

# Management Research as a Route to Sustainable Development in Nigeria

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## Abstract

Management is defined by Drucker as a process by which managers do their work by getting others to do theirs. It is also the process of planning, organizing, staffing, leading and controlling. Planning entails decision making, forecasting and simulating the objective function so as to take tomorrow's decisions today. Organising entails deciding who should do what and the authority, line and staff relations, and departmentation to achieve the organizational goals and objectives. Staffing is the process of recruitment, selection, placement, orientation, training and development, wage administration, compensation, and motivation of the staff. Leading entails influencing the staff to achieve the organizational goals and objectives. Controlling entails comparing actual performance and planned performance to see if there are negative deviation so as to correct action. Management Research entails taking a cursory look and searching again at the management phenomena of interest. One of the benefits of Management Research is that it could be a route to Economic Growth which with proper distribution of its proceeds and with spontaneous changes could lead to Economic Development. When Development is going, Sustainable Development sets in. The specific objectives of the study are to determine if management Research could be used as a route to sustainable Development in Nigeria, to ascertain if planning research could be used as a route to Economic Development and beyond it in Nigeria and to find out if controlling Research could be used as a route to economic growth and beyond it in Nigeria.

## INTRODUCTION

Management is defined by Drucker (2000) as the process by which managers do their work by getting other people to do theirs. Management is also defined by Koontz, O'donnell and Wehrich (2000) as the provision or the design of an environment within groups so that the groups or organizations and the individuals within them can achieve their goals and objectives by utilizing human, material and financial objectives. Management is also defined as the act of planning, organizing, staffing, leading and controlling. Planning consists of decision making, forecasting and simulating the objective function. Planning is defined as taking tomorrow's decisions today (Nwachukwu, 2006).

Organizing entails deciding who should do what and the authority influence and power relationships, and line and staff relationships and departmentation to achieve the organizational goals and objectives. 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. The mission is the direction which an organization is headed to reach its destination (Osaze and Yomere, 2000).

Staffing is the act of recruitment, selection, planning, orientation, induction, training and development, wage administration, compensation and motivation of staff (Sheikh, 2006).

Leading is the act of influencing the behavior of the subordinates so that they can willingly strive towards the achievement of the organizational goals and achievement. Leadership is a function of the leader, the followers and the situation. In autocratic leadership, the leader does not get the participation of the followers in the decision making process. In democratic leadership, the leader gets the participation of the followers in the decision making process. In laissez-faire approach to leadership the leader could sometimes get the participation of the followers in the decision making process. Decision making could be under the conditions of certainty, uncertainty and risk (Koontz and Wehrich, 2000).

In controlling the steps are appraising and appreciating, results, doing performance evaluation, comparing actual performance and planned performance, doing variance analysis, segregating controllable and uncontrollable variables. Controlling is done if the goals and objectives are being achieved and if there are no negative deviations between actual performance and planned performance. Correcting action is done if things are not okay. So controlling cannot hold if planning had been initially done. This is why planning and controlling are said to be two Siamese twins (Koontz et al, 2000).

Management research entails to search again and taking a cursory look at the phenomena and events pertaining the roles of the managers. The purpose of Research in general and Management Research in particular is to solve organizational problems. A problem is something that makes a manager, supervisor or worker not to do well in his or her work. The most widely used Research Design in Management Research is the survey research design. In the survey, the Researcher does not have control of the independent variables because they have already occurred. If the Researcher has the control of the independent variables, the appropriate Research

Design would be the Experiment and not the survey (Stone, 2006).

One of the benefits of Management Research is that it makes for an increase in output from a given year known as the base year to a future year, for a period of one calendar year. So it leads to Economic Growth. If economic growth is properly managed so as to lead to proper distribution of the proceeds of growth and if there is a spontaneous change leading to a positive macroeconomic transformation, Economic Development sets in. Economic Development is one of the pillars of sustainable Development which entails that development is ongoing (Jhingan, 2008). The specific objectives of the study are to determine if Management Research could be a route to sustainable Development in Nigeria to ascertain if planning Research could be a route to Economic Development and beyond it in Nigeria and to find out if controlling Research could be route to Economic Growth and beyond it in Nigeria.

## MANAGEMENT RESEARCH

Management Research entails searching again and taking a cursory look at managerial functions of planning, organizing, staffing, leading and controlling. It also entails searching again and taking a cursory look at such functional areas of Marketing, Production, Human Resource Management, Finance, Accounting, Research and Development and Innovation. Marketing is the management activity that entails identifying the needs of consumers and satisfying the customer coalitions so as to achieve long run growth and profitability of the organization (Kotler, 2000). The Marketing Activity is the only one where the organization gets revenue by selling goods and services. In every other management activity only costs are incurred.

Production is the management activity in which inputs such as raw materials, men, money, time, energy, knowledge, information and infrastructure are transformed through the production process to get the outputs of goods and services. The factors of production include such inputs as land, labour, capital and entrepreneurship. It is difficult to ignore the contribution of production to a society's wellbeing. It is what creates the national wealth, the common material basis without which no country can exist (Unyimadu, 2007).

Human Resource Management is the Management activity that entails managing people at work. The human resource is the most important resource in the sense that all other resources are dormant. It is the human resource that galvanizes the other resources and makes them productive. Human Resources could be explained as all the skills, potentialities of the human being. Human Resource Management is a more encompassing term than the term Personnel Management which is narrower concept. Personnel Management emphasizes the specialized skills of human beings. Human Resource Management equals Personnel Management plus Industrial Relations Management plus employee welfare management (Sheikh, 2006).

Finance is the Management Activity that underscores the financing, use and control of funds and the remunerations of the owners of the business enterprise. Finance underscores the organizational functions as much as they have financial implications. Financial management has to do with how to raise funds. This is known as the financing function. It also has to do with how to control the expenditure of the funds. This is called the investment function. It has to do with how to remunerate the owners of the limited liability companies. This is called the dividend function (Weston and Brigham, 2000).

Accounting is the process of preparing the record of an organization of all the transactions that are of financial or monetary character so as to get the information for decision making by the various internal and external users. An important accounting record is the balance sheet. The balance sheet which uses the historical method gives the financial position of the firm at a given point in time. It uses the Accounting Equation which states that Total Assets are equal to Capital and Liabilities. Another important record is the income statement which gives the revenue and the expenses at a particular point. Total Revenue less total expenses gives the total profit (Anao, 2000). The Research and Development have to do with how to search again to increase the socio-Economic condition of the society from a lower state to a higher state by the education and training of the people (The Bendavieds, 1974). Innovation is the process of use of new techniques, products, services and even training methods (Noe, 2006).

The survey is the most widely used Research Design in Management Research (Podsakoff and Dalton, 1987). In the survey, the Researcher does not have control of the independent variables that have an effect on the dependent variable because they have already occurred. If it is possible for the Researcher to control the independent variables and to have a laboratory, experimental group and control group, the appropriate Research Design would be an experiment and not a survey (Stone, 2006). In the experiment, it is possible to establish cause and effect relationship. This is difficult in a survey because the survey is one shot or at most two shot when the aim is to determine the reliability of the research instrument. The survey also has the limitation that some respondents are reluctant to give answers to probes and so need to be persuaded. However the survey has the merit that a single research instrument can be used to reach a large sample of the respondents.

## GROWTH AND DEVELOPMENT

**Growth:** Growth is an incremental change of an organism in size. It involves the increase of increase of bodily

tissue, organs, and structure. The increase in quantified and can always be measured in centimeters in height and grams in weight. Growth is a physical increase in size across many body dimensions as height, physique, weight, etc. Internal body organs such as quantitative phenomenon. Growth is also defined as the permanent increase in size of cells or protoplasm required by an organism in the course of its development. It is usually measured in centimeters or grams (Unachukwu and Ebenebe, 2009).

The three definitions above are virtually saying the same thing. The major issues involved in growth are as follows:

1. There is increase in height, weight and other aspects of physical size.
2. These increases can be measured.
3. In growth, there are structural and physiological changes.
4. Growth is basically quantitative and involves organic changes.
5. At certain stages in life, growth may not occur any longer (Adler, 2001).

**Maturation:** Here, two definitions will suffice. Maturation is the gradual unfolding of biological potentialities every individual is born with, maturation is also a process through which inherited potentials manifest different aspects of behaviours. The two definitions are saying the same thing. The things involved are as follows:

1. Maturation is a biological phenomenon which is dependent on chronological age.
2. The inherited potentials must manifest so as to be observed (Allport, 2007).

**Development:** Here also, two definitions are involved: Development refers to quantitative and qualitative changes. It is seen as a progressive series of orderly, coherent changes. Development is also an orderly progression to increasingly higher levels of organizations or differentiations. It is viewed that development means a progressive series of change that occur in an orderly predictable sequence or patterns as a result of maturation and experience. The points are:

1. Development is both quantitative and qualitative.
2. It is predictable.
3. The changes in development are progressive.
4. Development is as a result of maturation.
5. All the experiences of the individual affect his development.
6. Development is a life-line affair and it concerns the entire pattern of human existence (Unachukwu and Ebenebe, 2009).

It is necessary to note that to some extent, the common sense concept of development is an evaluative one. It implies not only change in time but change which has a direction: development frequently implies advancement or improvement over some earlier more primitive status. From mere observations, it is noticeable that the individual passes through successive stages of infancy, childhood and in the process moves through increasingly mature levels of functioning. Many people use the term growth and development interchangeably. In the real sense of it, they are different though they are inseparable; neither takes place alone (Allport, 2007).

## RESEARCH METHODOLOGY

The Research Design chosen in the study is the survey. The sources of data were both primary and secondary sources. The primary source was from fieldwork and the secondary source was from textbooks and journal articles. The Research Instrument was a questionnaire in which the six statements contained elicited Likert scale Responses of the from Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree.

The population consists of the staff of the Federal Ministries of Economic Development, Finance, Interior and Environment who have the knowledge of Management Research as a route to Sustainable Development in Nigeria. The population of size of 750 is distributed at the rates of 300, 225, 150 and 75 respectively totaling

750. The Taro Yamane's formula is used in getting the sample size. The formula is given by  $n = \frac{N}{1 + N(e^t)}$

where  $n$  is the sample size,  $N$  is the population size 1 is constant and  $e$  is the error term (Asika, 2004). For  $N = 750$  and  $e = 2.5\%$  for a level of significance of 5% for a two-tailed test,  $n = 511$ . The sample size is distributed to the Federal Ministries sat the rates of Economic Development, 205, Finance 153, Interior 102 and Environment 51 totaling 511. The data presentation tools are tables. The data analysis tools are percentages got from the SPSS package. The test – re-test method of the reliability of the instrument gave a Spearman's Rank Correlation Coefficient of 0.95. The content validity of the instrument is used.

## DATA PRESENTATION AND ANALYSIS

Table 1 shows the summary of the return of the questionnaire.

**Table 1: The summary of the return of the questionnaires**

No	Statement	Total
1	Number of questionnaire administered	511
2	Number of questionnaires returned	500
3	Number of questionnaires not returned	11
4	Response rate = $b/a = 500/511 = 0.978$	0.978
5	Non-response rate = $c/a = 11/511 = 0.022$	0.022
6	Total Response and non-response rate = $b/a + c/a = 500/511 + 11/511 = 511/511 = 1$	1

Source: The numbers of questionnaires administered, returned and not returned are got from Fieldwork, (2014). From table 1, it is shown that out of 511 questionnaires administered, 500 of them were returned. This gave a response rate of 0.978. Out of 511 questionnaires 11 of them were not returned. This gave a non-response rate of 0.022. The total response and non-response rate was 1.

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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**

S/N	Statements	Resp.	F	%	V %	C%
1	Management Research could be used as a route to sustainable Development in Nigeria.	Strongly Agree	204	40.80	40.80	40.80
		Agree	201	40.20	40.20	81.00
		Undecided	31	6.20	6.20	87.20
		Disagree	31	6.20	6.20	93.40
		Strongly disagree	33	6.60	6.60	100.00
2	Management Research could not be used as a route to sustainable Development in Nigeria.	Strongly Agree	33	6.60	6.60	6.60
		Agree	31	6.20	6.20	12.80
		Undecided	31	6.20	6.20	19.00
		Disagree	201	40.20	40.20	59.20
		Strongly disagree	204	40.80	40.80	100.00
3	Planning Research could be used as a route to Economic Development and beyond it in Nigeria.	Strongly Agree	209	41.80	41.80	41.80
		Agree	206	41.20	41.20	83.60
		Undecided	28	5.60	5.60	88.60
		Disagree	28	5.60	5.60	94.20
		Strongly disagree	29	5.80	5.80	100.00
4	Planning Research could not be used as a route to Economic Development and beyond it in Nigeria.	Strongly Agree	29	5.80	5.80	5.80
		Agree	28	5.60	5.60	11.40
		Undecided	28	5.60	5.60	17.00
		Disagree	206	41.20	41.20	58.20
		Strongly disagree	209	41.80	41.80	100.00
5	Controlling Research could be used as a route to Economic Growth and beyond it in Nigeria.	Strongly Agree	214	42.80	42.80	42.80
		Agree	211	42.20	42.20	85.00
		Undecided	24	4.80	4.80	89.80
		Disagree	25	5.00	5.00	94.80
		Strongly disagree	26	5.20	5.20	100.00
6	Controlling Research could not be used as a route to Economic Growth and beyond it in Nigeria.	Strongly Agree	26	5.20	5.20	5.20
		Agree	25	5.00	5.00	10.20
		Undecided	24	4.80	4.80	15.00
		Disagree	211	42.20	42.20	57.20
		Strongly disagree	214	42.80	42.80	100.00

Source: The statements, responses and frequencies are got from the questionnaires returned.

Key:

Resp. = Responses

F = Frequency

% = Percentage

V% = Valid Percentage

C% = Cumulative Percentage

From table 2, it is shown that for the statement that Management Research could 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 204, 201, 31, 31, and 33 respectively totaling 500. These give percentages and valid percentages of 40.80, 40.20, 6.20, 6.20 and 6.60 respectively totaling 100. These give cumulative percentages of 40.80, 81.00, 87.20, 93.40 and 100.00.

For the statement that Management 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 33, 31, 31, 201 and 204 respectively totaling 500. These give percentages and valid percentages of 6.60, 6.20, 40.20 and 40.80 totaling 100. These give cumulative percentages of 6.60, 12.80, 19.00, 59.20 and 100.00.

For the statement that Planning Research could 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 209, 206, 28, 28 and 29 respectively totaling 500. These give percentages and valid percentages of 41.80, 41.20, 5.60, 5.60 and 5.80 respectively, totaling 100. These give cumulative percentages of 41.80, 83.00, 88.60, 94.20 and 100.00 respectively.

For the statement that Planning 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 29, 28, 28, 206 and 209 respectively totaling 500. These give percentages and valid percentages of 5.80, 5.60, 5.60, 41.20 and 41.80 respectively, totaling 100. These give cumulative percentages of 5.80, 11.40, 17.00, 58.20 and 100.00 respectively.

For the statement that Controlling 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 214, 211, 24, 25 and 26 respectively totaling 500. These give percentages and valid percentages of 42.80, 42.20, 4.80, 5.00 and 5.20 respectively, totaling 100. These give cumulative percentages of 42.80, 85.00, 89.80, 94.80 and 100.00 respectively.

For the statement that Controlling 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 26, 25, 24, 211 and 214 respectively totaling 500. These give percentages and valid percentages of 5.20, 5.00, 4.80, 42.20 and 42.80 respectively, totaling 100. These give cumulative percentages of 5.20, 10.20, 15.00, 57.20 and 100.00.

## **Summary of Findings, Conclusion and Recommendations**

### **Summary of Findings**

The specific objectives of the study were:

1. To determine if Management Research could be used as a route to Sustainable Development in Nigeria.
2. To ascertain if Planning Research could be used as route to Economic Development and beyond it in Nigeria.
3. To find out if Controlling Research could be used as a route to Economic Growth and beyond it in Nigeria.

It was found that:

- a. Management Research could be used as a route to Sustainable Development in Nigeria.
- b. Planning Research could be used as a route to Economic Development and beyond it in Nigeria.
- c. Controlling Research could be used as a route to Economic Growth and beyond it in Nigeria.

### **CONCLUSION**

That Management Research could be used as a route to Sustainable Development implication that searching again and taking a cursory look on managerial functions and activities could have a positive effect on meeting the needs of the present generation in Nigeria without jeopardizing the needs of future generations. It implied that research on management functions, planning, organizing staffing, leading and controlling could make development to be ongoing in Nigeria. It also implied that research on management activities: Marketing, Production, Finance, Human Resource Management, Research and Development and Innovation could improve the pillars of Sustainable Development: Economic Development, Environmental Development, Social Development and Cultural Diversity.

That Planning Research could be used as a route to Economic Development and beyond it implied that Planning Research could have a positive effect on Economic Development in Nigeria. This implied that Decision making research could positively affect Economic Growth plus the Distribution of the Process of Growth plus spontaneous change in Nigeria. It also implied that Forecasting Research could have a positive effect on Economic Growth and beyond it in Nigeria.

That Controlling Research could be used as a route to Economic Growth and beyond it in Nigeria implied that Controlling Research could have a positive effect on Economic Growth in Nigeria. It implied that Appraisal of



Results Research could lead to an increase in the output of Nigeria from one year used as a base to another preceding year. It also implied that comparing Actual Performance and Planned Performance Research to continue if things are okay and correcting action if things are not okay could lead to an increase in Natural Income from a base year to a preceding year.

## RECOMMENDATIONS

It is recommended that the Strategic Managers and Administrators in Nigeria should be backed by Natural Policy:

1. Use Management Research to improve Sustainable Development.
2. Utilize Planning Research to engender Economic Development.
3. Apply Controlling Research to enhance Economic Growth.

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