

Effects of Management on the Performance of Workers of Maiduguri Flour Mills

Fatimah Inuwa Usman (PhD)¹ Helen Afang Andow (PhD)²

¹Department of Business Administration Faculty of Management Science University of Maiduguri

²Department of Business Administration Kaduna State University, Kaduna,

Corresponding Email: fatimah.inuwausman@yahoo.com

ABSTRACT

It has been observed that government owned establishments in Nigeria have been experiencing a lot of problems over the years, many rational Nigerians are of the opinion that government owned establishment have been performing below expectations. The objective of the study is to examine the management styles adopted by government establishment in Maiduguri flour mill and to identify the managerial purpose of government establishments and their effect on the performance of the worker. Descriptive statistics such as simple percentage and Z-test were employed Data was generated through questionnaires and secondary source were employed. The findings revealed that since management style has been found to have a strong effect on workers performance commitment and productivity, management style should be seen as an inevitable issue to any organization. The paper recommends that the management that the management of Maiduguri flour mills should adopt the kind of management style that would ensure the existence of industrial harmony.

Key words:-management, performance and efficiency

Introduction

In the contemporary times, man always geared his efforts towards ensuring that the concept of management is not thrown to the whirlwinds, and he does this in order to enhance the chances of his organization enjoying optimal productivity. Ejiofor (1989) defined management as a process of getting things done through and with people. The management adopted in any unit of the government establishment affects the performances of the workers in that unit or department. This is because, when the manager or a leader in any unit is efficient and effective, the subordinates under his control are likewise better. But where the reverse is the case, the end result is inefficiency, low productivity and poor performance.

It has also been noted base personal experience that productivity in government establishment (especially the Civil Service) has a kind of multiplier effect on the services and profit making

potentials of all business enterprises. This is because if the government establishment perform sub-optimally, our health, education and general welfare must be adversely affected. The productivity level of even the private organisations as well would dwindle; their position would be very poor; social responsibilities of the business managers and entrepreneurs would be neglected: employees would be laid off and taxes will stop flowing into the government coffers, and finally, contributions to the national growth are generally affected. Above all, inefficiency becomes the order of the day especially among the workers in government establishments.

Performance very much depends on perception values and attitudes. There are appear to be so many variables influencing the job performance that is almost impossible to make sense of them. For the purpose of the study, the researcher defines performance in terms of effort extended to the job of

an employee. Kenny (1992) Stated that employee's performance is measured against the performance standards set by the organization.

The problem plaguing many government-owned establishments is management problem. The management styles adopted by those at the helm of affairs has affected to a great extent the performance of the workers. These management problems include autocracy, favoritism, inability to delegate jobs/responsibilities, inability to decentralized authority, poor communication between managers and subordinates, non-application of the concept of management by objectives (M.B.O) and above all, inability to motivate employees for greater productivity.

This study therefore intends to critically look at the extent to which the management adopted in the Maiduguri flour mills, have affected the performances of the workers and it also examines how efficient the management of the establishment has been, especially in these turbulent times as well as the management problems confronting it.

Literature Review

In every organisation, it is important to mention that the pre-requisite to effective planning and control is the manager's sensitivity to employees management by objectives (MBO), an approach to planning and control that stresses this awareness of the human aspect has gained considerable popularity during the past twenty years. In his own definition, Glassman, (1978), stated that "MBO is a system of organization that jointly identify its common goals, define each individual's major area of responsibility in terms of results expected of him, and use these measures as guides for operating the unit and assessing the contributions of each of its members."

In any case, MBO's emphasis on the manager responsibility for developing management and for encouraging the continuous exchange of information has been widely acclaimed. However, many managers complain that in practice, MBO erodes the managerial authority, forces behavior change on unwilling participants and takes too much time and requires too much paper work.

Concepts of centralization/decentralization authority in organization

Some of the fundamental problems of management in organizations are the use of authority. Davis (1977) stressed that decentralization refers to the centralization of decision making activities in one place. However, in whichever way centralization is seen by management scholars as what is to be borne in mind is that there is absolute monopoly on the use of authority by top management or those at the helm of affairs in organisations. The implication of this to the efficient performance of workers are always seen loitering about when the "Big Boss" is not on seat. Even when his or her immediate subordinate (that is another superior) is around, nobody seems to notice his/her presence. This is because no authority has been delegated to this immediate subordinate. Therefore, the rule is always the same and that rules "when the cat is away, the mouse becomes his own master". The import of this is that when the boss is coming every file; pen and other materials used for work are kept in good condition. This kind of ugly phenomenon negates the good intentions for which every government organisation is established. But when the reverse is the case, a positive change is noticed in the efficiency and performance of our workers and this positive change is the product of decentralization.

However, contributing to the subject matter, Cole (1987) stated, "decentralization is the tendency to disperse decision making authority in an organized structure". He also explained that it is a fundamental aspect of delegation to the extent that if the authority is not delegated, it is centralized. In any case, critics believe that some decentralization exists in all organisations, but on the other hand, there cannot be absolute decentralization. This is because, according to these critics, if managers delegate all their authority, their positions would be threatened or even eliminated, and there would again be no organisation.

Many times, people wonder why decentralization of authority in an organization endangers effective organizational performance. The reason is that they fail to realize that when the presence of every (superior) subordinate is made to be felt, or when their positions are recognized, or when honor is given to whom it is due without discrimination the tendency is that a harmonious atmosphere is being created. The bane of many organizations, especially the government-owned establishment is the problem of lack of decentralization of authority.

This was why shl (1979) advised that for an organization to avoid pitfalls, it must take into consideration the merits of decentralization. But at the same time, he maintained that extensive decentralization is not to be blindly undertaken.

Discussing why some managers often fear to practice the concept of decentralization, Bernard (1988) stated that perhaps, the principal problem of decentralization is loss of control. No enterprise can decentralize to the extent that its existence is threatened and the achievement of its goals frosted. If organizational disintegration is to be avoided, decentralization must be tempered by selective centralization in certain major policy areas. Based on this, Bernard (1988). Therefore maintained that an organisation with a well-balanced decentralization will probably centralize decision at the top on such things as financing, overall profit goals and budgeting: major facilities and other capital expenditure new products, programmes, major marketing strategies, basic personal policies and the development and compensation of managerial personal.

Motivation as an essential instrument for effective and efficient management

In order to allow workers attain efficiency in a work place, there must be some kind of driving force, which must always spur them into action. Without that, inefficiency must always be the resultant effect. This calls for the issues of motivation. Any management which does not imbibe the culture of motivation, cannot find its feet.

Ejiofor(1978) defined the process of motivating employees as influencing them to work for a cause desired by the leader. He emphasized that motivation must therefore be distinguished from making workers happy which is associated with good disposition of an individual or group, a disposition which need not necessarily result in working for a cause desired by the leader. For instance, an informal group conversing when the boss is away is happy but not necessarily motivated.

An assessment of the managers of most government establishments revealed that they lack the necessary experience and management capacity to do their various works with passion and this is what led to the poor performances of the establishments. The state government should invite foreign corporate

outfit to manage most of its establishments for greater efficiency through motivation.

Zhang (2012) stated that individual performance contributes to team performance and team performance contributes to departmental performance and performances of all departments show the organisational performance.

Methodology

The study used descriptive and inferential statistics such as simple percentage, mean and z-test, priary and secondary was used for the study. The data was generated through questionnaire. The population of the study was one hundred and fifty staff members of Maiduguri flour mills. The sample used was based on the application of taro Yamane.

$$\begin{aligned} \text{The formula states that} \\ n &= N/1 + N(e)^2 \\ n &= 150/1 + 150(0.025)^2 \\ n &= 150/1 + 150(0.000625) \\ n &= 150/1 + 0.09375 \\ n &= 150/1.09375 \\ &= 137.1428571 \text{ or } 137 \end{aligned}$$

The sample size for the study is 137 a pilot test (pro-test) of the questionnaire was made before the actual distribution of the instrument was established through a test and re-test service.

Result and discussion

Data obtained from the administration of questionnaire was analyse using z-test technique and substitution method.

Table 1: Management problems

Options	No of respondents	% or respondents
Lack of managerial skills.	35	26.12%
Poor personal practice	59	44.03%
Non-implementations of conditions of service.	40	29.85%
Total	134	100%

Source: field survey, 2017

The table shows that 35 respondent representing 26.12% replied that the major problems experienced by the establishment are lack of managerial skills. On the other hand 59 or 44.03% indicated that the management problems experienced in the establishment is poor personal practices. While the remaining 40 respondents representing 29.85% indicated that it is non-implementation of condition of service.

It is the opinions of the researcher that based on these responses; the establishment experiences multifarious management problems.

Moreover, the researcher was of the opinion that every organisation in Nigeria suffer the same fate and for this reason, it is not surprise to hear that the selected establishment under the study is not out in this dilemma.

Table 2: Poor performances

Options	No of respondents	% orrespondents
Yes	97	72.39%
No	37	27.61%
Total	134	100%

Source: field survey, 2017

From the table, 97 respondent representing 72.539% affirms that the management attitude towards the employees was the factor responsible for poor performance and inefficiency. On the other hand, 37 respondents representing 27.61% gave a negative response implying that they do not agree that the management attitude toward the employee is responsible for the poor performance and inefficiency in the establishment.

Table 3 : Management and employee relationship

Options	No of respondents	% or respondents
Very cordial	39	29.10%
Fair	57	42.54%
Very poor	28	20.90%
No idea	10	7.46%

Source: field survey, 2017

The table shows the degree of relationship existing between the management and the employees in the establishment. A total of 39 respondents representing 29.10% confirmed that the relationship is very cordial. On the other hand, 57 respondents representing 42.54% replied that the relationship is fair while 28 respondents or 20.90% confirmed that the relationship is very poor. Also 10 respondents representing 7.46% maintained a No idea stance.

The responses showed that a lot of employees indicated a fair relationship with the management. The respondents who indicated that the relationship between management and the employees is very poor were very negligible. As for the respondents who maintained no idea, the researcher is of the opinion that they belong to the group of employees who do not see anything good in the behavior of their supervisors.

Table 4: Lack of motivation

Options	No of respondents	% orrespondents
Yes	114	85.07%
No	20	14.93%
Total	134	100%

Source: field survey, 2017

From the table, 114 respondents or 85.07% confirmed that inefficiency of worker depends on the lack of motivation by the management, while 20 respondents representing 14.93% gave a negative response, which shows that they do not agree that inefficiency of the workers in the establishment depends on lack of motivation by the management.

Testing of hypothesis

The hypothesis were formulated. These hypothesis are tested using the Z-test approach. In testing the hypothesis, the researcher was guided by the basic rule, which states that:

- i. If the computed Z-test is greater than the critical value, the Null hypothesis (H_0) should be rejected, while the Alternative hypothesis (H_1) should be accepted.
- ii. If the critical value is greater than the computed Z-test the alternative hypothesis (H_1) should be rejected while the Null hypothesis (H_0) is rejected.

Hypothesis

Ho: the management style adopted in any establishment has no degree of relevance to its operational efficiency and productivity.

H1: the management style adopted in any establishment has a reasonable degree of relevance

to the operational efficiency and productivity

n = total sample size = 134

p = proportion sample for the general lack of managerial skill is 114

= 114/134 = 0.842

P = hypothesized proportion = 0.5

Critical value of Z of 0.5 (134) = 1.645

To calculate the Z-test we have

$$Z = \frac{0.842 - 0.5}{\frac{\sqrt{0.5(1-0.5)}}{134}}$$

$$Z = \frac{0.342}{\frac{\sqrt{0.25}}{134}}$$

$$Z = \underline{0.342}$$

$$0.0037313432$$

$$Z = 8.598$$

Decision

From the calculation, the computerized Z-test of 8.598 is greater than the critical value of 1.645. the researcher therefore rejected the Null Hypothesis (H0) and accepted the Alternative Hypothesis (H1), which states that the management style adopted in any establishment has a reasonable degree of relevance to its operational efficiency and productivity.

Conclusion

Conclusively, every organization especially those owned by government should ensure that they adopt good management style specifically, the participatory management style and democratic style so as to give room for an atmosphere devoid of acrimony to pervade the entire work place.

Again, every organization should imbibe the culture of credit for work done, that is, excellent performance should be rewarded to boost the ego of the employee. This could be verbal praise, monetary, reward from good suggestion, awards, recognition for years of service.

Since management style has been found to have a strong effect workers performance commitment

and productivity, thus management style should be seen as an inevitable issue to any organization. Also, managers should be educated in the usefulness of workers performance, while workers should be made to understand that their involvement in participation and privileges to be in equal footing or position with the manager. They should be made to understand that their performance is necessary growth of organization, no matter how little it is in order to have the spirit of belonging.

Recommendations

Taking cognizance of the importance of the subject matter under study not only to establishment in Borno, but even for other establishment in a similar line of business through the country in general, the researcher was inclined to make the recommendations below.

1. The management of Maiduguri flour mills should adopt the kind of management style that ensure the existence of industrial harmony. The researcher recommends participatory management style.
2. Secondly, in the establishment, the management should realize the danger of isolating employees by taking unilateral decisions on certain matters. They should allow employees to express their opinions on issues affecting the entire establishment.
3. Again, the concept of delegating jobs/authority to subordinates must be encouraged since it is the only means to encourage specialization and efficiency. Employees should be given a free hand to use the authority and at the same time make use of their initiatives and even if the employees make mistakes, the management should try and use diplomatic means to correct them.

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