



## **RELEVANCE OF MANAGEMENT THOUGHTS AND IDEAS TO PRIVATE SECTORS IN YOLA, ADAMAWA STATE**

---

By

Stephen Pembu  
Department of Business Administration, Faculty of Social and Management Sciences,  
Adamawa State University, Mubi  
E-Mail: [stephenpembu@yahoo.com](mailto:stephenpembu@yahoo.com)

© GSJ

## ABSTRACT

*The Managers in the private sectors are confronted with managerial decisions and issues on how to make use of the best decision possible in order to overcome the most pressing of the challenges they are presently confronted with. Therefore, the objective of this study is to assess management thoughts and ideas and its relevance to Private Sectors in Yola, Adamawa State. The study adopted both qualitative and quantitative survey methods of research. Structured questionnaires were administered to 60 staff of Private Sectors using convenient sampling method, out of which 50 was retrieved. The data collected was subjected to percentage analysis and Chi-Square was employed for testing the hypothesis at 0.05 (5%) level of significance. The findings revealed that, management thought and ideas in Private Sectors Adamawa State bring expertise on social issues and improve efficiency to achieve the pre-set goals, whereas technical efficiency and effectiveness are the ultimate goals of management thought. Also, it was revealed that that management thought and idea have significant relevance to Private Sectors in Yola, Adamawa State ( $P < 0.000$  at 0.05). Based on the findings therefore, the study recommended that management of Private Sectors in Yola Adamawa State should cultivate the habit of developing vibrant thoughts and ideas in their organization as this brings expertise on social issues and improves efficiency, coordinating & facilitating transition between upper management and line agencies who implement them.*

## Introduction

Achieving a competitive advantage position and enhancing firm performance relative to their competitors are the main objectives that business organizations should strive to attain. Competitive advantage is a concept that remains as a major research area as far as strategic management is concerned. Moreover, as far as global and local businesses are concerned, competitive advantage is important. In order to compete and sustain successfully, locally and globally, businesses must not only excel in their area but also persevere in the long run. Achieving such a “sustainable competitive advantage” status is not an easy task without a proper road map or strategy being outline and put into practice.

Competitive advantage is a result from and being associated with a long list of contributing factors. Such factors include operational efficiencies, mergers, acquisitions, levels of diversification, types of diversification, organizational structures, top management

team composition and style, human resource management, manipulation of the political and/or social influences intruding upon the market, conformity to various interpretations of socially responsible behaviours, international or cross-cultural activities of expansion and adaptation, and various other organizational and/or industry level phenomena (Ma, 1999a, 1999b; Flint & Van Fleet, 2005; King, 2007b).

Management theory provides a simple conceptual framework for organizing knowledge and for providing a blueprint for action to help guide organizations toward their objectives. Contributions from past industrialists have moulded the organizational system and culture, and managers can benefit from an awareness of these contributions. As such, scientific management can be seen as the starting point from where the managerial aspect of organizations are systematically being analyzed and improved for practical application in the day to day running of organizations (Cole, 2004; DuBrin, 2006).

As with any modern theory, scientific management theory is also subject to criticism and has evolved with time to suit the needs of organizations and the environments they are operating in. This is the crucial factor for survival, being able to adopt and adapt to the needs of the surroundings, without foregoing the basic or fundamental structural beliefs of the concept or notion being uphold (Lanmin 2013).

Following Sheldrake (2003), Cole (2004) and DuBrin (2006) the evolution of management theory, applicability of management theories and practices has historically been a major interest of scholars dealing with developing countries" situations. Researchers have been discussing this issue from divergence, universality, convergence, and situational perspectives. According to the divergence perspective, mostly comparative management literature, western management theories stop at the cultural boundary of each nation. It is the position of this view that culture is indeed the main source of management differences between developed and developing countries (Hoskisson, Eden, Ming & Wright, 2000; Oghojafor, George & Owoy, 2012).

Obviously speaking, there are no ideal situations in real world experiences but through conscious adherence to laid down principles and practice, we can reach a realistic and favourable condition in managerial matters and issues that are far beyond our thought and imaginations. In the late 19th century, management decisions were often arbitrary and workers often worked at an intentionally slow pace. There was little in the way of systematic management and workers and management were often in conflict. Since the formal study of management began, the study of management has progressed through several stages as

scholars and practitioners working in different eras focused on what they believed to be important aspects of good management practice (Hafsi & Farashash 2005).

It is no gainsaying the fact that given the global influence of information technology and couple the axiom that the entire world has been reduced to a global village, one cannot deny nor play down on cross border influences across nation's territories and boundaries. Also influenced in this regard, is the mode of management in different countries which have been observed by some scholars and developed into theories based on their experiences over a specified period of time. As such, it is our desire in this project work to examine the relevance of such kind of influences in relation to Management theories and philosophy as it has to with contemporary managerial issues in Nigeria. Therefore, the objective of this study is to assess management though and ideas and its relevance to private sector with specific reference to Private Sectors Yola, Adamawa State.

### **Literature Review/Theoretical Framework**

A highly critical view of the evolution of management theories may describe it as a proliferation of studies, otherwise viewed as 'theoretical diarrhea'. In the United States of America, organizational researchers identified two groups of researchers, those interested in people without organizations and the other interested in organizations without people (Barrat & Bass, 1976).

Building on this, most major management theories can be broadly grouped (though simplistic) in either the scientific, classical or neo-classical school of thoughts. Each group can then be broadly assigned to Bass's simplistic definition organizations without people (scientific theories) and people without organizations (classical and neo-classical) respectively. It is within these broad categories that this article will chart the evolution of management theories. It is interesting to note that though most of these theories have their limitations, they have all continued to co-exist today in one form or the other globally.

Taylor (1911) identified various features that are important in the management of the organization with the intent to minimize management by rule of thumb and replace it with timed observations leading to the one best practice. In his view, work at the time was awkward and inefficient and managers were expected to instruct while employees perform duties as allocated within the organization.

This encouraged the breaking up of tasks in the organization into sub-tasks and also helped to optimize the performance of tasks. To motivate performance, managers were

encouraged to motivate employees through financial rewards and ensure sustenance through systematic and continuous training of workers in the best practice to increase productivity and work performance. From an economic point of view, Taylorism was an outstanding success and yielded significant improvements in productivity particularly in the industrial era (Wren & Bedeian, 2009).

Also alongside Taylor's work in the 1920s was Frank and Lillian Gilbreth's motion study. This study arose from the need to reduce motions from bricklaying at a construction site; The Gilbreths succeeded in reducing the motions from 18 to 4 and then proposed each worker focus on own work, prepare for the next level and train successors (Redding, 1994).

Today, some of Taylor's and Gilbreth's postulations are still globally relevant in the area of quality control especially in production based and very large manufacturing organizations around the world. Classical Management Theories: The major proponents of classical management are Fayol's (1949) and Weber's (1922).

The respective founders of Administrative and Bureaucracy theory, each school of thought developed sequentially and tended towards addressing limitations in the scientific management theory. In contrast to the purely scientific examination of work and organizations conducted by Taylor (1911), Henri Fayol's administrative theory proposed that every organization had six functions: technical; commercial; financial; security; accounting; and managerial. He believed managers had five principal roles: (i) forecast and plan-as an act of anticipating the future and act accordingly, (ii) organize-develop institutional resources both material and human, (iii) command- keeping institutions actions and processes running, (iv) coordinate- aligning and harmonizing group efforts, and (v) control- ensuring all activities above are performed in accordance with appropriate rules and procedures.

He further identified 14 general principles of management to go along with the management's five principles: division of work; unity of direction; authority and responsibility; discipline; unity of command; subordination of individual interest to general interest; personnel remuneration; centralization; scalar chain of authority; order; equity; stability of tenure of personnel; initiative; and teamwork. Today, most organizations still practice the principles identified by Fayol because it encapsulates personal effort and team dynamics, though there is less practice of the 'unity of command' as most employees now tend to report to more than one supervisor (Wren & Bedeian, 2009).

The German socialist, Max Weber, argued that all organizations are structured bureaucratically and all higher positions supervise and control the lower positions (Weber,

1922). In his theory, there is a clear chain of command within organizations that supports control. In addition, he encouraged the evolution of specialization through division of labour, this way employees only carry out functions they are skilled to perform. Decisions and performance rewards are based on competence and merit and depersonalized relationships are encouraged to ensure objectivity.

The major limitation in the application of the bureaucracy is the lack of flexibility, especially with regards to multi-tasking and teamwork which is important in today's knowledge based era. Though Weber's theory considers the humanity of workers, the effectiveness of the theory at its highest form would result in an impersonal organization without human interaction or subjectivity. Though criticized for the lack of flexibility in their original ideas, the classical theories have clear benefits in practice today, including increased production and effective management of organizational resources (Olum, 2004).

Increasingly, management scholars had begun to move away from viewing employees as no more than extension of machines to considering human behaviour and social needs of employees. By the early 1920's Elton Mayo disproved Taylor's suggestion that science informs the highest productivity and rejected the idea that individuals were no more than extensions of machines to be controlled. He was able to determine through a series of experiments known as the Hawthorne experiments (1927-1932) that work performance was more dependent on working conditions and attitudes than economic factors (Olum, 2004).

This new concepts from Mayo gave rise to more modern management theories including the Systems, Contingency, Theory X & Y and Team-Building theory (Redding, 1994; Olum, 2004). The growing need to integrate theories as they evolved to deal with varying conditions was greatly required and some of the more popular human behaviour theories that will be examined later in this study are described briefly below;

- i. The Contingency theory: Proposes that when managers make decisions, they must consider all aspects of the situation and act on those aspects that are critical to the prevailing situation. This theory claims there is no best way to organize a corporation or make decisions. It can be defined simply as the 'it depends' approach, where a lot of variables in the workplace may influence decisions (Pindur, Rogers and Kim, 1995).
- ii. The Teambuilding Theory: Emphasizes quality circles, best practices and continuous improvement. The foundation is built on teamwork and it also prescribes the

flattening of management pyramid, building consensus at all levels and reducing levels of hierarchy to increase motivation, creativity and work performance.

Behavioural Scientists in the social sciences with backgrounds in sociology, psychology and anthropology, relied on sophisticated research methods to explain what motivates employees at work. These researchers built the platform for new management theory ideas and a major focus was the adjustment of the employee's complex character within the workplace (Stoner, Freeman & Gilbert, 2004).

The development and progressive nature of the management theory indeed captures the dynamism of management theory i.e. being responsive and adaptive to the internal and environmental needs of evolving organizations. This anchors on several approaches and perspective, namely: i) the classical approach, ii) the human resource approach, iii) the quantitative approach, iv) the systems perspectives, v) the contingency approach, and vi) the information technology approach.

### Research Methodology

This study adopted both qualitative and quantitative survey approach. Questionnaire was developed by the research on four Likert scale ranging from Strongly Agree (SA) =4, Agree (A)=3, Disagree (D)=2 and Strongly Disagree (SD) =1. The questionnaires were administered to 60 staff of Private Sectors using convenient sampling method, out of which 50 was retrieved. The data collected from the primary source was subjected to percentage analysis for descriptive analysis and Chi-Square was employed in testing the hypothesis at 0.05 (5%) level of significance.

### Data Presentation, Analysis and Findings

Table 1: Analysis of demographic Characteristics of the Respondents

Gender distribution	Frequency	Percentage (%)
Male	36	72.0
Female	14	28.0
<b>Total</b>	<b>50</b>	<b>100.0</b>
<b>Age Distribution</b>		
18 – 25 yrs	8	16.0
26 – 45 yrs	28	56.0
45 yrs and above	14	28.0
<b>Total</b>	<b>50</b>	<b>100.0</b>
<b>Educational Status</b>		

SSCE	1	2.0
ND/NCE	30	60.0
HND/B.Sc.	18	36.0
Postgraduate	1	2.0
Total	50	100.0
<b>Working Experience</b>		
Below 10yrs	20	40.0
11yrs – 20yrs	11	22.0
21yrs – 30yrs	19	38.0
<b>Total</b>	<b>50</b>	<b>100.0</b>
<b>Marital Status</b>		
Single	13	26.0
Married	29	58.0
Divorced	5	10.0
Widow	3	6.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

*Source: Field Survey, 2016*

The table 1 shows that 36 (72.0%) of the total respondents were males, while 14 which is equivalent to 28.0% were females. This means that majority of the respondents were male. In the same vein, analysis from the table indicates that 8 respondents representing 16.0% are between the age brackets of 18 – 25 years, 28 respondents representing 56.0% are between the age brackets of 26 – 45 years, while 14 respondents representing 28.0% are between the age brackets 45 years and above. This shows that the majority of the respondents who successfully filled the questionnaires are between the ages of 26 – 45 years.

Similarly, Educational status/qualification of the respondents as analysed in the table revealed that 2.0% hold SSCE and postgraduate certificates respectively, 30 respondents representing 60.0% are holders of ND/NCE certificates, whereas 18 of the respondents representing 36.0% are holders of either HND or B.Sc. certificate, The analysis maintained that majority of the respondents are holders of either ND or NCE certificate.

Also, the analysis the from table shows the various years of working experience of the sampled respondents, where 20 (40.0%) of the respondents have been in the service below 10 years, 11 respondents representing 22.0% have 11yrs – 20yrs of working experience, while 19 respondents represented by 38.0% have 21yrs – 30yrs of working experience. This shows that majority of the respondents have below 10 years of working experience.

Finally, the Table shows that 13 respondents are single which is 26.0%, 29 of the respondents were married which is 58.0%, 5 respondents representing 10.0% are divorced,



while only 3 (6.0%) were widow. It clearly shows that majority of the respondents that successfully responded to the questionnaires were married.

Table 2: Relevance of Management Thought and ideas to Adama Beverages Ltd

S/n	Items	SA	A	D	SD
1	Management thought and ideas help organization to bring expertise on social issues to improve efficiency	14(28%)	28(56%)	6(12%)	2(4%)
2	Management thought and ideas help to improve technical efficiency and effectiveness	14(28%)	29(58%)	4 (8%)	3(6%)
3	Management thought and ideas helps to co-ordination and facilitating between top and line management	16(32%)	27(54%)	5(10%)	2(4%)
4	Management thought and ideas bring about orientation towards change in attitudes, values and structures of organizations	17(34%)	27(54%)	4 (8%)	2(4%)
5	Management thought and ideas carefully defined authority and responsibilities in an organization.	16(32%)	28(56%)	5(10%)	1(2%)
6	Management ideas carefully defined authority and responsibilities in an organization.	18 36%)	29(56%)	1(2%)	2(4%)
7	Management ideas promote impersonal relations between officials and top management in organizations	21(42%)	25(50%)	2(4%)	2(4%)
8	Management ideas provide organization with effective knowledge of recruitment on the basis of ability and knowledge instead of cronyism and contacts.	22(44%)	25(50%)	3(6%)	0
9	Effective use of management ideas help to promote and reward on the basis of objective criteria and procedures	24(48%)	22(44%)	3 (6%)	1(2%)

*Source: Field Survey, 2016*

Table 4.2.6 shows that 14 respondents representing 28.0% strongly agreed that management thought and ideas help organization bring expertise on social issues and improve efficiency to achieve the preset goals by the public policy, 28 (58.0%) agreed also to that effect, 6 respondents represented by 12.0% disagreed and 2 respondents representing 4.0% strongly disagreed.

The above table shows that 14 respondents representing 28.0% strongly agreed that technical efficiency and effectiveness are the ultimate goals of management thought, 29 respondents representing 58.0% also agreed to that effect, 4 respondents representing 8.0% disagreed with the assertion, while 3 of the total respondents representing 6.0% strongly disagreed.

The table shows that 16 respondents representing 32.0% strongly agreed that management thought helps to co-ordinate and facilitate agencies between upper management from where decisions come and the line agencies who implement them, 27 respondents representing 54.0% agreed with the statement, only 5 and 2 respondents representing 10.0% and 4.0% disagreed and strongly disagreed respectively with the assertion.

The table shows that 17 respondents representing 34.0% strongly agreed that management thought bring about orientation towards change in attitudes, values and structures of organizations, 27 respondents representing 54.0% also agreed, 4 respondents representing 8.0% disagreed with the assertion while negligible number (2) respondents representing 4.0% strongly disagreed to that fact.

The table shows that 16 respondent representing 32.0% strongly agreed that Management thought increase emphasis upon formal structure, hierarchy and efficiency in an organization, 28 respondents representing 56.0% agreed also with the statement while 5 respondents representing 10.0% disagreed with the assertion and 1 respondents representing 2.0% strongly disagreed.

The table shows that 18 respondents representing 36.0% strongly agreed that Management ideas carefully defined authority and responsibilities in an organization, 29 respondents representing 58.0% agreed also with the statement while 1 respondent representing 2.0% disagreed with the assertion and 2 respondents representing 4.0% strongly disagreed.

The table shows that 21 respondents representing 42.0% strongly agreed that Management ideas promote impersonal relations between officials and top management in organizations, 25 respondents representing 50.0% agreed also with the statement while 2 respondents representing 4.0% disagreed with the assertion and 2 respondents representing 4.0% strongly disagreed.

The above table shows that 22 respondents representing 44.0% strongly agreed that Management ideas provide organization with effective knowledge of recruitment on the basis of ability and knowledge instead of cronyism and contacts, 25 respondents representing 50.0% agreed also with the statement while 3 respondents representing 6.0% disagreed with the assertion and no respondents strongly disagreed.

The table shows that 24 respondents representing 48.0% strongly agreed that Effective use of management ideas assess promotion and reward on the basis of objective criteria and procedures, 22 respondents representing 44.0% agreed also with the statement

while 3 respondents representing 6.0% disagreed with the assertion and 1 respondents representing 2.0% strongly disagreed.

### Testing of Hypothesis

*H<sub>01</sub>*: Management thought and idea does not have significant relevance to private sector in Adamawa State Local Government of Adamawa State

**Table 3: Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.280 <sup>a</sup>	3	.000
Likelihood Ratio	28.392	3	.000
Linear-by-Linear Association	20.840	1	.000
N of Valid Cases	50		
a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .56.			

$P < 0.000$  at 0.05

The decision is that the null hypothesis was rejected, since the result is significance ( $P < 0.000$  at 0.05). Therefore the alternate hypothesis which states that management thought and idea have significant relevance to Private Sectors in Adamawa State was accepted.

### Summary of the Findings

The major findings of this study have been derived from the analysis and presentation of data gathered from the field survey which was restricted to the sampled respondents as representative of the whole population.

- i. Management thought and ideas in Private Sectors in Yola, Adamawa State bring expertise on social issues and how to improve efficiency to achieve the pre-set goals by the public policy whereas technical efficiency and effectiveness are the ultimate goals of management thought. It also helps in coordinating and facilitating agencies between upper management from where decisions come and the line agencies who implement them.
- ii. Management ideas carefully defined authority and responsibilities in an organization, ideas of the management also promote impersonal relationship between officials and top management in organizations, which provide organization with effective knowledge of recruitment on the basis of ability and knowledge instead of cronyism

and contacts, and effective use of management ideas assesses promotion and reward on the basis of objective criteria and procedures.

### **Conclusion**

Management ideas are universal but their level of development differs from one civilization to another. The pursuit of competitive advantage is indeed an idea that is at the heart of much of the strategic management. Apart from not realising that they are veritable sources of information to the search for indigenous management theory, find it difficult to document their experiences. The managers themselves did nothing to encourage the development of the management principles and theory. Their major interest was on quick service and money. To achieve that end, the areas of their greatest emphasis were technical know-how or technology, cost and the balance sheet. Through ignorance, no inquiry was made into proper and adequate administrative functions and ideal leadership styles. The resource-based view stipulates that in strategic management the fundamental sources and drivers to firms' competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly-to-copy.

### **Recommendations**

Based on the findings arrived at and conclusion reached, the researcher was able to put the following recommendation, which is carefully adjured to will go a long way in spelling out clearly the importance of management thought and ideas and its relevance to private sector in Private Sectors in Yola, Adamawa state

- i. The research recommended that the management of Private Sectors in Yola, Adamawa State should cultivate the habit of developing vibrant thought and ideas in their organizations as this brings expertise on social issues and improves efficiency, coordinating & facilitating transition between upper management and line agencies who implement them.
- ii. Being the fact that ideas of the management in Private Sectors in Yola, Adamawa State carefully defines authority and responsibilities, promotes impersonal relationship between officials and top management, hence, it is recommended that the management of Private Sectors in Yola, Adamawa State should provide their

organizations with effective knowledge of recruitment on the basis of ability and knowledge instead of cronyism and contacts.

## REFERENCES

- Barrett, G. V. & Bass, B. M. (1976). Values and the Search for value – free dimensions of culture. *Journal of Cross-Cultural Psychology*, 18, 143 -164.
- Cole, G. A. (2004). *Management Theory and Practice, Sixth Edition*. United Kingdom: Thomson Learning.
- DuBrin, A. J. (2006). *Essentials of Management, 7th Edition*. South-Western, U.S.A: Thomson.
- Fayol, H. (1949). *General and Industrial Management*. London: Pitman Publishing Company.
- Flint, G. D. & Van Fleet, D. D. (2005). A comparison and Contrast of Strategic Management and Classical Economic Concepts: Definitions, Comparisons, and Pursuit of advantages. *Journal of Business Inquiry*, 2005. *Utah Valley State College, USA*.
- Hafsi, T. & Farashahi, M. (2005). Applicability of Management theories to developing countries: *A synthesis*. 45(4).
- Hoskisson, R. E., Eden, L., Ming, L. C., & Wright, M. (2000). Strategy in Emerging Economies. *Academy of Management Journal*, 43(3): 249-267.
- King, A. W. (2007b). Disentangling inter-firm and intra-firm causal ambiguity: A conceptual model of causal ambiguity and sustainable competitive advantage. *Academy of Management Review*, Vol. 32, No.1, 156-178.
- Ma, H. (1999a). Anatomy of Competitive Advantage: a Select Framework. *Management Decision*, Vol. 37 No. 9, 1999, pp. 709-718.
- Ma, H. (1999b). Creation and Pre-emption for Competitive Advantage. *Management Decision*, Vol. 37 No. 3, 1999, pp. 259-267.
- Oghojafor, B. G. (2012). Corporate Governance and National Culture are Siamese Twins: The Case of Cadbury (Nigeria) Plc. *International Journal of Business and Social Science*, 3(15), pp 270.
- Oghojafor, B., George, O. & Owoyemi, O. (2012). Corporate Governance and National Culture are Siamese Twins: The Case of Cadbury (Nigeria) Plc. *International Journal of Business and Social Science*, 3(15): 270.

- Olum, Y. (2004). *Modern Management Theories and Practices*. Uganda: Makerere University
- Pindur, W., Rogers, S. E., & Kim, P.S. (1995). The history of management: a global perspective. *Journal of Management History*, 59-77
- Porter, E. H. (1962). The Parable of the Spindle. *Harvard Business Review*, May-June, pp. 5866.
- Redding, S. (1994). Comparative management theory: jungle, zoo or fossil bed? *Organization Studies*, pp 323-369.
- Stoner J. A., Edward F. R., & Gilbert, Jr. D. R. (2004). *Management, (6<sup>th</sup> Ed)*. New Delhi, India: Dorling Kindersley Pvt. Ltd.
- Taylor, F. W. (1911). *The Principles of Scientific Management*, (comprising shop management and Testimony Before the Special House Committee).
- Weber, M. (1947). *The Theory of Social and Economic Organization*, trans. A. M. Henderson and Talcott Parsons, ed. Talcott Parsons. New York: Free Press,(Originally published 1922.)
- Wren, D., & Bendein, A. (2009). *The Evolution of Management Thought*. New Jersey: John Wiley & Sons.

© GSJ