

Managerial Capacity And Perceived Workers` Productivity In Industrial Organizations In Nigeria

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ABSTRACT

This study investigated the influence of managerial capacity on perceived workers` productivity in industrial organizations in Nigeria. This study adopted the descriptive survey research design. A total of 325 respondents were selected for the study using stratified sampling technique. Two sets of questionnaires were used for data collection. Regression Analysis, Pearson Product Moment Correlation and t test statistics were used to test the hypothesized research questions generated for the study. Findings of the study revealed that managerial capacity predicts workers` productivity in industrial organizations in Nigeria. Besides, there is a significant relationship between managerial capacity and perceived workers` productivity. Also, there is a significant difference between workers` productivity in public and private organizations on the basis of managerial capacity. Based on the findings of the study, it was recommended that the managers and workers should be exposed to capacity building programmes on a continuous basis in order to update their skills and knowledge for improved job performance and productivity. More so, the monitoring unit of the organizations should be empowered toward adequate utilization of the scarce resources through effective supervision of workers for efficiency and effectiveness on their jobs.

Keywords: Managerial Capacity; Perceived Workers' Productivity; Industrial Organizations

INTRODUCTION

The problems of increased and low productivity in organizational management have been receiving the attention of organizational behaviourists and management practitioners in recent times. The philosophy of work-oriented productivity across the globe has spelled out various levels of managerial cadres, which include the top, middle and lower cadres. The ultimate goal of every organization is to provide efficient services with implications for increased productivity and maximization of profit (Patrick, 2005).

At the organizational level, the managers are saddled with paddling the canoe of the system for efficient service delivery. Various studies on organizational management, leadership roles and effectiveness had been conducted by various researchers in Nigeria and developed countries of the world. Phillipson, Williams and Collins (2005), and Akintunde (2004) reported that effectiveness in managing organizational resources is a function of the managers` leadership competence. These research findings did not; however, have consideration for other intervening variables, such as subordinate supportiveness and the working environment.

Managerial capacity, according to Ajaja (2004) and Armstrong (2002), refers to agility and ability of the managers to mobilize both human and non-human resources toward achieving corporate goals of the organization. Collins (2005) and Francis (2007) submit that managerial capacity refers to the ability of managers to plan, organize, control, communicate; monitor, implement and evaluate the programme of activities in their work organizations. The authors submitted that managerial capacity tends to influence the effectiveness and efficiency of the organization in achieving its goals and objectives.

Akintayo (2005) defined productivity in terms of an input-output ratio. In recent times, various attempts had been made in the determination of causal-factors of organizational productivity by some researchers. Caleb (2007), Williams (2006), Babajide (2005), and Akintayo & Oloyede (2004) reported that organizational productivity could be enhanced by various factors that are keenly related to the background characteristics and personality of the managers. Ojo (2004), in the same vein, submitted that principal factors (which include age, gender, qualification and experience) were found to be significantly correlated with school leadership efficiency and productivity improvement. The author also reported that managerial competence has significantly influenced the effectiveness and productivity of the school principals in Nigeria.

Similarly, Akinloye (2004), Bolman & Deal (2001), and Omole (2003) reported that personality trait, management style, and workers' incentives are motivating forces for leadership effectiveness and organizational productivity. The author further submitted that gender and experiences of the managers tend to influence their levels of efficiency in managing organizational resources for results. The findings imply that workers need to be motivated by the personal characteristics of the managers in addition to a good incentive package for the achievement of organizational goals.

However, some researchers have apportioned blame for the inefficiency and low productivity of workers in both public and private organizations on the managerial laxity of their managers, who probably were appointed without duly considering their physical, professional and managerial attributes, and consequently have been unable to organize, utilize, supervise, retain, harness and control various segments of the organization's production to achieve desired results (Langford (2005), Durotolu (2000), Ilori (1998), Simeon (2007), and Adeniji (1990)). Thus, there is need to investigate the problem and relevance of managerial capacity of managers as it influences the workers' productive level in industrial organizations in Nigeria in order to determine the professional suitability for appointment as managers.

STATEMENT OF THE PROBLEM

Against this background, this study investigated the influence of managerial capacity on perceived workers' productivity in industrial organizations in Nigeria.

RESEARCH QUESTIONS

The following research questions were generated for the study:

1. Does managerial capacity contribute to perceived workers' productivity in industrial organizations in Nigeria?
2. Is there any significant relationship between managerial capacity and perceived workers' productivity in industrial organizations in Nigeria?
3. Is there any significant difference between managerial capacity of managers in public and private organizations?
4. Is there any significant difference between workers' productivity in public and private organizations in Nigeria on the basis of managerial capacity?

METHODOLOGY

Design

This study adopted the descriptive research design using a correlation survey method to investigate a possible relationship between managerial capacity and perceived workers' productivity in industrial organizations in Nigeria.

Population for the Study

The target population for this study consists of all levels of workers in public and private organizations distributed across the four regions in Nigeria (North, South-West, South-East and South-South).

Sample and Sampling Technique

Due to the large population, a stratified random sampling technique was used to select 325 respondents from public and private organizations; and across the four regions in Nigeria, as samples for the study. The selected organizations were categorized according to ownership characteristics (public and private ownership) and workers' sex characteristic (male and female).

Instrumentation

The instruments used for data collection were two sets of the researcher's self-designed questionnaires entitled "Managerial Capacity Assessment Scale" (MCAS) and "Workers' Productivity Scale" (WPS). These scales are described as follows:

Managerial Capacity Assessment Scale (MCAS)

This instrument was used to collect managerial capacity-related data. It consists of two sections - A and B. Section A is structured to elicit information on various demographic characteristics that could influence or affect managerial effectiveness, such as name of the organization, gender, status, highest educational qualification, department, and work experience. Section B contains 22 items structured to evaluate various managerial capacity aspects that would enhance their effective planning, organizing, supervising, communicating, coordinating and controlling, all of which would culminate in attainment of organizational goals and objectives. These items are measured on a four-point Likert scale - Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). It focused precisely on managerial capacity variables.

Workers' Productivity Scale (WPS)

This scale, which can be described as both process and end-result assessment, is designed to assess effective performance of the worker's job and role-expectations (that is, all the processes leading to high organizational performance and the worker's productivity), as well as the end-result of the process (quality of the worker's output resulting from his job inputs).

The items on this questionnaire were designed to measure workers' productivity on a four-point Likert scale - Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). This scale contains 11 items relating to various workers' productivity measures, such as input-to-output measurement, goal achievement at an appropriate time, efficiency and effective service delivery, resource utilization and management, job performance effectiveness, interaction with co-workers, disposition to work, effective customer relations, records keeping, and punctuality in the workplace, etc.

Validation of the Instrument

This has to do with the degree to which an instrument measures (what it was designed to measure). The instruments were distributed to experts in questionnaire construction. The experts' suggestions and corrections were incorporated into the final draft of the questionnaire.

However, in order to ensure that the instruments for this study are reliable in terms of consistency and stability of scores or answers from one administration of the instruments to another and one set of items to another, the following steps were taken:

1. A test re-test administration of the MCAS and WPS (within a one-month interval) in trial tests was conducted in an organization in Lagos state, which is outside the selected industrial organizations, and 50 respondents who are outside the targeted population in Nigeria. The reason for the short duration was to guide against the possible transfer of respondents from their duty posts before the re-test exercise. The result from the two separate independent measures, when compared, gave a Pearson Product Moment Correlation co-efficient of 0.82 which provides evidence for a high level of reliability.
2. A co-efficient alpha method was used to estimate the extent to which items of MCAS and WPS correlate with the total score. Using the pilot tests, Cronbach reliability co-efficient scores of 0.87 and 0.89 were obtained, respectively, which were considered very high. Thus, the MCAS and WPS were consequently accepted as valid and reliable instruments for the study.

Administration of the Instruments

Prior to the administration of research instruments, permission to use the organizational records was obtained from the personnel managers of the sampled organizations. All aspects of the questionnaires were explained to the respondents by the researcher. The researcher guaranteed anonymity of the respondents and the confidentiality of their responses. The purpose of the study was also well explained to the participants in each organization before the needed information was given.

During the period, the questionnaires were personally administered by the researcher with the assistance of three trained research assistants to respondents in the selected industrial organizations. This facilitated quick administration of the questionnaires. The questionnaires were administered within a one-month duration. Meanwhile, out of 350 copies of the questionnaire administered, the 325 duly completed copies were utilized for the purpose of the study.

METHOD OF DATA ANALYSIS

Data collected through the questionnaire were collated and analyzed using simple percentage and frequency count for demographic characteristics of the respondents. Also, Regression Analysis was used to test hypothesized research question one. The Pearson Product Moment Correlation Statistics method was used to test research question two; while the t-test statistics were utilized to test research questions three and four. All the hypothesized research questions were tested at 0.05 alpha levels.

RESULTS

In this section, the results and findings of the research were presented on the basis of research questions generated for the study.

Research question #1: Does managerial capacity contribute to perceived workers` productivity in industrial organizations in Nigeria?

Table 1: Managerial Capacity as Predictor of Workers` Productivity

R = 0.453					
R square = 0.271					
Adjusted R square = 0.202					
Standard Error = 8.728					
Sum of Squares	Df	Mean Square	F	Sig.	Remarks
4363.395	1	4363.395	57.275	.000 ^a	*
16912.565	323	76.183			
21275.960	324				

* Significant (P<0.05)

In Table 1, managerial capacity predicts workers` productivity in industrial organizations in Nigeria - F (1,323) and P<0.05. Managerial capacity accounts for 27.1% of the total variance of workers` productivity. Therefore, managerial capacity plays a significant role in the determination of workers` productivity in industrial organizations in Nigeria.

Research Question #2: Is there any significant relationship between managerial capacity and perceived workers` productivity?

Table 2: Relationship between the Independent variable (Managerial Capacity) and Dependent Variable (Perceived Workers` Productivity)

	Managerial Capacity	Workers` Productivity
Managerial Capacity	1.000	0.345
Perceived Workers` Productivity	0.345	1.000

Significant (P<0.05)

In Table 2, there is a moderately positive significant relationship between managerial capacity and perceived workers` productivity (r=0.345 and P<0.05). The findings indicate that organizational productivity is a function of managerial competence in Nigerian work organizations

Research Question #3: Is there any significant difference between managerial capacity of managers in public and private organizations?

Table 3: Comparison of Managerial Capacity in Public and Private Organizations

	Organizations. Type	N	Mean	Std. Deviation	Std. Error Mean	df	T	P	Remarks
Managerial Capacity	Private	119	70.2269	9.49080	.87002	323	2.177	0.031	Sig
	Public	105	67.3524	10.26287	1.00155				

Significant (P<0.05)

Table 3 shows that there is a significant difference in managerial capacity of managers in public and private organizations - t (323)=2.177 and P<0.05. Findings revealed that managers in private organizations have more managerial capacity (Mean Score=70.23) than managers in public organizations (Mean Score=67.35).

Research question #4: Is there any significant difference between workers` productivity in public and private organizations on the basis of managerial capacity in Nigeria?

Table 4: Comparison of Workers' Productivity in Public and Private Organizations

	Organizations. Types	N	Mean	Std.Deviation	Std.Error Mean	df	T	P	Remarks
Workers` Productivity	Public	188	69.5630	9.82529	.90068	323	0.590	0.556	Not Significant
	Private	137	68.7905	9.73267	.94981				

Not Significant (P>0.05)

In Table 4, there is no significant difference in workers` productivity in public and private organizations - t (222)=0.590 and (P>0.05). Workers` productivity is not affected by the type of organizations; it is the same in both private and public organizations in the Nigerian industrial environment.

DISCUSSION OF FINDINGS

Research question one predicted that managerial capacity contributes to workers' productivity. The findings revealed that managerial capacity has significantly contributed to workers' productivity in both public and private organizations in Nigeria. This shows that, in a way, managers' strong or weak managerial capacity affects the productivity of their workers. From the research conducted, it was determined that most managers in industrial organizations in Nigeria are strong in managerial capacity. The findings revealed that managerial capacity has contributed to 20% of workers' productivity. This indicates that workers' productivity in industrial organizations in Nigeria is a result of managers' strong managerial capacity.

This finding corroborates Simeon (2007), Earley (2002), Mullins (1999), and Brown (2003) who asserted that managerial capacity is synonymous with decision-making and that managerial work, from the perspectives of what the manager does, tends to influence job performance effectiveness among the workforce since "manager" has some authority over subordinate staff.

Research question two predicted that there is a significant relationship between managerial capacity and perceived workers' productivity. The findings of the study revealed that there is a positive significant relationship between managerial capacity and perceived workers' productivity in industrial organizations in Nigeria. This finding corroborates with Mulford (2003), Mullins (1999), Mullins, Owen & Phillips (2003), and Nwachukwu (2000) who reported that managerial competence of the managers was found to have had a significant influence on performance and efficiency of the personnel since the managers have supervisory control over their workforce. This implies that managerial capacity of the managers is an important factor in the consideration of workers' productivity in industrial organizations in Nigeria.

Research question three predicted that there is a significant difference between managerial capacity in public and private organizations. The findings of the study revealed that there is a significant difference in the managerial capacity of managers in private organizations and those of managers in public organizations. The findings from observation also revealed that the differential managerial capacity of managers in public organizations and private organizations could possibly have resulted from the fact that some of the managers were appointed without due thought of their physical attributes; consequently, they have been unable to organize, supervise, retain, harness and control various elements of the organization's production activities to achieve desired results. Besides, the managers in private organizations, on the other hand, stand a chance of losing their jobs if there is a decline on the standard of workers' job performance effectiveness and productivity. One fundamental truth is that the higher quality of private organizations in Nigeria, in terms of quality infrastructure and material resource provision, cannot be compared to what is obtainable in public organizations. In essence, private organizations were more equipped with adequate human, financial and material resources than public organizations in Nigeria. This finding disagrees with Mullins (1999), Langford (2005), Simeon (2007), Day (2000), and Odedokun (2001) who asserted that basic principles of management are applicable in any series of activity in any organization. In other words, the common activities of management are applicable, to a greater or lesser extent, in both private and public sector enterprises, which tends to facilitate efficiency and increased productivity. The assertion of the authors did not consider the relevance of managerial capacity and working environment.

Research question four predicted that there is a significant difference between workers' productivity in public and private organizations on the basis of managerial capacity in industrial organizations in Nigeria. Findings showed that there is no significant difference in workers' productivity in public and private organizations. The findings indicated that workers' productivity is not affected by the type of organization. This may be as a result of workers in both public and private organizations being under the authority of managers and having the fear of losing their jobs if the quality of their services and productivity fall, regardless of what the managers are doing (or not doing) to encourage them.

This finding is in line with Brown (2003), Jon and Anthony (1999), Olaniyan (1997), and Baridan (1999) who gave a boundary definition of managerial roles as 'a role from which some work has to be delegated of the subordinates' roles'. The occupants of the managerial roles are accountable for the subordinates' work and must at least have authority in the subordinates' roles, to insist that they be removed from these roles if they are

unsatisfactory, and to determine which portions of his own work shall be carried out by each subordinate. This implies that the managers have the authority over the subordinates and have managerial capacity for thorough supervision which could engender workers` efficiency, commitment, and productivity in the workplace.

CONCLUSION

The findings of the study established that managerial capacity has significantly contributed to workers` productivity in industrial organizations in Nigeria. Findings indicated that weak or strong managerial capacity affects the productivity of the workers at varying degrees (either positively or negatively). This implies that the managers should be appointed with due thought and consideration for their physical, professional, and managerial attributes.

Also, the types of managers that would be able to plan, organize, coordinate, utilize, supervise, retain, harness and control various elements of organization`s production to achieve desired results need to be given much consideration. Thus, the productivity of workers under managers, such as this, will be high and would result in high organizational goal achievement.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. The government in Nigeria (federal, state and local) should make joint policy decisions in terms of the managerial indices to be used in hiring managers of organizations in order to foster maximization of workers` utility for increased productivity.
2. Besides, the managers and workers should be exposed to capacity building programmes on a continuous basis in order to update their skills and knowledge for improved job performance and productivity. The curriculum of such capacity building programmes should be revised on a regular basis in order to provide the managers and workers with necessary skills and knowledge that could afford them the opportunity to cope with the challenges of globalization that pervades the industrial environment in Nigeria
3. More so, the monitoring unit of an organization should be empowered toward adequate utilization of the scarce resources on the part of the workers through effective supervision of activities in industrial organizations for improved workers` efficiency, effectiveness on the job, and productivity to be guaranteed.

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