



Global Advanced Research Journal of Management and Business Studies (ISSN: 2315-5086) Vol. 2(4) pp. 222-227, April, 2013
Available online <http://garj.org/garjmbs/index.htm>
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Full Length Research Paper

Managerial Capacity and Perceived Workers` Productivity in Industrial Organizations in Nigeria

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Accepted 15 April 2013

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 questionnaire 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 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 towards adequate utilization of the scarce resources through effective supervision of the workers for efficiency and effectiveness on their jobs.

Keywords: Managerial Capacity, Workers, Productivity, Industrial Organization.

INTRODUCTION

The problems of increased and low productivity in organizational management have been receiving attentions of organizational behaviourists and management practitioners in recent times. The philosophy of work-oriented productivity across the globe has spelt 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 considerations 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 the 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; monitoring, implementing and evaluating the programme of activities in work organization. The authors submitted that managerial capacity tends to influence the effectiveness and efficiency of organization in achieving its goals and objectives.

Akintayo (2005) defined productivity in terms of input-output ratio. In the 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), Akintayo and 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. Hallmark (2010) and 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, Harrykye (2011); Akinloye (2004), Bolman and 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 submitted further that the 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 good incentive package for the achievement of organizational goals.

However, some researchers have apportion the 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 organization's production to achieve desired results (Clement (2011); Langford (2005), Durotolu, 2000; Ilori, 1998, Simeon, 2007 and Adeniji, 1990). Thus, there is need to investigate problem and relevance of managerial capacity of managers as it influence 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 possible relationship between managerial capacity and perceived workers' productivity in industrial organizations in Nigeria.

Population for 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 researcher's self-designed questionnaire titled ``Managerial Capacity Assessment Scale`` (MCAS) and ``Workers` Productivity Scale`` (WPS). These scales are described below:

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)

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)

Managerial Capacity Assessment Scale (MCAS)

1) 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 which could influence or affect the managerial effectiveness, such as, the name of organization, gender, status, highest educational qualification, Department and working experience. Section B contains 22-items structured to evaluate various managerial capacity aspects which 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 namely: 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 worker`s job and role-expectations (that is, all the processes leading to high organizational performance and workers` productivity) and the end-result of the process (the quality of workers` output resulting from workers` job inputs).

The items on this questionnaire were designed to measure workers` productivity on a four-point Likert scale namely: Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). This scale contains 11 items relating to various workers` productivity measures; such as, in-put to out-put measurement, goal

achievement at 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 at workplace, etc.

Validation of the Instrument

This has to do with the degree to which an instrument measure what it has been design to measure. The instruments were distributed to experts in questionnaire construction. The experts` suggestions and corrections were incorporated in to 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:

(a). A test re-test administration of the MCAS and WPS (within one month interval) in trial tests 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 possible transfer of the respondents from their duty posts before 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.

(b). 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 of 0.87 and 0.89 were obtained

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 4. Comparison of Worker's 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 ($P > 0.05$)

respectively which were considered very high. Thus, the MCAS and WPS were consequently accepted as valid and reliable instrument 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 researchers. The researchers guaranteed the 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 researchers with the assistance of three trained research assistants to respondents in the selected industrial organizations. This facilitates quick administration of the questionnaires. The questionnaires were administered within 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

The data collected through the questionnaire was collated and analyzed using simple percentage and frequency count for demographic characteristics of the respondents. Also, Regression Analysis was used to test the hypothesized research question one. The Pearson Product Moment Correlation Statistics was used to test research question two; while the t test statistics was utilized to test research question 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 basis of the research questions generated for the study.

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

In table 1 above, managerial capacity predicts workers` productivity in industrial organizations in Nigeria, $F(1,323) < 0.05$. 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?

In table 2 above, there is a moderately positive significant relationship between managerial capacity and perceived workers` productivity ($r = 0.345, P < 0.05$). The finding indicates 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 shows that there is a significant difference in managerial capacity of managers in public and private organizations $t(323) = 2.177; P < 0.05$. Finding revealed that managers in private organizations have more managerial capacity (Mean Score = 70.23) than managers in public organizations (Mean Score = 67.35).

Research questions 4: Is there any significant

difference between workers' productivity in public and private organizations on the basis of managerial capacity in Nigeria?

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

DISCUSSION OF FINDINGS

Research question one predicted that: Does managerial capacity contribute to workers' productivity? The finding revealed that managerial capacity has significantly contributed to worker's productivity in both public and private organizations in Nigeria. This shows that managers' strong or weak managerial capacity affects the productivity of their workers in a way. From the research conducted, it was found out that most managers in industrial organizations in Nigeria are strong in managerial capacity. The finding revealed that managerial capacity has contributed to 27.1% of worker's productivity. This indicates that worker's productivity in industrial organizations in Nigeria is as a result of managers' strong managerial capacity.

This finding corroborates Clement (2010); 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: Is there any significant relationship between managerial capacity and perceived worker's productivity? The finding 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 Hallmark (2011); Mulford (2003), Mullins (1999), Mullins, Owen and 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 has supervisory control over the 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: Is there any significant difference between managerial capacity in public and private organizations? The finding 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 finding from observation also revealed that the differential managerial capacity of managers in public organizations and private organizations could possibly resulted from the fact that some of the managers were appointed without due thought-out for their physical attributes and consequently, they have been unable to organize, supervise, retain, harness and control various elements of 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 the public organizations in Nigeria. This finding disagrees with Harrykye (2011); 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 enterprises and public sector enterprises which tend to facilitates efficiency and increased productivity. The assertion of the authors did not consider the relevance of managerial capacity and the working environment.

Research question four predicted that: Is there any significant difference between workers' productivity in public and private organizations on the basis of managerial capacity in industrial organizations in Nigeria? Finding showed that there is no significant difference in worker's productivity in public and private organizations. The finding indicated that worker's 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 falls 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 subordinate roles. The occupants of the managerial roles are accountable for the subordinates work and must at least have authority in the subordinate roles, to insist that they be removed from these roles, if they are unsatisfactory, and determine which portions of his own work shall be carried out by each subordinate. This implies that the managers have the authority over the subordinate and have managerial capacity for thorough supervision which could engender workers' efficiency,

commitment and productivity at workplace.

CONCLUSION

The findings of the study established that managerial capacity has significantly contributed to worker's productivity in industrial organizations in Nigeria. Findings indicated that weak or strong managerial capacity affects the productivity of the workers at varying degree (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:

The government in Nigeria (both federal, state and local) should take 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.

Besides, the managers and workers should be exposed to capacity building programmes on 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 regular basis in order to provide the managers and workers necessary skills and knowledge that could afford them the opportunities to cope with the challenges of globalization that pervades our industrial environment in Nigeria

More so, the monitoring unit of organization should be empowered towards 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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