

Management Development Research as a Route to Sustainable Development in Nigeria

Dr. Christopher Orga

Department of Business Administration, Enugu State University of Science And Technology, Enugu, Enugu State Of Nigeria

Abstract

Management is defined as the provision of an environment within groups and organizations, so that the organizations and the individuals within them can achieve their goals and objectives by utilizing human, material and financial resources. Development is defined as the process of increasing the socio-economic condition of people from a lower to a higher state of a society by the education and training of the people. So Management Development entails an increase in the socio-economic condition of the people occasioned by the provision of a conducive environment for achieving goals and objective. Management Development Research entails searching again and taking a cursory look at Management Development phenomena of interest. Management Development Research could be a route to Sustainable Development of a Third World Country like Nigeria by sustaining the momentum and extending the reach. Sustainable Development is the process of meeting the needs of the present generation without jeopardizing the chances of meeting the needs of future generations. The main objective of the paper is to determine how Management Development Research could be used as a route to Sustainable Development in Nigeria. The specific objectives of the study are to determine if Management Development Research could be used as a route to Sustainable Development in Nigeria, to ascertain if Management Training Research could be used as a route to Economic Development and beyond it in Nigeria, to find out if Management Learning Research could be used as a route to Economic Growth and beyond it in Nigeria. All the objectives were achieved in the study.

INTRODUCTION

Management has been defined as the design of an environment within groups or organizations, so that the groups and the individuals within them can achieve their goals and objectives by utilizing human, material and financial resources (Koontz, O'Donnell and Weihrich, 2000). The environment is the totality of the variables, forces and factors that affect the Managers, Administrators, Supervisors and Staff of organizations in Nigeria when they are doing their work. To operationalize the Environment, the PEST Model is handy. A model is a representation of reality but it is not reality itself not all the variables in the real system are in the model but only the significant ones; otherwise the model will be too cumbersome to analyze (O'Brien, 2008).

In the PEST Model, PEST is an acronym, P stands for the Political Environment, E for the Economic Environment, S for the Socio-cultural Environment and T for the Technological Environment (Agbonifoh, 2008). The Environment has an effect on groups. A group is a collection of people who come together to achieve a common purpose (Koontz and Weihrich, 2000). Groups function in organizations in Nigeria. If a group is high performing, it becomes a team. There are information gathering groups, problem solving groups and decision making groups, groups exist in organizations. Organizations are social systems. To be organized, implies the presence of networks that entail how the work is organized and how power, influence and authority are exercised. If someone has authority, he or she could delegate the authority but the responsibility will still exist with the superior and not the subordinate (Nwachukwu, 2002).

Organizations and individuals both have goals and objectives to achieve. Goals are long term aims at a point in an organization's mission. Objectives are short term aims at a point in an organization's mission (Osaze and Yomere, 2000). A mission is a direction which an organization is heading to reach its destination. To achieve goals and objectives, the organizations have the inputs of resources. In the system's cybernetic model, there are five elements namely inputs, transform, output, feedback and control. The inputs are the resources which are eight in number namely men or human resource, materials, money, time, energy, knowledge, information and infrastructure. The transform is the process that moves the inputs into the output. The output is the result in terms of goals, objectives or the improvement of a dependent variable like Sustainable Development, Feedback is information to know how the system is going and whether the goals and objectives are being achieved. The control is the system's element that compares actual performance with the desired performance to see if things are okay. If the goals and objectives are being achieved, the system continues, but if there are negative deviations, corrective action is taken (O'Brien, 2008).

Management Development Research could be a route to Sustainable Development in a Third World Country like Nigeria. Research means to search again. Sustainable Development is when development is ongoing and continuous. Development is defined by the Bendaveds (1974) as a process by which a society moves from a lower socio-economic condition to a higher one due to the education and training of the people.

Economic Growth when properly managed so as to have a positive distribution of the proceeds and a spontaneous change that will lead to a positive macroeconomic transformation leads to Economic Development. Economic Development, Social Development, Environmental Development and Cultural Diversity are the pillars of Sustainable Development. Jhingsin (2008) defines Sustainable Development from the Bruntland Report as meeting the needs of the present generation without jeopardizing the needs of future generations. The needs include the eight needs of Abraham Maslow: the needs physiological needs, the esteem needs, the safety needs, the love needs and the needs for knowledge and understanding, the needs for beauty and activity and the needs for transcendence (Ejiofor, 2012). The specific objectives of the study are to determine if Management Development Research could be used as a route to Sustainable Development in Nigeria, to ascertain if Management Training Research could be used as a route to Economic Development and beyond it in Nigeria, to find out if Management Learning Research could be used as a route to Economic Growth and beyond it in Nigeria. All the objectives were achieved in the study.

MANAGEMENT DEVELOPMENT RESEARCH

Management Training and Development

In Management Training, the aim is to ensure that Managers and Supervisors have the requisite shells, competences and knowledge, potentials in order to do their work effectively and efficiently. In order to train the staff, the organizations need to mount in-house and outside training programmes. There is the need for need assessment. In performance appraisal, the job analysis, design and interviews help to identify the staff that need training. For indoor training, the training programs are in-house and the facilitators are in-house resource people (Noe, 2006).

In the case of Management Development, one of the methods is by mentoring of the manager. In mentoring relationships, the senior person is called the mentor and the junior person being mentored is called the mentee. The relationships could be formal or informal. The senior person advises, guides and influences the junior person so that the junior person can achieve his or her career goals and objectives. There is no formal payment. This training method leads to an improvement in the performance of the mentee (Noe, 2006).

Mentoring is a Development Strategy. This is because, the mentee can move from a lower to a higher socio-economic condition. Moreover the mentee could now be in a position to hold better future responsibilities (Sheikh, 2006). For example, the mentee could now be given acting responsibilities. By acting in a higher position, when the superior officer is on leave, the junior officer will get to know more about the intricacies in the office. This helps him or her to aspire to hold bigger responsibility (Noe, 2006).

MANAGEMENT DEVELOPMENT RESEARCH

The research methods used in Management Development Research so that the process of searching again and taking a cursory look on the phenomenon of interest will be facilitated include the survey, experiment, observations, case study, use of secondary data, library research, internet research and askme.org. In the survey, the Researcher does not have control of the Independent Variables because they have already occurred. The survey has the merit that a single research instrument could be used to reach a large sample of respondents. Sampling is done which entails interviewing a part of the population and the answers which could be got are very large. Doing a census by approaching all members of the population could be very costly administratively and could entail a lot of time. With sampling, there is a compromise between perfection in one extreme and arbitrary guesswork in another extreme (Stone, 2006).

The survey has the limitation that some respondents are reluctant to respond to probes and need to be persuaded before they agree to complete the research instrument. If the Researcher has a control of the Independent Variables, the appropriate research design could be an experiment and not a survey.

The experiment is a popular research design in the physical sciences, psychological sciences and in Engineering. It is useful in determining the cause and effect relationships. In the Management Sciences, experimentation needs the use of a laboratory, a control group and an experimental group. The increase in the value of the experimental variable is deemed to be caused by it to improve the Independent Variable. The experiment has the limitation that due to the human factor, the respondents change their behaviour when they know that they are being studied. This does not happen when inanimate objects are being studied (Podsakoff and Dalton, 1987).

In the case of observation, the Researcher could be an observer or even a participant. In studying the level of electric bulbs, the time taken for a bulb to die can be measured and the probability of the lives of the bulbs can be estimated. Observation is a useful method when interviewing the respondents and it could lead to socially desirable answers. In studying the performance of cult groups, the Researcher may decide to join them and then get the entire list of the members. The observer could be a participant. In a case study, a few variables are studied in depth (Nwana, 2000).

The survey, experimentation, observation and case study are used to collect primary data. Data is a

representation of facts, observations and occurrences (O'Brien, 2008). Primary data is data that is not existing and is collected fresh by the Researcher. Secondary data is data that is existing and so is easy to collect and analyze. It however, needs to be evaluated for consistency, and to check for obsolescence and to ensure that the agreement of the units of analysis to those in the objectives of the study (Asika, 2004).

In the use of secondary data, existing data is collected. Every research in the Social Sciences and Management Sciences, starts with a search for secondary data. It is only when there is no secondary data that primary data collection is done. The use of secondary data can be facilitated by doing a library search. Libraries have good collections of Books, Journals, and Internet Materials that are good sources of secondary data. Moreover, there are Reference Libraries that could be contacted. Universities and other tertiary institutions and Federal Institutions and State Governments have good libraries. In Internet search, there are a lot of secondary data on the internet. Also, there are facilities for askme.org where replies to questions on phenomena are got instantly.

SUSTAINABLE DEVELOPMENT

Sustainable Development entails that development is ongoing. It entails that Economic Growth has had proceeds which with proper Distribution and spontaneous change could lead to Economic Development. Economic Development equals Economic Growth plus Proper Distribution of Proceeds of Growth plus Spontaneous change. Spontaneous change leads to an improvement in macroeconomic performance in terms of employment, poverty alleviation and improvement in the standard of living, human development index, etc (Jhingam, 2008).

CLASSIC THEORIES OF ECONOMIC GROWTH AND DEVELOPMENT

Every nation strives after development. Economic progress is an essential component, but is not the only component. Development is not purely an economic phenomenon. In an ultimate sense, it must encompass more than the material and financial side of people's lives, to expand human freedoms. Development should therefore be perceived as multidimensional process involving the reorganization and reorientation of entire economic and social systems. In addition to improvements in incomes and output, it typically involves radical changes in institutional, social and administrative structures as well as in popular attitudes and even customs and beliefs. Although development is usually defined in a national context, its more widespread realization may necessitate modification of the international economic and social system as well (Jhingam, 2008).

Classic Theories of Economic Development: Four Approaches

The Post-World War II literature on economic development has been dominated by four major and sometimes competing strands of thought: (1) the linear-stages-of-growth model. (2) theories and patterns of structural change (3) the international-dependence revolution, and (4) the neoclassical, free-market counterrevolution. In recent years, an electric approach has emerged that draws on all of these classic theories (Anyanwu and Oaikhenan, 2000).

Theorists of the 1950s and 1960s viewed the process of development as a series of successive stages of economic growth through which all countries must pass. It was primarily an economic theory of development in which the right quantity and mixture of saving, investment, and foreign aid were all that was necessary to enable developing nations to proceed along an economic growth path that had historically been followed by the more developed countries. Development thus became synonymous with rapid, aggregate economic growth (Iyoha, 2006).

RESEARCH METHODOLOGY

In the last section, the Literature Review of Management Development Research and Classical Theories of Economic Growth and Development were handled. The Research Design chosen is a combination of a survey, and the use of Secondary Data. In the survey, a questionnaire was used to get responses to the Likert Scale statements bordering on the three specific objectives. The secondary data had sources from Textbooks, Journal Articles and Internet Materials.

The population of the study consisted of 750 respondents who had knowledge of the topic from the Federal Ministries of Economic Development, Finance, Interior and the Environment. The population size by ministry in the rates of 300, 125, 150 and 75 respectively totaling 750. The Taro Yamane's formula is used to

calculate the sample size. The formula is given by $n = \frac{N}{1 + N(e^2)}$ where n is the sample size, N is the

population size, 1 is a constant and e is the error term (Asika, 2004). For N = 750, and e = 2.5% for a two tailed test at the level of significance $\alpha = 5\%$, n = 511. The sample size is distributed to the Ministries as follows; Economic Development 205, Finance 153, Interior 102 and Environment 51 totaling 511. The reliability of the instrument is by the test – retest method that gave a Spearman's Rank Correlation coefficient of 0.95 and a Cronbach's Alpha Coefficient of 0.90.

The validity of the instrument is by the content validity method.

DATA PRESENTATION AND ANALYSIS

Table 1 shows the summary of the distribution of the questionnaire:

Table 1: The Summary of the Distribution of the Questionnaire.

- a. Number of questionnaires distributed 511.
- b. Number of questionnaires returned 500.
- c. Number of questionnaires not returned 11.
- d. Response rate = $\frac{b}{a} = \frac{500}{511} = 0.978$
- e. Non-response rate = $\frac{c}{a} = \frac{11}{511} = 0.0222$
- f. To the response and non-response rate = $\frac{b}{a} + \frac{c}{a} = \frac{500}{511} + \frac{11}{511} = \frac{511}{511} = 1$

Source: The questionnaires returned and not returned are got from Fieldwork (2014).

From Table 1, it is shown out of 511 questionnaires administered, 500 of them were returned. This gave a response rate of 0.978. Out of the 511 questionnaires administered, 11 of them were not returned. This gave a non-response rate of 0.022. The response and non-response rate gave a total of 10.

Table 2 shows the analysis of the responses related to the three objectives.

Table 2: The Analysis of the Responses Related to the Three Objectives.

Statements	Responses	F	Percentage	Valid Percentage	Cumulative Percentage
1. Management Development Research could be used as a route to Sustainable Development in Nigeria.	SA	209	41.80	41.80	41.80
	A	191	38.20	38.20	80.00
	U	33	6.60	6.60	86.60
	D	33	6.60	6.60	93.20
	SD	34	6.80	6.80	100.00
2. Management Development Research could not be used as a route to Sustainable Development in Nigeria.	SA	34	6.80	6.80	6.80
	A	33	6.60	6.60	13.40
	U	33	6.60	6.60	20.00
	D	191	38.20	38.20	58.20
	SD	209	41.80	41.80	100.00
3. Management Training Research could be used as a route to Economic Development and beyond it in Nigeria.	SA	214	42.80	42.80	42.80
	A	196	39.20	39.20	82.00
	U	29	5.80	5.80	87.80
	D	30	6.00	6.00	93.80
	SD	31	6.20	6.20	100.00
4. Management Training Research could not be used as a route to Economic Development and beyond it in Nigeria.	SA	31	6.20	6.20	6.20
	A	30	6.00	6.00	12.20
	U	29	5.80	5.80	18.00
	D	196	39.20	39.20	57.20
	SD	214	42.80	42.80	100.00
5. Management Learning Research could be used as a route to Economic Growth and beyond it in Nigeria.	SA	219	43.80	43.80	43.80
	A	201	40.20	40.20	84.00
	U	26	5.20	5.20	89.20
	D	26	5.20	5.20	94.40
	SD	28	5.60	5.60	100.00
6. Management Learning Research could not be used as a route to Economic Growth and beyond it in Nigeria.	SA	28	5.60	5.60	5.60
	A	26	5.20	5.20	10.80
	U	26	5.20	5.20	16.00
	D	201	40.20	40.20	55.20
	SD	219	43.80	43.80	100.00

The responses were Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD). The statements, responses and frequencies were from the questionnaires returned.

From Table 2, it is shown that for the statement that Management Development Research could be used

as a route to Sustainable Development in Nigeria, the responses were Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). They have frequencies of 209, 191, 33, 33 and 34 respectively out of 500. This gave percentages and valid percentages of 41.80, 39.20, 6.60, 6.60 and 6.80 respectively totaling 100. These give cumulative percentages of 41.80, 80.00, 86.60, 93.20 and 100.00 respectively.

For the statement that Management Development Research could not be used as a route to Sustainable Development in Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have frequencies of 34, 33, 33, 191 and 209 respectively totaling 500. This give percentages and valid percentages of 6.80, 6.60, 6.60, 39.20 and 41.80 respectively totaling 100. These give cumulative percentages of 6.80, 13.40, 20.00, 59.20 and 100.00 respectively.

For the statement that Management Development Research could not be used as a route to Economic Development and beyond it in Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have frequencies of 214, 196, 29, 30 and 31 respectively out of 500. These give percentages and valid percentages of 42.80, 39.20, 5.80, 6.00 and 6.20 respectively totaling 100. These give cumulative percentages of 42.80, 82.00, 87.80, 93.80 and 100.00 respectively.

For the statement that Management Training Research could not be used as a route to Economic Development and beyond it in Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have frequencies of 31, 30, 29, 196 and 214 respectively out of 500. These give percentages and valid percentages of 6.20, 6.00, 5.80, 39.20 and 42.80 respectively totaling 100. These give cumulative percentages of 6.20, 12.20, 18.00, 57.20 and 100.00 respectively.

For the statement that Management Learning Research could be used as a route to Economic Growth and beyond it in Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have frequencies of 219, 201, 26, 26 and 28 respectively out of 500. This give percentages and valid percentages of 43.80, 40.20, 5.20, 5.20 and 5.60 respectively totaling 100. These give cumulative percentages of 43.80, 84.00, 89.20, 94.40 and 100.00 respectively.

For the statement that Management Learning Research could not be used as a route to Economic Growth and beyond it in Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have frequencies of 28, 26, 26, 201 and 219 respectively totaling 500. These give percentages and valid percentages of 5.60, 5.20, 5.20, 40.20 and 43.80 respectively totaling 100. These give cumulative percentages of 5.60, 10.80, 16.00, 56.20 and 100.00 respectively.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

It was found that;

1. Management Development Research could be used as a route to Sustainable Development in Nigeria.
2. Management Training Research could be used as a route to Economic Development and beyond it in Nigeria.
3. Management Learning Research could be used as a route to Economic Growth and beyond it in Nigeria.

CONCLUSION

That Management Development Research could be used as a route to Sustainable Development in Nigeria implied that increasing the socio-economic condition of the people in Nigeria through management could be used to make Development to be ongoing. That Management Training Research could be used as a route to Economic Development in Nigeria implied that ensuring the skills acquisition of managers could be used as a route to Economic Growth plus proper distribution of the proceeds of Growth plus spontaneous change. That Management Learning Research could be a route to Economic Growth and beyond it implied that it could be used to increase the output of goods from one year to another in Nigeria.

RECOMMENDATIONS

It is recommended that Strategic Managers and Administrators in Nigeria should backed by National Policy:

1. Continue to use Management Development Research to improve Sustainable Development.
2. Continue to use Management Training Research to improve Economic Development.
3. Continue to use Management Learning Research to increase Economic Growth.

REFERENCES

- Anyanwu, J.C., and Oaikhenan, H.E., (2000), *Modern Macroeconomics*, Onitsha: Joance Educational Publishers Limited.
- Asika, N., (2004), *Research Methodology is a Process Approach*, Yaba, Lagos: Mukugamu Publishers.
- Bendavied, A.M., and Bendavied, B. (1974), "Development and Underdevelopment", *Journals of Development Economics*, Volume 10, Number 1, 1-10.

- Ejiofor, P.N.A., (2012), *Management in Nigeria*, Onitsha: Africana FEP Publishers Limited.
- Iyoha, M.I., (2006), *Macroeconomic Theory*, Benin City: Mindex Publishers Limited.
- Jhingan, M.L., (2008), *The Economics of Development and Planning*, New Delhi: Vrinda Publications (P) Limited.
- Koontz, H., and Wehrich, H., (2000), *Principles of Management*, New York: McGraw-Hill.
- Koontz, H., O'Donnel, G., and Wehrich, H., (2000), *Management*, Auckland, McGraw-Hill.
- Noe, A.C., (2000), *Training and Development in Organisations*, New York: Prentice-Hall.
- Nwachukwu, C.C., (2006), *Management Theory and Practice*, Onitsha: Africana FEP Publishers Limited.
- Nwana, O.C., (2000), *Research Methodology in Educational Research*, Lagos: Longman.
- O'Brien, J.A., (2008), *Computers in Business Management, and Introduction*, Homewood, Illinois: Richard D. Irwin Incorporated.
- Osaze, B.E., and Yomere, G.O., (2000), *Business Policy and Strategy*, Benin City: B.E. Osaze Incorporated.
- Podsakoff, P.F., and Dalton, D.E., (1987), "Research Methodology in Organizational Studies", *Journal of Management*, Volume 11, Number 2, 419-441.
- Sheikh, A.M., (2006), *Human Resource Development*, New Delhi: Tata McGraw Hill.
- Stone, E., (2006), *Research Methodology in Organisational Behaviour*, Santa Monica: Goodyear Publishing Company.