b>
4.0	Introduction	112
4.1	The Biodata	112
4.1.1	Sex Distribution of Respondents	112
4.1.2	Age Distribution of Respondents	113
4.1.3	Departmental Distribution of Respondents	114
4.1.4	Period of Employment of Respondents in the Organization	114
4.1.5	Educational Background of Respondents	114
4.1.6	Status of Respondents	115
4.1.7	Experience and Involvement of Respondents in Personnel Policy Formulation and/or Trade Unionism.	115
4.2	Managers’/Supervisors’ Rating of the Extent to which certain Factors can Motivate Nigerian Employees	116



4.3	Behavioural Traits Expressed by Employees in Nigerian Organizations as Assessed by Supervisors	117
4.4	Frequency of Usage of Motivational Techniques by Nigerian Organizations as Assessed by Supervisors	118
4.5	Employees' Impressions of their Organizations	119
4.6	Rating of Personal Value Paradigms by Employees in Nigerian Organizations	120
4.7	Data Collection and Review Assumptions	123
4.8	What Motivational Technique Preval in Nigerian Organizations?	134
4.9	Employee's Impressions of their Organizations	136
<b>CHAPTER FIVE: DISCUSSION OF RESEARCH SURVEY RESULTS</b>		138
5.0	Introduction	138
5.1	Research Question One And Hypothesis One	138
5.2	Research Question Two And Hypothesis Two	146
5.3	Research Question Three And Hypothesis Three	157
<b>CHAPTER SIX: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>		162
6.1	Summary of the Study	162
6.2	Summary of Findings	164
6.3	Conclusions	168
6.4	Recommendations	169
<b>Bibliography</b>		172
<b>Appendix</b>		176

## LIST OF TABLES

		<b>Page</b>
Table 4.1	Sex Distribution of Respondents	112
4.2	Survey Response Rates	112
4.3	Age Distribution of Respondents	113
4.4	Departmental Distribution of Respondents	114
4.5	Period of Employment of Respondents in the Organization	114
4.6	Educational Background of Respondents	114
4.7	Status of Respondents	115
4.8	Experience and Involvement of Respondents in Personnel Policy Formulation and/or Trade Unionism	115
4.9	Manager's/supervisors' Rating of the extent to which certain factors can motivate Nigerian Employees	116
4.10	Behavioural Traits expressed by Employees in Nigerian Organizations as assessed by Supervisors	117
4.11	Frequency of Usage of Motivational Techniques by Nigerian Organizations as assessed by Supervisors	118
4.12	Employees' Impressions of their Organizations	119
4.13	Rating of Personnel Value Paradigms by Employees in Nigerian Organizations	120
4.14	Groups of Personal Value Paradigms	121
4.15	Relative Dominance of Personal Value Paradigms of Nigerian Employees	122
4.16	Mostly expressed Employee Behavioural Characteristics	129
4.17	Never expressed Employee Behavioural Characteristics	129
4.18	Sometimes expressed Employee Behavioural Characteristics	129
4.19	Relative Dominance of Personal Value Paradigms in Percentages.	130
4.20	Responses on the Relative Dominance of Personal Value Paradigms	131
4.21	Contingency Table for the Relative Dominance of Personal Value Paradigms	133
4.22	Mostly used Motivational Techniques	134
4.23	Least used Motivational Techniques	134

4.24	Data on Mostly and Least used Motivational Techniques	135
4.25	Contingency Table for the Data on Mostly and Least used Motivational Techniques	135
5.1	Ratings by Employees of how they like the work they do	147
5.2	Ratings of Factors that contribute to comfortable job Situations	148
5.3	Ratings of Factors that affect satisfaction at work.	149

### **LIST OF FIGURES**

Fig. 2.1	Basic Model of Behaviour	39
Fig. 2.2	Motivation Chain	58
Fig. 4.1	Bar Chart showing the Sex Distribution of Respondents	112
Fig. 4.2	Pie Chart showing Employees' Impressions of their Organizations.	137

# CHAPTER ONE

## INTRODUCTION

### 1.0 BACKGROUND TO THE SUBJECT MATTER:

One of the biggest challenges faced by entrepreneurs, managers, leaders, organizations and institutions in general is getting workers to do what they need to do in order to achieve the organization's goals and objectives with the efficiency it deserves. Because of the complexity of human behaviour and the dynamics of organizational circumstances, many a management go about managing workers in such manners as could undoubtedly produce sub-optimal results, thereby jeopardizing the chances of the organizations realizing their set goals and objectives efficiently. The Reward System may be inappropriate, the knowledge of the workers' motivational cornerstones may be inadequate, management may simply be naïve or unable to apply powerful behavioural principles to bring out the best in people, be they individuals, teams, units or the entire organization. The peculiarity of the Nigerian situation and circumstances cannot be over-emphasized. There is a general feeling of workers' low productivity in both the public and private sectors of the economy. Attitude to work is said to be poor, there exist continuous and spiral demand for wage increases, better conditions of service and general workers' welfare. More often than not workers are at loggerheads with their management over one grievance or another. Valuable man-hours or work periods are lost over some short or long drawn disputes. These issues are injurious to high productivity since labour,

people or human resources constitute the prime mover in the production and development process. Basically all other factors of production are characteristically passive in nature as capital, land, technology, etc must be effectively organized into productive processes. Definitely, the organization functions and activities take place through the energies, skills, knowledge and attitudes of people. This is the inescapable role and importance of human resources in the production and modernization processes. Everything else revolves around it, a view that Harbison F. (1973) has succinctly explained that:

*“human resources, not capital, nor income, nor material resources, constitute the ultimate basis for the wealth of nations. Capital and natural resources are passive factors of production: human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations, and carry forward national development. Clearly a country (organization) which is unable to develop the skills and knowledge of its people and to utilize them effectively in the national economy will be unable to develop anything else”.<sup>1</sup>*

In furtherance of the cruciality and centrality of employees or human resource as the basis for productivity, management processes and strategies should fully understand the dynamics around the behaviour of workers in organizations to facilitate their optimum usage, performance and productivity.

Invariably, these behavioural patterns and dynamics would revolve around the employer-employee expectations and relations. This tends to exhibit a market relation in which labour, as a resource, is traded. The nature and functioning of

the human resource market in a particular economy, situation, or industry greatly influences managerial decisions in respect of human resources management and utilization issues. The key issue of note is that since labour is a trade-able resource, it follows that the sale and purchase of same must occur in a market-oriented fashion while sellers and buyers would exhibit defined market-clearing characteristics in response to prevailing market conditions.

However, the behaviour and dynamics of purchase and sale of labour as a resource would undoubtedly derive from the nature and characteristics of the market concerned: monopolistic, oligopolistic, or perfect. In theory, a market, be it global, national or segmented, should tend towards equilibrium to ensure that the players derive the appropriate rewards. The labour market should not be an exception: However, there are some notable influences on the labour market that operate to disequilibriate activities and thus pose traumatic challenges to modern management of men and materials both in the public and private sectors of the economic systems. These disequilibrating forces are distortional in nature, disorganizing in operations and challenging to corporate managerial strategies. Some prominent distortional factors include the sectoral, locational and occupational wages conditions-of-service, welfare, attitudinal and performance differentials. This tendency creates incentives for workers' dissatisfaction, mobility and low productivity. Human resources then migrate into and out of regions and professions. They even show traces of intellectual migration, a situation of professional utopia whereby output of workers is disorientational to

the realities and necessities of the operating environment and organization.

These situations, no doubt, exert destabilizing influences on the general productivity and thus mount pressure on corporate management to continuously review and adopt strategies to manage people for optimum outputs and harmonious industrial relations.

### **1.1 STATEMENT OF GENERAL PROBLEM UNDER STUDY:**

The preview in Section 1.0 provides a background to the problem identified for study in this project. Thus, this work will focus on an enquiry into the problem of workers' attitude to work and productivity in Nigerian organizations with particular reference to the strategies that management should adopt to ensure that the best results are obtained from workers' performance. Hence, the key problem under study in this work is the behavioural and attitudinal dispositions of workers in Nigerian organizations and what corporate bodies should do to handle these attitudinal and behavioural traits to ensure optimum performance.

### **1.2 RATIONALE FOR THE STUDY:**

This work will essentially answer questions relating to:

- (a) how managers in Nigerian organizations should get people to do their best at work to achieve the best possible results.

- (b) why first telling people what to do, or simply improving working conditions and benefits may not be enough to get the best performance from workers.
- (c) the designing of appropriate reward and welfare systems that really energize and propel workers to perform at work places.
- (d) how to specifically identify targets, goals and required results for individuals, groups and the organizations as well as the corresponding efforts needed to achieve those targets, goals and results.
- (e) how to progressively track work performance in terms of individuals, groups and the overall corporate setting.
- (f) understanding why people perform the way they do – isolating the causes of behaviour and the possible reasons which certain behavioural traits persist.
- (g) examination of whether the worker(s)' behavioural traits is as a result motivational or skill related problems.
- (h) how to get workers to aspire and want to do more work.

Invariably, the basic rationale for this study is to examine and establish strategies for managing people in Nigerian organizations based on behavioural and attitudinal principles for extracting the optimum performance from workers individually, as a team, or in the entire organization. Management all over the world has always been concerned with high employee performance and productivity. High performance and productivity allow for organizations to offer and pay high salaries/wages to employees, enable the organization to compete advantageously in its industrial sector, and give the workers the happiness, pride and satisfaction that derive from a sense of accomplishment. To the shareholders



or investors, high workers performance and productivity make for regular payment of dividends and for growth in the value of their investments.

This outline rationalizes the advantages of workers' high performance and productivity. The advantages are really impressive, undoubtedly so impressive that how to improve organizational performance and productivity should be actively engaging the attention of every strategic manager. The issue of high performance and productivity of workers' in Nigerian organizations does not give causes for smiles. This situation therefore calls for a deliberate and determined effort to change the status quo. The crucial rationale for this study is to focus on the productivity and performance problems in Nigerian organizations with a view to finding practical solutions to how organizational management should manage people at work for them to be at their best.

The symptoms of low workers' performance and productivity in many Nigerian organizations are many and varied. They include:<sup>2</sup>

- extensive loss of work days through strikes and work to rule;
- absenteeism, often on flimsy excuses;
- habitual lateness for work and appointments, - the African time syndrome;
- extensive use of official work time in pursuing private interests;

- long queues of unsatisfied customers kept waiting unnecessarily;
- high personnel turnover;
- poor quality of work;
- high cost of repairs;
- misappropriation of tools, materials, money and goods;
- high prices of goods and services;
- general lack of interest in and devotion to work.

The above list is by no means exhaustive. If an attempt is made to quantify the total annual costs to an organization occasioned by these performance and productivity abnormalities, the result would obviously be staggering. There is therefore the need for organizations to periodically organize performance and productivity audits.

#### **1.4 LIMITATIONS OF THE STUDY:**

Conceptually, this work has been limited to the study of the behavioural and attitudinal patterns of Nigerian workers, motivational influences that ginger workers as well as the management approach necessary to ensure a harmonization of the intricacies of the workers' behaviours, attitudes, motivation and performance.

In terms of population, the study is limited to workers of some enterprises in the Ikeja Industrial Estate of Lagos State. Financial resource limitations hindered the expansion of the research area to a larger population of the corporate Nigeria. However, in view of the common demographic and educational characteristics of the respondents, the findings of the study can be extrapolated for a cautious general applicability in various Nigerian work situations and environments.

### **1.5 DEFINITIONS OF TERMS:**

The following represent short working definitions of a number of important terms that will feature prominently in this work. It is hoped that their short working definitions will help in putting the context of our discussions in proper perspectives and enhance greater understanding.

**Aggressiveness:** Behaviour, which ignores or dismisses the rights of others.

**Assertiveness:** Behaviour in which the individual worker states his or her needs and wishes in a way that does not override the rights of others to express their needs and wants.

**Attitude:** A judgmental ability and disposition of an individual based on personal values, psyche and emotions towards external events and the behaviour of others.

**Arbitration:** A mediation process of settling disputes where management and employees fail to agree such that the person acting as the arbitrator makes the decision for the parties.

**Authority:** This is the formal well-defined power for someone to act and fulfill certain responsibilities.

**Collective Bargaining:** The process whereby employers and employees (unions) negotiate wages, salaries and working conditions such that the employers agree with the employees as a whole group instead of individuals.

**Competence:** Ability and capability to undertake a task, assignment or responsibility to the satisfaction of an externally specified standard.

**Culture:** This is the collection of shared values by people in the organization indicating explicit and implicit basis for the organization's preferred mode of behaviour.

**Empathy:** A person's ability to view a situation from the point of view of another. It is not an agreement with the other, but simply a non-judgemental acceptance of the latter's position.

**Environment:** The external context in which an organization operates. Environment can also refer to internal conditions within the organization such as management and leadership styles, employee attitudes, organizational culture, technical and financial situations.

**Fringe Benefits:** Benefits such as free medical services, transportation, housing, pensions schemes, lunch allowances, utilities allowances, etc which are additional to basic earnings.

**Group (formal and informal):** A number of people put together in an organization with fairly well-defined roles, interrelationships, degrees of authority, and entrusted with appropriate resources. On the other hand, the informal group is not formally recognized by the management of an organization. Such groups which could work against organizational goals as well as collaborate, are normally formed by employees to promote their own peculiar interest.

**Hawthorne Effect:** A term used to denote changes in performance, productivity and motivation as a result of close attention, rather than fringe benefits, given by management to the employees concerned.

**Hygiene Factor:** Element of work motivation caused by the environment or favourable context of the individual's job, e.g. status and fringe benefits.

**Leadership:** A process of achieving group objectives through the direction and influence of one person, either by virtue of position or personality or both.

**Leadership Style:** The manner in which a person exercises leadership in relation to treatment, direction and influence on people or tasks.

**Motivation:** The instinctive and rational processes, which occur in an individual in pursuit of satisfaction for perceived needs and wants.

**Motivators:** These are factors arising from a person's experience on the job e.g. material achievements, intrinsic job interest, status, and power. These factors drive people to put in more efforts into the job.

**Perception:** A person's peculiar or distinctive understanding of an issue or situation, and conditioned by such factors as intelligence, culture, data/information availability, level of education, training and past experience.

**Performance:** Level of achievement of desired or specified results of assigned tasks.

**Productivity:** A measure of how efficiently and effectively resources are used as input to produce the output of products and services of the quality needed by society in the long term.

**Personality:** The unique pattern of behavioural traits or characteristics possessed by a person.

**Responsibility:** A worker's formal accountability to a superior in the organization.

**Strategy:** A long-range plan for an organization incorporating statements of vision, mission, goals, policies, resources provisions. Strategies provide the organization and its employees with direction, guidance and support in operations.

**Stress:** Bodily changes in a worker caused by external pressures as he/she reaches an intolerable level of stretch causing weakened job performance and possibly ill health.

**Teamwork:** Well-coordinated and effectively synchronized interaction to achieve a shared objective.

**Team Spirit:** Readiness and willingness to work with others toward a common goal, loyalty toward other team members, strong identification with the team as a whole, and determination to pay a high price in personal effort and self control to accomplish team goals.

#### **REFERENCES:**

1. Harbison F. (1973) Human Resources as the Wealth of Nations in Yahaya, A.D. and Akinyele C.I. (Ed) (1992) p. 145) Human Resources Development and Utilization, ASCON, Spectrum Books Ltd., Ibadan, Nigeria.
2. NIM,; “Managing to Achieve High Productivity in Industry And Government” 20<sup>th</sup> Annual National Management Conference, Calabar, April 20-30, 1982, p. 2.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION:**

To facilitate a pedagogical perspective of the work, a review of some existing literature, - books, articles, etc will be undertaken in this chapter. An examination of some fundamental concepts and theories will also be carried out



to provide the theoretical and conceptual framework for the relevant research questions and hypotheses.

## **2.1 MANAGEMENT: A General Overview:**

Management, as a practice, is intellectual work undertaken by people in organizational settings. It comprises of goal-oriented activities, usually designed to organize simple or complex organizations which are themselves clusters of people working or cooperating together in interdependent relationships. The concept of interdependence and interrelatedness connote identifiable social systems or structures characterized by goal-orientation – groups of people with purposes, psychosocial systems – people interacting and depending on one another in groups to achieve specific goals, technological systems – people using knowledge, skills, attitudes, and techniques to perform goal-oriented tasks, and finally integration of structurized or systematized activities – involving people working together in formally defined and patterned relationships. Thus, management can be said to incorporate giving direction, forms and contents to social and technological interrelationships aimed at achievement of set goals and objectives. To this end, David Lilienthal (1967, p. 18) posits that:

*“Like science, like government, like engineering, management is an abstraction. But managers exist. And managers are not abstractions; ... They are human beings. Particular and special kinds of human beings. Individuals with a special function to lead and move and bring out the talent capabilities – and dreams – of other human beings.”<sup>1</sup>*

Contextually and practically, management involves the coordination and direction of human, physical and material resources for the purpose of achieving set goals and objectives. It focuses on planning and goal-setting, implementing and accomplishing goals through people, via techniques and in an organized set up. Typically, management may be defined as “a process of planning, organizing, and controlling activities. Some increase the number of sub-processes to include assembling resources and motivating; others cover the entire process with the concept of decision making, suggesting that decisions are the key output of managers”.<sup>2</sup> Furthermore, Kast and Rosenzweig (1985, pp 5-6) believe that management is mental (thinking, initiating, feeling) work performed by people in an organizational context. Management is the key subsystem in the organizational system. It spans the entire organization and is the vital force that links all other subsystems ... Managers convert diverse resources of people, machines, material, money, time, and space into a useful enterprise. Essentially, management is the process whereby these unrelated resources are integrated into a total system for objective accomplishment. Managers get things done by working with people and physical resources in order to accomplish the objectives of the system. They coordinate and integrate the activities and work of others”.<sup>3</sup>

The manager’s role of “getting things done through and by working with people” is a very crucial and demanding function. The ability to get things done effectively and efficiently through people in the organization will, undoubtedly, depend to a reasonable extent, on the ability, skills and techniques of the manager

to manage people at work. It is this crucial role of management that this work intends to xray with particular reference to Nigerian organizations – how management in Nigerian organizations can and should manage “people” to accomplish maximum performance.

Viewed from the above synopsis, the cruciality of “people” in the management equation and in the accomplishment of organizational objectives cannot be over-emphasized. Eli Ginzberg (1962 p. 3) succinctly summarizes this notion thus:

*“human resources are the key to economic development. This is a very old proposition, which stems from Adam Smith’s The Wealth of Nations. Our group has long believed that Smith had a deeper understanding of the inner workings of a dynamic economy than any of his followers. Our own adaptation of his premise is this: how people think about work, and what they consider to be important goals in life, will determine whether their country will grow or not. The notion that material are the key development is fallacious.”<sup>4</sup>*

Invariably, the value, attitudes, psyche, behaviour, disposition, and general orientation of the people in the macro-economy and those in micro enterprises determine the general economic and organizational outputs and development. Management of people at work must therefore focus on and strategically address this scenario with a view to extracting reasonable performance from workers.

### **2.1.1 MANAGING PEOPLE:**

As understood from Section 2.1 above, management, in a sense, involves organizational leadership. One of its intrinsically crucial functions is the

effective coordination and development of the human resources to achieve the objectives of the organization. An organization may want to maximize profits, increase market share, produce new product ranges, enter new market, boost sales, improve efficiency and quality in production processes, acquire more assets and expand production, etc. These objectives would be achieved through the implementation of programmes, strategies and procedures, which involve the coordination, by management, of the available human resources with other resources. However, “it is through the combined efforts of people that monetary resources and materials are utilized for organizational objectives. Without human efforts, organizations cannot accomplish their objectives. Consequently, organizing human effort and stimulating and releasing individual motivation – the personnel function of management – are central responsibilities of managers everywhere”.<sup>5</sup> In the same vein, Rensis Likert (1967, p. 1) has boldly argued that:

*“all the activities of any enterprise are initiated and determined by the persons who make up that institution. Plants, offices, computers, automated equipment, and all else that a modern firm uses are unproductive except for human effort and direction... Of all the tasks of management, managing the human component is the central and most important task, because all else depends on how well it is done”.*<sup>6</sup>

This understanding has, obviously made the management of people at work a heroic function demanding holistic theories, strategies and approaches. The effectiveness with which the organizational functions are performed, objectives achieved and goals met, would depend, to a very large extent on the degree of

cooperation and integration of the members of the organization. This also depends on the form, contents and philosophy of the human resource management strategies and principles in vogue in the organization.

It is, of course, commonsensical that every manager makes assumptions and holds views regarding the way people behave in work environments. These assumptions and views in turn affect the human resource management approaches adopted as well as the structure of the organization. Authoritarian managers will most likely operate highly centralized organizations with subordinates subjected to unquestionable obedience and/or surrender to inflexible directives. On the other hand, more liberal and democratic minded managers would most likely work with associations and subordinates on policy issues and implementation programmes.

In examining the 'management-people' relationships assumptions in organizations, Douglas McGregor (1960, pp 33-34) unfolded the Theory X and Theory Y principles. Accordingly, Theory X expresses that:

- (a) The average human being has an inherent dislike for work and will avoid it if he can.
- (b) Because of his human characteristic of dislike for work, most people must be coerced, controlled, directed, threatened with punishment to

get them to put forth adequate effort toward the achievement of organizational objectives.

- (c) The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above all.<sup>7</sup>

McGregor's Theory X rationalized the early scientific management models amplified by Frederick Taylor. These models held sway and dictated human resource management strategies until other postulations such as the behavioural and human relations approaches emerged. These postulates have emphasized more humanistic approaches to managing work relations and makes human-centred assumptions about human behaviours and motivation. They conclude "that the most effective way to get results in any organization is to work with people rather than through them."<sup>8</sup> Upon further evidences, Douglas McGregor postulated what could be characterized as a refinement of Theory X and called it Theory Y all in an attempt to provide direction for management strategies focused on getting people to work. McGregor's basic assumptions of Theory Y are that:

- (i) Physical and mental efforts at work could be as natural as play or rest, thus the average human being does not inherently dislike work. Given the right environment, work may be voluntarily performed and would be a source of satisfaction or a source of punishment and thus should be avoided;

- (ii) External control and the threat of punishment are not the only means of bringing about effort towards organizational objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.
- (iii) Commitment to objectives is a function of the rewards associated with their achievement. The most significant of such rewards, e.g. the satisfaction of their ego and self-actualization needs, can be direct products of efforts directed toward organizational objectives.
- (iv) The average human being learns under proper conditions, not only to accept but to seek responsibility.

The lessons or implications of McGregor's postulates on management thoughts are clear: Study the human being, his behaviour, the environment and determine the key variables that drive work, interest of human beings at work, and enunciate strategies to galvanize the whole gamut of interactive relational, compensatory and physical efforts and perspectives of man at the work place. It is a holistic idea.

Equally popular and notable have been postulates similar to McGregor's in the moderation of management approach to managing people at work. For instance, Robert Blake and Jane Monton had designed the "Managerial Grid" – specifying the scenarios of high-low concern for people and high-low concern for production. The Blake – Monton Managerial Grid indicates that at the top of the concern-for-people dimension, management would be too concerned and

considerate for peoples' needs with the trade off that production suffers. At the extreme situation of concern-for-production, humanism is sacrificed and production would remain the priority of the organization, the pains inflicted on people en route to achieving such production levels notwithstanding. The managerial grid therefore suggests a blend for people and production such that *“with high concern both for people and for production, work accomplishment is from committed people; interdependence through a common stake in organization purpose leads to relationships of trust and respect.”*<sup>10</sup>

Analogously, Rensis Likert postulated a managerial system based on four levels, ranging from System 1, which he says refers to direct hierarchical pressure for results, to system 4, which adopts the humanistic principle of supportive relationships and group approach to work. System 4 is permissive in content and approach and humanistic in nature. It is characterized by trust, high performance expectations, group participation and responsibility.

McGregor's Theory X and Theory Y, the Managerial Grid of Black and Monton as well as other influential postulations such as Frederick Herzberg's Hygiene-Factor theory, Abraham Maslow's Hierarchy of Need Theory, McClelland's Need for Achievement Theory, etc, have found relevance in the strategies for managing people in work places. The efficacy of those theories has remained debatable. Effectiveness or otherwise can be circumstantial, situational, personal



or even time-dimensional. Peter Drucker (1974, p. 235) seems to agree with this assertion as he opines that:

*‘the question the manager needs to ask is not “which theory of human nature is right.” The question is “what is the reality of my situation and how can I discharge my task of managing worker and working in today’s situation?” The basic fact – unpalatable but inseparable – is that the traditional Theory X approach to managing, that is, the carrot-and-stick way, no longer works. In developed countries, it does not even work for manual workers, and nowhere can it work for knowledge workers. The stick is no longer available to the manager, and the carrot is becoming less and less of an incentive’.*<sup>11</sup>

### **2.1.2 WHAT IS WORK?**

To understand the peculiarity of various circumstances of work, we shall review its contexts instead of discussing it in a generic sense. This approach will help us situate the concept of managing work within its appropriate perspective.

The concept of work is, invariably synonymous with the trials and triumphs of humanity. It reveals the events that contribute to and/or culminate in the actualization of targets and goals designed to aid and improve human existence and survival. Work, in this perspective, would span “from the ordeal of hard work, sometimes under conditions of slavery with obedience mandated by the whip, to the development of tools and machines, which take the burden of human backs and even human minds. These advances in technology, which will always occur, extend the reach of the hand, expand muscle power, enlarge the senses, and multiply the capacities of the mind”.<sup>12</sup> The concept of and approach to work

has assumed some dynamic nature. It has tended to undergo some evolutions in line with the evolution of man from state to stage. These dynamics point to the fact that work involves more than the use of hands, minds, tools and techniques. As a catalytic process for creation, the form and nature of work help to determine the character of the peoples' civilization.

On the other side of the coin, the peoples' economic, political and social characteristics influence the form and nature of the work processes as well as the role and status of the worker. Work is a panacea for the provision of human needs such as food, clothing, shelter, protection, etc. Here really lies the importance of work for one is what he does, meaning that people determine what and even how they are by the nature of their work. Thus, a significant difference is expected between the status of a hard worker and one judged to be otherwise.

The evolutionary nature of work is evident. According to the Encyclopedia Britannica (vol. 29, p. 917 15<sup>th</sup> Ed., 2002) "organization of work may have begun before the evolution of Homo Sapiens". This took the form of age, sex and class division of labour, communal crafts, initiations, and specializations through some natural endowments and the apprenticeship systems. The industrial production movements brought with it the formation of corporate bodies known as merchant guilds the majority of which were small merchant-craftsmen organized in craft guilds as masters of highest accomplishment and status, journeymen at a middle level, and apprentices – beginners. The medieval master was typically many

things at once: a workman himself, the most skilled in his shop; a foreman, supervising journeymen and apprentices, an employer, a buyer of raw or semi-finished materials, and a seller of finished products. Because medieval craftsmen employed simple hand tools, the skill of the workmen rather than his equipment determined the quantity and quality of his output. Hence there was a long period of learning for the apprentice and journeymen. At first the training was by “show and tell” and then learning by doing under the guidance of a more experienced workman”.<sup>13</sup>

The foregoing underscores the importance of skill in work. It also indicates clearly the importance of training and skill development of the journeyman or the apprentice. The presupposition here is that if workers are not adequately trained from the perspective of the work contents, then such workers should not be blamed if their performance, products and service qualities are low, for if you don't train them, don't blame them.

The scenario of master-journeyman-apprentice relationship metamorphosed into the employer-employee arrangement, a phenomenon that provided the springboard for the capitalist-work relationship that has persisted until today in various modified colorations; but how to get the maximum performance out of this relationship has substantially remained a mirage, especially in Nigerian organizations.

What then really is work and its relationship to man? In a practical dimension, work refers to the use of physical strength or mental power to carry out or create something. It involves tasks that need to be done and materials needed to be used. Furthermore, work can also be viewed as what a person does as an occupation, especially in order to earn money. This is synonymous with employment. In physics, work is defined as the use of force to produce a movement. In a general use, work, labour, and toil are concepts similar in connotation. However, while work has a generic application, labour suggests a lot of physical effort, toil refers mainly to hard work over a prolonged period of time, while job is a general expression meaning a piece of work that a person does or an occupation.<sup>14</sup>

As would be observed from the various connotative meanings of work considered above, different circumstances connote different concepts of work.

In everyday life, the term work is used to refer to any activity that requires the exertion of physical or mental effort. As already observed, in physics, work is said to take place whenever a 'force' is applied to cause a body to move. When a car is pushed a certain distance, or a bag of cement is lifted from the floor on top of a table, work is said to have been done. If no movement takes place after a force is applied to a body, no work is done. For instance, if a bag of rice is lifted from the floor on to a wheelbarrow standing on the same spot for several hours, work has only been done by lifting the bag of rice from the floor on to the

wheelbarrow. No work is done as the bag of rice is in a stationary wheelbarrow. Physically therefore, “work is said to be done whenever a force moves its point of application a distance in the direction of the force.”<sup>15</sup> Thus force is a crucial variable in the performance of work, for work done “is defined as the product of the force and the displacement in the direction of the force”.<sup>16</sup> Similarly, force involves application of energy, a capacity to do something. The extent to which the capacity would be able to create a “work-done” situation will also depend on the skill, capability of the energy, and hence force. Invariably there is a cobweb of interwoven relationships among the concepts of work itself, work done, force, energy, capability and skill.

Relating the above scenario to organizations and management of human resources in work situations, one basic issue stands out, that is, for work to take place, there must be the application of physical or mental force to create a movement in the direction of the said force. The movement can be positive or negative relative to the position of the force – the worker or the work. This explains why a worker would be classified as productive in the case of positive movements, or less-productive, in the case of slow movements or unproductive in the case of no movements. The distance moved as a result of the intensity of the force (energy) is what determines high, low or nil performance in work situations.

Therefore, to examine and/or manage the performance levels in work situations, attention must be adequately drawn to such questions as:

- What creates the energy in the human resource?
- What determines the translation of that energy into effort?
- What influences the levels of skills and willingness to apply the efforts towards positive performance?

### **2.1.3 MAN AND WORK:**

The modern world, the global village, has posed formidable challenges arising from man's exploits, technology and communication. These challenges, in turn, have imposed the dire necessity of continuously examining man and his attitude to work, a situation that calls for strategic improvements in the practice of human resource management techniques. This consideration sounds logical given the fact that all activities relate to the need for efficient use of resources in the modern society, with particular reference to human resources. This further demonstrates the centrality of work in human life. It is therefore conceivable that work influences man on one hand, and man equally influences work dynamics on the other hand. The congruence of these influences can be symbiotic, catalytic, parasitic, antagonistic, synergistic, or a combination of some of these elements.

Thus one fundamental way to understand the behaviour of human beings, and eventually groups, would be to examine how work affects or influences the life of the individual, his counter-response, and his general relationship with the society at large.

Considering man and work from the point of view of the society reveals a macro dimension of the already emphasized fact that human resources are the pivot or prime movers in the economic development equation. Consequently, “the values, attitudes, and general orientation of the people of a country determine its economic development.”<sup>17</sup>

From the point of view of the employer, work connotes carrying out orderly instructions/assignments by an individual or groups culminating in the achievement of set goals and objectives for the overall performance of the organization. The process of carrying out these instructions/assignments requires exertion of physical or mental efforts or energy. Therefore, the capability, capacity, willingness and commitment of the individual or group to the organizational goals and objectives directly and reasonably influence the performance of the individual or group in question. But performance must be considered as a multidimensional issue because how people perform depends on certain crucial variables such as:

- (a) capabilities and limitations of employees.
- (b) management policy, attitudes and styles.

- (c) capacities of employees.
- (d) attitudinal dispositions of employees.
- (e) the pressures and opportunities in the immediate and larger environments to which employees are exposed.

These variables, in specific and interrelated ways, act to influence the performance of an individual at work. To assess performance would therefore require a critical examination of each of these factors and their synergistic, catalytic and/or antagonistic relationships. To achieve this, a multifaceted approach readily suggests itself.

As a further strategy of organizational consideration of work and man, the fact that human beings possess strengths and weaknesses that define the capacity, capability and commitment of an individual worker in the work setting calls for close examination. The strengths define the positive performance variables while the weaknesses retard performance. This requires an adjustment mechanism that takes into account the workers positive and negative variables in the work performance paradigm. Accordingly, the adjustment mechanism should take into consideration the individual's compulsion or persuasion to perform, aspiration levels and the existence of the stabilizing forces between the strengths and weaknesses. As if deriving inspiration from McGregor's Theory X, Ginzberg (1962) stipulates that "only a small minority is work-oriented. Only a small proportion of any work group is really interested in working very hard.... The



world's work is always carried out by a small minority. Management should seek to discover the work-oriented individuals. It is very difficult to force people to work, and this enhances the importance of locating those who like to. One way to do this is to allow more scope for self-determination.”<sup>18</sup>

The issue of success and satisfaction of man at work deserves some consideration also. As a matter of fact, success at work is different from satisfaction at work. Success at work connotes materialism. It involves material things and provision of the enabling environments or structures to support the energy necessary for work performance. Satisfaction, on the other hand, relates to the “way in which a man feels about his work.” This is a psychological state of mind of man regarding the work in which he is engaged. It answers such questions as:

- does this work give me fulfillment?
- does this work give me dignity?
- does this work provide the enablements for the realization of some specific life aspirations?
- does this work support leisure, what is the trade off?
- does this work reflect and/or appreciate the skills, training and attitude of the worker?
- does this work give me time with my family?
- does this work provide opportunity for growth of the individual?
- what are the career challenges of the job?

- how flexible is the job – with how much ease can the job be changed?
- what legacy would be bequeathed to posterity as a result of this job?

In examining this matter, Malcolm Shaw (1979) succinctly opines that “satisfaction does not come simply by working. It comes by doing what you feel is useful, sound and fulfilling. By being clear about what you want, what you enjoy, what has meaning to you, you can become increasingly productive and fulfilled. It is neither hedonistic nor anti organizational to strive to do that which fulfills you and utilizes your resources. It is necessary and appropriate to make work more meaningful”.<sup>19</sup>

It is pertinent to note that success at work and satisfaction at work tend to be intrinsically inversely related. The more successful a worker is, in terms of acquisition and appropriation of wants-fulfilling material things, the less satisfied he would be because of the need to address some high-order requirements that may supercede materialism. This is the compulsivity of power in man regarding work-related circumstances. As our society becomes polarized and dichotomized into the powerful and the powerless or less powerful, some people spend a great deal of energy to play the manipulative and power game in organized settings. Organizations are characterized by intrigues, power blocs and almost constant struggles of the organizational players to possess and utilize one form of power or the other. In this power struggle, the major weapon is neither technical nor intellectual. It may not even be attitudinal. Politics – organizational politics, is

the main weapon. In these situations, the growth and advancement of these individuals in the organizational hierarchy is a direct function of how well they play the manipulative game in the organization. The fall out of this tendency is that power-hungry technical people move rather scrupulously away from the technical arena into the administrative hierarchy where the politics of power play could be more frontal and rewarding.

What then is the crucial relationship between work and the individual? This calls for an examination of the individual's motivation and preparation to work. To choose an occupation, - to decide on what and where to work, is a process that requires a lot of reflection by the individual in terms of capability, capacity, opportunities, values, etc. This process could start from pre-school years and may be possibly conditioned or modeled after mentors or some natural endowments subject to further training and schooling. The final point of decision would undoubtedly consider the individual's interests, capacities, values, and reality. People's work experience may be smooth or impeded. The differences may result from different values held by people, because some may be willing to work seven days a week while others would prefer some discount in even compulsory work days.

#### **2.1.4 WORK, LEISURE AND ETHICS**

There can be little doubt that human work and leisure are issues that have radically redefined peoples' attitude to how much efforts are devoted to creation and recreation. In contemporary situations, human actions tend to have been dichotomized into work – as a creative activity and leisure – as a recreational activity. But somehow along the continuum of the work – leisure chain, there exist other non-work and non-leisure activities; breathing, eating, sleeping, sex, etc. or even a mixture of work and leisure such as hobbies that would create relaxation as well as generate some economic values. However, according to Milan Zeleny (1996)

*“the key to any useful differentiation of this kind must be the purpose, the why, the motivation of the activities being carried out. If the purpose is a direct or indirect economic exchange – for money, goods, time or any other reciprocity of economic value – then humans engage in work of the purpose if such activities is not directly economic or exchange motivated, then we can speak of leisure. That is, why somebody doing absolutely nothing in exchange for money would be working, while somebody sweating in the garden for their own pleasure and satisfaction would be at leisure – and even having a good time”.*<sup>20</sup>

Derived from the preceding proposition, Zeleny says:

*“work can be defined as economically purposeful activity requiring substantial human coordination of tasks and action. Job designates the kind of work that is performed contractually that is explicitly for remuneration and in the employ of others. Labour, often used as a synonym for hard work or toil can more properly be related to performing simplified work – components or tasks without engaging in their substantial coordination towards given purposes. Work often involves labour but not vice versa. Work involves coordination of tasks while labour relates only to their performance. Building a fish pond is work, digging a hole is labour .... Leisure and activities of*

*leisure are motivated by non-economic and non-exchange purposes. Like relaxation, pleasure, joy, recreation, satisfaction and so on”.*<sup>21</sup>

These conceptual clarifications are relevant in view of the underlining implications for policy and strategy formulations aimed at obtaining the best performance from employees. The growing trade-off between work and leisure is fundamental to examining people's attitude towards work in organizations. Work pressures must be defined in terms of their permissiveness or otherwise for appropriate leisure.

It is interesting to remark that the Adam Smithian concept of division of labour, which was used to rationalize and/or motivate increased productivity as a result of parallel processing of production due to task disaggregation, has apparently been overtaken by the dictates of modern strategic management philosophies. A case in point is the modern concept of re-engineering which has helped to redefine work through reunifying the previously broken down tasks into coherent work processes. Modern management strategies seem to place less and less emphasis on the traditional industrial paradigm such as the division of labour, economies of scale and hierarchical organizational structure. In this vein, Hammer and Champy (1994) believe that: *“the division of labour around which companies have been organized since Adam Smith first articulated that principle – simply don't work anymore”*<sup>22</sup>

## **2.2 THE INDIVIDUAL IN THE ORGANIZATION:**

Individuals carry out activities and express values, beliefs and attitudes in different ways depending on situations, circumstances, motivations, and pressures. As an individual in private or own situations, the behavioural pattern, and perhaps thought processes, attitudes and ideas would be tailored towards the total management of himself or herself. The same individual in a group would, in many circumstances, behave differently due to group influence and/or other objectives not congruent with or emphatic on his or her personal goals and objectives. There is therefore the need to examine the issues surrounding group and individual behavioural patterns to be able to understand the dynamics that drive the individual in an organization.

Who is an individual? An individual is a single human being, behaving or possessing the characteristics that emphasize singleness of purpose, separateness, distinctiveness or orientation or focus and in pursuit of objectives designed for personal satisfaction and success. The relevance of this one-person behavioural paradigm is that the interactive process in a group or in an organization would be somewhat affected or influenced by personal and individualistic paradigms already formed and practiced by an individual from the private personal perspective.

The individual, being a characteristic micro entity of the homo sapiens stock, is driven, behaviourally and attitudinally, by certain factors meant to preserve the individuals dignity, singleness, satisfaction, self-interest, love, affection, material

well-being, etc. His behaviour would, without doubt, reflect strategies, idiosyncrasies and actions to achieve these personalized objectives.

But behaviour, really, is action-driven. It connotes a person's conduct towards events, people and in carrying out activities. This action-driven phenomenon derives from the fact that the human system consists of anatomy, physiology and behaviour. While the anatomical component provides ideas concerning the organizational structure of the body, the physiological aspect examines the physical processes inherent in the body, and behaviour simply covers the observable activity patterns of individuals.

The third component of the human system – behaviour – is psychological and relates with the anatomy and physiology of the human system in the sense that it provides the mental determination for the body to utilize the anatomical and physiological capabilities.

But how do behavioural patterns develop in individuals? Do individuals simply inherit behaviours, do they or can they learn behavioural patterns? The answer to this is not clear-cut. It is, to our mind, "it depends". It depends on the aspect of behaviour being examined. Without much doubt, the anatomical and physiological attributes are inheritable. An individual can inherit an array of capabilities from parents because according to Darwin in his treatise on

Evolution, “first there was variation among members of a species. Secondly, there was some mechanism of transmission of important characteristics from parents to offspring. And thirdly, there was a process of natural selection that seemed to increase over time the number of members of a species with characteristics that enhanced their chances of survival”.<sup>23</sup>

It should however be noted that the range of individual performance of activities arising from these capabilities or inherited characteristics would better be sharpened through learning and experience. In this regard, Stephen Gould (1981) opines that:

*“the development range, which always does have limits, is inherited, but the point within that range is acquired. That is why the strict statement that something is either inherited or acquired becomes meaningless. Human speech is a striking and familiar example. The specifically human capacity for the speech is completely determined by genetic control of development. The particular language spoken ... is acquired; it is learned.”*<sup>24</sup>

Gould’s position notwithstanding, it is arguable that certain behavioural traits such as aggression, conformity, greed, and avarice can be genetically traceable and applicable in individuals in the Darwinian sense. However, cultural evolutions and backgrounds do influence behaviour. Certainly cultural evolutions tend to proceed faster than biological evolution as a result of language and communication effects. Through languages and other communication processes, human beings interact with many elements in the environment to



produce a style of behaviour. Really, “life experiences play an important role in modifying a person’s values, beliefs, and attitudes, thereby shaping behaviour patterns. Specific actions result from the interaction of a person with his or her perceived environment. Some behaviour is relatively determined or programmed (reflexes or habits); other behaviour is the result of conscious thought and decision making. The complete package of biological and psychological attributes plus actual behaviour patterns is a phenomenon called personality.”<sup>25</sup>

Personality itself is a crucial issue in behaviour models. Personality is concerned with the whole person in a total environment. There lies its importance for organizational theory, and management practice. Accordingly, the personality of an individual is an intricate combination of physical and mental attributes, values, attitudes, beliefs, tastes, ambitions, interests, habits, and other intrinsic traits that make up the unique concept characterized as human self. Personality is a complex issue and overtly distinct from just being a person. Just being a person indicates absence of core characteristics that entail social skill, cleverness or adroitness. Thus personality is equivalent to skilful social behaviour, clever, deep, rich and integrated social relationships. The importance of personality in the behavioural paradigm of individuals is exemplified by the fact that it is “one way to integrate many complex elements into a total system of an individual. Physical, physiological and psychological functions are fundamental. Both self-perception and the perception of others are important considerations.”<sup>26</sup> For Chris Argyris, “personality represents a total, complex individual system; it is a

key element in the social system ... understanding and predicting individual behaviour requires diagnosis of personality and environment.<sup>27</sup>

Notably, personality is behaviour-driven – the traits exhibited by one’s behaviour points to the overt and covert personality characteristics of the individual. Thus behaviour is a crucial factor in personality. While anatomical and physiological processes are evidently similar in humans, there are remarkable differences in the psychological processes. But it is arguable that the process of behaviour remains similar in all individuals. Hence, even though there may be significant variations in patterns of behaviour, the fundamental and intrinsic processes of behaviour formation remain the same for all individuals. In concurrence with this proposition, Leavitt (1978) opines that:

“Three interrelated assumptions can be made about human behaviour:

- behaviour is caused
- behaviour is motivated
- behaviour is goal-directed.”<sup>28</sup>

Leavitt has put these three interrelated assumptions in a Basic Model of Behaviour as shown in Figure 2.1 below:

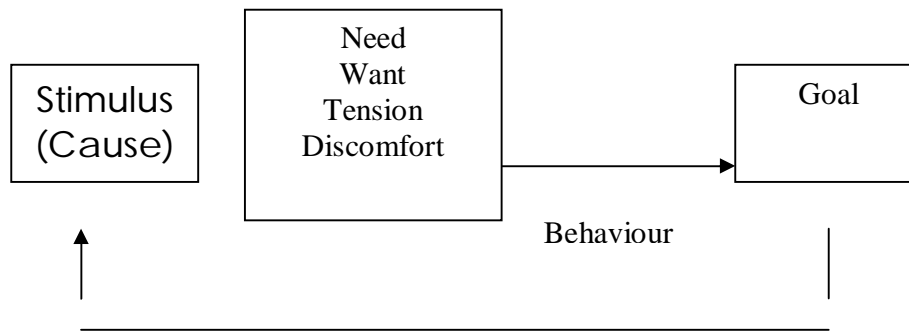


Fig. 2.1 A Basic Model of Behaviour. (Leavitt H.J., (1978,p8) Managerial Psychology, 4<sup>th</sup> Ed., The University of Chicago Press, Chicago).

The implication of Leavitt's three-assumption model of individual behaviour is that behaviour cannot be random, spontaneous, reflex in nature or aimless. Every behaviour is generated by a stimulus towards a goal, meaning that all behaviours are caused. Inherent in this consideration is the fact that there exist a gap between the present and the desired situations. The intervening behaviour attempts to close any existing gap between the present and desired situations. For instance, having not eaten or lack of food causes hunger and triggers off the behaviour such as obtaining a plate of food to eat. In this example, the goal is to fight hunger; the (stimulus) cause of the hunger is lack of food. A feedback from the goal to the stimulus indicates the extent to which the goal has been achieved in the sequential process. Invariably, if the goal is achieved, the current behaviour terminates and the individual turns to some other activity. In an event that the goal is not achieved, the individual may repeat or intensify the behaviour until the desired state (goal) is reached. This sequential process model behaviour is depicted in Fig. 2.1 and tends to be applicable to all individuals irrespective of ages, sexes, cultures, tribes, and times.

However, actual behaviour as a result of the stimuli could vary significantly. These differences could be caused by variables such as individual perception, variations in needs and wants. In fact variations in perception, cognition and motivation can lead to different behaviour patterns by different individuals in respect of the same or similar stimuli.

In view of the critical and symbiotic relationship between individual personality and behaviour, how does this relationship influence the individual in an organization? To what extent would compromises and sacrifices be made? This calls for an examination of what influences an individual's behaviour in an organization as distinct from single, separate and personal behaviour. An organization is a group, people or individuals working or cooperating together in interdependent and patterned relationships. Thus, a group is an assemblage, cluster, or aggregation of persons that are related in some way or united by common ties or interests. At the organizational level, the concept of a group identifies a specific environment and boundaries – thus suggesting external relationships with other groups and individuals. Alderfer, C.P. (1977) views a group more broadly as follows:

*“a human group is a collection of individuals (1) who have significantly interdependent relations with each other, (2) who perceive themselves as a group by reliably distinguishing members from non members; (3) whose group identity is recognized by non members; (4) who have differentiated roles*

*in the group as a function of expectations from themselves, other group members, and non-group members, and (5) who, as group members acting alone or in concert, have significantly interdependent relations with other groups.”<sup>29</sup>*

Alderfer’s view on group appears extensive and comprehensive. It covers groups like families, neighbourhood associations, athletic teams, school clubs, committees, units or departments in large organizations, etc. Each of these aspects of grouping has members (persons or individuals) who have their private/personal goals, genetically engineered as well as acquired behavioural tendencies. However, the definition of a group stresses interdependent relations and interaction among individuals. Furthermore the perception by individual members as one united entity, galvanized by unity of purpose, vision, aspiration and identity tend to smoothen and harmonize individual positions to create an identifiable feature or culture for the group. In this regards, it is safe to conclude that group behaviour is the harmonized average behaviour of the individuals that make up the group in question. The concept of organizational behaviour seems to have developed from this understanding. Organizational behaviour is the term used to describe the study of the psychosocial systems in organizations. “It is concerned with analyzing and understanding the attitudes, feelings, perceptions, motives, and behaviour of individuals in an organizational context: Its primary goals are improved individual and organizational performance and increased participant satisfaction.”<sup>30</sup>

Overall, people carry experiences with them, develop, learn and change in part, and gradually too, according to sources of conviction or superior logic of reasoning or as a result of experiences. Over time the smoothening out effect of the agglomeration of individual behaviours, experiences and changes tend to culminate in universal or organization-specific mode of behaviour usually characterized as corporate culture. However, an individual's behaviour in the corporate setting would most likely situate and be influenced by the nature, pattern and circumstances of the organization in which the individual finds himself or herself.

Accordingly, “environmental events play the key role in determining behaviour. The source of action lies not inside the person – not in the person's wishes, desires, intentions, or goals – but in the environment ... the point here is not that people do not have wishes, desires or intentions. Nor is it that these internal states themselves must have causes ... the claim that action is influenced by events in the environment is so obviously true that any account of human action must recognize and incorporate it”<sup>31</sup>

## **2.21 THE COMMUNICATION FACTOR:**

As noted above, the interaction processes among individuals in organizations can be broadly construed as protocols which could be written or verbal, gestures, facial expressions, signs, nods, glances, pats on the back, frowns, caresses, shaking of heads, etc. These, and any other means through which meanings can

be conveyed from one person to another, is characterized as communication. Without this kind of interactive protocols, a group would be static, uneventful, unprogressive, individualistic, or a collection of persons with disintegrated, disharmonious intentions, aspirations and goals. In this vein, Lee, I.J. (1952) emphasizes that “without the means, the capacity, and the will to communicate, what we know as business, government and community activities could not be. But it is not enough for people to talk to others..... they need to know how to talk with others, too”.<sup>32</sup>

Communication is a sine qua non for effective and efficient organizational performance. Without doubt, communication plays a key role in work places because an idea or procedure no matter how great, is useless until it is transmitted and understood by others. Individuals in organizations spend a great deal of their work hours writing, reading, speaking, listening, gesticulating, etc. It is therefore conceivable that one of the crucial factors for individual and group performance at work is effective communication. Without communication, no one or group can exist since communication is the only tool through which meanings can be transmitted from one person to another so that information and ideas can be conveyed. Thus communication must incorporate both the transference and the understanding of meanings conveyed.

Functionally, communication is crucial both to the individual and the organization as a whole. According to Robbins, S.P.(1998) “*Communication*

*serves four major functions within a group or organization: control, motivation, emotional expression, and information”.*<sup>33</sup> As a control tool, communication acts to influence the behaviour and performance of organizational members in many respects. Organizational hierarchies and formal guidelines for activities and functions dictate that ideas, information, instructions, etc flow from one party to another. In this regard, it is obvious that communication is performing a control function. The role of informal communication in this regard, is also noteworthy because if for instance, a group member is teased, harassed or praised by colleagues, there goes an informal communication directed at controlling the group members’ behaviour.

Furthermore, communication motivates employees by decoding to them what is to be done and how. It also portrays how well they are doing and what is further required to improve individual and organizational performance. Through the communication process, specific goals are formed, shared and actions are taken toward the achievement of the set goals. Any required reinforcement process and feedbacks regarding the behaviour of organizational members regarding the general performance of the group require the linkage tool – communication – for ultimate motivation and information of the participant members. The informational function facilitates adequate decision-making by providing and transmitting data for identification and evaluation of alternative choices.



The interrelationship of the functions of communication in the organizational setup cannot be over-emphasized. Understandably, for group to perform effectively, they need to maintain some form of control over members, stimulate members to perform, provide a means for expression and make choices out of options. Evidently, every communication model in an organization and the interaction paradigms should be structured to encompass the key functions of control, motivation, expression and information. This is necessary in view of the influence of communication on individual and organization performance. This work shall obviously, emphasize that effective communication is a significant variable in the individual and organizational performance equation. It is even the tool that must be sharpened and, albeit, perfected for use in the strategy to obtain optimum performance from employees. Hence, we shall postulate that without an adequate paradigm of organizational communication, individual and group productivity and performance shall be and remain stunted or deteriorating.

Perhaps it is instructive to emphasize that the word communication derives from a Latin connotation implying to make common, to share, to impart, to transmit. In human relations and organizational environments the idea of sharing, commonness, impartation and transmission, is paramount. In the modern behaviour where interdependence is preferred to independence; when the source – the speaker or writer or sender communicates, he or she is definitely trying to establish commonness between the parties concerned. To establish this commonness or to be able to share, the source tries to share certain information,

ideas, facts, beliefs, emotions, attitudes, proposals, propositions, etc. In view of this diversity of communication circumstances, Little (1981) opines that communication is a chameleon of a word, changing in the colour of its meaning with a change of the speaker, or listener<sup>34</sup> or circumstance. Actually, no group can exist without communication, for it is only through transmitting meaning from one person to another that information and ideas can be conveyed. Communication styles and strategies prevalent in an organization do shape and influence both individual and corporate behaviour.

## **2.2.2 THE GROUP BEHAVIOUR IN ORGANIZATIONS**

In Section 2.2, we examined the individual and his behavioural attitude to the organization, as well as in the world of work. We borrowed significantly from the works of Stephen Gould, Schartz, Chris Argyris., Leavit and Alderfer. The communality and compulsivity of opinions is that an individual's behaviour is "caused", motivated, and "goal-oriented". In other words, an individual's behaviour is not random. It is premised on and directed toward some goal that the individual feels, or knows or believes will best fulfill his or her intentions, aspirations or well-being. The behaviour exhibited varies directly with the individual's judgement of the extent to which the outcome will be to his or her best personal interest.

In Section 2.2.1, it was highlighted that as a result of the compulsivity of interactions, a tool for transmitting ideas, beliefs, actions, etc between and among

parties is imperative, hence the concept of communication. Thus this section intends to explore the literature to examine the process of relating individual behaviour to the overall group behaviour in an organization. If an individual behaves and carries out activities that satisfy his or her best interest, can it be assumed that such personal interest is congruent with the organizational interest? This is not likely to be the case since the organization has constituent units made up of and operated by individuals. Invariably, a body of knowledge that has emerged through which what people do in organizations and how these activities affect the performance of the organization are studied has emerged. As noted earlier, this body of knowledge has been popularized as organizational behaviour (OB). It is “a field of study that investigates the impact that individuals, groups and structure have on behaviour within organizations for the purpose of applying such knowledge toward improving an organization’s effectiveness.”<sup>35</sup> To accomplish this investigative objective, OB studies three distinct variables that influence behaviour in organizations. These are individuals, groups and structures of organizations. Based on the knowledge gained from the study of these variables, OB principles help to shape overall corporate behaviour and make organizations to operate more effectively and efficiently. Notably, at the center of all these is the human factor. The individuals are humans, and the structures are built up and/or instituted by human beings. Thus understanding human beings behaviour toward one another, how he behaves in a group, how and why he builds structures, will undoubtedly facilitate organizational performance. Axiomatically, one would expect that individuals who find

themselves in organizations or groups would somehow automatically surrender their peculiar and incongruent personal idiosyncrasies and succumb to the organizational culture, dictates, goals and objectives. But due to personal interest and motivation, employees do not automatically abandon their individual cultural values, lifestyles, goals and preferences when they found themselves in groups or organizations. Thus, the challenge for organizations, therefore, is to make themselves more accommodating to diverse individuals and groups of people by addressing their different lifestyles, idiosyncrasies, aspirations, needs, attitudes and work ethics. The key to extracting good performance from employees lies in the ability of the organizational management to recognize, value and attend to individual differences, backgrounds and orientations. This strategy should, however, be moderated by the enthronement of a well defined corporate culture to enable organizational managements to shift their philosophy from treating everyone alike to recognizing differences and responding to those differences in ways that will ensure employee retention and greater productivity. However, fairness, equity and firmness should constitute harmonizing forces in the overall attitude toward the management of these differences and divergences. Robbins (1998) believes that “Diversity, if positively managed, can increase creativity and innovation in organizations as well as improve decision making by providing different perspectives on problems. When diversity is not managed properly, there is potential for higher turnover, more difficult communication, and more interpersonal conflicts”.<sup>36</sup>

The question then is how would the relation between individuals and groups be harmonized to achieve both individual and group goals? The answer lies in the deep study and understanding of the characteristics of individuals and groups. In other words, it is imperative to examine if groups exhibit the same characteristics as individuals, “if so what are the properties of a group? Can groups learn, have goals, be frustrated, develop, regress, begin and end? Or are these characteristics strictly attributable only to individuals? If groups exist, are they good or bad? How should an individual behave with respect to groups? How should groups treat their individual members?”<sup>37</sup>

In reviewing issues relating to these questions, we shall refuse to delve into some metaphysical, epistemological and ethical issues that have generated controversies over the years. We shall simply adopt the conception of the group dynamics movement. The group dynamics theorists have strongly propagated the relevance and, as it seems, the supremacy of groups. For them everything should be done by and in groups. They believe that this is better than individual performance – individual responsibility is bad, one-to-one supervision is inappropriate. The only adequate things and practices are committees, group or joint decisions, group problem-solving, and group therapy. For the group dynamicists, grouping is a very positive strategy to create, maintain and operate work and personal relations. They assert emphatically, that groups are not abstractions, they really exist. “Their reality is demonstrated by the difference it makes to an individual whether he is accepted or rejected by a group and whether

he is part of a healthy or sick group. Secondly, groups are good. They satisfy deep-seated needs of individuals for affiliation, affection, recognition, and self-esteem, they stimulate individuals to moral heights of altruism, loyalty, and self-sacrifice, they provide a means, through cooperative interaction, by which man can accomplish things unattainable through individual enterprise".<sup>38</sup>

For group performance, and for the individual to conform to group dictates and norms, organizational behaviourists have made numerous prescriptive assumptions about groups:

1. Groups do exist and develop norms for the behaviour of their members with the result that good group members adopt these norms as their personal values.
2. Group decisions may produce changes in individual behaviour much larger than those customarily found to result from attempts to modify the behaviour of individuals as isolated individuals.
3. Groups are inevitable and ubiquitous due to the biological nature of man.
4. Groups mobilize powerful forces, which produce effects of the utmost importance to individuals.
5. A person's position in a group affects the way he behaves as well as the way others behave with him.

6. Group membership may produce both good and bad consequences. Group membership itself may be prized possession or an oppressive burden; tragedies of major proportions have resulted from the exclusion of individuals from groups and profound consequences have stemmed from enforced membership in groups.
7. A correct understanding of group dynamics permits the possibility that desirable consequences from groups can be deliberately enhanced
8. People join and/or associate with groups or organizations for reasons of security, status, self-esteem, affiliation, affection, power, and goal-attainment.

Invariably, groups exist, they are indispensable and ubiquitous, groups mobilize powerful forces and exert profound influences on individuals, these influences may be good or bad, but a proper understanding and management of group dynamics is imperative for maximizing the good value of the group.<sup>39</sup>

Thus, we posit that the dynamics of the group or the organization even out and impose on all individual constituents of the group a feeling of oneness – a phenomenon that inspires conformity and emphasizes the supremacy of the group goals and objects. Undoubtedly, Watts (1997) argument that *“organizations do not have goals, but individuals do”* melt into a synchronization of the goals of individuals into a structured, systematized and ordered array of practices that reflect a joint acceptance of the determined group objectives as applicable to individuals. To this end, “the individual comes to experience a world that he shares with others. He perceives that the surroundings include him, as well as others, and that he is in the same relation to the

surroundings as others. He notes that he, as well as others, is converging upon the same object and responding to its identical properties. Joint action and mutual understanding require this relation of intelligibility and structural simplicity. In these terms the pull towards the group becomes understandable”.<sup>40</sup>

The syndrome of conformity and subordination of individual goals to those of the organization does lead to a thesis that emphasizes:

- (i) a tendency on the part of each group member to change his own opinion to conform to that of the other group members;
- (ii) a tendency to try to change the opinions of others and;
- (iii) a tendency to redefine the boundaries of the group so as to exclude those holding deviant opinions.”<sup>41</sup>

The synopsis in this section has attempted to highlight the intricate relationship between individuals and groups or organizations. The review did attempt to trace the inputs of behavioural scientists to answering such questions as: what kinds of effects do groups have on the emotional security and creative productivity of individuals? What kinds of effect do individuals have on the morale and creative productivity of groups or organizations?

This individual-organization interface dilemma has occupied the attention of behaviourists but the bottom-line seems to be that individuals conform and succumb to group ideals for the purpose of achieving the group’s objectives. Consequently, we theorize that: strong groups or organizations exert influences



on members, imposing conformity, the result of which may be uniformity and/or strategic objective heterogeneity. Management processes should, therefore, identify the cohesive factors that will enforce conformity, uniformity, esprit de corps, and the allowable creative heterogeneous characteristics of the group or organization. Invariably, there is an inherent philosophy, which tends to ensure that the organization's goals could best be served by providing opportunities for employees to achieve their personal goals, and the organization should strive to achieve the greatest happiness of the greatest number of the constituent members of the organization.

### **2.2.3 MOTIVATION IN ORGANIZATIONS:**

“Who are your motivated workers? What motivates employees to work effectively? What dissatisfies workers? When do workers become dissatisfied?” These are four interrelated questions posed by Meyers M. Scott (1979)<sup>42</sup> in an effort to explain and strategize on what managements in organizations should do in order to obtain the maximum results from their workers. Various researches and studies have focused on this seemingly strategic issue. Attempts have been made to measure symptoms and causes of motivation and dissatisfaction among organizational employees. Professor Frederick Herzberg presented one of such profound attempts. Herzberg's motivation-Hygiene theory emphasizes that the levels of job satisfaction, motivation, and productivity are closely related to two sets of variables, which he classified as Dissatisfiers and Motivators. For Herzberg, dissatisfiers are made up of such variables as pay, fringe benefits,

company policy and administration, quality of supervision, working conditions, and many other factors incidental to the work. Herzberg believes that these factors, though traditionally assumed to be motivators of people at work, are more dissatisfying in their roles towards the workers feelings and attitude to work. In Herzberg's opinion, high motivation does not result from their improvement, but dissatisfaction does result from their deterioration.

On the other hand, motivators are made up of factors such as achievement, recognition, responsibility, growth, advancement, and also variables associated with personal self-esteem and self-actualization on the job. From Herzberg's point of view, motivators enhance job satisfaction, high performance and production while dissatisfiers cause disappointments, frustration and ineffectiveness in job situations. Herzberg maintains "that the opposite of satisfaction is not dissatisfaction, as was traditionally believed. Removing dissatisfying characteristics from a job does not necessarily make the job satisfying ... the opposite of satisfaction is no satisfaction, and the opposite of Dissatisfaction is No Dissatisfaction ..... the factors leading to job satisfaction are separate and distinct from those that lead to dissatisfaction. Therefore managers who seek to eliminate factors that create job dissatisfaction can bring about peace, but not necessarily motivation. They will be placating their work force rather than motivating them. As a result, such characteristics as company policy and administration, supervision, interpersonal relations, working conditions, and salary have been characterized by Herzberg as hygiene factors.

When they are adequate, people will not be dissatisfied; however, neither will they be satisfied. If we want to motivate people on their jobs Herzberg suggests emphasizing achievement, recognition, the work itself, responsibility and growth. These are the characteristics that people find intrinsically rewarding”.<sup>43</sup>

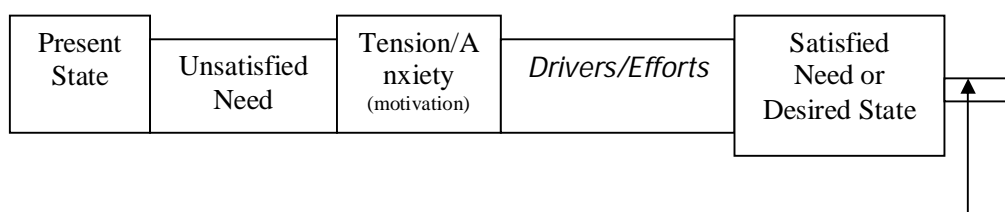
Apparently derived from Herzberg’s theory, Myers, M. Scott (1964) confirms that what motivates employees to work effectively is “a challenging job which allows a feeling of achievement, responsibility, growth, advancement, enjoyment of work itself, and earned recognition. While workers are dissatisfied by “mostly factors which are peripheral to the job – work rules, lighting, coffee breaks, titles, seniority rights, wages, fringe benefits, and the like” and such dissatisfaction will become noticeable “when opportunities for meaningful achievement are eliminated and they become sensitized to their environment and begin to find fault”.<sup>44</sup>

Before briefly examining other theories of motivation, it is pertinent to pause, reflect on the contents of Herzberg’s theory and attempt to answer the questions: What is motivation? What and where is the domain of motivation – is it intrinsic in the individual or is it situation-driven? From the Herzberg’s theory, it is clear that motivation is not totally or automatically intrinsic in the individual, it is situation or needs-driven since factors and actions must be brought to bear on the individual to make him behave in a certain discernable positive manner. As long as the factor and the actions persist or considered by the individual as persisting,

then the said individual will also persist in a discernable pattern of behaviour geared towards the achievement of some superlative objectives or targets either set by or for the individual.

What then is motivation and who is a motivated worker? As a work-related behaviour and viewed from organizational perspective, Robbins (1998) defines motivation “as the willingness to exert high levels of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual need”.<sup>45</sup> The core elements in this definition are efforts, goals and needs. Effort measures the intensity, severity, concentration, strength and commitment towards goal attainment. However, the quality of the efforts applied in the process of the goal attainment is relevant. Analogously, need refers to some internal state or feelings that creates attraction to certain events or outcomes. Thus, the gap between the ‘present state or feeling’ and the desired state or feeling creates an unsatisfied need situation. Undoubtedly Unsatisfied need further creates tension or anxiety in the individual and pushes him or her to respond by taking one action or the other in an aspiration to close the unsatisfied need gap. This inner struggle and drives generate behaviours “to find particular goals that, if attained, will satisfy the need and lead to the reduction of tension or anxiety”.<sup>46</sup>

Thus, we can depict a motivation chain as in figure 2.2 below:



**Fig. 2.2: Motivation Chain**

— Reduction in Tension  
/Anxiety  
Temporary

Implicit in the Motivation Chain concept is the fact that one is motivated when he or she is in a state of anxiety or tension directed at fulfilling a discernable need. Thus to close the need gap, one exerts efforts. It is nevertheless obvious that the greater the anxiety or tension, the higher will the efforts exerted, if and when the applied efforts successfully lead to the satisfaction of the need, tension or anxiety is reduced, and motivation is correspondingly reduced. The lesson from this proposition is that motivation is situation and needs driven. Hence the motivational cornerstones must be such that they are enshrined or installed in the individual for periodic, situational or automatic kick-off. Herzberg reasoned in this direction when he stated: “if I kick my dog (from the front or the back), he will move. And when I want him to move again, what must I do? I must kick him again: Similarly, I can charge a man’s battery, and then recharge it, and recharge it again. But it is only when he has his own generator that we can talk about motivation. He then needs no outside stimulation. He wants to do it”.<sup>47</sup>

Invariably, management should examine the workers’ situations and install some self-motivating indices such that the workers would “want to do it”. The strategy lies in identifying and adopting the motivators or satisfiers and eliminating the dissatisfiers from the corporate functional and administrative processes.

Motivation can therefore be characterized as “a process in which people choose between alternative forms of behaviours in order to achieve personal goals. Such a definition excludes the operation of instinctive or reflex behaviour and focuses on individual choice. Exercising choice is not just a rational process, but one which is considerably affected by the emotions and deeply-held values of the individual”<sup>48</sup>.

Derived from the needs content in the concept of motivation, Abraham Maslow propounded what, probably, is the most well known theory of motivation. This hypothesis has been characterized as “Maslow’s Hierarchy of Needs Theory”. Accordingly, Maslow has theorized that human beings possess a hierarchy of needs ranked in order of five as follows:-

- Physiological Needs – hunger, (food), thirst, shelter, sex, clothings and other bodily needs
- Safety Needs – security for life and property, protection from physical and emotional harm
- Social Needs – love, affection, belongingness, association, friendship, and acceptance
- Esteem Needs – self-respect, autonomy, self-expression, achievement, status, recognition, and attention.
- Self Actualization – the drive to become what one is capable of becoming – growth to achieve one’s potentials, self-fulfillment

From Maslow's point of view, as each of these needs is substantially satisfied, the next need becomes dominant and tension or anxiety generating, thus putting the worker on further action geared towards satisfying the next step of needs. Thus a substantially satisfied need no longer motivates, hence if someone is to be motivated, according to Maslow, such a person's level on the hierarchy of needs scale should be known such that those needs at or above that level could be addressed.

Maslow's theory, though criticized for lack of empirical substantiation, tends to provide a central logical springboard for viewing work-related behaviours vis-à-vis needs paradigms. Reflecting on the state of developing countries and Nigeria in particular, it is believable that the generally low state of standard of living, poor income, unemployment, deprivation, and skewed income distribution have affected the availability of the bodily or physiological needs to many workers. Such lack and/or deprivation inflict bodily pains, hunger and frustration – a phenomenon with very high potentials for low productivity and performance. Thus the institutionalization of these variables to ameliorate the deprived state of workers would undoubtedly spur up positive reactions by the workers in anticipation of achieving the goal of satisfying the physical and bodily needs. Maslow's physiological and safety needs classification could be said to bear relevance to the behavioural aspirations of Nigerian workers. However, a critical review of Maslow's paradigmatic categorization of needs hierarchy seems rather discrete to be practically applicable. Real life experience

would approximate a kind of network or interfacing relationships of the various needs level. Ironically, one does not need to wait to acquire all or the greatest proportions of his or her physiological needs before looking for safety of life and property. It is therefore arguable that physiological, safety and even social needs combine to influence the work behaviour at the same time and level of the hierarchy of needs. The higher level needs of esteem and self-actualization, however, can be preserved while one's concentration on the lower level needs of food, shelter, clothing, security, affection and love predominate. But it is also instructive to note that a worker whose aspiration is mainly to achieve esteem and self-actualization does also need security, social affection and belongingness. It would be more realistic to consider needs as a general 'force' that drives or creates tension which leads to actions that translate into motivation.

Overall, Maslow's thesis is significant because of its revelation and emphasis on the fact that:

- People (workers) are wanting beings; what one needs at a particular point in time or situation depends on what he already has.
- What one needs are arranged in order of preference or importance or in an hierarchy.
- As this order is followed and preferential needs are fulfilled or satisfied, emphasis shifts to other needs in that order.



- The period or point of shift from one level or type of need to another creates tension, anxiety and/or aspiration which generates action(s) equal to one's effort necessary to create satisfaction. This generated momentum are the motivational cornerstones which management should watch out and use to instill the will power into the worker to self-generate the impulses for higher performance and productivity in anticipation of the achievement of higher level of needs.

Undoubtedly, Maslow and Herzberg had provided a formidable background for studies into the concept of motivation. Therefrom have arisen other theories such as the ERG theory, McClelland's Theory of Needs, Cognitive Evaluation Theory, Goal-Setting Theory, Reinforcement Theory, Equity Theory, and Expectancy Theory.<sup>49</sup>

In an apparent recognition of the dilemma created by Maslow's discrete hierarchical categorization, Alderfer, C.P. (1969) formulated the ERG theory by reclassifying Maslow's five level needs into only three of Existence, Relatedness and Growth (ERG). The existence group of needs cover basic material existence requirements, the relatedness group covers factors related to the maintenance of important interpersonal relationships, while growth covers personal development and self-actualization. The ERG Theory constitutes a refinement of Maslow's theory from the point of view of reclassification which implies that more than one need of the Maslow categorization may be operative at the same time.

From the expectancy theory point of view "an employee exerts a high level of effort if he or she perceives that there is a strong relationship between effort and

performance, performance and rewards, and rewards and satisfaction of personal goals.

These arrays of motivational theories notwithstanding, the literature and research have not been able to identify and recommend any one super theory that could be generally accepted and characterized as valid and of universal applicability. Each of these theories has its relevance, applicability and acceptability in different circumstances and situations. Invariably, the theories are not necessarily in competition with each, rather they could be said to be complementary. The logical approach therefore is for management practitioners to examine the contents of these various theories and extract the areas of interrelatedness to form strategies that would effectively motivate workers at work. Robbins, S.P. (1998), highlights a synthesis of these theories as follows:

*“The challenge is now to tie these theories together to help you understand their interrelationship .... We begin by explicitly recognizing that opportunities can aid or hinder individual effort. Consistent with goal-setting theory, ..... goals direct behaviour. Expectancy theory predicts that an employee will exert a high level of effort if he or she perceives that there is a strong relationship between effort and performance, performance and rewards, and rewards and satisfaction of personal goals... for effort to lead to good performance, the individual must have the requisite ability to perform, and the performance appraisal system that measures the individual’s performance must be perceived as being fair and objective. The performance-reward relationship will be strong if the individual perceives that it is performance (rather than seniority, personal favourites, or other criteria) that is rewarded ... The final link in expectancy theory is the rewards-goals relationship. ERG theory would come into play at this point. Motivation would be high to the degree that the rewards an individual received for his or her high performance satisfied the dominant needs consistent with his or her individual goals”.*<sup>50</sup>

This integrated approach to motivational theories provide a formidable philosophy for managers to utilize diversified considerations in fashioning out strategies to inspire, reinvigorate and sustain the efforts level of employees towards performance on the job. However, it is noteworthy that these theories are also culture-driven or culture-specific. As a result of socio-cultural diversity, these theories undoubtedly lack universality. For instance, the Maslow hierarchy of needs theory seems to approximate the conceptual lifestyle characteristic of the American society. McClelland's Need for Achievement Theory can also be attributable to the American drive for individual enterprise, achievement orientation and risk acceptability.

Linking these theories to the average Nigerian socio-cultural circumstances, it can be remarked that the expectancy theory, the equity theory and some elements of Maslow's hierarchy of Needs theory could be relevant. It is predictable that the cultural orientation of the Nigeria worker inspires him or her to act or perform in a certain way depending on the strength of an expectation that the act will be followed by a given outcome judged to potend or possess attractiveness or outcome over and above the strength or effort applied in the process. In fact, the expectancy theory as it applies to the socio-cultural situation and work ethics in Nigeria captures the fact that an employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a good performance evaluation, that the evaluation will result in rewards such as bonuses, salary

increases, promotions, medical care, and other fringe benefits, and that these rewards will satisfy the employee's individual needs. Typically, the Nigerian worker would approach or dispense his or her effort depending on his or her answers to expectancy questions such as:

- (i) Will my maximum efforts at work be so evaluated, assessed and recognized?
- (ii) If my maximum efforts are assessed and recognized as high performance, will I be rewarded?
- (iii) If I am rewarded, will the rewards be attractive enough to adequately compensate and/or surpass the efforts applied.

Analogously, the equity theory seems to find relevance in the Nigerian situation. From equity theory point of view, employees make comparisons of their job inputs and outcomes relative to those of other workers. A state of equity would exist if and when the ratio of one worker's input-output equals that of others in the same category of work and profession. In this circumstance, fairness would be established and justice would have prevailed. When the ratio is unequal, there exist equity tension. Nigerian workers are equity conscious and therefore would be motivated to exert appropriate efforts if they establish justice and fair play in terms of their input-output ratios.

On the other hand, Maslow's hierarchy of needs theory, though somewhat idealistic with its rigid, step like progression contents, appeals to some sizeable sections of the Nigerian workforce. Arising from low per capita income or the

less developed state of the economy, many workers can be said to fall within the physiological needs level. Many workers are still struggling to provide themselves with the basic necessities of life such as food, clothings, shelter, health-care, transportation, education, sanitation, etc. Provisions in these areas directed at increasing comfort and improving the availability of these basic necessities of life could inspire positive responses in such a manner as to improve performance.

#### **2.2.4 TEAM WORK AND TEAM SPIRIT**

“Coaches of athletic teams have long understood the importance of building teamwork. However, that hasn’t necessarily been true for business firms. One reason of course, is that business organizations have traditionally been organized around individuals. That’s no longer true. Teams have increasingly become the primary means for organizing work in contemporary business firms”.<sup>51</sup>

“In a recent survey of almost 10,000 leading organizations carried out at a business school, it was found that top teams, not top individuals, are the key to success. The team is the prime agent in sustaining organizational success, not the individual dynamic leader”.<sup>52</sup> These two references undoubtedly show the importance of the spirit of togetherness in work situations.

The concept of teams in organizations involves the coming together in an endeavour to produce a level of performance greater than that, which can be produced by individuals working alone. The organizational team concept also implies the understanding that the “whole should be greater than the sum of its parts” because teamwork involves a well coordinated and effectively synchronized interaction to achieve a shared objective capable of benefiting from multiplier effects. This is premised on the team spirit which refers to the “readiness to work with others toward a common goal; loyalty toward other team members; strong identification with the team as a whole and willingness to pay a high price in personal effort and self-control, to accomplish team goals”.<sup>53</sup>

The relevance of teams in the subject matter of this work cannot be overemphasized, as its relationship with performance is obvious. It is also important because a high degree of teamwork and team spirit engender peak productivity. Many managers need to acquire a reasonable knowledge of relevant theories and inputs from researchers in behavioural sciences regarding attitudes, individual behaviour and particularly group dynamics as they relate to corporate settings. Furthermore, it is necessary that managers should view their organizations from the systems stand point so as to encourage interlocking participation and esprit de corps in strategy formulation, implementation and overall accountability.

Invariably, the relationship between organizational development, teamwork and corporate performance have become popularized. Obviously, organizational teams encourage the “coming together in an endeavour to produce greater than that which can be produced by individuals working alone”.

Teamwork and team building has become a veritable tool in the hands of managers because:

*“the modern manger has shifted from dealing with problems on a one-to-one basis to solving more problems collectively, involving everyone that has a contribution to make in either solving a problem or implementing actions. In this context, the manager is a coach, a facilitator, a developer, a team builder. Many managers have not been trained in these new collaborative skills and this deficiency has given rise to the organization consultant, both internal and external, whose job it is to work with managers in developing a strong, viable working team”.*<sup>54</sup>

The effectiveness of team work, however, depends on the norms, beliefs and the overall corporate culture that dominate the general corporate atmosphere within which performance is to be seen. Notably, effective team should possess characteristics and behaviours such as:

- The atmosphere tends to be relaxed, comfortable, and informal.
- There is a lot of task-relevant discussion, in which most members participate.

- The groups task is well understood and accepted by the members
- The members listen well to others
- People express both their ideas and their feelings
  - Conflict and disagreements are present but are focused on ideas and methods, not on personalities and people.
  - The group is conscious and introspective about its operation and processes.
  - Decisions are usually based on consensus, not majority vote or minority control.
  - When actions are decided on, clear assignments are made, accepted and implemented by the members.<sup>55</sup>

In the same vein, Woodcock, M. and Francis, D. (1990) share the view that effective teams should:

- “- Establish and work towards clear objectives
- Have open relationships between members
- Deal with different viewpoints and gain from debate
- Show a high level of support for each other member.
- Base personal relationships on personal knowledge and trust.
- Work together and get things done
- Work through and resolve potentially damaging conflicts.
- Establish effective procedures and decision-making processes.
- Have skilful and appropriate leadership.



- Regularly review operations and try to learn from experiences.
- Develop individuals and deal with strong as well as weak personalities of the team.
- Create cooperative and open relations with other groups”.<sup>56</sup>

On the other hand, Woodcock (1989) pointed out some factors or characteristics with which ineffective teams are easily identified:

- Poor selection and recruitment of team members.
- Confused organization structure
- Lack of control of the team by the leader.
- Poor training of team members.
- Low motivation.
- Low creativity in team members
- An inappropriate management philosophy
- Lack of succession planning and development.
- Unclear aims and objectives.
- Unfair or inappropriate rewards
- Personal stagnation in team members or leader.<sup>57</sup>

From the foregoing, how does the existence or the concept of teams relate with creating managerial paradigms for employees behavioural and performance variables in organizations? The relationship is fairly simple and straightforward; groups or teams are made of individuals – individuals make up the organization – groups exist in the organization, thus, the effectiveness or otherwise of the

groups or teams within the organization epitomize the characteristics of the organization. A team, in essence is “either a temporary or an ongoing task group whose members are charged with working together to identify problems, form a consensus about what should be done, and implement necessary actions in relation to a particular task or organizational area.”<sup>58</sup> Understanding the behaviour of a team is therefore necessary if management is to derive the optimum from their existence and operations. Teamwork is an essential tool for corporate performance. Accordingly, teamwork takes on many colourations in organizational life ranging from informal, ad-hoc committees to well structured and formularized groups including even the Board of Directors of an organization. Teamwork is any form of joint or collaborative action by a group of people to pursue a common goal. It therefore involves the relinquishing or subordination of individual interests to groups’ identity, aspiration and coordinated efforts. Thus, by this consideration and notion, any organization, as a system, is a team, and for superlative performance, it should be premised on unity of purpose, interdependent activities, willing cooperation, and a sense of belongingness. A systematized teamwork and effort provide a discernable margin of excellence over a collection of gifted individuals. However, effective communication is crucial to the achievement of this margin of excellence. Overall effectiveness and efficiency depend on the coordinated efforts of individuals working together as teams within the larger organizational system. Accordingly, the most successful organizations tend to be flexible and use special purpose but cohesive teams to good advantages in task performances.

### **2.2.5 VALUE SYSTEMS IN ORGANIZATIONAL LIFE:**

There is an interesting interplay between the organization and the environment or society within which it operates. Understandably, organizations utilize resources provided by the environment toward the accomplishment of their objectives.

Organizations operate under the general norms and culture of the surrounding environment. While organizations are influenced by the norms and culture of the environment, organizations also modify, through their operators, social values.

Thus there exists a symbiotic relationship between organizations and societies.

Assertively, values are a primary basis for decision-making and other actions and therefore constitute a basic framework for the development of strategies and management practices. “We conceive of value as normative propositions, held by individual human being of what human being sought to desire e.g. the desirable. They are supported by internalized actions and functions as:

- (i) Imperatives in judging how one’s social world ought to be structured and operated and
- (ii) Standards for evaluating and rationalizing the propriety of individual and social choices”.<sup>59</sup>

By implication, value is normative standards by which individuals are influenced in the choice of actions or response to motives or aspirations to accomplish goals and objectives. In terms of management strategies, values held by employees as

well as those emanating from the society within which the organization operates serve as determinants and guidelines for decision-making and action.

One important point of note about values held by employees is that these values are dynamic in nature, situation driven in perspective and behaviour-influencing in work situations. Values held by individuals continue to change over time in a fashion analogous to Maslow's hierarchy of needs theory. The variability of values and its behaviour-influencing effects imply that individuals at work would respond or be motivated by certain variables depending on the prevailing, behaviour-influencing values. It is obvious that based on rational and value-laden behaviour, people do not select jobs randomly. They tend to drift toward job opportunities that are compatible with their interests, values, capabilities and abilities. Logically, people are apt to seek jobs that provide a good person-job fit, meaning that employees should be seen to be satisfied with their jobs if the job-person situation is known to be harmonized with values and beliefs held, *ceteris pari bus*.

But how do values influence employee behaviour? Perhaps to answer this question, it would be instructive to reiterate that values "represent basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence".<sup>60</sup>

In other words, values involve judgmental expressions of an individual's concept of what is good, or right or even desirable. Thus a person's value system, (which could be said to be arrangement or ranking of an individual's values in terms of contents and importance) determines his or her perception and conception to issues such as freedom, pleasure, work, self-respect, aesthetics, honesty, obedience, power, achievement, affection, equality, promise, expectation, etc.

Undoubtedly a discussion of the concept of values is important because this lays a foundation for the understanding of employee attitudes perceptions and motivation. It is obvious that individuals enter organizations with personal idiosyncrasies and preconceived value-laden notions and opinions about what ought and what ought not to be. The value contents of these notions and opinions tend to becloud objectivity and rationality within a generally acceptable framework, thus values generally influence attitudes and behaviours",<sup>61</sup> concludes Connor and Becker (1994).

Values emanate from various sources: genetics, culture, parental pressures, teachers, peers, friends and environmental or technological influences. However, whatever the source of one's discernable values, they are somewhat stable and enduring over time. This is perhaps, due to some genetic contents as well as the learning and acquisition process of values. Values acquired from parents or seniors are described in discrete terms. In otherwords, certain behaviours or outcomes are either thought of always as desirable or always undesirable. There

is no midway between what is good and what is not good; the induction is consideration of absolutism, pure and simple. For instance a parent would advise the child to be honest, truthful and responsible. They will not be advised to be a little bit honest, a little bit truthful or a little bit responsible. This absolutist approach to the bequeathment of values coupled with the genetic contents lead to a relatively stable and enduring value system in individuals.

Values also generate attitudes and perceptions. Attitudes are personal evaluative reactions to issues. The evaluative reactions may be favourable or unfavourable. Thus attitudes are affective or feeling-driven. They reflect how one feels about something, someone, event, situation. Also, attitude is cognitive, affective and behavioural.

In organizations, attitudes and values are important in view of their effects on work-related behaviours. An employee's attitude towards the work itself, his or her boss, auditors (internal and external), punctuality, regularity, rewards, etc will undoubtedly affect his or her performance at the work environment. Specifically, organizational behaviorists have segregated three job-related attitudinal structures for scrutiny and research over the years. "These job-related attitudes tap positive or negative evaluations that employees hold about aspects of their work environment. Most of the research in organizational behaviour has been concerned with three attitudes: job satisfaction, job involvement and organizational commitment".<sup>62</sup> These attitudinal areas point to the fact and need

for emphasis on the human side of the enterprise in managerial efforts to obtain the best out of employees. It also reminds managers of the need to study, understand and even emphasize workers' attitudes for positive paradigm shift. This is necessary because strategic paradigm shift move us from one way of seeing the world to another and such shifts create powerful changes. Paradigms or perceptions, whether classified correct or incorrect, right or wrong, are the basic sources of attitudes and behaviour and ultimately relationship with others. Exemplifying the significance and role of paradigm or perception, Stephen Covey (1989) believes that perception is inseparable from character. According to him "being is seeing in the human dimension. And what we see is highly interrelated to what we are. We can't go very far to change our seeing, without simultaneously changing our being, and vice versa".<sup>63</sup>

The significance of this issue is that perception, value and attitudes make individuals, and even organizations, to see things differently, think differently, feel differently, and ultimately behave differently. This diversity calls for conscious approach to harmonize these differences so as to achieve goals congruence and close disruptive perception/communication gaps.

#### **2.2.6 ETHICAL ISSUES AND DISCIPLINE:**

As the business world is characterized by increasing expectations for high performance, and worker productivity, tough competition and environmental

pressures, it is conceivable that many employees could be pressured to cut corners, break rules and possibly engage in some questionable practices. Employees are constantly finding themselves facing ethical situations in which they are called upon to define right and wrong, good and bad. It is necessary to remark or enquire as to how an employee should behave in a situation where some unethical activities are being perpetuated in an organization. How should one react to order or directives that one does not necessarily personally believe in or agree with? How do assessors evaluate employee? To what extent should one be involved in corporate politics? These are ethical questions whose answers are not clear-cut. Albeit, the relevance of this concept to our discourse cannot be over emphasized because “ethics are concerned with moral obligations and the notion of what is right or wrong, fair or unfair, just or unjust actions. As it is true that individuals take actions in a corporate setting, their ethical responsibilities or otherwise, culminate in the overall classification of the organization in terms of ethical or unethical acts”.<sup>64</sup> It behooves all organizations to develop moral values to enable members distinguish between acceptable and unacceptable, good and bad behavioural practices to facilitate truth, dignity, and balance of behavioural actions with societal moral standards. The issue at stake is that organizations should evolve and enshrine ethical codes of conduct to be practiced by the organization members.

Notably, ethical issues and actions of employees should be aligned with the various customers to which an employee is exposed while working in an



organization. A worker is bound to develop a sense of ethical responsibility to these various customers. These customers span from stockholders, community, the organization itself, the subordinates, the peers, the boss, and the profession to which the employees belong. The array of customers to which an employee is exposed tends to define the ethical cornerstones, which should be examined within the framework of a multiple clients system. Because the values, morale and ethics, which underscore the employee-customer relationships differ from one another, it is really difficult to specify a definite set of ethical conduct and moral behaviours for the employee, thus it is recommendable that we define to whom we ultimately want the employee to be responsible. The implication of this is that a particular frame of reference, within which employee behaviour occurs, should be known in order to judge the behaviour accordingly. One basic issue about employee moral and ethical behaviour is the question of who gets hurt and who benefits when an immoral or unethical behaviour is exhibited by an employee. Schein, E. H. (1980) considers this position and vividly captures it by arguing that:

*“a .... way of classifying moral value questions is according to the criterion of whether the immoral behaviour involved is defined as immoral because it unfairly benefits the person doing it, or unfairly hurts one or more others who are affected by it. To exemplify the distinction, discriminatory hiring practices or personal prejudice leading to unfair treatment of an employee are immoral behaviour because they are unduly harmful to the recipient of the behaviour. Embezzlement on a small scale, theft of company office supplies, financial gain due to inside information, accepting bribes or kickbacks from suppliers, etc; are immoral because they are unduly beneficial*

*to the person committing the deed. The latter type of behaviour may in fact be doing no one any visible harm in the short run. But it implies that there are certain categories of rewards to which people are not entitled or certain means of obtaining benefits which are not sanctioned regardless of whether anyone else is harmed or not. A closely related issue concerns whether the potential harm from an immoral action is directed at a particular individual or small group, or whether it is widely distributed among an anonymous mass. I would conjecture that we tend to label behaviour as immoral much more readily if the harm is directed at particular persons. Thus, to cheat a customer in a face-to-face relationship is considered more immoral than to cheat an anonymous mass of customers by misleading a package .... Stealing office supplies, tools, and materials from the company is not as immoral as stealing a single tool from a fellow worker which may make his job more difficult to perform”.*<sup>65</sup>

From the above picture painted by Schein, E.H., it is deductible that employees easily give up morality as psychological distance and anonymity builds up between the person hurting and the person hurt. “Apparently, we do find it easier to be cruel if we don’t have to witness the effect of our cruelty. If this phenomenon is general, one might suppose that the employee is most likely to be moral with his immediate subordinates, peers, and supervisors and least likely to be moral with distant or anonymous customers, the community and stockholders.

66

It is then suggestive that one of the strategic ways of reducing immoral behaviours by employees in organizations is to create situations where the employees maintain close contact between them and those clients toward whom one wants the employee to be particularly morally responsible. In such circumstances, one might imagine that the employee will choose behaviours,

which will be least hurtful, harmful and derogatory to those clients who are physically and psychologically closest to him. Employees will therefore need to be duly orientated on their morale responsibilities towards the various clientele of his or her personality, position, functions, and organizational citizenship. This exposure would profoundly shape the employee's behaviour – inspire responsibility, instill duty of care, create sense of and basis for the measurement of guilt, and establish a meaningfully decent code within which the employee can operate and behave. It does seem that this hypothesis could provide some explanation for the observable fraud of attitudes of employees in the public service in Nigeria. The attitudes are anything but fair and morally decent. The common parlance of “what belongs to government belongs to nobody” is one indicator of porous morale foundation. The general wastages, lack of care and maintenance culture, apathy, procrastination and insensitivity to performance and target attainment appear to prevail because the hurt party (the public) is rather far, detached and anonymous. The same scenarios tend to prevail in large public enterprises and utilities.

#### **2.2.6.1. DISCIPLINE**

The need for harmonious relations between and among the units that make up the organization rationalizes the promotion and maintenance of discipline. Without discipline, no organization can operate orderly, procedurally and systematically. Arguably, the maintenance of discipline in organizations helps to check the behaviour, attitudes and performance of employees and also ensures the most

economical or optimum utilization of material and human resources. Basically, the existence and maintenance of effective organizational discipline increase business efficiency, connotes sound human and industrial relations as well as show good organizational health.

What really is discipline in both personal and organizational senses? From the individual or personal perspective, discipline is self-control or ordered behaviour exhibited to conform with acceptable rules and regulations. Personal discipline also involves observance and conduction of affairs in line with acceptable morale codes and ethics. In other words, a disciplined person could be said to be respectful of established rules and regulations, morally and ethically conscious and behaves within the framework and awareness of what is right, just, fair and equitable as opposed to inequity, moral deficiency and decadence.

At the organization level, discipline refers to a condition or attitude prevailing among the employees with respect to rules and regulations of an organization. Discipline in the broadest sense means orderliness, it is the opposite of confusion. It does mean a strict and technical observance of rigid rules and regulations. It simply means working, cooperating and behaving in a normal and orderly way, as any responsible person would expect an employee to do.<sup>67</sup>

Further more, Calhoun (1964) argues that discipline is “a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization”.<sup>68</sup>

However, organizational discipline is said to be good when employees willingly follow company's rules and regulations, but discipline would be bad when employees follow rules unwillingly or actually disobey regulations. Thus, discipline must be the orderly and willing conduct of affairs by members of an organization, who abide by the necessary rules and regulations because they desire and are anxious to cooperate in harmony for the purpose of advancing the objectives of the group or organization. Consequently, the wishes of the employees' must be brought into reasonable unison with and synchronization of the group's goals and objectives.

Discipline in organizations can be positive or negative. Discipline is positive when the organizational members believe in and support discipline; adhere to the rules, regulations and desired standard of behaviour. In this connection, discipline acts as a positive support and reinforcement for approved action. Its aim is to check the individual employee, guide and mould him or her to develop and maintain behavioural traits and supportive attitudinal configurations.

Positive discipline will prevail in an organization if workers agree and believe that the organizational climate is permissively marked by characteristics such as payment of adequate remuneration and incentives, appropriate avenues for career advancement, appreciation of proper performances and reinforcement of acceptable behaviour or actions. These attributes, undoubtedly, inspire employees to adhere to established rules and regulations, or exercise self-control and work to the maximum possible extent.

On the other hand, negative discipline implies that employees often do not believe in the disciplinary code of conduct and behaviour enshrined in the organizational set up. Concomitantly, they do not support nor adhere to the rules, regulations and desired standard of behaviour. In this connection, the disciplinary policies or strategies would aim at forcing the employees to obey imposed orders so as to function within set rules and regulations. The disciplinary tools here would include warnings, queries, and other various forms of penalties. This is an autocratic approach which connotes that employees are forced to observe rules and regulations on account of fear of punishment or reprimand which could be in the form of fines, demotion, denial of promotion, forced transfer, etc. However, in situations like these, the organization would only be able to extract the minimum from the employees, thus organizational or corporate productivity will suffer with the attendant lack of goal attainment. In fact the workers would be demotivated – because “where the end is not accepted as necessary or desirable, where there is no common aim between the discipliners and the disciplined, discipline becomes a mere frustration of human purpose, stunts development of human personality, embitters human relations, for it is then a denial of freedom to the individuals”.<sup>69</sup> This assertion underscores the importance of institutionalizing discipline from a participatory point of view such that the members of the organization are made to be part and fully aware of the disciplinary issues, procedures and processes. Normally, if the employment relationship is good in other respects, most employees can be counted on to

exercise a considerable degree of self-discipline. They may be expected to respond to positive leadership. They need not be warned or penalized. Also, wherever effective teamwork exists, group discipline can supplement self-discipline in working toward organization-wide goals”.<sup>70</sup> Analogously, Rao (1990) argues that “if the authority is exercised arbitrarily, or if rules of conduct are unreasonable or if employees do not have sense of adhering to the rules and regulations, discipline is threatened and if it is prolonged, it affects the organizational health. Any programme of discipline will be effective and successful only when it is used to supplement and strengthen self-discipline”.<sup>71</sup>

### **2.3.1 ORGANIZATIONAL PERFORMANCE**

Organizational performance derives from the level of observable, quantifiable and non-quantifiable variables necessary for the organization’s survival in the dynamic socio-economic environment. At the quantifiable levels are variables such as volumes of production, capacity utilization, growth rates, market share, niche market positions, return on assets, net worth, sales, dividend payouts, share price, and profitability. Furthermore, a performing organization would be characterized by the ability: “(a) to make a substantial enough investment in new or improved technology to reap the profit from scale and scope economies, (b) to make a substantial investment in distributing and marketing the specific products, and (c) to form management teams capable of integrating production and distribution”.<sup>72</sup>

On the other hand, non-quantifiable performance variables according to

Prokopenko and North include:<sup>73</sup>

1. The ability of a company to identify the future needs of the market and to develop matching technology through integrated approaches.
2. The ability of a company to develop and provide new, better-quality products and services in less time than their competitors for lower cost.
3. The vision of decision-makers to take risks.
4. The ability to create the optimal human interface between hardware and software technologies with the highest regard being paid to human dignity and worker's potential.
5. The ability to improve the quality of the working environment, including harmonious and cooperative labour-management relations, so that managers and workers are motivated to maximize their intellectual input and physical output.

Accordingly, "These factors contribute toward ensuring the performance of excellent companies .... Many companies with excellent performance records and innovative management styles become complacent and follow pre-established procedures based upon their past successes. Changes in customer's preferences, competitive profiles in the market and new value systems ... require constant adjustments and improvements in management's strategy relative to investments, human resource development, labour-management relations and market development .... Organizational excellence ... stem from the ability of management to make adjustments in these areas. In doing so, they must earn the



trust of their employees and the confidence of their customers in their products and services.”<sup>74</sup> This synopsis reveals the key psychological and strategic variables necessary for organizational performance. One of such variables is the human factor – employees factor. Organizations “must earn the trust of their employees”. Employees must therefore perform adequately to contribute to the overall performance of the organization.

What then constitutes employee performance? This question can be answered by the equation

$$p = f(a, e, o)$$

Where p = performance

a = ability

e = effort

o = opportunity

The equation expresses the key variables on which performance depends. The combined effects of these variables determine the outcomes of individual endeavours. Notably, the influences of the variables must be taken together to produce performance because the absence of any one of them renders the equation:  $p = f(a, e, o)$  negative. That is no ability or no effort or no opportunity can negate the other two factors. Thus, the relationship among these variables is multiplicative.

Let us review each of the variables of the performance equation and examine how their contents sum up to influence performance.

Ability is the mental or physical capacity, power or skill required to do something. Ability is really a function of human knowledge, skill and technological capabilities, thus Ability can in itself be expressed as:

$$A = f(k, s, t)$$

Where a = ability

k = knowledge

s = skills

t = technological capabilities

The functional relationship in the ability equation is also multiplicative, a phenomenon that emphasizes the importance of each variable to maintain the positivity of the equation, for any variable whose value is negative reduces the equation (performance result) to negative, while any variable that takes on a zero value reduces the performance result to zero.

Efforts on the other hand is the extent to which one applies mental or physical capacity to do something. Effort is the application of the ability in the execution of an activity.<sup>75</sup>

Ability and efforts produce effects where opportunities exist. Thus “nothing happens unless managers provide an opportunity for individual ability and effort to be used in meaningful ways.”<sup>76</sup>

The interdependence and relationship of the performance variables reveal the strategic role of the human factor in the performance paradigm. Individual employees exert efforts to propagate their abilities and capabilities in defined, available and accessible opportunities. They utilize technology to sharpen their abilities and capabilities and prop up their efforts in the positive direction. These employees also demonstrate entrepreneurial initiatives in their various callings in order to identify and exploit business opportunities to facilitate the achievement of corporate goals and objectives. The combination of the performance variables to produce results such as outputs, share of a market, profitability, return on investments, or such other quantitative targets are fairly easily measurable. But performance, both of the individual employee and the organization, goes beyond these quantitative indices and encompasses other categories such as customer satisfaction, employee satisfaction, managerial skills, corporate ethics/morale, long-run survival, social responsiveness, corporate image and the like. These issues do not lend themselves to easy quantitative assessment in the process of determining performance. Then, how would an employee’s performance be measured or assessed to incorporate both the quantitative and qualitative parameters? Steers, R. (1976) suggests an answer by recommending the use of multiple goals in evaluating performance. The multiple goals approach has refined and represented the performance equation as:

$$P = \text{effectiveness} + \text{efficiency} + \text{motivation}.$$

While effectiveness is concerned with the achievement of specific targets, goals and objectives, efficiency has to do with the economy (or prudence) with which the goals, objectives and targets are achieved. In fact, efficiency refers to the ratio of outputs to inputs, or benefit to costs. From this point of view, it is possible to be effective but inefficient, that is, imprudent or uneconomic use and combination of resources. On the other hand, it is possible to be efficient but ineffective. This implies doing things right at the expense of doing the right things. Noteworthy is the fact that a proper mix of doing things right (efficiency) and doing the right things (effectiveness) is a function of motivation,<sup>77</sup> which forms the third factor variable in the multiple goal approach to the concept of performance. Thus, individual employees must be motivated to combine their abilities and efforts optimally for the achievement of efficiency and effectiveness in the performance process. Effectiveness and efficiency can also be achieved through the improvement in the capabilities, skills and knowledge base of the employees, hence the development of individual capacities and capabilities is central to positive performance of the organization as a whole. However, the job satisfaction – performance relationship has been subject of some detailed earlier studies<sup>78</sup>, but we shall nevertheless maintain in this work that in general, the more satisfied an employee is, the higher would be his or her productivity in work situations in Nigeria.

### **2.3.2 PRODUCTIVITY**

Productivity, simply defined, is the transformation of inputs to outputs at the lowest cost. Accordingly, productivity also implies effectiveness (doing the right things + meeting targets) and efficiency (doing things right). Thus productivity is said to be effective when it successfully meets the targets set. It is efficient when it can meet the set targets at a low cost. According to Robbins S.P. (1998), a business firm is effective when it attains its sales or market share goals, but its productivity also depends on achieving those goals efficiently. Measures of such efficiency may include return on investment, profit per dollar of sales and output per hour of labour.”<sup>79</sup> Looking at productivity from the perspective of the individual employee, Robbins further demonstrates, in concrete example, the difference between efficiency and effectiveness. According to him, “take the cases of Mike and Al who are both long-distance truckers. If Mike is supposed to hurl his fully loaded rig from New York to its destination in Los Angeles in 75 hours or less, he is effective if he makes the 3000-mile trip within that time period. But measures of productivity must take into account the costs incurred in reaching the goal. That’s where efficiency comes in. Let’s assume that Mike made New York to Los Angeles run in 68 hours and averaged 7 miles per gallon, Al, on the other hand, made the trip in 68 hours also but averaged 9 miles per gallon. Both Mike and Al were effective - ... - but Al was more efficient than Mike because his rig consumed less gas and therefore he achieved his goal at a lower cost.”<sup>80</sup>

As productivity is a measure of the efficiency and effectiveness of the organizational transformation process of converting inputs into outputs, improved productivity is a function of three fundamental variables viz: technological capabilities, human resource skills/knowledge, and human efforts. The craze for technology-driven productivity has been witnessed globally. This trend seems to have dwarfed the concept of productivity through people. However, the components of the performance and productivity equations clearly demonstrate the point that technology should normally play the catalytic role of supporting human resources to undertake and improve productivity, rather than replace humanity in the spheres of productivity. Definitely, productivity improvements and even improvements in technology capabilities must come through people.

### **2.3.3 FACTORS AFFECTING PERFORMANCE AND PRODUCTIVITY:**

In various references in the preceding sections, allusions have been made to causative, influencing, or variability stimulating factors in performance and productivity. Before examining the factors responsible for variations in performance and productivity, let us briefly distinguish between the two almost interchangeably used concepts. While performance generally refers to both the quantitative and qualitative parametric indices defining an organization in the eyes of the general stakeholders, productivity emphasizes more of the quantitative parameters and aligning inputs with outputs to measure effectiveness and efficiency in the input-output ratio sense. Thus, the factors that would cause

variations in performance would undoubtedly cause variations in productivity since productivity can be said to be a sub-set of performance. This proposition tends to be relevant in both individual employee and overall organizational circumstances. Consequently, the factors affecting productivity and can be highlighted as follows:-

- (a) **Quality of Work Life:** This refers to the permissiveness or impermissiveness, favourableness or unfavourableness of a job environment for people. It is any activity which is geared towards organizational effectiveness through the enhancement of the workers dignity, satisfaction and orientation necessary for togetherness in order to achieve the dual and simultaneous goals of improved quality of work life for all members of the organization and greater effectiveness for the organization and employees. A permissive quality of work life influences individual and organizational performance and productivity.
- (b) **Job Satisfaction:** “A satisfied worker is a productive worker”, though arguable and subject to empirical test, connotes a positive correlation between worker’s satisfaction and the level of productivity.
- (c) **Technology:** Technology sharpens and eases production processes and thus enhances productivity and performance in individuals and organizations.
- (d) **Ability:** This is “an individual’s capacity to perform the various tasks in a job”. This is essentially in two dimensions (i) intellectual or mental and (ii) physical abilities.
- (e) **Motivation:** Well motivated individuals are said to perform better than unmotivated individuals.
- (f) **Good Industrial Relations:** This entails harmonious coexistence between the workers and employers in organizations. Such harmony creates conducive atmosphere for good performance and productivity.

(g) Effective Followership and Leadership.

(h) Overall, the factors affecting performance and productivity had earlier been expressed in a functional or relational equation as follows:-

$p = f(a, e, o)$ , where a is ability, e is efforts applied, and o is opportunity available, or  $p = \text{effectiveness} + \text{efficiency} + \text{motivation}$ .

These two equations have succinctly galvanized the factors which cause variations in performance and productivity scenarios both from the individual workers” and organization’s perspectives.

What role does leadership play in these performance and productivity equations? Or is leadership important to an organization’s success as measured by its performance and productivity indices? The answer to these questions lies in the imperative for coordination, vision and control. It is common knowledge that organizations exist to achieve some multi-faceted objectives – some seemingly impossible or extremely difficult to achieve if done by individuals acting alone without a “pilot” of some sort. In the organization, rules, policies, job descriptions, and authority frameworks are institutionalized but these processes have to be put together, directed, controlled and galvanized under some visionary cobwebs. No amount of rules, processes and regulations can replace the experienced leader who can make a rapid and decisive decisions.



The leader's ability, behaviour and style are the basic ingredients that determine effectiveness, which in turn snowballs into the observable performance and productivity of individual employees and the organization as a whole. In choosing his style the leader however should be guided by variables or forces emanating from:

- (i) The leader himself
- (ii) Forces in his subordinates
- (iii) Forces in the general situation and
- (iv) Forces in the organizational system.

## **2.4 SYNTHESIS:**

We can synthesis our literature review as follows:

- (a) Individual differences are intrinsic and should be so recognized in the diagnosis of human behaviour both from the individuals and group's stand points.
- (b) Work, is a form of activity for concretizing existence, and workers would pleasantly or grudgingly undertake to work depending on their considerations of the work circumstances, motivations and aspirations.
- (c) In groups, individuals, while pursuing and attempting to achieve their individual goals, these goals are harmonized, synchronized and subordinated to the overall organizational goals to facilitate joint achievements of same for multiplicative results.
- (d) Employees are inspired by different variables at different times and circumstances to utilize different levels of efforts at work situations.

- (e) Employees necessarily undertake work because they have basic secondary and tertiary needs to satisfy, and man is a wanting animal, implying that when one gets what he had wanted, he soon feels the urge to need something else, preferably at a higher level.
- (f) People's values influence attitudes to and perceptions of work situations and motivational cornerstones.
- (h) Employee's productivity and performance are twins of a word that are extensively influenced by workers attitudes, values, motivations, management strategies/policies and environmental dictates.
- (i) The review suggests that significant individual and organizational performance would result from the strategy of participative management. Thus teamwork and team spiritedness posses strategic and meaningful advantages in work situations.
- (j) Looking at individuals in work situations require a consideration of the communication process. In fact effective communication between human beings requires a near perfect match of meanings and understandings failing which the harmonized and smoothening out process required in organizational work lives may be jeopardized.
- (k) The work environment is a crucial determinant of performance in work situations.
- (l) Strategic labour-managements is a promising tool for a conducive industrial harmony, high performance and productivity.
- (m) Organizational leadership style directly affects workers' culture, values, attitudes, performance and goals attainment.

#### **2.4.1 RESEARCH QUESTIONS:**

Given the issues highlighted from the literature review, the following Research Questions are to be answered:

1. What are the key discernable character traits of Nigerian workers and why do they behave the way they do in work situations?
2. How do employees regard work in Nigerian organizations? Are they satisfied?
3. How do managements in Nigerian organizations inspire their employees to do their best in work situations?

#### **2.4.2 HYPOTHESES**

Based on the theoretical framework examined herein and in consideration of our study objectives as well as the research questions, we propose the following hypotheses to facilitate testing and drawing conclusions regarding the research findings:

1. **Ho:** Nigerian employees do not significantly exhibit self-centred behavioural characteristics in organizational work situations.  
**H1:** Nigerian employees significantly exhibit self-centred behavioural characteristics in organizational work situations.
2. **Ho:** Employees in Nigerian organizations are not satisfied with their jobs, hence low and unsatisfactory performance in

job situations.

**Hi:** Employees in Nigerian organizations are satisfied with their jobs and performance levels are satisfactory.

3. **Ho:** The techniques used by managements in Nigerian organizations to motivate their employees are not significant enough to inspire maximum performance.

**Hi:** The techniques used by managements in Nigerian organizations to motivate their employees are significant enough to inspire maximum performance.

## REFERENCES

1. Lilienthal D.E. (1967, p. 18) Management: A Humanist Art, Columbia University Press, New York.
2. Kast, F.E. and Rosenzweig, J.E. (1985,p.5) Organization & Management: A Systems and Contingency Approach, 4<sup>th</sup> Edition, McGraw Hill Book Company, New York.
3. Ibid, pp. 5-6

4. Ginzberg, E. (1962) Man and His Work, in Beach, D.S. (Ed) (1980, p. 3) *Managing People At Work: Readings in Personnel*, Macmillan Publishing Co., Inc., New York.
5. Pigors, P. and Myers, C.A. (1981,p. 36) *Personnel Administration: A Point of View and a Method*, 9<sup>th</sup> Edition, McGraw-Hill International Book Co.
6. Likert, R. (1967,p.1) *The Human Organization: Its Management and Value*, McGraw-Hill Book Company, New York.
7. McGregor, D. (1960, pp. 33-34) *The Human Side of Enterprise*, McGraw-Hill Book Company, New York.
8. Pigors, P. and Myers, C.A. Op. cit. 38
9. Id.
10. Ibid p. 39
11. Drucker, P. (1974, p. 235) *Management: Tasks, Responsibilities, practices*, Harper & Row Publishers In., New York.
12. Encyclopedia Britannica (2002) Vol. 29, p. 916
13. Ibid, P. 917

14. Crowther, J. (1995, p. 133) Oxford Advanced Learner's Dictionary of Current English, 5<sup>th</sup> Edition, Oxford University Press, Oxford
15. Anyakoha, M.W. (2000, p. 27) New School Physics, African Fep. Publishers Ltd., Onitsha, Nigeria.
16. Id.
17. Grinzberg, E. Op. cit p. 4
18. Ibid, p. 8
19. Shaw, M.E. "The Behavioural Sciences: A New Image in Altman, S & Hodgetts R.M. (1979, pp. 37-38) Readings in Organizational Behaviour, W.B. Saunders Company, Philadelphia.
20. Zeleny, M. "Work and Leisure", in Warner, M. (1996) (ed), International Encyclopadia UF Business & Management, Vol 5, Routledge, New York, p. 5082.
21. Ibid, pp.. 5082 - 5083
22. Hammer, M and Champy, J. (1994, p. 17) Reengineering the Corporation, Harper Collins, New York.
23. Schwatz, B. (1989, p. 9) Psychology of Learning & Behaviours, 3<sup>rd</sup> Ed., W.W. Norton & Co., New York.
24. Gould, S.J. (1981, p. 325) The Mismeasure of Man, W.W. Norton &

Co., New York.

25. Kast, F.E. and Rosenzweig, J.E. Op. cit. pp. 280-281
26. Ibid. p. 10.
27. Argyris, C. (1973, pp. 141-167) “Personality and Organization Theory Revisited” Administrative Science Quarterly, June.
28. Leavitt, H.J. (1978, p. 10) Managerial Psychology, 4<sup>th</sup> Ed., The University of Chicago Press, Chicago.
29. Alderfer, C.P.: “Group and Intergroup Relations” in Hackman, J.R. and Suttle, J.L. (1977, p. 230) (Eds.) Improving Life at Work, Goodyear Publishing Co. Inco. Santa Monica, California.
30. Bennis, W.G. et al. (1976, p. 15) (eds) The Planning of Change, 3<sup>rd</sup> Ed., Holt,  
Rinechart and Winston Inc., New York
31. Schwatz, B. (1989) Op cit, p. 9.
32. Lee, I.J. (1952, pp. ix-x) How to Talk with People, Harper & Row Publishers Inc. New York
33. Robbins, S.P. (1998, p. 310) Organizational Behaviour, 8<sup>th</sup> Ed.  
Prentice-  
Hall International Inc. New Jersey
34. Little, P. (1981) Communication in Business, Longman Group Ltd., United Kingdom.

35. Robbins, S.P. (1998, p.7) Organizational Behaviour: Concepts, Controversies, Application, 8<sup>th</sup> Ed., Prentice-Hall International Inc. New Jersey
36. Ibid, p. 14.
37. Cartwright, D. and Lipitt, R. “Group Dynamics and the Individual” in Altman, S. and Hodgetts, R.M. (1979, p. 149) Readings in Organizational Behaviour, W.B. Saunders Company, Philadelphia.
38. Ibid. pp. 149-150
39. Ibid pp. 150-152
40. Ibid p. 153
41. Id.
42. Meyers, M.S. “Who are your Motivated Workers?” in Altman, S and Hodgetts, R.M. (1979, p. 106) Readings in Organizational Behaviour, W.B. Saunders Co. , Philadelphia.
43. Robbins, S.P. op. cit pp. 172-173
44. Myers, M.S. op.cit p. 106
45. Robbins S.P. op.cit p. 168



46. Id.
47. Herzberg, F., "One More Time: How Do You Motivate Employees? In Beach, D.S. (1980,p.207) *Managing People at Work*, 3<sup>rd</sup> Edition, Macmillan Publishing Co., Inc. New York.
48. Cole, G.A. (1997, p.75) *Personnel Management: Theory and Practice*, 4<sup>th</sup> Edition, EL ST., London.
49. Robbins, S.P. op. cit, pp. 174-189
50. Ibid, pp. 190-191
51. Ibid, p. 284
52. Davis, J.et al (1992,p.9) *Successful Team Building: How to Create Teams that Really Work*, Kogan Page Ltd, London.
53. Pigors, P. and Myers, C.A. op.cit p. 117
54. Dyer, William G. (1977,p.xi) *Team Building: Issues and Alternatives*, Addison-Wesley Publishing Co., Reading, Man.
55. McGregor D. (1960, pp 232-235) *The Human Side of Enterprise*, McGraw-Hill Book Co., New York.
56. Woodcock, M. and Francis, D. (1990) *Organization Development Through Teambuilding*, Grower, London.

57. Woodcock, M. (1989) Team Development Manual, Gaver, London
58. Bartol, K.M. and Martin, D.C. (1994 p. 487) Management, 2<sup>nd</sup> Edition, McGraw-Hill Inc., New York
59. Jacob, P.E. et al (1962 p. 22) “Values and Their Function in Decision-Making” Supplement No. 9 to The American Behavioural Sciences, May.
60. Rokeach, M. (1973 p. 5) The Nature of Human Values, Free Press, New York.
61. Connor, P.E. and Becker, B.W. (1994, p.68) “Personnel Values and Management: What We Know and Why Don’t We Know More? Journal of Management Inquiry, March.
62. Brooke, P.P. ( ) et al (1988, pp.139-145) “Discriminant Validation of Measures of Jobs Satisfaction, Job Involvement, and Organizational Commitment”, Journal of Applied Psychology, May.
63. Covey, S.R. (1989, p. 32) The Seven Habits of Highly Effective People, Simon & Schuster, New York.
64. Abraham, E.T. (2003, p. 18) “Relating Corporate Culture, Ethics and Corporate Performance: Experiences in the Nigerian Setting” PHD Term Paper, St. Clements University.
65. Schein, E.H. “The Problem of Moral Education for the Business Management” in Beach, D.S. (1980,pp 414-415) Managing People At Work: Reading in Personnel, 3<sup>rd</sup> Ed.

66. Ibid, p. 415.
67. Rao, P.S. and Rao, V.S.P. (1990, pp459-460) Personnel/Human Resource Management: Text, Cases and Games, Konark Publishers PVT. Ltd., Delhi.
68. Calhoon, R.D. (1964,p. 206) Managing The Personnel, Harper & Row, New York.
69. Hare, A.E.C. (1958, pp 45-46) First Principles of Industrial Relations.
70. Pigours, P. and Myers, C.A. (1981,p. 322) op.cit
71. Rao, P.S. and Rao, V.S.P. (1990,p.461) op.cit
72. Prokopenko J. and North, K. (1996, p.13) (Ed.) Productivity and Quality Management: A Modular Programme, ILO, Geneva.
73. Ibid, p. 14.
74. Abraham, E.T. (2003) p. 21
75. Id.
76. Kast, F.E. and Rosenzweig, J.E. (1985) op.cit. 18
77. Abraham, E.T. (2003) p. 22
78. See eg. Brayfield, A.H. and Cockett, W.H. (1955,pp. 396-428) "Employee

Attitudes and Employee Performance”,  
Psychological Bulletin, Sept., Herzberg F.  
et al, (1957) Job Attitudes: Review of  
Research and Opinion (Pittsburgh  
Psychological Service. Vroom, V.H.  
1964) Work and Motivation, John  
Willey, New York.

79. Robbins, S.P. (1998) op.cit p. 24.

80. Id.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION:**

This third chapter of this work deals with the procedures, methodologies and modalities adopted in the collection of the data needed for the study. It also includes the determination and identification of the population, sample size, sampling procedures, validity and reliability of data collected during the study. Also covered in this Chapter are the sources of data used and methods of analyzing the data collected for the purpose of the study.

#### **3.1 RESEARCH DESIGN:**

A research design is the basic plan, which guides the data collection and analysis phases of the research project. It is the framework, which specifies the type of information to be collected, the sources of the data and the data collection procedures.

For the purpose of this study, the exploratory and causal research designs are employed. The exploratory research is adopted to obtain preliminary information on the subject matter of the study from the respondents, which consists of managers and other employees of enterprises in the Ikeja Industrial Estate, Oba Akran Avenue, Ikeja, Lagos, Nigeria. The causal research design on the other hand was adopted by the researcher to identify the causal relationship between certain variables in the hypotheses formulated for the study.

### **3.2 POPULATION:**

The population refers to the group of people or study subjects, who are similar in one or more ways and which forms the subject of the study in a particular survey. In this study, the population is the employees of all enterprises in the Ikeja Industrial Estate, Ikeja, Lagos. Considering the inclusion of enterprises such as Guinness Plc, Dunlop Plc, May & Baker, Neimeth Pharmaceuticals, Longman Plc, IPWA, Berger Paints Plc, Nigerite Limited, etc., the population under study is fairly large and could be estimated to be in thousands.

### **3.3 SAMPLE AND SAMPLING PROCEDURE:**

In view of the large population of employees in the Industrial Estate, this work has selected a sample size that will adequately represent the population of employees in the Industrial Estate. The study therefore is based on a sample size of 100 senior management personnel and 250 general employees from rank and file to managers. These employees are randomly selected from the various organizations in the Industrial Estate. Specifically, the Estate is taken as the niche research area. The method of sampling used in this study is the simple random sampling technique in which each item is selected entirely on the basis of chance. Every element in the population has an equal chance of being included in the sample and all possible samples of a given size are equally likely to be selected. This approach has provided equal opportunity for any worker in the Estate to be a respondent irrespective of the organization in which he/she works.

### **3.4 DATA COLLECTION TECHNIQUES:**

This involves the modus operandi adopted by the researcher in the data gathering phase of the work. It involves the administration of questionnaires to a target audience through either interviews or allowing the respondents to fill out the questionnaires accordingly.

#### **3.4.1 QUESTIONNAIRE DESIGN AND ADMINISTRATION:**

The structured interview approach used for the work involves the designing and administration of structured questions through questionnaires to respondents.

The questionnaire consists of questions asked to seek respondents' opinion on the

various areas of the subject of the study. Most of the questions are structured with options for choices or ratings to ease responses, collation and analysis.

#### **3.4.2 PERSONAL INTERVIEW:**

Apart from the questionnaire method adopted in this study, some of the findings were also gathered through oral interviews with some managers and general employees randomly selected from the various enterprises operating in the Ikeja Industrial Estate.

The researcher's purpose of adopting this method of data collected was based on its feasibility and greater opportunity for willing responses as well as to test reactions or responses on a face-to-face basis.

#### **3.4.3 SOURCES OF DATA:**

The Data used in this work are entirely primary and were gathered from primary sources through the administration of questionnaires to employees in the Industrial Estate.

#### **3.5 METHOD OF DATA ANALYSIS:**

The data collected for the purpose of this study have been presented using tables, analyzed with the use of percentages, bar charts and pie charts with the aim of trying to convey meanings to the data.

The Chi-Square Statistical Model has been used to test the operational hypotheses at appropriate levels of significance.

### **3.6 RESEARCH INSTRUMENT:**

The study used questionnaire as the basic research instrument, which is a collection of questions, put together to measure or test the hypothesis formulated. Part 1 of the questionnaire was targeted as the senior managers of the enterprises as respondents, while Part 11 targeted the general employees as respondents. In many cases, the Likert Scale of Measurement approach has been used to examine the data collected through the questionnaires.

### **3.7 VALIDATION OF RESEARCH INSTRUMENT:**

This test is concerned with the extent to which the data measure what they are supposed to measure or what they are believed to be capable of measuring. Also, the test of data validity could be seen as a predictor.

This work adopts the use of the content validity to test whether the data collected via the questionnaires from the respondents are relevant to the objectives of the study.

### **3.8 TEST OF RESEARCH INSTRUMENT:**



This is the extent to which the researcher can depend confidently on the information gathered through the various methods adopted to obtain data for the study. Reliability can be defined as the degree to which a scale (measurement scale) yields consistently when the attitude is measured a number of times.

To test the reliability of the information given by the respondents on the questionnaire the researcher employed the “test-retest reliability model”. This is a model by which the same questionnaires are re-administered on the same respondents who have been identified during the first exercise.

Twenty respondents are used for the pre-test and post-test administration of Part 11 of the questionnaires. The respondents were specifically requested to respond to questions (i) and the twenty respondents were asked to “rate their organizations as a place of work compared with other organizations they know or have heard about” The pre-test ratings (x) based on the rating scale of:

<u>Variable</u>	<u>Scale</u>
One of the best-	5
Above average	4
Average	3
Indifferent	2
Bad	1

*were as follows:*

	<b>Frequency</b>	<b>Weighed Frequency (x)</b>
One of the best (5)	3	15
Above average (4)	5	20

Average (3)	7	21
Indifferent (2)	2	4
Bad (1)	3	3
	<u>20</u>	<u>63</u>
	<u><u>20</u></u>	<u><u>63</u></u>

The post test questionnaire administration (y) produced the following responses:

	<b>Frequency</b>	<b>Weighed Frequency (y)</b>
One of the best (5)	3	15
Above average (4)	5	20
Average (3)	6	18
Indifferent (2)	3	6
Bad (1)	3	3
	<u>20</u>	<u>62</u>
	<u><u>20</u></u>	<u><u>62</u></u>

To test data and instrument reliability, the correlation coefficient between the two groups of response are computed using the product moment correlation model.

The product moment correlation coefficient(r) is denoted by:

$$r = \frac{n\sum xy - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where r = correlation coefficient,

n = number of respondents

x = pre-test responses

y = retest (post test) responses

To solve for r, a table of value as 3.1 below is used:

**Table 3.1**

x	y	xy	x <sup>2</sup>	y <sup>2</sup>
15	15	225	225	225
20	20	400	400	400
21	18	378	441	324
4	6	24	16	36
3	3	9	9	9
63	62	1,036	1,091	994

Substituting the values from Table 3.1 in the r equation:

$$r = \frac{20(1036) - (63)(62)}{\sqrt{[20(1091) - (63)^2][20(994) - (62)^2]}}$$

$$r = \frac{20720 - 3906}{\sqrt{(21,820 - 2969)(19880 - 3844)}}$$

$$r = \frac{16814}{.6919.18}$$

$$r = \underline{\underline{0.99}}$$

The computed correlation coefficient r of 0.99 is very high showing a high degree of relationship between the pretest responses (x) and the retest responses (y). This

indicates that the data so gathered via the questionnaire instrument can be relied upon for the purpose of drawing conclusions arising from this work.

## CHAPTER FOUR

### DATA PRESENTATION

#### 4.0 INTRODUCTION:

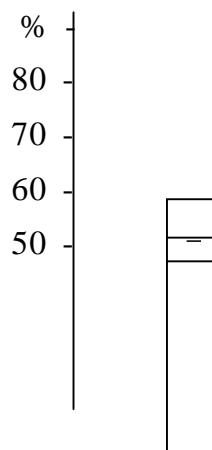
In this Chapter, data collected through the questionnaires administered are collated and presented to aid analysis and discussions. This is with a view to providing answers to the Research Questions and hence test the applicable Hypotheses to facilitate policy recommendations.

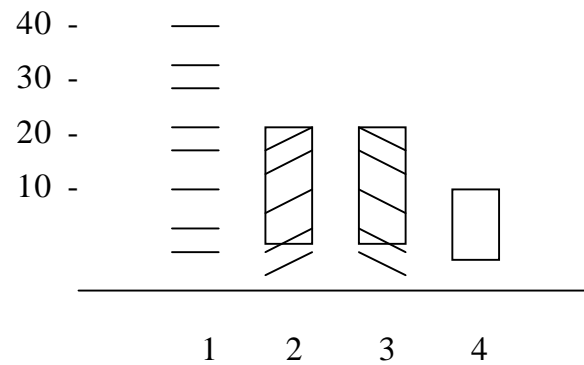
#### 4.1 THE BIODATA:

##### 4.1.1 Sex Distribution of the Respondents:

	General Employees	Senior Management Staff	Total
Males	162	66	228
Females	46	21	67
	208	87	295

Table 4.1





**Figure 4.1: Bar Chart showing the Sex Distribution of Respondents (%)**

- 1 = Male Employee Respondents : (61%)
- 2 = Male Senior Employee Respondents : (16%)
- 3 = Female Employee Respondents : (16%)
- 4 = Female Senior Employee Respondents : (7%)

From the above data, it is evident that the response rates were as follows:

	Sample Size	Questionnaires Administered	Responses	%
General Employees	250	250	208	83
Senior Management	100	100	87	87

**Table 4.2: Survey Response Rates**

These response rates are considered adequate and representative of the population under study. This is further justified by the fact that the Sampling Technique was random both in terms of organizations and individuals.

#### **4.1.2: Age Distribution of Respondents**

	General Employees	Senior Management	Total	%
< 25	36	0	36	12
26 – 35	103	3	106	36
36 – 45	48	23	67	23
46 – 55	17	59	66	22
56 – 65	4	2	20	7
>65	0	0	0	0
	208	87	295	100

**Table 4.3**

#### **4.1.3: Departmental Distribution of Respondents**

**Table 4.4**

	General Employees	Senior Management	Total	%
Personnel/Administration	17	16	33	11
Finance/Accounts	28	8	36	12
Production/Engineering	49	19	68	23
Marketing/Sales	68	26	94	32
Store/Purchasing	11	3	14	5
Quality Control	16	3	19	6
Corporate Planning	19	12	31	11

	208	87	295	100
--	-----	----	-----	-----

#### 4.1.4: Period of Employment of Respondents in the Organization

**Table 4.5**

Period of Employment	General Employees	Senior Management	Total	%
< 5 years	39	3	42	14
5 – 10 years	66	14	80	27
11 – 15 “	60	33	93	32
16 – 20 “	32	25	60	20
> 20 “	11	9	20	7
	208	87	295	100

#### 4.1.5: Educational Background of Respondents:

**Table 4.6**

	General Employees	Senior Management	Total	%
F.S.L.C.	22	0	22	7
O’Level/OND	77	0	77	26
HND/B.Sc/BA/ACA	71	55	126	43
PGD/MBA/M.Sc/M.Ed	38	32	70	24
PHD	0	0	0	0
	208	87	295	100

#### 4.1.6: Status of the Respondents

**Table 4.7**



	No.	%
Managers and above	89	30
Deputy Managers	17	6
Accountants	20	7
Supervisors	27	9
Engineers	48	16
Technical/Production Staff	53	18
Clerical Staff	18	6
Casuals	23	9
	295	100

**4.1.7: Experience and involvement in Personnel Policy Formulation and/or Trade Unionism**

**Table 4.8**

	No.	%
Active	110	37
Supportive	138	47
Not involved/Indifferent	47	16
	295	100

**4.2: Manager's/Supervisor's Rating of the extent to which certain factors can motivate Employees.**

**Table 4.9**

Factors	High	Moderate	Low	Indifferent	Total
1. Job Security	61	23	3	0	87
2. Status/Title/Power	58	18	8	3	87
3. Less Working Hours	37	14	22	14	87
4. Increases in Fringe Benefits and Salaries	59	28	0	0	87
5. Promotion Based on Merit	71	16	0	0	87
6. Promotion Based on Seniority	29	19	37	2	87
7. Job Responsibility	28	21	35	3	87
8. Recognition/Affection/Appreciation by Management	43	28	10	6	87
9. Work Content	41	27	11	8	87
10. Opportunity for Personal Initiative, Creativity and Growth	48	24	9	6	87
11. Good Corporate Policies/Culture/Team Work	63	21	0	3	87
12. Training/Development	42	33	8	4	87

13. Prestigious/Elegant Work Environment	26	52	3	6	87
14. Force and Discipline	69	17	0	1	87
15. Achievement	70	16	0	1	87
	745	357	146	57	1305
	57%	27%	11%	5%	100%

**4.3: Behavioural Traits Expressed By Employees in Nigerian Organizations As Assessed By Supervisors:**

**Table 4.10**

Behavioural Traits	Very Often	Often	Sometimes	Never	Total
1. Corporative and compassionate	18	13	54	2	87
2. Passion for excellence in all Organizational Assignments	19	19	49	0	87
3. Satisfaction at Work	3	8	9	67	87
4. Willing Obedience to Rules and Regulations	11	16	37	23	87
5. Aligning Individual Goals with Organizational Goals	4	10	22	51	87
6. Subordination of Personal Interest to Organizational Interest	6	14	19	48	87
7. Work under pressure without complaint	9	23	44	11	87
8. Take on Extra Tasks voluntarily	16	21	31	19	87

9. Preference to Leisure and very friendly or emotional treatment	48	29	7	3	87
10. Creative Attitude to Work	18	43	18	8	87
11. Seek and Assume High Degree of Personal Responsibility at Work	14	25	37	11	87
12. Accept Performance Appraisal as Appropriate/Fair	2	6	24	55	87
13. Seek more of Personal Interest/Goals	49	33	5	0	87
14. Performance Reflects Skills, Attitude and Knowledge	53	31	3	0	87
15. Appreciate Respect, Self Esteem	49	32	6	0	87
16. Continuous Demand for Pay Increases.	68	17	2	0	87
	387	340	367	298	1392
	28%	25%	26%	21%	100%

**4.4: Frequency of Usage of Motivational Techniques by Nigerian Organizations as assessed by Supervisors:**

**Table 4.11**

Behavioural Traits	Very Often	Often	Sometimes	Never	Total
1. Pay Increases/Fringe Benefits	53	26	8	0	87
2. Force and Strict Discipline Enforced by					

Supervisors	58	23	6	0	87
3. Performance-Related Pay Increases/ Promotions	14	21	49	3	87
4. Training and Development	39	26	22	0	87
5. General/Regular Promotion	27	38	22	0	87
6. Work Enrichment	23	26	35	3	87
7. Special/Leisure/Recreational Programmes	7	13	29	38	87
8. Good Work Environments	18	17	49	3	87
9. Change in Titles/Status	49	21	17	0	87
10. Motivational Talks	13	17	35	22	87
11. Knowing Employee's Needs and Satisfying them collectively	16	26	38	7	87
12. Organization-wide Corporate Culture	21	20	38	8	87
13. Providing Challenging Opportunities to Exercise Initiatives, Creativity, etc.	16	19	49	3	87
14. Care, Respect and Appreciation (Non-Monetary) by the Organization	22	17	45	3	87
15. Job Security/Welfare Programmes, e.g. Pension Schemes	17	20	44	6	87
16. Target Setting	21	55	8	3	87
17. Discriminatory Incentive Schemes	0	0	41	46	87
18. Personal Freedom, Self-Determination, But Common Responsibilities	21	17	39	10	87
19. Collective Decision-Making	35	29	20	3	87
20. Being Partners in the Organization	0	0	34	53	87
	470	431	628	211	1740
	27%	25%	36%	12%	100%

#### 4.5: Employee's Impressions of Their Organizations

**Table 4.12**

	One of the Best	Above Average	Average	Bad	Indifferent	Total
1. Your Place of Work compared with other Organization known to you	31	36	91	41	9	208
2. The Department in which you Work and General Environment	38	35	110	22	3	208
3. Current State of the Organization as compared with when you first started work	39	38	92	33	6	208
4. How Do You Like the Work you do?	28	30	107	39	4	208
5. If you had to start all over again and choose an alternative Work, how would you rate the present work in comparison with the new one chosen?	26	33	109	37	3	208
6. For what reason in terms of rating of your present work, would you use (or not use) your very valuable free time to undertake a task in your present job? Because my Work is .....	24	29	106	43	6	208
7. Job Security and Work content in the Organization	22	47	98	36	5	208
8. Salary Level and promptness in payment	37	28	81	59	3	208
9. Ability and competence of top management	27	41	87	45	8	208
10. Ability and competence of your immediate supervisors	20	33	104	49	2	208
11. Opportunity for your advancement in the Organization	34	39	90	42	3	208
12. Organization's willingness to listen and do something about your problems and						

complaints	24	31	88	59	6	208
13. Fairness and equity – no favouritism	30	38	104	34	2	208
14. General staff inter-relationships	26	30	101	47	4	208
	406	488	1368	586	64	2912
	14%	17%	47%	20%	2%	100%

#### 4.6: Rating of Personal Value Paradigms by Employees in Nigerian Organizations

**Table 4.13**

	Very Important	Important	Somewhat Important	Not Important	Total
1. An enjoyable, satisfying job	169	39	0	0	208
2. a high paying job	181	27	0	0	208
3. A good marriage	52	45	49	62	208
4. Meeting and working with new people	19	33	101	55	208
5. Involvement in community service	38	42	30	98	208
6. Corporate and State protection	162	46	0	0	208
7. Religion	54	89	26	39	208
8. Security of job and business	158	50	0	0	208
9. Intellectual development	161	47	0	0	208
10. A career with challenging opportunities	147	61	0	0	208
11. Good work environment	163	41	4	0	208
12. Nice cars, clothes, home, etc	177	29	2	0	208

13. Spending time with family members	61	83	64	0	208
14. Preventive and lucrative health care	167	39	2	0	208
15. Having several close fiends	26	41	72	69	208
16. Involvement in volunteer work e.g. Red Cross etc.	31	40	67	70	208
17. Meditation, quiet time to think	63	71	46	28	208
18. A healthy balance diet	159	49	0	0	208
19. Special recreation programmes	48	38	103	19	208
20. Educational training, reading, Tv and self-improvement programmes.	151	57	0	0	208
	2187	967	566	440	416-
	53%	23%	14%	10%	100%

*From Table 4.13, the employees' value variables have been grouped as per Table 4.14 below to indicate five special needs paradigms:*

**Table 4.14:**

(i)	<b>Financial/Material/Physical Development Needs:</b> - A high paying job - Nice cars, clothes, home, etc - A healthy balanced diet - Preventive and lucrative health care system	<b>Physiological Needs</b>
-----	---	----------------------------



(ii)	<b>Safety Needs:</b> <ul style="list-style-type: none"> <li>- Corporate and State protection</li> <li>- Security of job and business</li> <li>- Religion</li> <li>- Good work environment</li> </ul>	<b>Safety Needs</b>
(iii)	<b>Family Ties Affection and Affiliation Needs:</b> <ul style="list-style-type: none"> <li>- Special recreation programmes</li> <li>- A good marriage</li> <li>- Spending time with family members</li> <li>- Meditation, quiet time to think</li> </ul>	<b>Social Needs</b>
(iv)	<b>Esteem and Community Life Needs:</b> <ul style="list-style-type: none"> <li>- Meeting and work with new people</li> <li>- Involvement in Community Service</li> <li>- Having several close friends</li> <li>- Involvement in volunteer work</li> </ul>	<b>Esteem Needs</b>
(v)	<b>Professional and Intellectual Needs:</b> <ul style="list-style-type: none"> <li>- An enjoyable, satisfying job</li> <li>- Intellectual development</li> <li>- A career with challenging opportunities</li> <li>- Educational training, reading and self-improvement programmes</li> </ul>	<b>Self-Actualization</b>

Based on the data in Table 4.14, Table 4.15 below shows the data on the relative dominance of each special needs/value paradigms of employees in Nigerian Organizations:

**Table 4.15: Relative Dominance of Personal Value Paradigms of Nigerian Employees.**

Needs/Value Paradigms	Survey Response Data				
	Value Valuables From Tab. 4.13	Very Important	Important	Somewhat Important	Not
Important					
1. Financial/Material/Physical Development Needs (Physical Needs)	2 12 14 18	181 177 167 159	27 29 39 49	- 2 2 -	- - - -
		<u>684</u>	<u>144</u>	<u>4</u>	<u>-</u>
2. Safety/Security Needs:	6 7 8 11	162 54 158 163	46 89 50 41	- 26 - 4	- 39 - -
		<u>537</u>	<u>226</u>	<u>30</u>	<u>39</u>
3. Social Needs	3	52	45	49	62

13	61	83	64	-
17	63	71	46	28
19	48	38	103	19
	<u>224</u>	<u>237</u>	<u>262</u>	<u>109</u>

4. Esteem Needs

4	19	33	101	55
5	28	42	30	98
15	26	41	72	69
16	31	40	67	70
	<u>104</u>	<u>144</u>	<u>270</u>	<u>292</u>

5. Self-Actualization Needs

1	169	39	-	-
9	161	47	-	-
10	147	61	-	-
20	151	57	-	-
	<u>628</u>	<u>204</u>	-	-

---

**4.7 DATA COLLATION AND REVIEW ASSUMPTIONS:**

The Questionnaires through which data were collected were in two parts:

**Part 1** contained questions specifically for the attention of management staff in organizations who participate in the task of managing employees' behaviours in the organization as well as design, implement and monitor strategies meant to inspire people in order to optimize organizational performance.

**Part 11** contained questions addressed to general employees with the aim of obtaining data to examine what motivates a typical Nigerian worker, what influences his or her behaviour, and hence performance in organizational work

situations. The data so collected have been collated and presented in Tables 4.1 to 4.15. The relevant biodata, highlighting the sex, age, departmental distributions, educational backgrounds and status of the respondents are shown in Tables 4.1 to 4.7. Table 4.8 shows the respondent's assessment of their involvements in personnel policy formulation issues and/or support for trade unionism.

Table 4.1 reveals the male dominant nature of the work force in the study area – the Ikeja Industrial Estate. Out of the total of 295 Respondents involved in this study, males constituted about 77%. This trend is understandable considering the industrial or technical and manufacturing nature of the operations of most of the organizations in the Estate. These operations are more male-gender prone than female. Notably, Table 4.3 highlights the age distribution of the Respondents, revealing that the majority (94%) of the Senior Management Respondents are within the age bracket of 35 and 60. Invariably, the perception of age and experience as the basis for elevation to management positions seems to be buttressed by the trend of these data.

Table 4.4 records the deliberate effort to spread the coverage of the Respondents to virtually all facets of the organizations by selecting Respondents in all the functional and operational departments of various organizations in the Estate. The survey also covered employees who have spent reasonable periods of time as employees of their respective organizations. The Senior Management Personnel

who responded to the questionnaires during the survey have been in the employment of their organizations for upwards of five to twenty years. The same trend was noticeable among the general employees who were interviewed. The implication of this trend is that the Respondents have had reasonable organizational experience to express opinions on various aspects of organizational behaviour especially in relation to motivational incentives, policies and procedures. They were also competent to respond to issues that critically affect the behaviour of individuals in organizations, and confidently discuss attitudinal configurations of employees as well as performance – related behaviours. The educational levels shown on Table 4.6 also added confidence to the credibility, experience and competence of the Respondents. The Respondents' educational backgrounds range from F.S.L.C. to Master Degrees, then showing that the Respondents possess a perceptive and conceptual knowledge regarding the issues under study and on which their opinions were being sought through the questionnaires.

As further indicated in Table 4.8, most of the Respondents (84%) agreed that they have been experienced, involved in and supportive of personnel policy and/or trade union issues.

To be able to discretely or discriminatorily examine the behavioural and motivational imperatives of employees in Nigerian Organizations, Respondents were requested to identify their status as to indicate whether they are Managers,

Senior Managers, Deputy Managers, Accounting Officials, Supervisors, Engineers, Technical/Production Staff, etc. Implicitly, our analysis shall examine opinion/data divergences that may arise from the different occupational and functional inclinations.

Table 4.9 displays the opinions of the Organizational Managers/Supervisors. Senior Management who, in one way or the other participate in the organizational process of human resource management were asked to rate the extent to which various factors would inspire employees under their supervision in organizational work situations in Nigeria.

Respondents were asked to indicate whether a particular variable considered as a possible motivating factor would inspire the employee “highly”, “moderately”, “lowly” or whether the employee would appear indifferent if such a factor is applied with the conscious intent of getting the employee to willingly apply his or her efforts towards achieving the highest possible performance and productivity. We shall analyze and carry out a detailed examination of the responses in Chapter 5 so as to know the degree of applicability or potency of each of the factors highlighted as motivational variables in Table 4.9. Table 4.9 has a linkage relationship with Table 4.11 which examines how frequently or otherwise organizations make use of some motivational techniques in their quest to inspire workers to higher performances. The responses as shown in Table 4.11 seem to reveal collaborative relationships in potency of factor and organizational

usage in some instances and contradictory situations in others. Details shall be examined in Chapter 5 to highlight the policy and practice implications of the findings.

On the part of the employees, the impressions they have about their organizations would undoubtedly, influence their outer and inner motivations in the performance of their functions. Table 4.12 summarizes the opinions of employee respondents as to the impressions they have regarding their organizations in various ramifications. The rating is from indifference, bad, average, above average to 'one of the best'. We shall examine the implications of the data in Chapter 5 and attempt an alignment of employees' impressions about their organizations with behaviour and potency of motivational strategies. The data of Table 4.13 shall also be integrated in the analysis to examine the impact of employee's personal value paradigms and how same affect motivation and behaviour in Nigerian Organizations.

To provide the appropriate conceptual and theoretical basis for extensive discussions of the data in Chapter Five, we shall at this point revisit our research questions and the related hypotheses to facilitate a restructuring of our data for test and analysis purposes.

The Research Questions are:

1. What are the key discernable character traits of Nigerian workers and why do they behave the way they do in work situations?
2. How do employees regard work in Nigerian organizations? Are they satisfied?
3. How do management in Nigerian organizations inspire their employees to do their best in work situations?

Derived from the above questions, the following hypotheses shall be tested on the basis of the data generated from the survey collated and highlighted in the preceding Tables:

1. **Ho:** Nigerian employees do not significantly exhibit self –centered behavioural characteristics in organizational work situations.

**Hi:** Nigerian employees significantly exhibit self-centered behavioural characteristics in organizational work situations.

2. **Ho:** Employees in Nigerian Organizations are not satisfied with their jobs, hence low and unsatisfactory performance in job situations.

**Hi:** Employees in Nigerian Organizations are satisfied with their jobs and their performance levels are satisfactory.



3. **Ho:** The techniques used by management in Nigerian Organizations to motivate their employees are not significant enough to inspire maximum performance.

**Hi:** The techniques mostly used by Nigerian Organizations to motivate their employees are significant enough to inspire maximum performance.

To address the above Research Questions and provide a theoretical basis for the examination of the related hypotheses 1-3, the collated data are regrouped and tabulated in the subsequent Sections of this Chapter.

For the examination of Research Question One, the data in Table 4.10 are used. The data relate to the behavioural traits expressed by employees in organizations. The assessment of these behavioural tendencies has been done by the supervisors to the respondents in the various departments of the organizations where the questionnaires were administered.

From Table 4.10, we extract Tables 4.16, 4.17 and 4.18:

**Table 4.16: Mostly “Exhibited Characteristics”**

	Very Often	Often	% of Respondents $\left( \frac{a + b}{87} \right)$
1. Preference to leisure friendly, sentimental and emotional treatment	(a) 48	(b) 29	89

2. Seek more of personal interest/goal	49	33	94
3. Performance reflects skills, attitude and knowledge	53	31	97
4. Appreciate respect, self-esteem	49	32	93
5. Continues to demand for pay increases	68	17	98
	267	142	

**Table 4.17: “Never” Exhibited Characteristics.**

	Never	% of Respondents $\left( \frac{a}{87} \right)$
	(a)	
1. Aligning individual goals with organizational goals	51	59
2. Subordination of personal interest to organizational interest	48	55
3. Acceptance of performance appraisal as appropriate and fair	55	63
4. Satisfaction at work	67	77
	221	

**Table 4.18: “Sometimes” Exhibited Characteristics.**

	Sometimes	% of Respondents $\left( \frac{a}{87} \right)$
	(a)	
1. Cooperative and compassionate	54	62
2. Passion for excellence	49	56
3. Work under pressure without complaint	44	51
4. Willing obedience to rules/regulations	37	43
5. Take on extra duties voluntarily	37	36
6. Seek or assume high degree of personnel commitment or responsibility to work	37	43
	252	

It is significant to note that the results summarized in Tables 4.16, 4.17 and 4.18 are instructive in the sense that the behavioural characteristics exhibit a discernable trend and grouping which we have classified as follows:

**Table 4.19: Relative Dominance of Personal Value Paradigm in Percentages.**

A.	Employee Self-Centered Behavioural Traits: Table 4.16 : 409 Table 4.17: <u>221</u> 630	Percentage of Total Responses  45%
B.	Organization-Centred Behavioural Traits: Table 4.18: 252	18%
C.	Random Behavioural Traits: 510	37%
	TOTAL 1392	100%

Notably, the Total Responses of 1,392 is derived from the number of Respondents (87) times the number of behavioural variables (16) in Table 4.10. Apparently, the survey data point to the fact that employees dominant behavioural characteristics exhibited in organizational settings are more self-centered in nature. The data in Table 4.19 indicate only 18% of the characteristics that clearly support concern for the organization while 45% relate to the individual issues of the employee. 37% of the behavioural traits have been assessed to be random in nature – implying that these traits are ad-hoc, sporadic, situational or circumstantial in nature. The motivational and managerial

paradigmatic implications of this classification shall be examined in details in Chapter 5.

Furthermore, the responses are summarized in Table 4.20 below along the groupings highlighted in Table 4.19.

**Table 4.20: Responses on the Relative Dominance of Personal Value Paradigms**

	Very Often	Often	Sometimes	Never	Total
Employee-Self-Centered Traits	267	142	0	221	630
Organization Centered	0	0	252	0	252
Random Traits	120	198	115	77	510
	327	340	367	298	1392

From Table 4.20 above, the question of what the dominant behavioural characteristic traits of Nigerian workers in organizations or work situations, are, and why they behave the way they do, as well as the corresponding hypothesis that Nigerian employees significantly exhibit self-centered behavioural characteristics in organizational work situations (and the alternative hypothesis) will be examined accordingly.

To this effect, the data on Table 4.20 are used to conduct the analysis using the Chi-Square ( $X^2$ ) statistical test of independence and homogeneity involving:

$$X^2 = \sum_{t=1}^{nr} \sum_{t=1}^{nr} \frac{(F_{oij} - F_{eij})^2}{F_{ij}}$$

Where  $F_{oij}$  = observed frequencies (actual observations)  
 $F_{eij}$  = expected frequencies (mean observations)

The purpose of using this statistical technique is to know the extent which the three variables – self-centered, organization-centered, and random behavioural characteristics of employees are associated and prevalent in Nigerian organizations and work situations. This will engender prediction as to which of the variables is dominant, and hence facilitate managerial and motivational policy paradigmatic formulations.

Representing Table 4.20, we have

Variables	Very often		Often		Sometimes		Never	
	FO	FE	FO	FE	FO	FE	FO	FE
1. Employee Self-Centered Traits	267	109	142	113.33	0	122.33	221	99.33
2. Organization-Centered Traits	0	109	0	113.33	252	122.33	0	99.33
3. Random Traits	120	109	198	113.33	115	122.33	77	99.33
	307		340		367		298	

To answer Research Question One and test the corresponding hypothesis (i) using the Chi-Square Model at 5% level of significance with the decision rule of: Reject  $H_0$  if calculated value of  $X^2$  is greater than  $X^2_{tab}$ , we produce the contingency Table (Table 4.21) based on the data in Table 4.20 as follows:

**Table 4.21: Contingency Table**

	FO	FE	FO-FE	$(FO-FE)^2$	$\frac{(FO-FE)^2}{FE} = X^2$
1	267	109	158	24964	229.02
2	0	109	-109	11,681	109.00
3	120	109	11	121	1.11
4	142	113.33	28.67	821.97	7.25
5	0	113.33	-113.33	12,843.69	113.33
6	198	113.33	84.67	7,169	63.26
7	0	122.33	-122.33	14,964.62	122.33
8	252	122.33	109.67	16,814.31	137.45
9	115	122.33	-7.33	53.73	0.44
10	221	99.33	121.67	14803.59	149.03
11	0	99.33	-99.33	9866.45	99.33
12	77	99.33	-22.33	498.63	5.02

---

					1,036.56
					$X^2=1,036.56$
					Cal

From Table 4.20, the degree of freedom (df) of the data is:

$$df = (c - 1)(r - 1)$$

$$df = (4 - 1)(3 - 1)$$

$$= 6$$

At 5% level of significance and  $df = 6$ ,  $X^2_{cal} = 12.592$  which when compared with  $X^2_{tab} = 1,036.56$  clearly shows that:  $X^2_{cal} > X^2_{tab}$

cal tab

*Therefore in respect to Hypothesis One:*

$H_0$  is rejected and  $H_1$  is accepted. This implies that “Nigerian employees significantly exhibit self-centered behavioural characteristics in work situations”.

Thus the survey data support the fact that the prevailing behavioural patterns by employees in Nigerian organizations demonstrate selfish, egoistic and personal needs tendencies. We shall examine the implication of this scenario in terms of motivational strategies in Chapter 5.

#### **4.8 WHAT MOTIVATIONAL TECHNIQUES PREVAIL IN NIGERIA ORGANIZATIONS?**

To address this question, the data on Table 4.11 are used. We shall however reclassify the responses as per Tables 4.22 and 4.23:

(a) **Table 4.22: Mostly Used Motivational Techniques:**

	Very often	Often	Sometimes and Never	Total
1. Pay increases/fringe benefits	53	26	8	87
2. Force and strict discipline enforced by supervisors	59	23	6	87
3. Training and development	39	26	22	87
4. Change of titles/status	49	21	17	87
5. General/regular promotions	27	38	22	87
6. Target Setting	21	55	11	87
7. Collective Decision-Making	35	29	23	87
8. Work Enrichment	23	26	38	87
	305	244	147	696

(b) **Table 4.23: Least Used Motivational Techniques**

	Sometimes	Never	Very Often & Often	Total
1. Performance-related pay increases/Promotion	49	3	35	87
2. Special Leisure/Recreational Programmes	29	38	20	87
3. Good Work Environment	49	3	35	87
4. Motivational Talks	35	22	30	87
5. Knowing employee's needs and satisfying them collectively promptly	38	18	31	87
6. Organization-wide Corporate Culture	48	8	31	87
7. Providing challenging opportunities to exercise initiatives, creativity, etc.	49	3	35	87
8. Care, respect and appreciation (non-monetary)	45	3	39	87
9. Job security and welfare programmes, e.g. Pension Schemes	44	6	37	87
10. Discriminatory incentives schemes	41	46	0	87
11. Being partners in the organization	39	53	0	87
12. Personal Freedom, Self-determination but common				



responsibilities	39	10	38	87
	500	213	331	1044

Based on the data on Tables 4.22 and 4.23, hypothesis 3 will be tested, hence the reconstruction and presentation in Table 4.24 below:

**Table 4.24: Data on Mostly and Least Used Motivational Techniques**

	Very often	Often	Sometimes	Never
Mostly used Techniques	305	244	138	9
Least used Techniques	165	166	500	213

Using a Chi-Square ( $X^2$ ) Model:

$$X^2 = \sum_{t=1}^{nr} \sum_{t=1}^{nr} \frac{F_{oij} - F_{eij}}{F_{eij}}$$

Table 4.24 can be reconstructed as follows:

	Very often		Often		Sometimes		Never	
	FO	FE	FO	FE	FO	FE	FO	FE
1. Mostly used Techniques	305	295	244	205	138	319	9	111
2. Least used Techniques	165	235	166	205	500	319	213	111

From the reconstructed Table 4.24, we derive the following contingency Table 4.25

	FO	FE	FO-FE	$(FO-FE)^2$	$\frac{(FO-FE)^2}{FE} = X^2$

1	305	235	70	4900	20.85
2	165	235	-70	4900	20.85
3	244	205	39	1521	7.42
4	166	205	-39	1521	7.42
5	138	319	-181	32761	102.70
6	500	319	181	32762	102.70
7	9	111	-102	10404	93.73
8	213	111	102	10405	93.73
					449.40

$$X^2_{cal} = 449.40$$

cal

$X^2_{tab}$  at 5% level of significance with  $df = 3$

tab

$$= X^2_{tab} = 7.815$$

tab

Thus  $X^2_{cal} = > (449.4) > X^2_{tab} = (7.815)$

cal

tab

Therefore  $H_0$  is rejected while  $H_1$  is accepted, meaning that the techniques mostly used by Nigerian organizations to motivate their employees are adequate to inspire performance.

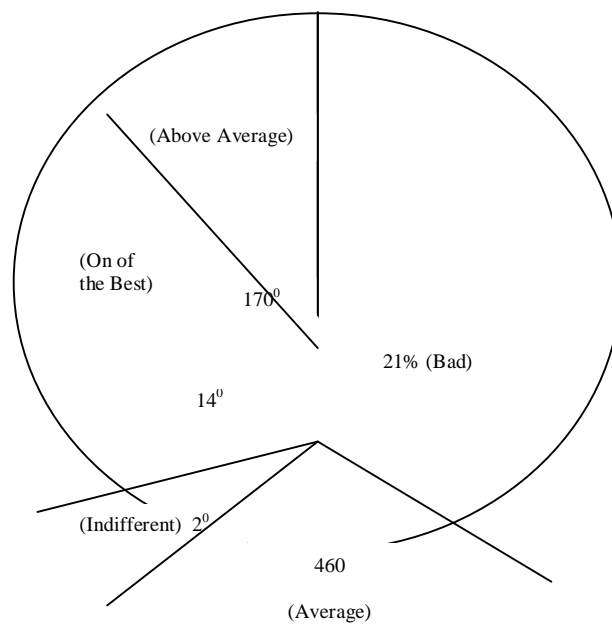
Notably, the techniques that are mostly used include pay increases, force, discipline, training, development, titles and promotions. These are the orthodox motivational cornerstones most of which connote the need to satisfy basic needs of man.

Invariably, most of these techniques potend material rewards and increased values necessary to enhance the capability of the employee to acquire fundamental or basic needs that could be classified as physiological. The

implications of this trend as supported by the survey data shall be examined in further details in Chapter 5.

#### 4.9 EMPLOYEE'S IMPRESSIONS OF THEIR ORGANIZATIONS:

Table 4.12 depicts the data in respect of employee's impressions about their organizations. Respondents were asked to rate their organizations in terms of "One of the best, Above Average, Average, Bad and Indifferent" on various aspects as shown on Table 4.12. About 30% of the responses rate their organizations as either 'One of the best' or Above average, whereas over 65% of the responses indicate average rating (46%), Bad (21%), while 2% are Indifferent as to their organization's state of perception. On a Pie Chart, the employee's impressions of their organizations are as per figure 4.2 below:



### **Fig. 4.2: Employee's Impressions of their Organization**

A deductible conclusion from the survey data is therefore that most employees in Nigeria perceive their organizations as not being one of the best especially in terms of work contents, job security, salary levels, competence of management, human relations, equity, corporate growth and policy frameworks.

## **CHAPTER FIVE**

### **DISCUSSION OF RESEARCH SURVEY RESULTS:**

#### **5.0: INTRODUCTION**

The purpose of this Chapter is to discuss the results of the survey data with a view to:

- Examining whether our findings are consistent with existing knowledge, opinions or views.

- Examining any differences to existing views, and/or peculiar issues emanating from the research survey data.
- Examining out any new findings arising from the course of the study.
- Testing the hypotheses and examining the implications of the results of the tested hypotheses.

### **5.1 RESEARCH QUESTION ONE AND HYPOTHESIS ONE:**

In addressing Research Question One, that is,

*“What are the key discernable character traits of Nigerian workers and why do they behave the way they do in work situations?”* The related Hypothesis One is as follows:

**Ho:** Nigerian workers do not significantly exhibit self-centered behavioural characteristics in organizational work situations.

**Hi:** Nigerian workers significantly exhibit self-centered behavioural characteristics in work situations.

As highlighted in Chapter Four, the survey data support the rejection of Ho and acceptance of Hi, implying that most Nigerian workers consider, evaluate, and align work situations within their personal needs and aspirations. Consequently, any circumstances that arise in work places, which tend to enhance or jeopardize the workers chances or ability to fulfill a greater proportion of his or her personal needs will, undoubtedly, influence his or her behaviour either positively or negatively. This revelation brings to focus the thinking that there is a great need

to align employee's need and objectives with those of the organization. It is therefore the congruence between these array of personal as well as organizational goals that should constitute a strategic aspiration of organizations in designing motivational policies in Nigerian corporate settings.

Consequently, are Nigerian employees selfish? The answer to this lies in the fact that for most employees, work basically is a means of sustaining physical life; that is, to provide food, clothing and shelter. The self-centeredness of the Nigerian workers as evidenced from the survey data analyzed in Chapter 4, tends to support the Marxian belief that work occupies a very crucial position in an employee's life. The Marxians believe that if workers are freed from capitalist exploitations, work would become a joy as workers improved the material environment around them.<sup>1</sup>

For the Nigerian employee, work connotes something profoundly basic and necessary in human nature and survival process. This perception, undoubtedly, influences the work situation and behavioural characteristics exhibited by workers in Nigerian organizations.

Essentially, work influences the psychological, social and economic spheres of employee's lives and daily survival. It also influences their anticipation of future growth as well as provision of care/attention to the nuclear and extended family relations. This emphasis is appreciated when viewed against the background of the Nigerian society where formal social security arrangements organized

through conscious government policies and efforts are virtually non-existent.

The workers therefore perceive and regard work as a cardinal point for existence, survival and growth. Implicitly, in Nigerian organizations, work influences and is influenced by such institutions as family, community or society, security, wealth, and politics.

However, our survey results tend to emphasize the ordinary definition of work, that is, “paid employment”. The respondents did perceive and view work mainly as activities undertaken to earn money or acquire resources to facilitate the acquisition and ownership of the basic physical materials that propagate life existentially. The reference to personal need for acquisition and survival has dwarfed the multi-dimensional nature of work. If work is viewed ordinarily as paid employment as our respondents tended to believe, then the profound multi-dimensional, personal, social and organizational aspects are evidently ignored thereby leading to distortions in perception, philosophy, and psychology at work. This is the case because viewing work as synonymous with pay somewhat tends to equate remuneration with worth. Thus, higher-paid workers seem to have greater personal worth than those receiving less pay, and ultimately, an individual without pay or work tends to be generally regarded as worthless. This unfortunate perception creates confusion in work situations and affect behavioural characteristics shown in work places. We maintain in this study, that work should be regarded as something more than an equivalence of pay meant for physical and physiological survival. Work should be seen as an activity that

creates value for other parties. This consideration is broad in concept and scope and thus places work within a social context. Adopting this broad view of work will undoubtedly reduce the self-centeredness of workers and enhance their behaviour within a social or organizational context.

Furthermore, a broad view of work as advocated will engender knowledge as to its importance and functions. For instance, the economic function of work is clear and obvious. Work is the means through which human and societal needs are satisfied. Employees receive economic rewards for work and utilize same to acquire physical assets for sustainable existential satisfaction. Economic rewards for work also provides liquidity to support immediate and deferrable needs. No doubt, these scenarios enhance the ultimate consideration of work mainly from an economic standpoint, thus tending to generate self-centered attitudes in the aggregate.

But apart from the economic importance of work, it also serves other purposes such as social. The workplace is a place to meet and interact with people and possibly form associations and friendships.

Work also creates status and social classification. The type of work or profession engaged in by the head of a family may create a social status for that family and possibly chart a career scheme for children of the family. Decisions as to where one lives, the type and size of residential apartment, children's schools, with



whom the family associates and life-style are greatly influenced by the occupation or work. In terms of behaviour in work situations, these influences must come to bear on the general disposition of the employee.

Work also creates self-esteem, identity and sense of responsibility in the worker. The employee's self-esteem arises from the inescapable fact that through work, one becomes conscious and aware of the efficacy and potency in him, thus developing a sense of pride, and mastery over himself as well as the general environment. The self-esteem concept is also enhanced when one realizes that work involves more than just the acquisition of the means of earning ordinary living and existence. The fact that work is a social phenomenon which facilitates the creation of value enables the worker to feel that he has something that others value. Accordingly, the worker feels that not having a job is synonymous with not having anything of value to one's fellow human beings, thus work engenders self pride in the employee or worker and creates the understanding that one is useful to and/or needed by others. The worker becomes internally driven. This further explains the Nigerian worker's attitude and behavioural traits that underscore more personal concern, and thus suggests the evil feelings and emotions that could characterize the minds of the unemployed.

The workplace provides one of the major points or locations for self-evaluation. It would be disastrous, if an employee is assessed not to live up to expectations or if his/her personal goals/aspirations are not substantially met, his/her self-

evaluation and even his/her relationship with others are likely to be impaired.

The achievement of personal objectives and aspirations in work places in Nigerian organizations become easily and readily interpreted as a measure of worth or otherwise in the employee. Erich Fromm (1971) shares this view as he believes that:

*“Since modern man experiences himself both as the seller and as the commodity to be sold in the market, his self-esteem depends on conditions beyond his control. If he is successful, he is valuable, if he is not, he is worthless”.*<sup>2</sup>

In this sense, the worker seems to be prompted or at least is inclined to concern himself or herself with the substance of work, that is the sentimental and emotional contents of the work. Examining this relationship, Jacques Elliot (1961) opines that:

*“Working for a living is one of the basic activities in a man’s life. By forcing him to come to grips with his environment, with his livelihood at stake, it confronts him with the actuality of his personal capacity – to exercise judgment; to achieve results. It gives him a continuous account of his correspondence between outside reality and the inner perception of that reality, as well as account of the accuracy of his appraisal of himself..... In short, a man’s work does not satisfy his material needs alone. In a very deep sense, it gives him a measure of his sanity”.*<sup>3</sup>

Furthermore, work is a crucial tool for establishing and sharpening a person’s identity. More often than not, workers in Nigeria would readily describe and/or

identify themselves in relation to the nature of work, the sector or the organization in which they work. One often hears of introductory remarks such as “I work in the banking sector, I work in an oil company, I am an IT person, I am an engineer, I am a legal practitioner, etc.” Thus people have invariably become what they do at work. The issue of identity is important and requires some emphatic commentary because “several highly significant effects result from work-related identification: welfare recipients become “nobodies”, the retired suffer a crucial loss of identity; and people in low-status jobs either cannot find anything in their work from which to derive an identity or they reject the identity forced on them. Even those who voluntarily leave an organization for self-employment experience difficulties with identity”<sup>4</sup> Not being engaged in activities that produce things valued by other people signifies rootlessness, lifelessness, and even dissociation, a social stigma. Worklessness is far more than being denied the material benefits of work. In fact, from the picture highlighted above, it amounts to a denial of one’s ability to define and respect himself, a lack of self esteem and assertiveness. Thus, looking at the self-centeredness of the Nigerian worker as the survey data show, even if sufficient funds were given to Nigerian workers to stop working and idle away their times, it stands to reason that they will not necessarily accept, due to the profound roles of work in their lives. It is also an observable trend in Nigeria that as people increase their earnings and acquire wealth they do not tend to decrease the time, or efforts or energy that they invest in work-related activities. As evidenced in the responses to the question on the Questionnaire which enquired if the

respondents would continue to work if either through inheritance, or any other legitimate means acquired enough money to live comfortably without working, 91% accepted that they would keep on working. However, asked of the reasons why they would keep on working, only 20% of the 91% agreed that they would keep on working because they enjoyed the work they were doing. Others just accepted to continue working in view of the crucial social roles of work. For this group, even though the economic imperatives may have been satisfied through inheritance or any other source, the social imperatives make work a necessity of life for them.

It is also interesting to note that despite the crucial role of work in the lives of most Nigerian employees, there exists a small fraction, (9%) of our respondents for which work is purely a means of livelihood. Such workers could readily give up of work if a more acceptable alternative is provided to take care of their economic and survival requirements. To such employees, it is obvious that work has no significance in terms of self-esteem and identity. This situation often leads the worker to express self-esteem and identity in other spheres of life such as Music, Sports, Family Meetings, Church Activities so as to enjoy the relevant psychological satisfaction which work may have failed to provide.

## **5.2 RESEARCH QUESTION TWO AND HYPOTHESIS TWO:**

The Research Question Two examines how employees regard work in Nigerian organizations as well as the level of their satisfactions or otherwise. The related hypothesis to this question is as follows:

**Ho:** Employees in Nigerian organizations are not satisfied with their jobs, hence unsatisfactory performance in job situations.

**Hi:** Employees in Nigeria organizations are satisfied with their jobs and their performance are satisfactory.

To address this Question and the related hypothesis, we use the response data to question 4 in Table 4.12 in Chapter Four. The question asked the respondents to rate how they like the work they do. The responses were as follows:

**Table 5.1: Ratings by Employees of how they like the work they do.**

Ratings	Frequency	%
- One of the best	29	14
- Above average	35	17
- Average	101	49
- Bad	39	19
- Indifferent	4	1
	208	100

Clearly, the responses indicate that only 31% (64 out of 208) of the respondents have high positive opinions about the work they do, while the remaining 69% are

from average to indifference. That is, 49% or 101 rate their organizations as average, 19% or 39 feel bad, and 1% or 4 are indifferent. The low opinion of the majority (69%) of the respondents about their work is a direct pointer to the feelings of dissatisfaction of the workers. The implication of this scenario is that there are some fundamental factors in Nigerian work places that destabilize and cause lack of satisfaction on the part of the workers. This is evident from the responses to impressionistic questions posed on Table 4.12 in Chapter Four. Accordingly, the respondents generally scored many variables related to positive contributions to comfortable job situations and environments very low. For instance, some of the ratings depicted on Table 4.12 can be represented as per Table 5.2 below for clarity of review:

**Table 5.2**

<b>Ratings</b>		
Variable	High Rating (%)	Low Rating (%)
Work environment	32	68
How do you like the work you do?	31	69
Job security and work content	33	67
Salary level and promptness in payment	31	69
Ability and competence of top management	33	67
Ability and competence of immediate supervisors	25	75

Opportunity for advancement	35	65
Organization's willingness to listen to staff problems	26	74
Fairness and equity	33	67
Staff relationships	27	73

The data derived from Table 4.12 and shown in Table 5.2 above are very revealing. They provide a strategic framework for examining the variables that contribute significantly to the behaviour of Nigerian workers in terms of satisfaction at work. The data also provide a basis for a review of Frederick Herzberg's distinction between satisfaction and dissatisfaction at work. According to Herzberg: dissatisfaction is not the exact opposite of satisfaction. The two concepts are separate in contents and dimensions. Based on this argument, extrinsic issues such as inadequate and irregular pay, bad corporate policies, incompetent management, incompetent/unsupportive supervision, insecurity, unsafe and dirty work environment, would undoubtedly make a worker dissatisfied. In this regards, dissatisfaction can be reduced by an improvement in the nature and structure of these extrinsic or hygiene factors as Herzberg would call it. This does not necessarily imply satisfaction but simply a reduction in the anxiety and tension that eclipse the worker's attitude, feelings and perception in work situations.

Satisfaction, on the other hand, is a function of inner tendencies and intrinsic variables. Satisfaction would be enhanced by the improvements in work contents, decrease in dissatisfaction, improvement in work environment, opportunity for self-expression, creativity and advancement. Logically,

productivity would increase with increases in job satisfaction rather than decreases in dissatisfaction. Hence, addressing or attempting to improve the extrinsic variables to reduce dissatisfaction will not correspondingly raise productivity or motivate workers to higher performances. To achieve satisfaction, motivate, raise productivity and performance entails making the job itself, together with other supporting variables interesting, relevant, and important in the mind of the worker. Aligning this proposition with our survey data, the evidence is worth noting. The data on personal value paradigms of Nigerian workers as depicted on Table 4.13 demonstrate the ranking and regard for some twenty aspects of work. The crucial ones to note as favoured or highly ranked by the workers can be summarized as follows:-

**Table 5.3**

Variable	Important/Very Important (%)	Not Important/Somewhat Important (%)
An enjoyable, satisfying job	100	0
A high paying job	100	0
Job security	100	0
Intellectual development/training	100	0
A career with challenging opportunities/growth	100	0
Good work environment/equipment	98	2
Fringe benefits, e.g. nice cars, clothes, home, etc	98	2
Health care	98	2

The summary of the survey data reflected on Table 5.3 above lends credence to the need for appropriate emphasis on job contents and other intrinsic variables pertinent to the creation and sustenance of job satisfaction.



As noted from the data in Table 5.3, it is obvious that workers would be satisfied if a job situation adequately possesses such characteristics as:

- (a) Joyous, rich and relevant contents
- (b) Good Environment and equipment work to be carried out
- (c) Security and safety
- (d) Opportunity for development and creativity
- (e) Growth and fulfillment and personal aspirations
- (f) Good communication culture
- (g) Adequate remuneration
- (h) Good training and status to undertake the job.

Obviously, the survey data have demonstrated that the workers are eager to remain masters of their aspirations and immediate environments as well as feel important in terms of self and work. Thus workers would enjoy jobs that institute some level of autonomy, good opportunity for training, rewards commensurate with the intrinsic contents of work, reasonable opportunity to participate in work design and formulation tasks within the confines of set objectives. In situations where these variables are absent or inadequate, job dissatisfaction would then be the obvious result while productivity would be low.

Looking at the Nigerian situation and viewed against the backdrop of the behavioural characteristics largely exhibited by employees in work places, what are the major causes of dissatisfaction? Two fundamental factors are easily identifiable. These are (i) the application of mechanistic, autocratic or

“scientific” principles of management; and (ii) lack of opportunities for a worker to exercise his/her creativity and initiative, contribute meaningfully and be so recognized in the work place. The first source of dissatisfaction stems from the application of Frederick Taylor’s scientific management principles, thus reducing the employee to something akin to machines. Work is greatly simplified, fragmented, compartmentalized or departmentalized and structured for continuous autocratic supervision in the hope that spectacular productivity indices would be achieved. Several events in the Nigerian work situations have changed to challenge this seemingly inhuman approach to work. Significantly the demographic and educational characteristics have changed from the colonial form of educational/work exposure to a more self-assertive, energetic younger, and relatively more highly educated populace. The educational backgrounds have changed from the simple elementary and ordinary secondary school credentials to higher institutional certifications with the concomitant pride and self-awareness in the work force.

The humility of the older generation who would unquestionably take orders from colonial masters or managers and supervisors has given way to a bolder generation eager to exercise initiative and become bosses as well. Thus, the traditional values that depended on authoritarian assertion alone for survival have been strongly challenged. Invariably, simplified and fragmented jobs, autocratic supervision by bosses whose legitimacy derive mainly from the ordinary hierarchical span of control, and jobs that offer primarily opportunities and

resources to support only basic monetary or material well-being tend to prove unexciting to modern products of the Nigerian school system whose self-centered attitudes dictate much more than materiality and encompass self-esteem, status, pride, identity and perhaps dignity. For the new generation workers, repetitive and monotonous work processes, organizational bureaucracy, disrespect for worker's initiatives, and lack of the human side of the enterprise are enough reasons for concern and dissatisfaction.

The new generation of workers, unlike the old ones who trained and worked under autocratic and authoritarian colonial principles, would find such work situations very resentful. Policy measures in this regard therefore call for a relatively more tender care and love for workers. It is necessary to consider the social and economic needs of the workers as well as the task to be performed. This consideration is vital in establishing the role of the human element in productivity and further rekindles the importance of the human relations school of thought in management strategies.

The second cause of dissatisfaction is the lack of opportunities for a worker to exercise his/her creativity and initiative, contribute meaningfully and be so recognized in the work place. This crucial ingredient for work satisfaction is somewhat mythical in the Nigerian society. The creativity and hard work notions are less emphatic in many work situations especially in the public service. Thus the notion of independence and self-autonomy have been relegated to the

background with the consequence that “for most workers it is a choice between no work connection ... and a work connection which is burdened with negative qualities ... (routine, compulsory scheduling, dependency, etc). In these circumstances, the individual has no difficulty with the choice; he chooses work, pronounces himself moderately satisfied, and tells us more only if the questions become more searching. Then we learn that he can order jobs clearly in terms of their status or desirability, wants his son to be employed differently from himself, and if given a choice, would seek a different occupation”.<sup>5</sup> Thus a typical working environment would be dissatisfying as a result of the worker being detached or alienated from the work itself or from the environment of work.

According to Blanner Robert (1964) ‘alienation’ exists when workers are unable to control their immediate work processes, to develop a sense of purpose and function which connects their jobs to the over-all organization of production, to belong to integrated industrial communities, and when they fail to become involved in the activity of work as a mode of personal self-expression”.<sup>6</sup>

Alienation can be in the form of powerlessness of the workers in terms of ownerships, general management policies, work processes, etc; or meaninglessness, repetitive aspects of work, or isolation of the worker, thus creating social classification, or self-estrangement implying depersonalized detachment, boredom and ultimately lack of personal growth.

From the above, it seems safe to reason that the inter-related factors of the changing characteristics of the Nigerian worker, the quest for some autonomy

and independence and the need for self-esteem, identity and dignity do work together to create a mix within which the issue of job dissatisfaction and satisfaction should be examined.

Relating the above scenario to our survey data helps in the examination of Research Question Two – how do employees regard work in Nigerian organizations, are they satisfied?; as well as the related hypothesis 2. To carry out the analysis, we make use of data (responses) to questions 4, 5, and 6 in Table 4.12. The survey data in respect of these questions are represented in Table 5.4 below:

**Table 5.4**

	One of the Best	Above Average	Average	Bad	Indifferent	Total

4. How do you like the work you do?	29	35	101	39	4	208
5. If you had to start all over again and choose an alternative work, how would you rate the present work in comparison with the new one chosen?	26	33	109	37	3	208
6. For what reason, in terms of rating of your present work, would you use (or not use) your very valuable free time to undertake a task in your present job? Because my present work is ...	24	29	106	43	6	208
	79	97	316	119	13	624

Using the Chi-Square ( $X^2$ ) model, we compute the expected cell frequencies for all the cells in Table 5.3 as follows, where  $n = 624$ :

**Table 5.5**

	FO	FE	FO	FE	FO	FE	FO	FE	FO	FE
4	29	26.33	35	32.33	101	105.33	39	39.67	4	4.33
5	26	26.33	33	32.33	109	105.33	37	39.67	3	4.33
6	24	26.33	29	32.33	106	105.33	43	39.67	6	4.33
	79		97		316		119		13	

The contingency Table is as per Table 5.5 below:

**Table 5.6: Contingency Table**

Cell	Fo	Fe	Fo-Fe	(Fo-Fe) <sup>2</sup>	$\frac{(Fo-Fe)^2}{Fe}$
1	29	26.33	2.67	7.13	0.27
2	26	26.33	-.33	0.109	0.00
3	24	26.33	-2.33	5.43	0.21
4	35	32.33	2.67	7.13	0.22
5	33	32.33	0.67	0.45	0.01
6	29	32.33	-3.33	11.09	0.34
7	101	105.33	-4.33	18.75	0.18
8	109	105.33	3.67	13.47	0.13
9	106	105.33	0.67	0.45	0.00
10	39	39.67	0.67	0.45	0.01
11	37	39.67	-2.67	7.13	0.18
12	43	39.67	3.33	11.09	0.28
13	4	4.33	0.33	0.11	0.03
14	3	4.33	-1.33	1.77	0.41
15	6	4.33	1.67	2.79	0.64
					X <sup>2</sup> = 2.91

At a degree of freedom (df)

$$df = (c - r) (r - i)$$

$$(5 - 1) (3 - 1)$$

$$(4) (2) = 8,$$

and at 5% level of significance,

$$X^2_{\text{tab}} = 15.507$$

While

$$X^2_{\text{cal}} = 2.91$$

Therefore:

$$X^2 (15.507) > X^2_{\text{cal}} (2.91)$$

Thus, considering:

- Ho:** Employees in Nigerian organizations are not satisfied with their jobs, hence unsatisfactory performance in job situations, and
- Hi:** Employees in Nigerian organizations are satisfied with their jobs and their performance levels are satisfactory.

*Ho is accepted and Hi is rejected since:*

$$X^2_{\text{tab}} > X^2_{\text{cal}}.$$

Conclusively, the survey data have confirmed the fact that on the average, employees in Nigerian organizations are not satisfied with their jobs. This trend is a direct consequence of the poor consideration of various factors impinging on the economic and social aspects of work. Satisfaction at work entails the attainment, by an employee, of a sense of purposefulness in his or her work, the achievement and/or perception of a conscience of personal worth, dignity, identity and integrity. Employees seem to have come to regard these attributes as fundamental rights to work, and hence expect employers to evolve strategies in



work places to install these attributes and regard them as their fundamental obligations to engender satisfaction in workers.

### **5.3 RESEARCH QUESTION 3 AND HYPOTHESIS 3**

Research Question 3 and the related hypothesis 3 were briefly touched in Chapter 4 when the use of a Chi-Square ( $X^2$ ) model revealed that the traditional motivational techniques used in many Nigerian organizations tend to be reasonably inspiring to the employees. The major techniques mostly used were highlighted in Chapter 4 as follows:-

- Pay increases and fringe benefits
- Force and strict discipline enforced by supervisors
- Training and development
- Change of titles and status
- Promotions.

Undoubtedly, these strategies are major sources of material benefits or gains to the employees. The employees look forward to pay rises and promotions to increase their take home pay so as to be able to acquire and enjoy higher material well being. To many employees, their material needs are paramount, thus, employers tend to succeed in motivating employees in most Nigerian organizations if they (the employees) are favoured with opportunities to earn more money. This trend is understandable because a great majority of Nigerian

employees struggle to achieve the basic necessities of life such as food, shelter, clothing, transportation, education, health care, etc. The near absence of public utilities and social care for the citizenry in Nigeria has imposed the responsibility of providing for the basics of life – economic and social – on the employee. The employee must therefore look forward to instances whereby his/her monetary rewards for work are highest and adequate to cover the employee's basic needs.

Of note is the frequent use of force and strict discipline by supervisors to force people to work. This is, however, forced obedience and compliance is not intrinsic. Optimum performance on the part of the employee is therefore not assured. Our survey noted that many modern and employee-friendly motivational strategies are least used in Nigerian organizations. For instance, performance-related pay increases, work enrichments, special leisure and recreational programmes, good work environment, deep knowledge of employee's needs, deep-rooted organizational culture, security and welfare schemes, opportunities for individual growth, making employees partners in the organization are scarcely adopted as motivational techniques in Nigerian organizations as evidenced by our survey results. Out of 1470 response situations in our survey, 70% or 1035 responses indicate that the above listed techniques are least used as strategies to motivate employees.

The implication of this result is that many Nigerian organizations tend to view motivation of employees to work from the perspective of extrinsic force. The

employees are invariably, not driven by their inner passions for higher performance by putting in more of their times and energies. The employees attitude reveals a simple correlate between expectation of higher material reward and the willingness or efforts put in at work. Thus the issue is a simple material reward-effort trade-off, which rationalizes why motivational strategies are more extrinsic than intrinsic.

In the light of the findings of our survey, it has become imperative to examine how Nigerian organizations can inspire ordinary people to do extraordinary things in their work situations based on intrinsic considerations and perceptions. In conducting this examination with emphasis on intrinsic considerations, we posit that “to stir people, their deep desires and needs must be given special focus, and they should be made to realize that they can climb mountains they always thought were too high”.

The fact that most Nigerian organizations adopt mostly traditional extrinsic methods of motivation seem to suggest that the real emotions and perceptions of the employees are not appealed to, nor are they instigated to realize that ‘they can climb mountains they always thought were too high’ as far as work situations and their performances are concerned.

The issue of motivating employees has been an age long matter. We have highlighted various studies and researches on this matter in Chapter Two. Put

together, the matter is, to say the least, complex and requires more than just adopting orthodox or traditional carrot and stick approaches as seems to be revealed by our survey data. Accordingly, “there is no trick to motivating others, it requires a clear, unbiased understanding of the situation at hand, deep insight into the vagaries of human nature at both the individual and the group levels, the establishment of appropriate and reasonable expectations and goals, and the construction of a balanced set of tangible and intangible incentives. It requires, in other words, hard thinking and hard work”.

This position from the January 2003 Edition of the Harvard Business Review (Vol. 81, No. 1) points to the complex and far reaching nature of the concept of motivation. It touches on and raises concern over how to inspire individuals, groups, and the entire organization. In fact, how can individuals, groups, and the organization as a whole be made to exhibit enthusiasm, commitment and passionate propensity to achieve and possibly surpass targets? A proportionately significant explanation to this situation lies even in the strategies least used by Nigerian organizations. In other words, the over-concentration on traditional carrot and stick approach to motivation has eclipsed the need to explore the complex nature of the subject matter with a view to creating the right mix of inspiration, reward and performance.

Consequently, to inspire workers to their greatest heights, their economic and social needs, sense of dignity, behavioural cornerstones should be closely studied

and known. Organizations should ensure a defined corporate culture, accord employees the status of the most tangible assets, create opportunities for them to unwind, tantalize them and trigger their imaginations, create a transparent sense of belonging, care, safety and great expectations throughout the organization, and communicate effectively. However the greatest inspiration or motivation will come intrinsically when performance culture, strategy, and reward reinforce each other in such a manner as to recognize core values embellished in simple organization-wide honesty, truth, fairness and generosity.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **6.1 SUMMARY OF THE STUDY:**

This work sought to examine the strategic managerial paradigms necessary to accommodate the behavioural and performance variables of employees in Nigerian organizations with a view to understanding how corporate organizations can inspire workers to optimum performance and productivity.

Specifically, this Thesis had set out to achieve the multiple objectives of determining the relationship between reward, motivation, individual behaviour/needs, organizational behaviour/goals, performance and productivity as well as how managers in Nigerian organizations should get workers to achieve the best possible results in work situations.

To achieve the general objective as highlighted, the Thesis identified and concentrated on the examination of the behavioural, attitudinal, motivational and performance dispositions of workers and managements in Nigerian organizations. This issue formed the key problem under study, and provided the basis for the formulation of the Research Questions and their related hypotheses.

The work examined and made reference to various literature and researches in many areas of attitudes formation, behavioural characteristics, management systems and motivational studies. In general, the literature and previous researches have documented issues, propositions, or hypotheses similar to those of this work. Thus the common trend, arising from previous works and the current study can be summarized as follows:-

- Many work situations are plagued with low morale, low performance and productivity.
- The manager's role in getting people to work is very crucial in the performance and productivity equations.

- The human resource factor is the most crucial variable in the production process, hence the need to study and understand its dynamics.
- There is, however, no single model for ascertaining, managing, influencing and motivating human behaviour at work situations. This then calls for a multi-dimensional approach that should necessarily take specific circumstances and needs into consideration.
- Traditional management and motivational strategies, such as the scientific, human relations theories, as well as Herzberg Hygiene-Factor Theory, Maslow's Hierarchy of Needs Theory, etc. should be appropriately dynamized and situated to suit environmental and situational circumstances.
- In the study of work-related behaviour, a recognition of the concept and contents of work as both an economic and social exploit is imperative. Hence, the relationship between man's behaviour and work is a fundamental point of reference in the study of motivational cornerstones in work-related situations.
- On the average, behaviour, be it in work-related situations or otherwise, is caused, is motivated, and is goal-directed.
- The cause of behaviour could be personal perception and/or circumstantial, the motivation could be intrinsic or extrinsic, and the goal could be a need to fill a gap between the present state and the desired state.
- Individual or micro-unit behaviour, objectives and goals smooth out, agglomerate and melt into an organizational behaviour usually characterized as corporate culture.
- To manage the diversity of behaviour fused together by corporate culture, effective communication is imperative.
- Motivation is chain-like, involving a present state, a desired state, the difference between the two states constitute a gap of unsatisfied need that calls for attention to close the gap. Any impetus that creates

strong potential or causes a person to intensify efforts to close the gap is motivational in contents and dimensions.

- Strategies to inspire higher expenditure of efforts towards work must be directed at how the gap between the present and desired states of the individual, group, unit or the organization can be filled.
- There is no one super theory or technique of motivation. Various theories and techniques should therefore be synthesized by practitioners.
- Team work is crucial for high performance, hence the dynamics of group functioning should be well understood.
- Ethics, morals and disciplinary actions are also key ingredients in behaviour analysis and performance dynamics.
- In general, the Nigerian work places are apparently characterized by low work morals, poor ethics and not deeply supportive and creative motivational strategies.

## **6.2 SUMMARY OF FINDINGS:**

The findings of this work have been derived from the answers to the Research Questions and the testing of the related three hypotheses. The work sought to answer the questions of what are they key discernable character traits of Nigerian workers, why do they behave the way they do in work situations; how do they regard work in Nigerian organizations? Are they satisfied, and how do managements in Nigerian organizations inspire their employees to do their best in work situations?



The answers to these questions are provided through the Test of the three Hypotheses conducted by analysis of the collected data. Our findings are as follows:

1. Employees in Nigerian organizations tend to exhibit more self-centred behavioural traits than attitudes that emphasize organizational goals and objectives. The workers tend to view work more from the economic perspective and thus desire to utilize work situations mainly for the accomplishment of personal economic goals. Furthermore, many Nigerian employees view the organizations for which they work as impersonal, faceless or anonymous entities that should be milked for the personal survival of the workers. The organization remains for many workers, a faceless donor that must continue to give or support the employees in their quest for economic survival. Sometimes the employees are unaware of how their work or production schedules in the organizations contribute to their remuneration; they just know that they are entitled to their pay at the end of the agreed period, and such pay must come from the faceless entity which shelters the worker. This trend seems to explain why many Nigerian workers, particularly in the public sector are not productivity-conscious. To such workers, absenteeism, lateness, laziness and other forms of cheating are simply smart behavioural strategies in work situations. These trends are supported by the research data, some of which reveal the following realities:

- Many Nigerian employees do not willingly or voluntarily take on extra tasks. They also do not seek and assume high degree of personal responsibility at work. 55% (Table 4.10) of our respondents to questions 8 and 11 affirm this tendency.

- Nigerian employees do not willingly obey rules, regulations and procedures. 69% (Table 4.10) of our respondents affirm this behaviour.
- Most Nigerian workers seek more of personal interest and goals. 94% (Table 4.10) of our respondents to question 13 confirm this scenario. Furthermore, they do not align their individual goals with organizational goals. 84% of our respondents to question in Table 4.10 confirm this tendency. They continue to demand for pay increases. (98% of respondents to question 16)
- Many Nigerian employees overemphasize friendliness, personal, informal or emotional relationships in work situations. They desire sentimental care and respect sometimes to the detriment of officialdom. 89% of our respondents to question 9 in Table 4.10 attest to this fact.

2. The mostly used motivational techniques in Nigerian organizations are traditional and orthodox both in nature and dimension. Deep-rooted techniques based on psychoanalytical and behavioural variables, are scarcely used to inspire performance at work. The mostly used strategies include pay increases, force and strict discipline enforced by supervisors, changes in titles or status and training programmes. It is significant to note that these strategies tend to address the extrinsic factors of employees. The key intrinsic variables such as work contents or enrichment, individual achievement, recognition, responsibility, individual advancement and growth, are not addressed. The irony is that wage and fringe benefit increases only succeed in motivating Nigerian workers to seek and agitate for the next round of increases.

3. In terms of value paradigms and needs hierarchy of Nigerian workers, the study shows no clear cut hierarchical distinction between needs levels. Thus Maslow's stages of needs model has not been explicitly confirmed by the survey data. Rather it has been shown that most Nigerian workers do not arrange their needs (or desired states) in strict hierarchical order, their needs are interwoven, ranging from physical or physiological, safety and to self-actualization. Social needs are also relevant.
4. Generally, employees, as evidenced by the survey data, rate their organizations as not being one of the best especially in terms of work contents, job security, salary levels, competence of management, human relations, equity, corporate growth and policy profiles.
5. The Nigerian worker regards and values work as a crucial activity for value creation and non-work situation is regarded as synonymous with not having anything of value to offer to other fellow human beings. 91% of our respondents agreed that they would keep working even if they have other means of subsistence.
6. Nigerian workers derive self-pride in work and look forward to enjoyable, satisfying, and high paying jobs.
7. On the average, employees in Nigerian organization are not satisfied with their work as a result of some poor economic and social aspects of work. Satisfaction at work entails that the worker possesses a deep sense of purposefulness and personal worth, dignity, identity and integrity. These attributes are key to job satisfaction, hence employers should strive to enunciate human resource management strategies that emphasize them.

8. The changing demographic and educational characteristics of Nigerian workers have posed considerable challenges in terms of attitudinal management and motivational dynamics.
9. The Nigerian employees tend to be significantly motivated by the traditional 'carrot and stick' approach. This seems to derive from the fact that a great majority of Nigerian employees struggle to achieve the basic necessities of life such as food, shelter, clothing, etc. The near absence of public utilities and social care for the citizenry in Nigeria has imposed on the employee the responsibility of providing for the basic economic and social necessities of life. The employee thus gets aroused or inspired by circumstances that potend higher monetary reward.
10. The carrot and stick approach also uses force and strict disciplinary process to engender higher performance.

### **6.3 CONCLUSIONS:**

From the highlights in Sections 6.1 and 6.2 it can be concluded:

- (1) That workers in Nigerian organizations exhibit behavioural characteristics that reflect:
  - their perception of the organization in which they work;
  - the organizational policy frameworks;
  - the general operating work environment;
  - their personal needs, aspirations and initiatives;

- the level of discipline prevailing in the organization;
  - the relative strength and dominance of positive corporate culture;
  - the adequacy or otherwise of communication channels;
  - the reward system, equity and fairness;
  - training and development strategies geared towards the skilful and altitudinal empowerment of the workers;
  - level of independence and autonomy accorded the employees.
2. Regarding motivational dynamics, the mostly used options are more of the carrot and stick approaches, that is, offering some monetary or material rewards in the hope that the worker would respond through a demonstration of higher intensity of work efforts in work situations.

Furthermore, the intrinsic variables, which could motivate and enhance performance, tend to be least emphasized in Nigerian organizations. However, a multidimensional approach to inspiring workers to do their best is the most strategic formula.

3. Many Nigerian workers are not satisfied with their work situations. They also rate their respective organizations low on various corporate performance indices.

#### **6.4 RECOMMENDATIONS:**

- (i) Workers' behaviour and attitudes should be studied and understood within the framework of their motivational imperatives to facilitate

the adoption of appropriate techniques that will inspire them to higher performance.

- (ii) Since behaviour is caused, motivated and goal-directed, managing employees' behaviour significantly require deep-rooted understanding of the causes or influences of behaviour in work settings. Such causes include needs, culture, policies, management or leadership styles, perceptions, beliefs, etc.
- (iii) Motivational strategies directed at Nigerian workers should reasonably integrate the carrot and stick approach with other intrinsic principles such as removal of excessive controls, increasing responsibility and recognition for workers, adequate training to improve knowledge, skills and attitudes of workers, work enrichment, improved leisure and recreation, increased participation in corporate thinking and decision-making processes.
- (iv) For the effective motivation of the Nigerian workers, corporate organizations should ensure overwhelming knowledge of the needs pattern of their employees, respect their sense of dignity and enshrine appropriate corporate culture, and accord the workers the deserving status of the most tangible assets.
- (v) Overall, corporate organizations should tantalize their employees, show love, care and recognition, effectively communicate the corporate vision, and install intrinsic motivational variables by an appropriate blend of performance culture, shared strategy, fair rewards and recognition of core values premised on well communicated and practiced organization-wide honesty, truth, fairness and generosity.
- (vi) Consequently, a holistic managerial paradigm capable of utilizing humanistic, behaviouristic and passion for performance principles should be adopted to ensure effectiveness and efficiency of employees in Nigerian organizations.
- (vii) More management efforts should be directed at winning the workers to the side of management than punishing them for deviant behaviours and attitudes.

## REFERENCES:

1. Wilensky, H., (ed) "Work As a Social Problem" in Howard, S.B. (1966)  
Social Problems: A Modern Approach, John Wiley & Sons, New York.
2. Fromm, E. (1971) The Revolution of Hope, Bantam Books, New York.
3. Jacques, E. (1961) Equitable Payment, John Wiley & Sons, New York.
4. Wilensky, H. (ed) "Work As a Social Problem" in Howard, S.B. (1966),  
Social Problems" A Modern Approach, John Wiley & Sons, New York.

5. Kalin, R. L. “The Meaning of Work: Interpretations and Proposals for Measurement”, in Campbell A.a. and Converse P.E. (1972) (eds), *The Human Meaning of Social Change*, Basic Books, New York.
6. Blanner, R. (1964) *Alienation and Freedom: The Factory Worker and His Industry*, University of Chicago Press, Chicago.

## **BIBLIOGRAPHY**

Abraham, E.T. (2003, p. 18) “Relating Corporate Culture, Ethics and Corporate Performance: Experiences in the Nigerian Setting”.  
PHD



Term Paper, St. Clements University.

- Alderfer, C.P. "Group and Intergroup Relations" in Hackman, J.R. and Suttle, J.L. (1977, p. 230) (Eds), *Improving Life at Work*, Goodyear Publishing Co. Inc., Santa Monica, California.
- Altman, S. & Hodgetts, R.M. (1979, pp. 37-38), (Ed)  
*Readings in Organizational Behaviour*, W.B. Saunders Company, Philadelphia.
- Anyakoha, M.W. (2000, p. 27) *New School Physics*, African Fep Publishers Ltd., Onitsha, Nigeria.
- Argyris, C. (1973, pp. 141-167) "Personality and Organization Theory Revisited", *Administrative Science Quarterly*, June.
- Bartol, K.M. and Martin, D.C. (1994, p. 487) *Management*, 2<sup>nd</sup> Edition, McGraw-Hill Inc., New York.
- Beach, D.S. (1980, p. 3) (Ed) *Managing People At Work: Readings in Personnel*, Macmillan Publishing Co. Inco., New York.
- Bennis, W.G. et al (1976, p. 15)(Eds) *The Planning of Change*, 3<sup>rd</sup> Edition, Holt Rinechart and Winston Inc., New York.
- Blanner, R. (1964) *Alienation and Freedom: The Factory Worker and His Industry*, University of Chicago Press, Chicago.
- Brayfield, A.H. and Cockett, W.H. (1955, pp. 396-428) "Employee Attitudes and Employee Performance", *Psychological Bulletin*, Sept.
- Brooke, P.P. et al (1988, pp. 139-145) "Discriminant Validation of Measures of Job

Satisfaction, Job Involvement, and Organizational Commitment,” *Journal of Applied Psychology*, May.

Cartwright, D. and Lipitt, R. “Group Dynamics and Individual”, in Altman S, and Hodgetts, R.M. (1979, p. 149), *Readings in Organizational Behaviour*, W.B. Saunders Co., Philadelphia.

Cathoon, R.D. (1964, p. 206) *Managing The Personnel*, Harper & Row, New York.

Cole, G.A. (1997, p. 75) *Personnel Management: Theory and Practice*, 4<sup>th</sup> Edition, ELST, London.

Connor, P.E. and Becker, B.w. (1994, p. 68) “Personnel Values and Management: What We Know and Why Don’t We Know More?” *Journal of Management Inquiry*, March.

Covey, S.R. (1989, p. 32) *The Seven Habits of Highly Effective People*, Simon and Schuster, New York.

Crowther, J., (1995, p. 135) *Oxford Advanced Learner’s Dictionary of Current English*, 5<sup>th</sup> Edition, Oxford University Press, Oxford.

Davis, J. et al (1992, p.9) *Successful Team Building: How to Create Teams That Really Work*, Kogan Page Ltd., London.

Drucker, P. (1974, p. 235) *Management Tasks, Responsibilities, practices*, Harper & Row Publishers Inc., New York.

Dyer, William G. (1977. p. xi) *Team Building: Issues and Alternatives*, Addison-Wesley Publishing Co., Reading, Man.

Encyclopedia Britannica (2002, p. 916) Vol. 29.

Fromm, E. (1971)                The Revolution of Hope, Bantam Books, New York.

Gould, S.J. (1981, p. 325) The Mismeasure of Man, W.W. Norton & Co., New York.

Hammer, M and Champy, J. (1994, p. 17) Reengineering the Corporation, Harper Collins, New York.

Harbison, F. (1973)                “Human Resources as the Wealth of Nations in Yahaya, A.D and Akinyele C.I. (Ed) (1992, p. 145), Human Resources Development and Utilization, ASCON, spectrum Books Ltd., Ibadan, Nigeria.

Havard Business Review (2002), Vol. 80, No. 9, September.

Herzberg, F.,                        “One More Time: How Do You Motivate Employees?”  
in  
Beach, D.S. (1980, p. 207) Managing People At Work, 3<sup>rd</sup> Edition, Macmillan Publishing Co. Inco., New York.

Herzberg, F. et al (1957)        Job Attitudes: Review of Research and Opinion,  
Pittsburgh Psychological Service.

Jacob, P.E. et al (1962, p. 22) “Values and Their Functions in Decision-Making”,  
Supplement No. 9 to The American Behavioural Sciences, May.

Jacques, E. (1961)                Equitable Payment, John Willey & Sons, New York.

Kalin, R.L.                         “The Meaning of Work: Interpretations and Proposals  
for

Measurement, in Campbell A and Converse, PE, (1972) (eds), *The Human Meaning of Social Change*, Basic Books, New York.

Kast, F.E. and Rosenzweig, J.E. 1985, p. 5) *Organization and Management: A systems and Contingency Approach*, 4<sup>th</sup> Edition, McGraw Hill Book Company, New York.

Leavitt, H.J. (1978, p. 10) *Managerial Psychology*, 4<sup>th</sup> Edition, The University of Chicago Press, Chicago.

Lee, I.J. (1952, pp. ix-x) *How To Talk With People*, Harper & Row Publishers Inc.,  
New York.

Likert, R. (1967, p. 1) *The Human Organization: Its Management and Value*, McGraw Hill Book Company, New York.

Lilienthal, D.E. (1967, p. 18) *Management: A Humanist Art*, Columbus University Press, New York.

McGregor, D. (1960, pp. 33-34) *The Human Side of Enterprise*, McGraw-Hill Book  
Company, New York.

Meyers, M.S. "Who Are Your Motivated Workers?" in Altman, S and Hodgetts, R.M. (1979, p. 106), *Readings in Organizational Behaviour*, W.B. Saunders Co., Philadelphia.

NIM:  
And "Managing To Achieve High Productivity in Industry Government". 20<sup>th</sup> Annual National Management Conference, Calabar, April 29-30, 1982, p. 2

Pigors, P. and Myers, C.A. (1981, p. 36) Personnel Administration: A Print of View

and Method, 9<sup>th</sup> Edition, McGraw Hill International Book Co.,

Prokopenko, J and North K. 1996, p. 13) (Ed) Productivity and Quality Management: A Modular Programme, ILO, Geneva.

Rao, P.S. and Rao, V.S.P. (1990, pp. 459-460) Personnel/Human Resource Management: Text, Cases and Games, Konark Publishers PVT Ltd., Delhi.

Robbins, S.P. (1998, p. 7) Organizational Behaviour: Concepts, Controversies, Applications, 8<sup>th</sup> Edition, Prentice-Hall International Inc., New Jersey.

Rokeach, M. (1973, p. 5) The Nature of Human Values, Free Press, New York.

Schein, E.H. "The Problem of Moral Education for the Business Management" in Beach, D.S. (1980, pp. 414-415), Managing People At Work: Readings in Personnel, 3<sup>rd</sup> Edition.

Schwartz, B. (1989, p. 9) Psychology of Learning and Behaviours, 3<sup>rd</sup> Edition, W.W. Nroton & Co., New York.

Vroom, V.H. (1964) Work And Motivation, John Willey, New York.

Wilensky, H. "Work As A Social Problem" in Howard, S.B. (1966) (Ed), Social Problems: A Modern Approach, John Willey & Sons, New York.

Woodcock, M. (1989) Team Development Manual, Gaver, London.

Woodcock, M. and Francis, D. (1990) Organization Development Through Team Building, Grower, London.

Zeleny, M. "Work and Leisure in Warner, M. (1966, p. 5082) (Ed), International Encyclopedia of Business Management, Vol 5, Routledge, New York.

## APPENDIX 1

# MANAGERIAL PARADIGMS FOR EMPLOYEES' BEHAVIOURAL AND PERFORMANCE VARIABLES IN NIGERIAN ORGANIZATIONS: A STUDY OF SELECTED ENTERPRISES IN IKEJA INDUSTRIAL ESTATE OF LAGOS STATE.

## SURVEY QUESTIONNAIRE

### PART 1

*(To be completed by Senior Management)*

1. Age: **(Please tick ✓)**

35 – 40 years	<input type="checkbox"/>
41 – 45 “	<input type="checkbox"/>
46 – 55 “	<input type="checkbox"/>
56 – 60	<input type="checkbox"/>
Above 60 “	<input type="checkbox"/>

2. Department: **(Please tick ✓)**

- Personnel/Admin	<input type="checkbox"/>
- Finance & Accounts	<input type="checkbox"/>
- Production/Engineering	<input type="checkbox"/>
- Marketing and Sales	<input type="checkbox"/>
- Stores & Purchasing	<input type="checkbox"/>
- Quality Control	<input type="checkbox"/>

Sex: Male  Female

3. Years of Employment **(Tick ✓)**

< 5	<input type="checkbox"/>
5 – 10	<input type="checkbox"/>
11 – 15	<input type="checkbox"/>
16 – 20	<input type="checkbox"/>
> 20	<input type="checkbox"/>

4. Educational Qualification: **(Tick ✓)**

O'Level/OND	<input type="checkbox"/>
HND/B.Sc/BA	<input type="checkbox"/>
ACA/CIBN, Etc	<input type="checkbox"/>
PGD/MBA/M.Sc/M.Ed	<input type="checkbox"/>
PHD	<input type="checkbox"/>

5. Experience and Involvement in Personnel Policy Formulation: **(Tick ✓)**

- Direct and Active	<input type="checkbox"/>
- Indirect and Passive	<input type="checkbox"/>
- Not Involved	<input type="checkbox"/>

6. With particular reference to employees under your supervision, rate, on the average, the extent to which you think that they could be motivated by the following factors:

		High	Moderate	Low	Indifferent
1	Job Security				
2	Status/Title/Power				
3	Less Working hours				
4	Salary Increases/Fringe Benefits				
5	Promotion based on merit/performance				
6	Promotion based on seniority				
7	Additional Job Responsibility				
8	Work content				
9	Recognition (non-monetary), affection, and appreciation				
10	Opportunity for personal initiative, creativity and growth				
11	Good Corporate Policies/Cultures/Team Work				
12	Training and Development Policies				
13	Prestigious/Elegant Work Environment				
14	Force and Discipline				
15	Achievement				

7. Please, on the average, how has the following behavioural traits best describe employees under your supervision?

		Very Often	Often	Sometimes	Never
1	Cooperative and Compassionate				
2	Passion for excellence in all organizational assignments				
3	Satisfaction through work				
4	Willing obedience to rules and regulations				
5	Individuals goals duly aligned with organizational goals				
6	Subordination of personal interest to group or organizational interest.				
7	Work under pressure without complaint				
8	Take on extra tasks voluntarily				
9	Prefers leisure to work				
10	Creative attitude to work				
11	Seek and assume high degree of personal responsibility at work				
12	Accept performance appraisal as appropriate/fair				
13	Seek more of personal interest/goals				
14	Performance reflects skills attitude and knowledge				
15	Appreciate, respect, self esteem				
16	Continuous demand for pay increases				



8. Indicate how the following methods are used to inspire workers to bring out their best in your organization:

		Very Often	Often	Sometimes	Never
1	General pay rise/fringe benefits				
2	Force and strict discipline				
3	Performance-related pay rise and promotions				
4	Training and development				
5	General/regular promotion				
6	Work/Enrichment				
7	Special/Leisure/Recreational Programmes				
8	Good work environments				
9	Change in Titles/Status				
10	Motivational Talks				
11	Knowing employee's Needs and Satisfying them collectively				
12	Organization-Wide Corporate Culture				
13	Providing Challenging Opportunities to Exercise Initiatives, Creativity, etc.				
14	Care, Respect and Appreciation (Non-Monetary) by Organization				
15	Job Security/Welfare Programmes e.g. Pension Schemes				
16	Target Setting				
17	Discriminatory Incentive Schemes				
18	Personal Freedom, Self-Determination but Common Responsibilities				
19	Collective Decision-Making				
20	Being Partners in the Organization				

9. State as brief as possible, and based on your experiences, the most practical strategy(ies) in Nigeria that you have used or found useful in motivating employees.

-----

# QUESTIONNAIRE PART 11

*(To be completed by all Employees)*

1. Age **(Tick ✓)**

< 25	
26 – 35	
36 – 45	
46 – 55	
56 – 65	

2. Sex \_\_\_\_\_

3. Department **(Tick ✓)**

Personnel /Admin	
Finance & Accounts	
Production/Engineering	
Marketing & Sales	
Stores & Purchasing	
Quality Control	
Corporate Planning	

4. Period of Employment in Organization (years) **(Tick ✓)**

< 5	
5 – 10	
11 – 15	
16 – 20	
> 20	

5. Status **(Tick ✓)**

Manager and above	
Deputy Managers	
Accountants	
Supervisors	
Engineers	
Technical/Production Staff	
Clerical Officers	
Casuals	

6. Educational Background: **(Tick ✓)**

First School Leaving Certificate	
O'Level/OND	
HND/B.Sc./BA/ACA, etc	
PGD/MBA/M.Sc./M.Ed	
PHD	

7. Tick the option that most closely agrees with how you feel about the organization you work. Consider answers in the context of your current job or past work experience.

		One of the Best	Above Average	Average	Bad	Indifferent
1	Your Place of Work compared with other Organization known to you					
2	The Department in which you Work and General Environment					
3	Current State of the Organization as compared with when you first started work					
4	How Do You Like the Work you do?					
5	If you had to start all over again and choose an alternative Work, how would you rate the present work in comparison with the new one chosen?					
6	For what reason in terms of rating of your present work, would you use (or not use) your very valuable free time to undertake a task in your present job? Because my Work is .....					
7	Job Security and Work content in the Organization					
8	Salary Level and promptness in payment					
9	Ability and competence of top management					
10	Ability and competence of your immediate supervisors					
11	Opportunity for your advancement in the Organization					
12	Organization's willingness to listen and do something about your problems and complaints					
13	Fairness and equity – no favouritism					
14	General staff inter-relationships					

8. Following are issues that interact to influence employee's value, attitudes and behaviours at work. Rate how important each one is to you in a work situation. Choose a scale of 1 – 4. Write the number, 1 – 4 according to your opinion, on the line to the right of each item, noting that

*1 = Not Important*

*2 = Somewhat Important*

*3 = Important*

*4 = Very Important*

1. An enjoyable, satisfying job \_\_\_\_\_
2. A high paying job \_\_\_\_\_
3. A good marriage \_\_\_\_\_
4. Meeting new people, social events, friends \_\_\_\_\_
5. Involvement in community activities \_\_\_\_\_
6. Religion \_\_\_\_\_
7. Exercising, playing sports \_\_\_\_\_
8. Intellectual development \_\_\_\_\_
9. A career with challenging opportunities \_\_\_\_\_
10. Nice cars, clothes, home etc. \_\_\_\_\_
11. Spending time with family members \_\_\_\_\_
12. Having several close friends \_\_\_\_\_
13. Volunteer work like sickle cell society, Red Cross \_\_\_\_\_
14. Meditation, quiet time to think, play etc. \_\_\_\_\_
15. A healthy balanced diet \_\_\_\_\_
16. Educational training, reading, TV, self improvement programmes, etc \_\_\_\_\_

9. Experience, involvement and support for Trade Unionism  
(Tick one)    - Direct and active  
                  - Not involved

10. State as brief as possible, one factor in your personal opinion that will motivate you to the greatest height in your work situation.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

11. Would you continue to work if, either through inheritance or any legitimate means you acquire enough money or resources to comfortably support all your social and economic needs?

YES                       NO