

The Relevance of Management Theories and Philosophy to Contemporary Managerial Issues in Nigeria.

Author's Detail: Hassan, Olanrewaju Makinde

Department Of Business Administration, Faculty of Management Sciences,
Kogi State University, Anyigba, Kogi State, Nigeria.

Abstract

This study is on the relevance of Management theories and philosophy to contemporary Managerial issues in Nigeria. The study is motivated by the need to find out how management theories and principles can be used to solve some of the contending problems confronting managers both in public and private sectors in Nigeria. The study made use of primary data sourced from 220 respondents through administering of questionnaire. Their responses were tested using appropriate statistical tools like the simple percentage and the Chi-square research techniques; our study revealed that Management theories and philosophy are relevant to contemporary Managerial issues in Nigeria but it has not impacted on the Nigerian managers given the spate of embezzlement and corrupt practices by managers in the Nigerian system. Therefore, the study recommended the need for constant training and retraining for managers in Nigeria especially by multi-nationals that trade within the Nigerian borders.

Keywords: Management thought, Management philosophy, Managerial issues, Multi-nationals, Statistical tools.

1.1 Introduction

Theories are very comely and profound when it comes to conducting research in various field of study today. Theory, in its conceptualisation, can be defined as a systematic collection of related principles, and Management theory as a way of categorising pertinent management knowledge (Inyang, 2007). Management theory is also a combination of the concepts and principles of management (Nwachukwu, 1992).

It is argued in literature that Management, as a human responsibility and a process that drives economic development and activities, is as old as human civilization or history. It is, therefore, noteworthy that Africa as part of the global community had existed in her own unique ways and unique cultures and managed the environment throughout history. It is on record that the quiet of this environment was however, extensively disrupted in the 19th century when the Europeans scrambled for and partitioned Africa. These disruptions made a lasting impact on the ways and manners things are done in many of these countries that were affected and eventually became victims of this scrambling.

Most pronounced in this regard, was the segmented mode of leadership that was bequeathed which in-turn affected the management style in this part of the world, particularly in Nigeria.

1.2 Statement of problem

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 (Gale, 2006). Over time, management thinkers have sought ways to organize and classify the voluminous information about management that has been collected and disseminated.

In Nigeria, managers in both the private and public sector are daily confronted with managerial decisions and issues on how to employ the best decision possible in order to overcome the most pressing of the challenges they are presently confronted with. The public sector managerial decisions waved around how to solve insecurity cum unemployment problems, political plus socio-economic problems, poverty reduction and

health related problems, which are all beckoning for priority attention. In the private sector such managerial decisions as to what to do to stay afloat in business with the possibility of maximising profit and minimizing cost to the barest minimum are very daunting.

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 nations' 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 paper 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. This paper is structured into five parts; firstly, we have the introduction, statement of problem, then the objectives and the statement of hypothesis. The part two dwells on review of related literatures and previous studies. Part three focuses on the methodology of the study; the fourth part is on presentation and analyses of data. While the part five is on conclusion and recommendations.

1.3 Objectives of study

The objective of this study is to find out how relevant management theories and principles are to some obvious, contemporary and contending managerial issues in Nigeria and secondly, to investigate if management theories and principle have impacted on Managerial decisions in Nigeria.

1.4 Research Hypotheses

The hypotheses that shall guide this study are as stated below:

Hypothesis one

Null Hypothesis: Management theories and principle are not relevant to contemporary managerial issues in Nigeria.

Alternative Hypothesis: Management theories and principle are relevant to contemporary managerial issues in Nigeria.

Hypothesis two

Null Hypothesis: Management theories and principle have not impacted on managerial decisions in Nigeria.

Alternative Hypothesis: Management theories and principle have impacted on managerial decisions in Nigeria.

2.0 Conceptual and theoretical Framework

Here, we attempt to focus on reviewing literatures that seems relevant to our object of focus in this study. The schools of management thought are theoretical frameworks for the study of management. Each of the schools of management thought are based on somewhat different assumptions about human beings and the organizations for which they work (Gale, 2006). Since the formal study of management began late in the 19th century, 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. According to Gale (2006); he posits that over time, management thinkers have sought ways to organize and classify the voluminous information about management that has been collected and disseminated. These attempts at classification have resulted in the identification of management schools.

He went further to state that although; disagreement exists as to the exact number of management schools because, different writers have identified as few as three and as many as twelve. Those discussed below include (1) the classical school, (2) the behavioral school, (3) the quantitative or management science school, (4) the systems school, (5) and the contingency school. He concludes by saying that the formal study of management is largely a twentieth-century phenomenon, and to some degree the relatively large number of management schools of thought reflect a lack of consensus among management scholars about basic questions of theory and practice.

Management theories and the Developing countries

Applicability of management theories and practices has historically been a major interest of scholars dealing with developing countries' situations (Oghojafor, et al, 2012). 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 and Wright, 2000).

Cross-cultural researchers are said to believe that there is no such thing as a universal theory of management. In contrast, those with universal view were noted to have argued that culture does not limit the applicability of management theories and believe that there are similar management practices within organisations all around the world. Those with convergence perspective consider the degree of industrialisation as the main determinant for applicability of management theories (Hofstede, 1993).

The convergence view on the other hand believes that the western management theories may not be applicable in developing countries as a result of the technical and economic difficulties in these countries rather than cultural constraints. Like Hafsi and Farashahi (2005:2) state, 'situational or contingency theorists, as opposed to universalists, consider different situational factors such as manager's personality, firms' ownership and sector (i.e. private or public), and their hierarchy as the main determinants for the applicability of management theories'.

Keeping these views in mind, this paper will focus on the interplay of divergence perspective and universalism which shows that cultural differences are the major source of variations in cross – managerial behaviour in developing countries (Barrett and Bass, 1976). This position will apply to the discussion of African contributions to the development of management thought and indeed management theories and philosophies in Nigeria.

African contributions to development of management thought

As a result of the fact that Africa had no documentation of her past before the coming of the Europeans, her contribution to development of management thought has not been given even a passing mention in writing on management particularly by Western writers. It is also noted that the fact that African historians and archaeologists had shown that there were ancient kingdoms and empires in Africa is an indisputable proof that Africans gave serious thought to effective management for achieving organisational and state goals (Ifechukwu, 1994).

According to George (1968), it is noteworthy that a few of the western textbooks that discuss management history acknowledge the great pyramids in Egypt as illustrating early outstanding management activities in Africa. By extension, it is on record that the practice of management can be traced back thousands of years. This is because the Egyptians applied the management functions of planning, organising and controlling when they constructed the pyramids. These great pyramids, which were built in 2900 B.C. are a classical example of management and co-ordination. It is interesting to note that one pyramid required 100,000 men, working for 20 years, covering 13 acres, using 2.3 million blocks, each weighing an average of 2.5 tons. It is also noted that in ancient Ghana, there was the Empire of Ghana. The empire could not have survived without effective organisation and management. It should be noted, of course, that the modern state of Ghana is located far away from Ancient Ghana. In the East and North of Africa, there were great African civilisations. All the above evidence suggests that the recognition of the need for effective management for achievement of organisational goals is a universal phenomenon. In the case of Africa, (with the exception of Egypt) African thoughts about management were never committed to writing. This, perhaps, has led to slow process of studying Africa's own original conceptions of management (Ifechukwu, 1994).

It is clear from the above illustration that management ideas are universal but their level of development differs from one civilization to another. Who knows what would have happened in Africa if Western civilisation brought through colonisation in Africa did not happen and Africa had the opportunity to develop her own

peculiar ways of management? The position in Africa today could have been better or worse, who knows? The coming of the Europeans resulted in a permanent dislocation in the march to African civilisation (Ifechukwu, 1994).

The management theories and philosophies in Nigeria - A Typical Nigerian Model

It is a universally accepted principle that man behaves according to his value systems. It is also a reality of life that the core values serve as a code of conduct which in turn serves as directions of how people are expected to behave (Porter, 1962). The Nigerian management philosophy reflects the core values of African culture. And according to Ifechukwu (2010:9), 'the core values include extended family, human relations orientation, coprosperity or social mutual concern, respect for elders and tradition, consensus, competition and hero-worship'. He (2010) also affirms that the Nigerian management model indicates a managerial style that shows a high concern for both people and production and a system where decision-making is by consensus. The model offers an explicit concept for structuring the character of participation within each phase in management decision-making.

Culture and managerial practices in Nigeria

A body of literature has risen in response to the erroneous claim that there was no management practice in Nigeria. In order to debunk the claim, a number of articles and books have been written arguing for the adoption and incorporation of African and indeed Nigerian philosophy into management as reviewed below: Africans and indeed Nigerians gave serious thought to effective management for achieving organisational and state goals. As stated above, Nigerian culture like African culture stresses the following values: extended family or relationships, co-prosperity, respect for tradition, competition, hero-worship, consensus, age grade system (Ifechukwu, 1994). The practice or application of these core values enjoys illustration among the major Nigerian tribal groups of Yoruba, Igbo and Hausa/Fulani. For instance, among the Yoruba of Nigeria, there was the Oyo Empire with the Alafin of Oyo as the head. There were other great kingdoms such as the Benin Kingdom. These could not have existed without effective organisations (Ifechukwu, 1994).

Furthermore, among the Igbo of Nigeria, there is a Council of Elders that advises the Obi or Igwe. There are also age grades through which the village could achieve various village programmes during peace or war times. The town has town criers for announcement of important messages to the towns' folk. These features in a traditional Igbo society are suggestive of the recognition of management principles and techniques for purposes of achieving group and organisational goals. It is also on record that when Lord Lugard came to Nigeria, he found that the Hausa already had their own effective system of public administration which Lugard used through indirect rule (Ifechukwu, 1994).

Other examples of management in Nigeria

The call for indigenous approaches to management and leadership falls within the broader call for an African/Nigeria rebirth that seeks to recover the identity of Nigerians as detailed below:

Employment relations practice in Nigeria; pre-colonial era

Economic/industrial democracy and other forms of participation of workers in decision-making process in their various workplaces were well developed in the UK based on their culture before these were transferred to Nigeria (and other former British colonies), and were therefore expected to be problematic (George, Kuye and Onakala, 2012).

Iwuji (1968) writes on the conflict which resulted from the transfer of the British Voluntarist employment relations system to Nigeria due to the differences in culture between Great Britain and Nigeria and as a result of the heterogeneity and incompatibility thrown up by the forced merger of the nearly two hundred and fifty ethnic groups in Nigeria. It was also stated and noted that in pre-colonial years, there was no monetary currency as a medium of exchange for the services enjoyed. Rewards were said to be in form of food and shelter, by working on another person's farm, by providing security in return for good gestures or in some cases as part of the dowry for a beautiful bride.

There was in existence an employer-employee relationship in Nigeria before the colonial era

which was based on the predominantly agricultural economy, culture and traditions which were the basis for systems of work and reward. Iwuji (1968) also notes that slaves were hired to work in large farms and plantations as an integral part of the social and political systems in Nigeria during the pre-colonial period. The employer / family determined the reward system. He also provided food, housing and security for all the employees and would determine when they would get married and to whom.

This employment relations system was said to be in practice in the territories (the Northern Protectorate, the Southern Protectorate and the Lagos colony) that the British colonial masters joined together between 1906 and 1911 to become Nigeria before the colonisation of the territories. With the reported colonisation of these territories, the British Voluntarists Employment Relations Practice (ERP) was introduced which could only survive through the introduction of monetary economy in form of payment of wages and salaries (George, *etal.*, 2012).

Paternalistic Employment Relations Practice (ERP) as a case study for Pre-colonial Nigerian Management Practice

Once more, the incorrect conclusions that there was no management practice in Nigeria in pre-colonial era have been debunked as can be seen in the following specific example:

Ubeku (1983) stated that there was an employment relations system in practice in Nigeria (and most former British colonies) before the arrival of the British colonial masters; this was the Paternalistic employment relations system.

The Nigerian Paternalistic employment relations practice was based on the predominantly agricultural economy, culture and traditions which formed the basis for systems of work and reward while the British Voluntarist employment relations practice evolved based on the prevailing social, political and economic philosophy at the period of industrial revolution of the 18th and early 19th centuries in Britain.

Furthermore, the British type of political democracy (the parliamentary democratic system) was transferred to replace the various monarchical political systems between the various ethnic

groups joined together to become one country while the British Voluntarists employment relations practice was transferred and made to replace the Paternalistic employment relations practice. Both transfers were said to be done without due regard for the differences in culture between Britain and Nigeria on one hand, and differences in cultures of the ethnic groups merged to become one Nigeria on the other hand (Yesufu, 1982).

It was also stated and noted that when the traditional leaders (Obas, Chiefs, Obis and Emirs) were employed as the recruitment agents by the colonial masters, the family heads usually sent the troublesome sons and children of less favoured wives some of whom later became educated and joined wage employment. This system of employment relations practice was referred to as the Paternalistic System (George, Kuye, and Onakala, 2012).

The study by George (1968) concludes that it is very difficult, if not impossible, to devise a template of employment relations practice and other management practices in one cultural area and transfer to another cultural area or areas.

Federal Character as an example of Post-Colonial Nigerian Management Practice

There existed a lot of differences in the educational developments among the different states which led to employment advantages for some Nigerians from some states and employment disadvantages for their fellow Nigerians from other states (George, Owoyemi, and Onakala, 2012).

In the educational system, the Northerners were offered admission to the Federal government financed universities with lower qualifications as compared with their counterparts from the South, especially from the South West; the whole idea amounted to 'holding the south down so that the north could catch up'. The Federal Government of Nigeria spends more money on education in the Northern States than in the Southern States up till today.

The elite from the North with the coalition of some British administrators had to delay the granting of independence so as to be able to catch up with the Southerners. It was also stated that

although Independence was eventually granted on 1 October 1960, it was observed that within the new nation that there were disparities in culture, stages of social and economic development and even in levels of political awareness of the people.

Adamolekun, Erero and Oshionebo (1991) write that when the British left after attaining independence, the Nigerian civil service was dominated by the Southerners who were exposed to Christianity and western education while most of the Northerners who were exposed to the Islamic education could not be recruited.

George, Owoyemi and Onakala, (2012) note that this led to the application of the constitutional provision of the Federal Character. The 1979 Constitution of Nigeria therefore enacted the Principle of the Federal Character and made provisions for the creation of the Federal Character Commission. Quota System was therefore introduced, yet the problem could not be properly solved and by 1975 it had manifested into a serious political issue that if not well handled could have led to the break-up of the country (Afigbo, 1989).

There was therefore a need for employment to be on the basis of state of origin rather than according to merit as prescribed by the British Voluntarist employment relations practice. This was because if it was left to merit, only people from certain states or regions especially some states/regions in the south would be employable; while people from most parts of the north would not be employable (Nnoli, 1978).

The effect of this was that the Northerners who were not educationally and professionally qualified were brought in or the post would be offered to an expatriate on contract while a Northerner was trained as quickly as possible. In some cases, the less qualified Northerner ended up being the boss of a more qualified Southerner. All these went on in the Judiciary, Foreign Service, and every arm of the government including the Presidency which the Northerners saw as their birth right; so far since independence in 1960 more Northerners had occupied the post (George, *et al.*, 2012).

5.2.4 Industrial/Economic/Political Democracy as a case study for Management Practice

Denovan (1974) notes that despite the international spread of industrial/economic democracy which commenced around 1915 in Britain and some parts of Western Europe, nothing of such was heard of Nigeria until 1972 when the then military government promulgated the 'Nigerian Enterprises Promotion Decree' (often referred to as the Indigenisation Decree). The objectives of the Decree were as follows (i) to create opportunities for the Nigerian indigenous businessman; (ii) to maximise local retention of profits; and (iii) to increase level of intermediate capital and goods production.

This decree made it imperative for foreign enterprises to sell shares to their employees and that the enterprises should make loans available to the employees, in some cases some state governments bought the shares for their indigenes (George, Owoyemi and Okanlawon, 2012).

5.2.5 Corporate governance and culture

Ethnicity also plays a major role in the 'board politics' and is another major socio-cultural issue which contributes to the problem. Merit in this case has to give way to ethnicity. Another factor is religion. They reported in their paper, the application of "anointing oil" to appease god in order to improve the fortunes of a business organisation (George, *et al.*, 2012).

After an extensive study on the relevance of management theories and principle to the Nigerian managerial issues; Oghojafor et al (2012), identifies some obvious problems associated with the application of management theories in Nigeria. They are presented in the next section of this study.

Problems associated with the application of management theories in Nigeria

According to Ogundele (2005) and Inyang (2007), there are several problems that are facing researchers in Nigeria, other African countries and developing countries at large in the application of management theories.

First, is the problem of Intra-Cultural differences which Ogundele (2005) notes in the context that Africa has a higher degree of ethnic, cultural and linguistic pluralism than other continents. These differences have made it difficult in having a

common idea or front in the area of development of a consistent and acceptable management practice.

Second, apart from religious differences which have also affected the development of management thought, the struggle for hegemony between one tribe and the other has affected the acceptability of a culturally bound theory of management over the other. Ethnicity, which can also cause divisiveness among ethnic groups and some people receiving political patronage from the authority, affects the process of developing management theory (Ogundele, 2005; Inyang, 2007). Ethnicity leads to creation of ethnically homogenous groups of residential enclaves and voluntary associations. Ethnicity can also be the cause of divisiveness, with some ethnic groups receiving preferential treatment by those in authority. Since each ethnic group has distinct culture, this can constitute problem in formulating theories that could effectively reflect different ethnic shades.

Third, Oghojafor, *et al* (2012) note the abuse in the adoption of “Federal Character” as a Government policy in the distribution of opportunities and facilities among the different sections of the country. They therefore rationalise that any system which allows merit to be compromised under any circumstances will be retrogressive.

Fourth, while basic research is carried out in order to discover knowledge, applied research is conversion of knowledge to practice. Academicians and scholars in Nigeria have found themselves in a situation where government institutions and the private sector engage in activities that are capable of generating immediate profits and returns on investment. Since researchers have to operate within their immediate environment, they are constrained by the requirements and expectations of the private and public institutions. Therefore, researches that could lead to the development of useful theories and applications are relegated to the background which leads to lack of orientation and tradition for basic and applied research (Ogundele, 2005).

Fifth, researches that are capable of leading to the development of sound theories could go beyond the affordability of the researchers. In Nigeria,

such funds for such researches are rarely available from the public and private sectors (Ogundele, 2005).

Sixth, it is known that academicians in developing countries are often not motivated to engage in research work that would produce relevant management theories. This is because such theories do not produce immediate financial gains which are the hallmark of the value in the society in which the financially poor academicians have found themselves (Ogundele, 2005).

Seventh, until recently in Nigeria when merit award was instituted, outstanding contributions to knowledge by Nigerians were often given recognition only by foreign bodies and countries. That, in a way, was responsible for the choice of publishing abroad by researchers and academicians. Thus, the knowledge bases of foreign countries were expanded while those of Nigeria and other developing countries remained stagnant (Ogundele, 2005).

Eighth, it is noteworthy that the continent of Africa and other developing parts of the world including Nigeria are confronted by forces of change and disunity which make them dynamic and volatile. Since management theories are designed for predicting or explaining behaviour in relatively stable environment, the fast pace of change would render irrelevant a theory that was put in place to explain behaviour before the changes occurred. Therefore, unstable political, economic, social and other factors in the environment present their unique problems to theory development in developing countries including Nigeria (Ogundele, 2005).

Furthermore, there is inconsistency in legislation / administrative policies as theories in management and other social sciences are designed to help in improving the functioning of the established systems. This is based on the assumption that the external environment will be relatively stable to guarantee continuity. However, in situations where government legislations and administrative policies are changed as soon as there is change of government administration, this will invalidate theoretical formulations based on past scenario (Ogundele, 2005). Also, governments in Africa have been unable to play their roles by providing research facilities and grants to encourage both basic and applied researches. Most researches

have been killed because the originator or researcher did not come from a favoured tribe, while many other researchers have been frustrated by bureaucratic bottlenecks. The private sector too has not contributed much to research efforts in Africa (Inyang, 2007).

In addition, many of our managers, 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 (Jaja and Zeb-Opibi, 1999).

Finally, the relative newness of the study of management in our universities has affected its acceptability, credibility and relevance in our system. Management, as it were, has not evolved as a local curriculum but a curriculum wholly transferred from foreign university programmes or brochures. The study of management has suffered from lack of indigenous literature that would propagate African management rather than the management theories and practices of the West.

3.0 Research Methodology

3.1 The Research Design

The approach adopted in the execution of the study was a survey design. The researcher chose survey design as it is one method where a group of people is studied by collecting information from them. Moreso, this type of design specified how the researcher's data were collected and analyzed. So, the design was specified to use questionnaire and oral interview. This survey was used by the researcher to source for his primary data.

3.2 Research Sample and Sampling Techniques

The researcher sampled a total of two hundred and fifty (250) persons, with a total of 80 Lecturers from the Management faculty and a total of one hundred and seventy (170) 400 level students of

the department of Management, Kogi State University, Anyigba. Our focus was to seek their opinion on how relevant they think management theories and principle have impacted on managerial issues in Nigeria. The researcher sampled this number because it was not possible to use the entire population of Kogi State University students for this research, but rather we are more interested in seeking the opinion of those students that have the basic knowledge of what management theories and principle really entails.

In the choice of the sample population for this study, the researcher used simple random sampling technique. The technique provided each member of the entire target population equal and independent chance of being selected or included in the sample. Another reason why the researcher chose the technique is that it is a simple and easy probability sampling technique in terms of conceptualization and application. The researcher shared the questionnaire in the Lecturers offices and students classrooms, likewise the oral interview.

3.3 Sources of Data

The researcher collected data for this study from both primary and secondary sources. The researcher used questionnaire and oral interview to collect his primary data.

4.0 Presentation and analysis of data

4.1 Presentation of data

In all, a total of 250 questionnaire were administered, we however got a total of 220 questionnaire duly filled and returned. All the data collected from primary source through questionnaires and oral interview were statistically presented and analysed. Frequency and tabular percentage forms were used for data presentation while Chi-square t-test was used to test and analyse some selected hypotheses as not all were analysed due to time constraints.

The data for this study is hereby presented and analyzed below using the Simple Percentage and the Chi-Square statistical technique for test of Hypotheses as appropriate.

Table 4.1.1: Sex Distribution of the Respondents

Gender	No of Respondents	Percentage (%)
Male	125	56.8%
Female	95	43.2%
Total	220	100

Source: Field Work 2012

Table 4.1.1 above shows that 125 respondents representing 56.8% of the total respondents are male while 95 respondents representing 43.2% are female.

Table 4.1.2: Age Distribution of Respondents

Age Distribution	No of Respondents	Percentage (%)
18-25	75	34%
25-30	65	30%
31-40	20	9%
41-50	40	18%
50 and above	20	9%
Total	220	100

Source: Field work 2012

Table 4.1.2 above show that 75 respondents representing 34% of the total respondents are between 18-25 years, 65 respondents representing 30% of the total respondents are between 26-30 years, 20 respondents representing 9% of the total

respondents are between 31-40 years, 40 respondents representing 18% of the total respondents are between 41-50 years while 20 respondents representing 9% of the total respondents are 50 and above.

Table 4.1.5: Respondents' response on whether they agree that management theories and principle are relevant to managerial decisions in Nigeria.

Option	Respondents		Total	Percentage (%)
	Male	Female		
Strongly Agree	55	65	110	50%
Agree	43	13	56	26%
Strongly disagree	14	7	21	10%
Disagree	5	8	13	6%
Undecided	8	7	15	7%
Total	125	95	220	100

Source: Field Work 2012

From table 4.1.5 above, it shows that 110 respondents representing 50% strongly agreed that the management theories and principle have influenced managerial decisions in Nigeria, 56 respondents implying 26% agreed to that as well;

but 21 respondents representing 10% strongly disagreed, 13 respondents representing 6% merely disagreed while 15 respondents representing 7% were undecided.

Table 4.1.6: On whether they agree that the use of management theories and principle have led to developmental strides in Nigeria.

Option	Respondents		Total	Percentage (%)
	Male	Female		
Strongly Agree	48	44	92	42%
Agree	36	27	63	28
Strongly disagree	22	21	43	20%
Disagree	5	6	11	5%
Undecided	5	6	11	5%
Total	125	95	220	100

Source: Field Work 2012

The result in table 4.1.6 above indicates that 92 respondents strongly agreed representing 42%, 63 responses from respondents merely agreed which amount to 28%, 43 respondents strongly disagreed

which indicated 20%, 11 respondents representing 5% disagreed while 11 respondents representing 5% were undecided.

Table 4.1.7: On whether they agree that there is a relationship between management theory and practice and managerial decisions in Nigeria

Responses	Respondents		Total	Percentage (%)
	Male	Female		
Strongly Agree	75	60	135	61%
Agree	25	21	46	20%
Strongly disagree	10	7	17	8%
Disagree	5	5	10	5%
Undecided	5	7	12	6%
Total	125	95	220	100

Source: Field Work 2012

From the table 4.1.7 above, it shows that 135 respondents indicating 61% strongly agree, 46 respondents representing 20% agree that there is a relationship between management theory and practice and managerial decisions in Nigeria, 17

respondents representing 8% strongly disagree to it while 10 respondents representing 5% disagree and 6% representing 12 respondents were undecided.

Table 4.1.8: On to what extent do they think that management theories and principle have influenced managerial decisions in Nigeria

Option	Respondents		Total	Percentage (%)
	Male	Female		
Very High extent	19	21	40	18
High extent	62	49	111	51
Low extent	21	13	34	16
Very low extent	13	12	25	11
Not at all	6	4	10	5
Total	125	95	220	100

Source: Field Work 2012

Table 4.1.8 above indicates that 40 respondents representing 18% strongly agree that management theories and principle have influenced managerial decisions in Nigeria, 51% representing 111

respondents agree while respondents 34 indicating 16% strongly disagree to it, 25 respondents representing 11% disagree and 10 respondents amount to 5% were undecided.

Table 4.1.9: On how would they rate in the overall managerial theory and principle performance and its impact in Nigeria

Option	Respondents		Total	Percentage (%)
	male	Female		
Very High	13	12	25	11%
High	22	20	42	19%
Low	70	67	137	62%
Very low	6	4	10	5%
Undecided	4	2	6	3%
Total	125	95	220	100

Source: Field Work 2012

Table 4.1.9 above shows that 25 respondents says that the overall performance of the managerial theory and principle and its impact in Nigeria has

been very high representing 11%, responses from 42 respondents are of the opinion that it is high which is about 19%, 137 respondents says that it

is on the low side, which represents 62%, 10 respondents says it is very low which constitute

5% while 6 respondents were undecided representing 3%.

Table 4.1.10: On whether there are challenges and impediments militating against managerial decisions in Nigeria

Responses	Respondents		Total	Percentage (%)
	Male	Female		
Strongly Agree	77	65	142	64
Agree	18	15	33	15
Strongly disagree	14	5	19	9
Disagree	9	4	13	6
Undecided	7	6	13	6
Total	125	95	220	100

Source: Field Work 2012

Table 4.1.10 above indicates that 142 respondents representing 64% strongly agree that there are challenges and impediments militating against managerial decisions in Nigeria, 33 respondents

agree to it representing 15%, 19 respondents strongly disagree account to 9% and 13 respondents representing 6% disagree while 13 responses which indicate 6% are undecided

Table 4.1.11: On which of the followings have been greatly affected more by management theories and principle in Nigeria.

Option	Respondents		Total	Percentage (%)
	Male	Female		
Social	85	70	155	71%
Economic	22	13	35	16%
Politics	8	12	20	9%
Religion	3	4	7	3%
Culture	2	1	3	1%
Total	125	95	220	100

Source: Field Work 2012

Table 4.1.11 above shows that 155 respondents believed that the social lives have been most affected representing 71%, 35 respondents agreed that it is the economy representing 16%, 20 respondents says it is politics that have been most

affected representing 9%, 7 respondents representing 3% says it is the religious while 3 respondents representing 1% are of the opinion that it is the culture of the people.

Table 4.1.12: On the rating of the teaching of management theories and principle in Nigerian schools

Option	Respondents		Total	Percentage (%)
	Male	Female		
Excellent	91	70	161	72%
Very good	12	11	23	11%
Good	10	5	15	7%
Bad	5	5	10	5%
Poor	7	4	11	5%
Total	125	95	220	100

Source: Field Work, 2012

The result in table 4.1.12 Above shows that 161 respondents which is representing 72% strongly agree, 23 responses from the respondents with an average of 11% agree, 15 respondents strongly disagree which constitute 7%, 10 respondents which represent 5% disagree, while 11 respondents with 5% were undecided.

4.2 Analysis of data

In analysing our data, we shall recall our statement of hypotheses one and two, and also sought out presented tables that have direct bearing on stated objectives and hypotheses.

Recall statement of hypothesis one

Hypothesis one

Null Hypothesis: Management theories and principle are not relevant to contemporary managerial issues in Nigeria.

Alternative Hypothesis: Management theories and principle are relevant to contemporary managerial issues in Nigeria.

With reference to table 4.1.5 presented as thus,

Table 4.1.5: Respondents’ response on whether they agree that management theories and principle are relevant to managerial decisions in Nigeria.

Option	Respondents		Total	Percentage (%)
	Male	Female		
Strongly Agree	55	65	110	50%
Agree	43	13	56	26%
Strongly disagree	14	7	21	10%
Disagree	5	8	13	6%
Undecided	8	7	15	7%
Total	125	95	220	100

Source: Field Work 2012

From table 4.1.5 above, it shows that 110 respondents representing 50% strongly agreed that the management theories and principle are relevant to managerial decisions in Nigeria, 56 respondents implying 26% agreed to that as well; but 21 respondents representing 10% strongly disagreed, 13 respondents representing 6% merely disagreed while 15 respondents representing 7% were undecided.

Note: Based on the respondents’ responses we can infer that, management theory and principle are relevant to managerial issues in Nigeria. The implication is that in as much as no nation is an island, managers in Nigeria will have so much to learn from managerial theories and principles if followed and used to the later.

Furthermore, using the Chi-Square research technique formula to test our stated hypotheses with the content of table 4.1.5 as well, we have:

From table 4.1.5

Category	Strongly agree	Agree	Disagree	Strongly Disagree	Undecided	Total
Male	55	43	14	5	8	125
Female	65	13	7	8	7	95
Total	110	56	21	13	15	220

. The formula for the computation of Chi-square (χ^2) is given below:

$$\text{The Chi-square method denoted by; } \chi^2 = \frac{\sum(f_o - f_e)^2}{f_e}$$

Computed result is presented in a tabular form as below:

VARIABLES	N	T Cal.	T Crit.	df	Prob.	Remark
Male	125					
Female	95	8.77	7.78	4	0.10	Reject H ₀
Total	275					

Source: Researcher's X² Calculation, 2011

Decision making: from the chi-square research technique, we observed that the calculated result is greater than the table result at the 10% level of significance i.e. 8.77 > 5.99. Therefore, we reject the null hypothesis that Management theories and principle are not relevant to contemporary managerial issues in Nigeria and accept the alternative that Management theories and principle are relevant to contemporary managerial issues in Nigeria. This result corroborated with that obtained in table 4.1.5 above using the simple percentages.

Recall statement of hypothesis two

Hypothesis two

Null Hypothesis: Management theories and principle have not impacted positively on managerial decisions in Nigeria.

Alternative Hypothesis: Management theories and principle have impacted positively on managerial decisions in Nigeria.

Table 4.1.9: On how would they rate in the overall managerial theory and principle performance and its impact in Nigeria

Option	Respondents		Total	Percentage (%)
	male	Female		
Very High	13	12	25	11%
High	22	20	42	19%
Low	70	67	137	62%
Very low	6	4	10	5%
Undecided	4	2	6	3%
Total	125	95	220	100

Source: Field Work 2012

Table 4.1.9 above shows that 25 respondents says that the overall performance of the managerial theory and principle and its impact in Nigeria has been very high representing 11%, responses from 42 respondents are of the opinion that it is high which is about 19%, 137 respondents says that it is on the low side, which represents 62%, 10 respondents says it is very low which constitute 5% while 6 respondents were undecided representing 3%.

Note: Based on the respondents' responses we can infer that, the impact of management theory and principle has been very low. The implication is that though it was obvious that it has influenced managerial decisions but not to the extent of impacting managers positively because managers in Nigeria do not practice these principles and theories to the later.

Also, using the Chi-Square research technique formula to test our stated hypothesis two with the content of table 4.1.9 as well, we have:

From table 4.1.9

Category	Strongly agree	Agree	Disagree	Strongly Disagree	Undecided	Total
Male	13	22	70	6	4	125
Female	12	20	67	4	2	95
Total	25	42	137	10	6	220

. The formula for the computation of Chi-square (χ^2) is given below:

$$\text{The Chi-square method denoted by; } \chi^2 = \frac{\sum(f_o - f_e)^2}{f_e}$$

VARIABLES	N	T Cal.	T Crit.	Df	Prob.	Remark
Senior Staff	125					
Junior staff	95	2.68	7.78	4	0.10	Accept H_0
Total	275					

Source: Researcher's χ^2 Calculation, 2012

Decision making: from the Chi-square research technique, we observed that the calculated result is less than the table result at the 10% level of significance i.e. $2.68 < 7.78$. Therefore, we accept the null hypothesis that Management theories and principle are not relevant to contemporary managerial issues in Nigeria and accept the alternative that Management theories and principle are relevant to contemporary managerial issues in Nigeria. This result corroborated with that obtained in table 4.1.5 above using the simple percentages.

Discussion of results

The results obtained from this study, put forward that management theories and principles of truth are relevant to managerial issues in Nigeria. As observed in one of the studies reviewed that the Multinational enterprises (MNEs) present a range of economic benefits to the countries where they locate subsidiaries. One of the economic benefits should be the training of the indigenous managers in the arts of contemporary management practices based on the fact that the parent companies are located in the economically developed environments with access to the latest theoretical and practical techniques of scientific management of complex organisations. Nigeria-based multinational companies should benefit from their parent companies. In addition, according to our second hypothesis of this study also, it was observed that these management theories and principles have not impacted positively on managers in Nigeria given the spate of embezzlements, corrupt practices, nepotism, favouritism being perpetuated by managers both in the private and public sectors. These practices are not in line with best practices as it relates to management principles and theories around the world.

Conclusion

This paper was on finding out the relevance of management theories and principle to managerial issues in Nigeria. It has addressed an omission in the literature and has thus added to knowledge by formulating a hypothesis that dwell on examining whether managerial theories and principle have impacted positively on managers in their decision making processes in Nigeria. We observed that this has not been the case, even though it was accepted that the management theories and principle are relevant to managerial issues and decisions in Nigeria, it was however unfortunate to observe that this has not justify its relevance because managers in Nigeria have been selective in their use of these management theories and principle.

The paper therefore emphasises the need to regularly and continuously communicate and educate Nigerian managers on the details of these theories and principle to keep in touch with best practices around the world. In this regard, academic scholar and professional alike should be engaged to carry out this enlightenment. The paper also uphold the recommendation made by previous study that there is an urgent need to create theories and techniques that are founded on the ideals of our culture and business environment. Akinnusi (1979) reinforces this when he said it requires a lot of research to generate data for theory building and he calls for experimental studies aimed at evaluating different approaches and techniques. He stated further that our schools of management should blaze the trail in innovative techniques. It is not too much to expect our management educators to produce cases and textbooks based on solid research into the nature of management as practised in Nigeria.

Recommendations

We therefore recommended that in as much as these management theories and practice are

relevant to managerial issues and decisions in Nigeria, forum should be sought to regularly and continuously communicate and educate these managers on the need to adhere to details of these principles and theories and not to be selective in their practice. This is very important because the idea of engaging those principles and theories that are only convenient and consider those that instil personal discipline as impracticable is unacceptable and unpopular.

At the end, what we want to see in Nigeria is a nation where are managers can favourably compete with other managers around the world by engaging in generally and globally accepted best practices for mangers in our contemporary world.

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