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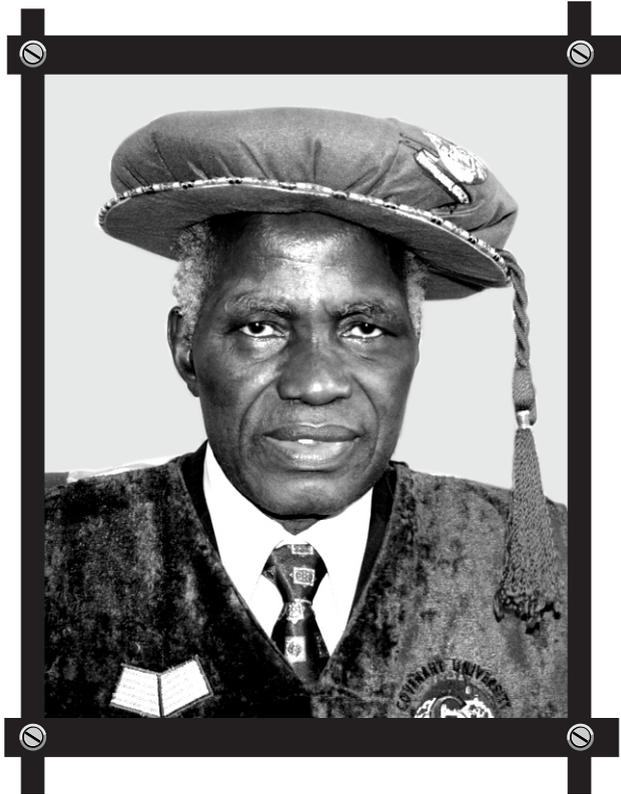
MANAGEMENT BY SELF- PUNISHMENT AND OUR NATIONAL PROGRESS

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Covenant University Press
Canaanland, Km. 10, Idiroko Road, Ota, Ogun State, Nigeria

ISSN 2006---0327
Vol. 1, No. 1, January, 2008



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Introduction

For ages, intellectual traditions in the field of management have manifested in many thinkers, analysts, researchers, teachers, and practitioners searching for conceptual schemes for denoting the business of managers and the processes of managing. Any simplified configuration of persons voluntarily or involuntarily locked up in promoting, administering, and executing some goal-directed activity aimed at galvanizing the creation of goods and services wanted by consumers at some price may be viewed as management.

Islands of what people conventionally regard, as management, managers, and managing, have existed in the culture of organizational study. The challenges of building bridges between and betwixt such islands have preoccupied philosophers, researchers and astute observers, of organizations from time immemorial. Providing animated impetus for the pioneering thought leaders in this quest are the ancient debates and controversies in respect of whether management is a science or an art. In our context of this discourse we shall settle for a decision-theoretic formulation of management. Individuals in administrative or managerial roles within organizations are postulated to be making routine, tactical, strategic decisions. Such decisions entail the deployment of analytical, conceptual, behavioural, technical, tools for purposes of attaining modicums of rationality in business judgment. The gamut of specialized quantitative and operational research models variously accessible to managers in their humble estates and different levels of organizational sophistication are assumed used in making decisions.

The history of business arithmetic traversing the logic of economic financial, accounting, statistical reasoning models to modern ICT packages can be noted here. The science in

management, without much ado, derives from the analytical quantitative ICT-enabled base (Davis, 1957; Newman, 1963; Onyemelukwe, 1973).

The art or practice component of management stems from the fact that management know-how or technology is an instrumentality for reaching desired organizational ends. What is learned by person through formal schooling has only a derived-demand. It is knowledge or expertise or skill potentially available for use. How such managerial technology is used, the conditions of its application, and the motive force of its engagement in an organizational setting (for efficiency or quality). Action research covers areas of pressing operations problems of moment to organizational functioning (White, 1956).

There is a loop between the solutions designed to address an urgent policy-relevant snag and environmental application of the solution to test its efficiency in ameliorating the problem condition. There are incessant calls to management students' teachers, and researchers, to ensure that issues of critical importance to our environment or business milieu are focused in our studies. Basic research culminating in conceptual, technical, behavioural, skills, contributing to basic-knowledge has its role.

Basic business education stops at the point of its characterization as a package training of the mind. The output of our business educational system may encapsulate varying features of practical orientation.

Decision-theoretic Formulation

The genre of informal and formal organizational contexts of managers may be viewed as avenue of accomplishing goals effectively and efficiently. The capability of managers, as humans, to source for information and utilize same in their organizational

venture is constrained by many personality and socio-cultural factors. The will to manage, and the willingness to employ tested, viable rational management techniques, may not be a universal feature.

The propensity of individuals to trust the efficacy of information garnered from rational decision-making tools may also pose problems. An innocuous objective data paraded as information vignettes may suffer credibility gaps fuelled by cultural and social-cognitive processes (Thompson, 1967; Ackoff & Emery, 1972).

Preliminary Definitions

'Management by Self Punishment' (MBSP) is viewed as an abnormal behavioural syndrome so pervasive and enduring in our business system as to constitute a recurrent management pattern. It can also be seen as management style. It is a metaphor for describing an abnormal administrative or management tendency to do things contrary to visible norms. It is a coping syndrome for the series of hopes, desires, and ambitions, which executives never seem to realize.

Why is it cultivated as a style?

The decision of managers and administrators to imbibe MBSP may stem from unconscious habits, lack of adequate practical business orientation, or desire to follow visible models in a work environment.

As a learned response; It is picked up through doing things the wrong way, the bad way, or the ordinary way prevalent in an organization. Individual and group experiences of getting things done against reason or defiance of theoretical/conceptual logic may be noted. Traditions of wrongly or ineffectively doing one's professional or technical routines have ways of solidifying into enduring endemic practices (Waldo, 1977; Perter & Waterman,

1982; Argyris, 1957; Golde, 1976, Travel, 1975; Thompson 1975).

Our National Progress

Progress is a social psychological concept of the state of corporate well-being of our nation. It is a systemic composition of the micro and macro expectations and felt attainments of what individuals, groups, government, and national institutions perceive.

Progress is conceptualized as a perceived movement of the body polity from a given state of defined social economic, cultural, formal well-being to a higher state. Objective, subjective, perceived, and projected indices of progress are needed (Pradhan & Ravallion, 2000; Mokyr, 1992; World Bank, 2000).

The concept of MBSP will be presented in two perspectives. First, there is consideration of it at the micro manager or administrator level. Then will follow a view of it at the organizational level.

The Concept of Management by Self Punishment

The Individual Level

There are many curious oddities, which people who work in formal organizations subjectively regard as management. The root of management as an organizational role is traceable to the traditional schema of defining, allocating, and classifying the work that has to be done in a formal establishment along lines permitting the use of the principle of division of labour. Clusters of work activities critical to the mission of an organization are entrusted to trained specialists. The hope of employers of all cadres of skilled staff is that the expertise of such will be deployed productively to generate wanted output. The need to see any discipline fostered at the University or Polytechnic level as an amalgam of art and science arises. An employing organization turns a technocrat because of the presumed capability of such to produce expected goods and

services. Therefore, demand for technocracy is a derived demand. We seek the affiliation and commitment of key decision-making officials as a way of accomplishing corporate organizational goals.

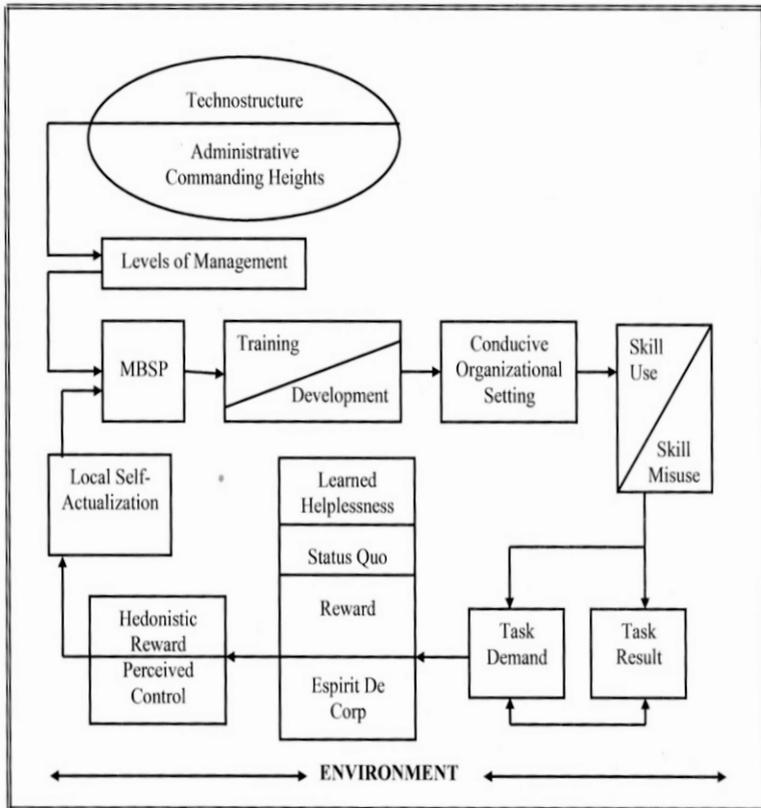


Figure 1: A MICRO LEVEL OF MBSP

In figure 1, a technostructure may be any complex organization in our business environment. There usually will be present a set of persons controlling the affairs of such organization. They are the technocrats.

Business schools prepare students to acquire the capacities for thinking, analyzing, conceptualizing, and using their developed know-how in solving problems. The problems to solve must be found, outside the routine delineation of discrete tasks to be executed by low-level rank-and-file employees. The technocrat is, because of the needed skills developed and the modicum of cognate experience possessed in using such skills.

From figure 1, we can observe what humans wearing the toga of technocrats perpetrate in the name of management. Many circumstances in our organizational work life may sometimes conspire to thrust upon our shoulders the role of management. It is vital from the onset of this dialectical analysis to state that the terms: managers, technocrats, managing processes, management cadre, and key decision-makers, are approximations of the concept of management. They interchangeably depict what managers' so-called, do in organizations. A formal positive role conceptualization of management warrants that managers have subordinates, and work through such subordinates. When a manager fails to utilize such he is reduced to a mere technician (Malins & Omolayole, 1972; Jun, 1976).

MBSP rears its ugly head through a dual avenue. First, a manager operating under constant fear of sudden removal from office can easily become lethargic. The financials of the management unit even when positive may not be the basis of performance evaluation in the short run. Peter Drucker educated us a long time ago of the need for managers to worry about the future of present decisions, rather than just the decision per se (Drucker, 1954; Drucker, 2005).

Second, the tendency of politicized establishments not to link

measurable achievements with rewards can be frustrating to staff (Bandura & Perloff, 1967; Onyemelukwe, 1973).

There are roles you are expected to personally handle using the skills – technical, behavioural, and conceptual – you possess. When you are set in the structure of such individualized roles you are on your own. What you do right or wrong will be attributable to your dexterity at making things happen. And from history of functioning in such role will often develop styles that harden rather fast and become models for others.

The aficionados of MBSP are essentially locked into what they do, not necessarily by accident. It happens also by virtue of some in-built personality disorders. Trying to knock your head against stone in the name of managing can be bad enough for your professional reputation. The outputs you create are not likely to stand the test of time. The techno-social system that retains you hopes to exist for a long time.

All the recent talk of the gains of Managers and Acquisitions are not without merit. But the truth of the matter is that an acquired establishment merged with a superior one is essentially cannibalized. Owners of businesses function on the basis of hope that their activities and results will be sustainable. Even nations in contemporary developing quagmires are envisioning strategies that focus on sustainable wealth creation and economic growth (Easterly & Levine, 1997; Easterly & Levine, 2001).

The key decision-makers opportuned to deploy assigned human, material, financial, informational resources, to create defined outputs, may be lacking in two ways.

First, they are essentially working to meet their own narrowly optioned vested interests (Shleifer & Vishny, 1993; Easterly & Levine, 2001). Many persons who aspire to public or parastatal

positions are on their personal quests for their own share of the national cake. Nigeria is a good country (Dr. Oyedepo, 2006), what we need is a good supply of visionary, responsible conductors of public affair in the interest of the poor masses of our citizens. Therefore, our concerted efforts in Covenant University to raise future decision-makers who would be intellectually, spiritually, and physically equipped to serve the public and private good, is on course. The total man and total woman will sense the need to practice management appropriately. They will give to Caesar what belongs to Caesar, and to God, what belongs to God. They will enjoy remarkable self-esteem as they rationally, philosophically, and religiously make their contributions to their world. The future belongs to such youths and oldies. We are raising them in Covenant University.

Second, they are cultured into immaturity by organizational norms. There exists a pathological phobia in managers who find it hard to delegate responsibilities with commensurate authority to subordinates. When you feel ill-at-ease sharing functions with those put under your charge, you are punishing yourself. Such persons often derive convoluted pleasures from their self-affliction. Health authorities keep warning us that we learn how to minimize avoidable stressors to which we unwittingly expose ourselves. Cigarette smokers and drug consumers admit knowing the risks they are behaviorally running by what they do, but still go ahead to do such. Many hearts, lungs, livers, and psychological well-being are ever so polluted around us today (Bandura & Perloff, 1967; Jun, 1976).

Good managerial practices entailing working with, and through subordinates as well as relevant others, is learned, hence, organizational and managerial culture must be noted as critical influences on proper management (Gordon, 1970; Vallerand, 2000). Those subjugated by an overwhelming dictatorial regime

are likely to equally subjugate others. Studies of authoritarian personality syndromes have suggested over the years the tendency for might, fear, and sanctions, to be substituted for dialogue, communication, persuasion, and due motivation of those under a manager's command. It is feasible, in appropriately delineated situations for results to be efficiently achieved using excessive coercion (Theory X). But it must be remembered that the output, as well as the sub-culture of loyalty, commitment, and matured growth, fostered in such a setting will not be sustainable (Skinner, 1971; Travel, 1975; Golde, 1976).

Conventional wisdom of analytical behavioural thought has traversed the perimeters of abnormal, disorder, crisis, and abnormal psychosis to the normal. Health has been studied more effectively by searching through the angle of disease and mortality than through sprightly humans. Psychology of humans received the most cogent attention from abnormal psychology to normal varieties. The studies of war and conflict situations leading to national and international conflagrations have helped a lot to educate the world on the parameters of peaceful living. History may be seen as teaching or not teaching anything, when international conflicts repeat themselves. The history of any science is that science. But a science that cannot forget its past is lost. Ackoff(1972) once told us that the future of O.R is past.

GROUPLEVEL OF MBSP

The processes depicted in figure 2 are resultant of working styles of managers and administrators over time. The working years of clusters of persons of various educational, ethnic, and experiential backgrounds add up to organizational traditions. The sub-systems in which people work tend to influence, in telling ways, their personalities and orientations. All participants somehow imbibe the culture of getting things done in the

organization. The popular hash operating settings of such organizations will often affect their performance levels. And when the stakeholders served by such establishments lack muscles, there will be a tendency for the operatives to become docile and ineffective.

The dynamics of positive and negative business ethics are observable in this scenario. In due course, all the variables and linkages depicted will function to depress productivity and responsiveness to opportunities. The culture of visible non-performing and lethargic institutions in our environment may be thus seen from the processes denoted in figure 2.

Formal organizations have ways of degenerating into morbid states. As organic systems they generate slumber, sleep, coma, instead of alertness. They respond not to their stakeholders. They ignore their publics with impunity. And in some cases in Nigeria, our laws preclude us from taking them to court. How these situations get worse will be further examined in the context of reinforcement theory.

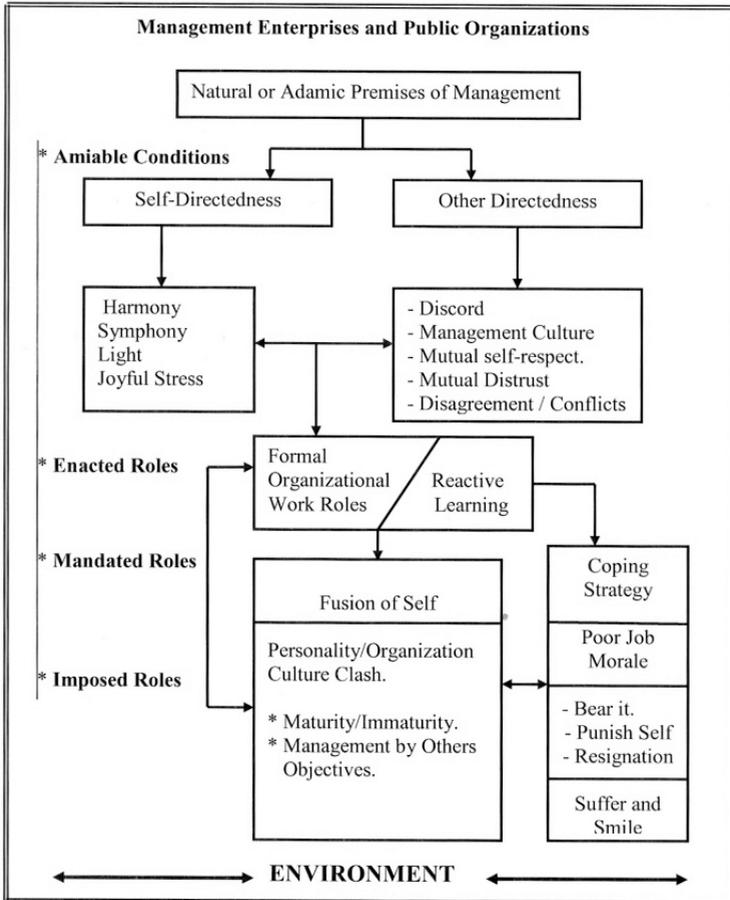


Figure 2: A GROUP LEVEL OF MBSP

Reinforcement Theory Connection

Managers, administrators, supervisors, professionals, technicians, rank-and-file employees, have known capabilities to repeat behaviours. When attitude theory reached its wits end in terms of its inability to provide dependable anchors for visible behaviour, reinforcement theory came along to the rescue. In this context, it bears public re-notification that attitude connotes the set of invisible processes internal to a person. We cannot see attitude. We can only infer its colorations and texture through appropriate measuring tools. When measured, we may be able to appreciate attitudes in the well-known cognitive (knowing) affective (feelings) and contractive (acting) potentials they embody. Whatever we can physically see in agents of behaviour we may not legitimately describe as attitude. What we see humans do, either to our pleasure or to our chagrin, is “behaviour.” Such behaviour is observable and we can code it by any preferred protocol advised by our intention to make some sense of such behaviour.

In our social organizational environment, purposive behaviour is repeated by individuals and groups either personally or interpersonally, or intra-group as well as inter-group.

Reinforcement theory points out the strategy we may adopt to secure the mode of behaviour we desire to see repeated. Such behaviour is openly approved and rewarded. Any behaviour we don't desire is not punished. It is simply ignored. The capacity of humans to compare the incentives received or denied helps the process of deliberately responding to wanted behavioural patterns.

Purposive behaviours in our organizations are governed by their consequences. Managers and administrators typically set themselves certain standards of behaviour. For instance, they may

opt to produce the goods and services expected of them, up to some self-defined level. The standard thus self-prescribed can be compared with what they actually accomplish. They may then generate self-rewarding or self-punishment consequences, depending upon how their accomplishments compare to their self-defined standard.

Our managers and administrators posting unattractive returns on the investments entrusted to them have their own motives. Even when their outputs meet our expectations to an extent, the managers and administrators still have their own explanations. We all have our own views of how and why persons in organizational positions seem to act as if the stakeholders around them do not matter much.

Interactions between position holders and their organizations in our business environments create enduring effects. What we attribute to the managers and administrations around us is the self-reinforcing events that stem from how they evaluate their performance. We may want to wonder why many persons not performing to societal standards generally hold on to their organizational positions, until they are forced out.

The ability of executives to sustain some behavioral pattern overtime is a very vital dimension of reinforcement theory light. Self-reinforcing processes require steps.

- (a). It requires a self-prescribed standard of behaviour, which can be used to evaluate ones performance.
- (b). It involves a social comparison process.
- (C). The reinforcers are under the managers (or administrators) control, and
- (d). The managers serves as own reinforcing agent (Bandura & Perloff, 1967; Argyris, 1957; White, 1956).

With this information, we may now appreciate why many of our public and private sector organizations are perpetuating the ineffectiveness and inefficiency we see in them.

Our National progress

There exists legions of parameters for appraising aspects of our nation whenever we have the urge to evaluate our corporate well-being. Virtually every facet of our national life in this country has been analyzed and packaged into the ubiquitous documents tagged “national policies.”

To mention a few: We have the national policy on education, national policy on housing, national policy on agriculture, national industrial policy on occupational safety, national policy on social development, national policy on transport, national policy on technological growth, national policy on export, national policy on aviation, national policy on health, national policy on power supply, national policy on ICT and telecommunications, national policy on environmental protection, national policy on small and medium scale enterprises, and the famous MDG – Millennium Development Goal policy.

In a number of cases, the policies were even dimensioned by United Nations defined time frame. We can recall out plethora of health, housing, etc for all by the year 2000. A set of studies expensively financed by the Federal Government in the late seventies and early eighties, even detailed all strategic development resources present in each state of the federation. What remain missing has continued to be the incentives attractive enough to galvanize investment. There are sundry socio-economic, educational, cultural, technical, political, religious, and institutions dotting our national landscape.

In all nooks and crannies of our nation, the scenario of failed, poorly performing, or completely non-performing public sector institutions is legendary. Many parastatals continually failing the test of yielding expected productive outputs of goods and services are being privatized by government. The logic of privatization being the belief that private-sector-run establishments tend to fare better, performance-wise, than their public counterparts. Recovering billions of naira governmental investment idly tied down in such unprofitable ventures sure makes some sense. Funds thus captured can hopefully be invested wisely in meeting other pressing public needs awaiting government attention.

Transferring the ownership of some state enterprises to private control does not solve our business productivity challenges of the establishments involved. There still remains the functional prerequisite of managerial tending of the ventures. Taking a cue from our Power Holding Company and NITEL recently privatized, it is apparent that mere change of ownership structure is far from being a sufficient condition for attaining service efficiency, good reputation and effectiveness. There usually exists a chaotic module of dilapidated plants, equipment, infrastructures, and grossly inadequate regime of maintenance and depreciation policies. The magic expected of new managerial hands to turn such ineffective business outfits around quickly, often turns out to be near impossible to realize.

A generic concept of progress that enables individuals and groups to identify their own vested expectations of “the good life” is highlighted. As citizens of our beloved country Nigeria, we all have ideas of the good life our nation should help us accomplish. It is not advisable in this context to dissipate energy on the games officials play with welfare statistics. We all want safe and secure living environments. We desire qualitative education at affordable cost for our wards and ourselves (Young, 1995; Pradhan & Ravallion, 2000).

We desire fine health-care facilities within the modest means of our people. We want good jobs relevant to the functional training obtainable by our school and college graduates. We want civilized governance and social economic care for our micro, state, and geo-political communities.

God has endowed our nation with abundant oil and agricultural resources. We all hope that affluence rather than poverty will be the lot of us all. Our roads, generally infrastructures, power supply, water supply, and social services, should be sources of joy to us all, rather than the pains and tears they constitute to us now. Governments at the local, state, and Federal levels are taxing citizens for services, protection, and safety that are not reasonably delivered.

The cost of living is ever rising as the wages and incomes receivable by citizens are ever declining. Those who specialize in examining these matters in our mass media never forget to attribute blames to all sorts of quarters for them. But after all said and done, the quanta of economic-financial resources available to jump-start our national progress are within the confines of our governments.

This is why the question of how best and fast to uplift our national progress must be pursued around the corridors of our public sector establishments and parastatals. Our lot so far, as a nation blessed with oil and natural resources wealth, must be further analyzed in the context of our public sector organizations.

Public Sector Management Efforts

The bane of successful socio-economic planning, over the years in this country, has been pinned down on our planning implementation challenges. Where bold and strategic attempts were made to actualize sectoral plans, “lack of executive capacity”

was often cited as the cause of our planning failures. The constraints projected by our seasoned administrators generally range from technical defects in planning documents, delays in delivery of imported inputs, spasmodic funding release, variations in contracted terms of projects, to undue interference by political elites at given local, state and national levels. We may also not forget the factor of corruption by many hands involved (Federal Ministry of Economics Development, 1975-80; Wouter, 1974; Bello & Otokiti, 2007).

The government, operating through the instrumentality of Civil Service Reforms, kept streamlining sharper management focus for administrators by periodically creating new departments. For instance, there emerge two departments called (i). Planning, Research and Statistics, and (ii). Resource Centres, to bring public services closer to citizens in local settings. The profile of departments in our ministries and parastatals kept being increased, compressed, and sometimes reduced, with little relevance to the task of prosecuting the productive welfare outputs expected by both the government and the citizens (Adamolekun, 1979).

The hope of politically galvanizing business action by our administrators may also be noticed in the incessant tendency to create ad hoc structures to handle special tasks. Such ad hoc units generally received funding, political, and resource support at levels higher than may be customarily available in existing departments.

An instructive establishment meant to provide cost-effective and sustainable mass transport services to our nation revealed a set of five problems: (a). Equipment acquisition, (b). Operations, (c). Maintenance (d). Marketing and (e). Coordination. And whenever availability of budgetary allocations for the core functions of the

unit is tolerable, there usually will arise the issue of staffing, federal character, and provision of appropriate rewards for the contributions of officers. Matters pertaining to the career structure of trained and developed cadres of officers must also be noted.

Our studies of the dynamics of ineffective provision of public services by our public establishments has been documented. Try as our administrators might try, citizens are ever being treated to litanies of excuses, apologies, and obverse of the goods and services demanded. e.g. Darkness instead of light. Chaos instead of order. Poverty instead of wealth. Sickness instead of health. Unemployment instead of jobs (Bello, 1979).

Behavioural Factors in Complex Organizations

The analysis of behaviour in organizations operating in Nigeria has followed the general pattern of economic development in the country. Many organizations have hired a consultant or “overseas expert” at one time or another to study the behaviour of lower level workers. Such studies are usually attitude surveys rather than actual behavioural audits. Rarely are the behaviours or attitudes of Managers or top administrators included in such studies.

An attempt to understand and control the human element in an organization is endemic in any attitude or behavioural survey. An explicit acknowledgement of a researcher's belief in the primacy of observed behaviour as a basis of theorizing, measuring, and interpreting organizational data is known as behaviourism. A process orientation defines behaviour as that action, interaction, or result which is observed in a work setting. This renders behaviour a binary variable whose value will be unitary when it is observed, and zero when it is not.

When such behaviour is observed, efforts are made to understand the environmental situation of its occurrence. For improvements, on modifications, or changes in such behaviour, attempts are made

to develop theories or explanations of the behavioural data on hand. Problems related to the why or motives of such behaviours one are side-tracked. The thinking in this setting being that what cannot be effectively measured in a situation should be left alone when the goal of influencing the behaviour desired can be reached by focusing on such behaviour.

In its extreme form, behaviourism rejects any consideration of all psychological process attributable to the subject of behaviour being analyzed. In fact, not even the right of the subject person to define the behavioural space of such person's action is conceded. Progress in conceptual sophistication has helped to jettison the blunt edges of extremist behaviourism arguments.

1. Moderating Factors

Three examples of the moderating factors in the behavioural school are in: attitude measurement, attitude rejection, and positive reinforcement. The use of semantic differential in attitude measurement gave the subject whose attitude is under study, a chance to help define the anchors for such attitudes. Empirically generated anchors for specific attitudes provide a subjective meaning for the behavioural world of the person being studied. Other variations of this subjective factor in behavioural modeling are observable in techniques such as Q-sort, self-report and self-rating scales. The person responsible for observed behaviour is accorded a say in how to establish the dimension of such behaviour (Deci & Ryan, 1985).

2. Demand of Behaviour and Attitude Bond

A second example of moderating effect on behaviourism is the denial of the role of attitude in behaviour. Attitude is generally viewed as “a predisposition to behave”. The

problems of measuring attitude as values, interests, and preferences have been difficult to simplify and control. The correlation between attitude and actual behaviour is neither high nor consistent across many studies. As an intervening variable between an acting person and the observed behaviour of the person, attitude was thought to be dispensable,.

The use of strong inference in behavioural research requires that a given behaviour predicted must be observed exactly, in order to retain a given hypothesis. Since behaviour is the target of study, as well as the yardstick of measurement, intervening variables such as needs, attitudes, and goals are side-tracked except when it is possible to measure the concept involved clearly, and in terms of the behaviour being analyzed

3. Impact of Positive reinforcement

Positive reinforcement represents a third sobering influence on behaviourism. The stimulus in the S-R bond is removed and re-defined. A person's behaviour is observed. The pattern of behaviour desired is reinforced by providing positive rewards for such behaviours. The association between the manifestation of desired behaviour and the emergence of reward as positive reinforcements is soon learned by the person being studied. This creates a situation of Response-Response bond, in place of the conventional S-R bond.

This line of thinking has created a new area of study known as behaviour modification. Applications of this approach have been shown to be fruitful in accident reduction, safety consciousness in factory workers, and work group performance improvement (Skinner, 1971; Vallerand, 2000; Kelly & Thibaut, 1978).

Contemporary behaviourism tends to be more realistic and flexible in approach as a result of the three influences mentioned above. Actual behaviour is measured as precisely as possible as the basis of explanation and predictions. Surrogates of such behaviours, which questionnaire instruments usually tap, are avoided when direct behaviour can be measured.

These theoretical considerations provide a direct link with organizational behaviour in our analysis techno structure. The links to be explored are (1) underdevelopment of industrial organizations (2) ethnic diversity and attitudinal consequences (3) socio-cultural problems of living patterns, family structure, and urbanization. And (4) subjective factors of attitudes and motives as improvements on behavioural measurement in Nigeria.

The orientations consequential upon these factors can be described in two models formal and in formal:

(a). **Formal Orientation**

The formal orientation traceable to the existence of labour and employment legislations. Both union and management may readily resort to legal verbiage in the process of trying to advocate any divergent bargaining postures. A union request for a Christmas bonus, or other form of profit-sharing proposition, can be declined with management arguments of need to be consistent with governmental incomes policy guidelines. Unions too are known to adopt bargaining postures that will permit their leaders to exhaust all the formal avenues open for union-management interactions.

According to an example cited by an expatriate manufacturing company director in Lagos, when union officials demand a specific bonus or privilege, it is considered unconventional for management to grant such request immediately. The union officials do feel a need to justify their stewardship to their rank and file members in terms of frequency and extent of “negotiating meeting” held with management. Some unions have also been known to press a dispute as far as the Industrial Court even when they expect to lose such a dispute. On the part of management too, the governmental call for Nigerianization of tangible positions in private organizations has created two formal attitudes. Managerial positions with little or no responsibilities and authority have been created. The number rather than the substance of such management positions are usually advertised for public relations purposes.

Controversies abound as to whether decisions are based upon objective performance criteria of Nigeria managers, or are mere reflections of expatriates' management duplicity. Such controversies to provide some pointers for explaining the nature of management job satisfaction, morale, and motivation in many organizations. Real or imagined managerial feelings of unfairness vis-à-vis reward systems and policies in expatriate dominated firms are important clues managerial attitudes to their organizational works.

(b). **Informal Orientation**

Informal orientations of Nigerian workers and managers are observable in the routine complaints of customers and citizens. The civil service is said to promote casual and

undedicated work attitudes in employees largely as a result of lack of emphasis on performance standards and related reward systems. A 1975 Udoji Salaries and Wages Review recommendation that management by objectives be introduced in government organizations is now an official government policy. Annual performance rating of public employees by their departmental heads, and a mutual discussion of such ratings by the parties concerned is a condition of annual salary increase. Performance and reward systems in private enterprises have tended to be closer in orientation.

Where employees realize that their prospects in an organization are connected with union or ethnic factors, which are technically outside the control of management, lackadaisical attitude to work are likely to be manifested. In understanding behaviour, it is necessary to be aware of poor attitudes to work, which may be traceable to governmental legislative or national policy requirement. For instance, some managers in an organizational setting may (choose to) be unconcerned about important aspects of their responsibilities.

It is critical to establish whether their attitudes derive from the “protection or safety” afforded by governmental policies on Nigerianization. Frequently, legislations with noble national intentions have peculiar ways of indirectly defeating such intentions. The tendency for a few mediocre employees, as well as some insincere expatriates' personnel, to manipulate official legislations and policy directives, to selfish advantages, is also a factor to watch. Nor must one forget the fact that industrial attitudes as a whole are still in the process of being imbibed and cultivated by many Nigerians. As the modern

sector of the national economy develops, such attitudes are bound to improve.

The work orientation found in a given organization may be positive or negative towards a particular object, person, group or task. As an indication of how a person or group may behave, an attitude measures is no more than an index of behavioural likelihood. Where the sources and direction of patterns of work orientation in an organization can be identified, such can be subjected to some degree of control,. They can be changed or modified. The factors responsible for their manifestation can be operated upon within organization. Making changes in attitudes through improved communication efforts, removal of some obvious factors creating unsalutary attitudes, and the mere indication of management sincere desire to create an atmosphere facilitative of better attitudes, are all useful approaches. Attempt to change along the directions in which they exists are more likely to succeed than are those meant to engineer a reversal of existence attitudes directions. For instance, it may be more useful to increase a low positive attitude to an issue, than it is to change a negative attitude into a positive one.

The difficulty encountered by those institutions, as colonial complete replacements for their traditional Nigerian counterparts, demonstration the importance of attitudes in behaviour.

Work orientations tend to vary by age, family, size, education, sex, occupation, and social-environment, in Nigeria. While attitudes are changeable bu a programme of deliberate educational conditioning, there however are no known guarantees of the stability of such changes. As organizational factors responsible for particular attitudes

change in strength or pervasiveness, so do the orientations. Hence, the needs to avoid the temptation to identify and propagate single factors as complete explanations of worker or managerial attitudes. The facets of work and human interactions causing such attitudes, and presumably maintaining their existence, must be defined, measured, and analyzed.

As work orientations are improved in given aspects of an organization, so are circumstances probably creating new attitudes or modifying existing ones in other areas of work within the organization. Those attitudes impinging upon the central strategies of an organization at a point in time deserves to be attended to before attitudes needing effort. Whatever variety of activities an organization can emerge in optimally at any point in time should bear the central strategies and policies of an organization in mind (Lawler, 1971).

The environment of personnel strategies and policies in Nigeria can be broadly defined in terms of labour legislations, government employment and income directives, and the ethnic diversity of organizational participants. Group behaviours resultant of union and management transactions is provided for by the Trade Union Law. Relative industrial harmony is taken care of by institutions ranging from collective bargaining, to compulsory arbitration of worker management disputes in Nigerian Industrial Court. To a good extent also, the wages, incomes, and fringe benefits payable by organizations to their participants are constrained by governmental policies and guidelines. The Nigerian Price Control Board monitors the prices chargeable by organizations operating in the Nigerian environment, for their output.

Governmental institutions and business organizations with majority governmental participation are subject to a constitutional requirement to reflect the federal character of Nigeria in their personnel policies. Private business organizations operating in different parts of Nigeria are ordinarily expected by the communities in which they are located to provide them with local employment. In the metropolitan areas such as Lagos, Kaduna, Kano, Ibadan, Enugu and Port Harcourt, private business organizations are becoming aware of the need to be sensitive to the ethnic diversity factor in their personnel decision.

Caveats Born of MBSP

It is helpful for better understanding and control of organizational processes entrusted to managers and administrators to highlight some critical factors to focus.

- Delegation practices;
- Motivation of Employee performance;
- Quality control in delegated administrative work;
- Improving subordinate Administrative Role;
- Stimulating Professional Creative and Innovative Potential;
- Developing a Penchant for the Pursuit of Excellence and Realization of a Culture of best practice by all Cadres of our Organization; and
- Deliberate Cultivation of a sense of Commitment to Seeking and positively responding to feedback from our relevant stakeholders;
- Dynamic Examination of our organizational performance with a view to seeking higher and better training and development opportunities and finding clearer vistas of growing in faith and learning to allow the Holy Spirit to enlighten our eyes of understanding. Two very critical factors will now be further presented.

1. Delegation Practices

Managers and administrators taking charge of our modern complex organizations are cultivators of traditions and propagators of predilections, work styles, prejudices, cultural, and ethnical orientations. These and more they sometimes consciously and often, imperceptively transit to the lower and newer staff they supervise. The emerging emphasis of modern corporate governance on cultivating best practices, transparency, total quality management and complete human resources enhancement is receiving appreciable support.

The logic of work delegation is attractive in the potential it embodies to encourage decentralization, functional training, passionate participation, job involvement, and organizational commitment. All parties locked in delegation dynamics are expected to maintain both open and closed mind to issues of learning, discipline, psychological growth, development, merit promotion, and performance reward. These processes warrant inevitable cultivation of mentoring relationships that bring subordinates into close evaluative, corrective, supportive, and disciplinary sanctions with designated bosses.

However, this mentoring component also harbours some inherent dangers of providing incubating beds for confirming, re-establishing, and solidifying extant inadequacies of bosses. There abound many conventional pros and cons of leadership by example. A boss in an organizations leadership position that could not meet societal expectations of the good life reposed in him or her is a doubtful role model. What is broadly observable at present in our public and private sector establishments is the tendency for individuals and groups to tow the line of least resistance, use eye-service, and nurture subdued negative venom that could manifest in resignation (literal or psychological) and very low productivity.

Our abject lesson to deduce from this situation is the need for all persons or groups privileged to oversee organizational processes to ensure that subordinates are afforded needed opportunities, structural milieu, cognate conducive operating environment, vital resources, and reasonable freedom to perform. The age-old traditions of getting things done in our ministries and parastatals are usually documented in the famous handing-over notes prepared by incumbent hands for incoming ones. The chances of a new establishment boss coming in to introduce radical departures from existing traditions can often be remote.

Change in styles of moving our modern organizations forward in creative and innovative directions is desirable. But it is constrained by vested unions, local, state, and geo-political interests, and political exigencies of how persons ascend top positions. And we must also note the fact that the organizational structure extant at a point in time is necessarily resistant to ready change.

There is a noticeable tendency in our private and public sector establishments to overwhelm rising subordinates with administrative encumbrances often far in excess of their due capacities to bear. Some human resources managers hold that the best way to efficiently map out and nurture subordinate work capabilities early enough is to experimentally stretch them.

The syndrome of technocrats and managers becoming mere workaholics instead of calculated productive output creators may not be far from this practice. Because organizational role distribution fosters authority and responsibility acquisition, with attendant fringe benefits, there are emerging personalities of weak and limited competences groping and searching for coordinative administrative roles. Such roles, not ostensibly contributing to the

attainment of the planned objectives of our technostucture.

2. Motivating Employee Performance

The literature on what it takes to induce our employees to give their best in work roles is simple to appreciate. We simply need to find the circumstances that will enable individuals and groups agree to take the work they are expected to do for us, as their own. The ownership component of motivation therefore suggests the viability of our readily satisfying both organizational and sub-system human goals.

The dual facets of intrinsic and extrinsic motivation are critical to our strategic control of staff performance. How people may opt to cognize inner goals and desires they wish met in their work context may vary by timing, texture, and format. It is often surprising to discover that certain persons would rather not agree to expose their inner urges to the machinations of their employers.

The privilege to decide where and how to meet individual and group motivational needs can often be private. Failure of managers and administrators to recognize such subtle dynamics can be very costly to output generation. The morale level of staff could suffer in the process, besides compromising the goal of sustaining employee loyalty and commitment (Lawler, 1971; Deci & Ryan, 1985; Vallerand, 2000).

Extrinsic motivation stems from all the good things of life wrapped up in what is egregiously termed “total packaged” of benefit given to organizational participants. What is given is tied to what you want or what you hope the staff will contribute in return. Recent research clearly indicates the need to have variables of context, content, and positional levels taken into due account in managing extrinsic rewards. It is also significant that the task of “managing exceptionally” well entails our duly avoiding the risk of allowing extrinsic rewards to crowd out the

intrinsic (Deci & Ryan, 1985; Vallerand, 2000).

For national progress, our private and public organizations must continue to function in ways that will enable various cadres of staff willingly give of their best efforts. What individuals and groups do to achieve the goals expected of them, can only add to the total performance of their organization. Combinations of good performance realized by sets of organization will enhance the national goal attainment we all desire. All leakages due to careless waste, corruption, and selfish motives must be plugged.

With New Government Hands Coming Up

The administrative structures needed for generating the ingredients of new policies, and for translating them into realities, are present in the Nigerian environment. Traditional democratic practices do vest in political parties the function of pinpointing the central objectives and aspirations of a state. The newly selected representatives of such parties will attempt to relate their legislative activities to such national objectives. The executive agencies of government, particularly the Civil Service structures, tend to perform the role of implementing the policies laid down to accomplish the national objectives.

The normal avenues for such implementation are the administrative structures designed for executing governmental decisions. The behaviour manifested by governmental functionaries within existing structures is far from actually predictable. Distortions attendant upon communication sniffles between political leaders and their administrative mechanisms are one thing. But quite another, and of greater consequences, is the subtle resistance to socio-economic strategies, which civil servants may manifest in the policy implementation process. Institutions not willing to be responsive to new directives can frequently find adequate delay loopholes in an existing

bureaucratic structure.

The issue of how to realize fast improvement in our national progress is urgent. The challenge of existing institutions that may not be too responsive is critical. With time and determination, our national aspirations for better life are attributable. But, the tradition of dependence upon technocrats or agencies of doubtful commitment for enforcement of national welfare measures can be a critical element of uncertainty in the effectiveness of the policies concerned.

The specie of uncertainty critical to administrative functioning is known as Task Process Uncertainty (TPU). This TPU is more than information shortage. Neither can it be dealt with through the generation of probabilities, which might be attached to events. The process nature of this uncertainty concept is traceable to five sources, among others (Bello, 1979). These are:

- The activities of politicians and administrators in respect of meeting the internal affairs needs of our country.
- The management of the interactions between our country and the relevant worlds outside her borders.
- The public service structures within which policies must be implemented in order to reach the ends intended for such policies.
- The fact of Nigerians politicians who may be proactive only with lots of subtle political persuasion, and
- The patterns or reaction of our management decision makers to the responses of the public to such decisions.

The vested interests in our institutional structures are ever ready to serve needs other than those wanted by our citizens.

OUR NATIONAL PROGRESS THE COVENANT UNIVERSITY CONNECTION

1. Our Core Values: Spirituality, Positive Mentality, Capacity Building, Integrity, Responsibility, Diligence, and Sacrifice are in place.
2. Our mission to raise a new generation of leaders.
3. Our vision to inculcate the culture of individuals, groups, and institutions deliberately promoting mental productivity.

The Journey So Far

This is a revolutionary odyssey traversing the radical re-orientation of all the participants (teachers, administrators, students, learners, supplier, stakeholders (society, employers, industries, etc) engages in creating this new culture. The work ethics of our people must change. We are working ever steadily in ways that are consistently getting us more than 24 hours out of day. The implication of this for work commitment, job involvement, proactive participation, job satisfaction, and productivity must continue to be noted and encouraged along existing lines.

Conclusion

Ours in this Covenant University generation is a crusade of driving a multitude of phenomena.

- **Excellence:** that behooves a world class University.
- **Discipline:** that nourishes the work style of staff, students, and society, to do what is right, what is expected, what is concentrated, what is promised, what is noble, what is of good report – in a timely, ethical, efficient manner. God is on our side. We are on the right track.
- The concept of MBSP presented in this lecture is to undergo further refinements, metrication and collaborative research by interested colleagues. Chancellor Sir, MBSP falls within the

genre of your challenge to us all to create knowledge.

Acknowledgment

God First. Jesus is Lord.

I give manifold praises to God for all His incalculable mercies, goodness, and favours in my life. His faithfulness preserved me, inspired me, and bestowed upon me the wonderous unction that enabled me to undertake the preparations and due execution of today's Public Lecture on the platform of precious Covenant University. To Him be all adorations, thanks and halleluyahs.

It is indeed a privilege and a unique honour to be counted worthy by the authorities of this University to be a modest part of the revolution of raising a new generation of leaders on these hallowed grounds. My due appreciation goes to the visioner himself, Dr. David Oyedepo whose due obedience to the call of God to establish this great University created the opportunity we all have to be part of the marvels of innovative education we see around us. My prayer is that, the good Lord continues to energize him to sustain the great work he is doing. My thanks goes to the Vice Chancellor of this University, Professor Aize Obayan and the Registrar, Yemi Nathaniel for their dedicated services to the progress of this University; may the Lord bless you both. I also wish to appreciate the Principal Officers, Deans, Professors, and other Academic and Non-Academic Staff of this institution. I appreciate all the Distinguished Guests and Academic Colleagues from other institutions and friends. But above all, I want to celebrate the Kings and Queens of Hebron, our reason for being here in Covenant University to be partakers of the exiting adventure of raising a new generation of leaders for our nation and the world. I appreciate the presence of all of you. God bless you all.

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