

A Synthesis of Taylor's and Fayol's Management Approaches for Managing Marketing Executives in Nigerian Banks

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Abstract
An analysis of the schools of management thought indicates that none of them has all of the answers for managing the marketing executives in Nigerian banks. This study was an attempt to synthesize the theories and see what in them can be explored for indentifying an approach for managing marketing executives in Nigerian banks. The study was guided in a kind of synthesis of the theories by Frederick Taylor and Henri Fayol, which states that in a basic management system designed on the traditional management lines of thought, an organization has centralized direction and control with authority drawn from ownership in business enterprises and flows by delegation from the top, through the lines of authority or command, to the various lower layers of the organization. A sample of 303 marketing executives in selected banks in Nigeria was determined using the finite multiplier. The General Linear model was used in testing the study hypothesis. The Boxe's test of equality of covariance matrices gives an F-value of 5.360 ($P<0.05$) indicating that the observed covariance matrices of the dependent variables are equal across groups. The multivariate tests result gives high F-values ($P<0.05$) and the test of Between-Subject Effects present high F-values for the corrected model and intercept. With P-values < 0.05, the results generated are not due to chance, thus are correct and significant. Also with r-square values of at least 0.878, a very strong relationship is established between the research instruments. Having adjusted r-squared values that are at least 0.8676, it is determined that at least 87.6% change is caused by independent variable. Based on this, the null hypothesis is rejected. Hence, delegation of authority demands full and detailed accountability up the line for effective management of marketing executives in Nigerian bank. This follows Taylor's/Fayol's prescription of finding and doing things in the identified best way, calling for responsibilities to be carried out in approved ways. At the work level, there should be specific and unconditional orders, but at organizational level, they should be designed to tell the marketing executives how to carry out the ideas, principles, and purposes of top management. Management system should not be more control-oriented than motivation-oriented, and should not be based on the concept of doing something through the marketing executives but with the marketing executives. Marketing executives want rising remunerations, and bank management wants profit, and both depend on improved performance. That the behavior of the marketing executives in Nigerian banks is seriously affected by their organizational environment is beyond doubt. Therefore, for managing marketing executives in Nigerian banks, a clearly structured role authority and accountability, clear-cut institution for the investigation of feelings of injustice and for giving explicit opportunities of helping to form the rules and resolutions governing the working life, will result in much less anxiety, frustration and hostility than ill-defined environment.
Keywords: Management Approaches, Marketing Executives, Nigerian Banks, Synthesis, Fredrick Taylor, Henri Fayol, Scientific Management, Process Management, Behavioral Science Management.

Introduction

An analysis of the schools of management thought indicates that none of them has all of the answers for managing the marketing executives in Nigerian banks (Uduji, 2013). Whereas the functional school concentrated on specifying what functions managers perform, the behavioral science was concerned primarily with the human aspects of an organization and its management. The quantitative school of management thought, often referred to by various names including management science, operation research or applied management science, managerial analysis, operational research, operation systems and analysis, all of which are synonymous, use mathematical analysis for the solution of complex problems facing management of marketing executives. Important names which easily come up any time that the development of traditional theory, the process or functional theory of management is taken up are Fredrick Taylor and Henri Fayol (Taylor, 911; Fayol, 1921). It will be remembered that the outcome of the first industrial revolution was the coming together of many people in the employment of someone else. Organization was established with lines of authority. But most efforts in these organizations were undertaken without apparent thought just as is the case in Nigerian banks. Later, people began to pay increasing attention to the problems of management, and among the earlier thinkers was Robert Owen who approached the problem of management by reforms directed to improve the worker's lot and thereby improve productivity. Owen's interest would seem to be focused on what is now known as personnel management (Koontz and O'Donnell, 1976). Another was Charles Babbage (1792-1871), a British Professor of Mathematics who proposed the application of scientific principles to improve factory operations. He was among the early advocates of the divisions of labor principle. He proposed that each factory operation had to be analyzed and the different skills involved identified, then each worker should be trained in one particular skill and made responsible for only one part of the total operation, not the whole task. This he believed would enhance productivity. It is claimed that the modern assembly line, in which each worker is responsible for a different repetitive task is based on many of Babbage's ideas (Stoner, 1978). Frederick Taylor worked on the same line as Charles Babbage in developing what is known as scientific management. His aim was equally to improve productivity through increased efficiency of the workers. From his work, he perpetuated his name as the father of scientific management.

Management Science seems to have its roots in the scientific management movement because Taylor advocated a logical sequence of problem formulation, fact finding, modeling, tentative solution, testing, and implementation. His scientific approach could be classified as an early form of quantitative management. The major difference could be that Taylor's approach did not go far in the development of mathematical models to represent a system since his efforts were focused on operative tasks. In addition, management science could required the skills of many discipline, such as engineering, marketing, mathematics, statistics, economics, physical science, behavioral sciences, and cost accounting to tackle problems at higher or all levels of managerial tasks. However, it seems clear that the theories of management, such as the classical, behavioral, and the quantitative schools each offers different perspective on the management of organizations. Each perspective can be useful in the appropriate setting, but it can be difficult to know which perspective is most useful and appropriate in a given situation, like managing the marketing executives in Nigerian banks. Hence the need for further management theories that can produce broad but integrated conceptual framework that can help a manager diagnose a problem and decide which tool or combination of tools that will best do that job. That conceptual framework can be sought for in the use of both Frederick Taylor and Henri Fayol approaches. Henri Fayol was one of the most influential management thinkers of the early twentieth century, whose work appears to have complemented that of F.W. Taylor and represents one of the most important contributions to classical management theory (Kelly, 1982). Fayol's work contained the first significant attempt to develop principles of top-level management, and his work also represents one of the first attempts to analyze the different activities that make up the managerial role (Brodie, 1967). However, Fayol's reputation has suffered on account of his being widely perceived by subsequent generation as a technocrat developing mechanistic abstract laws of administration. This perhap has partly been the result of some of his statements being taken too literally, and the difficulty involved in translating his terminology into English (Urwick, 1937). On the other hand, F.W. Taylor (1856-1915) was the initiator of scientific management and a major influence on the development of production management as a subject. He set out to systematize the study of workflow organization by breaking tasks into minute detail and devising ways to speed up their accomplishment. Taylor aimed at a 'mental revolution' in order to break down the barriers to good labor relations between workers and management. His ideas on efficiency were propagated by his disciples after his death through an international movement to promote such management techniques. While he was a controversial figure in his time, Taylor's contribution still continues to provoke lively debate in many management texts (Pruijt, 1997; Stoner, 1978; Morgan, 1986). However, this study would try to synthesize the Taylor's and Fayol's theories and see what in them can be explored for indentifying an approach for managing the marketing executives in Nigerian banks.

Theoretical Framework

The study is guided in a kind of synthesis of the theories by Frederick Taylor and Henri Fayol which state that in the basic management system designed on the traditional management lines of thought, an organization has centralized direction and control with authority drawn from ownership in business enterprises and flows by delegation from the top, through the lines of authority or command, to the various lower layers of the organization. Some useful comparisons may be drawn between Fayol and Taylor (Merkel, 1980). Both were longstanding practitioners in heavy industry; both had distinguished themselves in technical research and experimentation before focusing on theories of management. Both have been seen as typifying the mechanistic approach to organization, although in both cases this is at best a simplification of their analyses and recommendations (Nelson, 1980). However, Fayol escaped the controversy, contradictions, social unease and early demise that beset Taylor. Fayol's ideas are also more attractive in that they are more abstract, more amenable to adaption and less atomistic than those of Taylor (Pruijt, 1997). Fayol and Taylor tend to be lumped together by more recent management theorists, and are seen as having an overly rational or 'Mechanistic approach to management (Morgan, 1986; Scott, 1992). Although this view accurately reflects the way the work of both was interpreted by their successors; in Fayol's case it is not entirely just. Fayol say the organization in quasi-biological terms as a 'body corporate' (*Corps Social)*, rather than a smooth-running machine. The rules he put forward were intended as guidelines to limit and contain uncertainty, but not to eliminate altogether (Fayol, 1921). The main difference between Fayol and Taylor, however, lies in the level of analysis. Fayol's prime concern is with the effectiveness of the high command' and how this affects the function of the organization as a whole. Taylor, on the other hand, is corned primarily with labor productivity and the individual task. According to Urwick (1937), Fayol showed beyond question what Taylor himself appreciated, but what many of his imitators have failed to emphasize, that better management is not merely a question of improving the output of labor and the planning of subordinate units of organization, it is above all a matter of closer study and more administrative training for managers at the top. Seldom in history can two men working in methods and in the details of their careers and yet have produced work which was so complementary. Fayol's work contains a number of finely balanced concepts which may give rise to misunderstanding. Although a proponent of clear hierarchical divisions ('bridges' across the hierarchy are recommended, but only if superiors are continually kept informed), Fayol nonetheless clearly states that management is neither an exclusive privilege nor a particular responsibility of the head of the organization, but it is an activity spread across all members of the body corporate (Fayol, 1984). This shows that the other hand, Fayol believed in a universal science of management, applicable to all sectors (1949).

Taylor (1919) saw 'Slacking' by workers as the main source of inefficiency in industry. The laborer, he reasoned, would not exert himself; the manager would use guess work; both had to be guided towards rational behavior. Taylor also tried to extend the division of labor to management, believing that there should be no fewer than eight kinds of functional foremen, dealing with work speed and repairs. Taylor's four principles of scientific management (1911) are: to establish a science of production; to select and train workers to achieve this; to apply such a science to operatives' tasks; and to build cooperation between the workers and management to achieve common goals. Its impact on contemporary society and its so-called 'McDonadization" has been considered (Kanigel, 1997). Taylorism was not a single innovation, but a series of notions and practices elaborated by the initiators and his collaborators. The movement promoted an international crusade for efficiency in the 1920s and 1930s with its effect being felt long after. Taylor's epitaph in Philadelphia reads: 'father of scientific management' (Kakar, 1970). However, several criticisms have been leveled against Taylor's scientific management theory and Fayol's organizational theory. Taylor's theory is criticized because it is based on the assumption that productivity is a factor of common interest between the manager and the worker. The common interest is inappropriately said to be rigidly concerned with the monetary reward without mention or enough attention being given to the social and psychological sides of workers' needs. But Koontz and O Donnell (1976) disagreed with the assertion that the classical theories did not take the human side of business into the account in their theories. They assert that such critics might not have read the works of those they criticize or that such critics confuse the early writers on management with a managerial practices of half a century ago. On Fayol, an important factor in his theory is that the elements or principles of management have a universal application. These principles, in his view, can apply equally in business as in political, religions, military and other undertakings. Miner (1978) does not accept this and states that management functions are not the same in all jobs in all organizations. Miner views classical principles, especially the unity of command principle as most appropriate in stable manufacturing and production situations where labor unions are weak or non-existent. Miner's criticism is no more than to say that the application of the functional theory of management is a matter of the situation. He did not quite dismiss Fayol's belief that the fundamentals of his theory are universally applicable.

Another of Fayol's views is that the ability to manage can be acquired by education and training just as the worker who needs technical ability can acquire it through training (Brodie, 1962; Brodie, 1967). In other words, the techniques of managerial decision making can be taught, but not the judgmental aspect of managerial decisions, which is the art. The core of the criticisms of the two approaches to management is that they look at management as a process of doing things through other people and not with people (Fayol, 1984). If an operational outlook is taken about the process management and the question of its universality, it might be referred to the summary by Filley and House (1969) which said that what the process management theory is saying is that a manager will perform effectively if he clearly defines the work of the unit into manageable groups, establishes plans, policies, procedure and rules that govern the execution of work, delegates the work to his subordinates, and then supervises and controls their efforts to ensure attainment of objectives. Filley and House then touched on the areas of doubt over the universality of application of management process, especially with regard to Fayol's organizational theory (Fayol, 1937). These are the principles of unity of command and the distinction between line and staff authority. They refer to Rensis Likert (1961) views on the unity of command principles as providing for interaction between the manager and each of his subordinates as individuals, and make no final provision for interaction between the whole group and the superior. The argument is that this constrains communication downwards, not allowing for working group to benefit fully from open information communicated laterally and vertically. It also makes for filtration of information upwards, all making for undue dependence of the subordinates on the superior. The same effect results from sharply defined lines of responsibility and tight hierarchical control from the top which limits the group capacity and effectiveness to press for decisions and action in the best interests of all members (Aitken, 1960). The other criticism is on the distinction between line and staff authority which insists on staff members having direct authority only over the areas in which they are experts; it disallows group oriented management or group decision-making system and group participation in management process. Perhaps, these criticisms on organization theory may, consciously or unconsciously have an eye on the Japanese management system. But these generalized criticisms do not seem to take account of the differences in the types of organization designs described by Charles Handy (1979). Even with these criticisms, none of the emerging new theories has completely thrown out the process management which has maintained its position as the prime theory for management practice (Copley, 1923). The new theories, have only, but try to fill the gaps at various points of the process theory. The first among the gap filling theories could be seen in the Human Relations Movement (Stoner, 1978), trailed by the theories of the Behavioral Scientists (Morgan, 1986). Both the human relations theory and the behavioral science theories concern the functions of directing and also the question of responsibility and authority allocations in the function of organizing. It is therefore the objective of this study to go into these details, analyzing, criticizing and evaluating the theories of Fredrick Taylor and Henri Fayol, so that at the end of it all, the study will synthesize the theories and see what in them can be explored for identifying a Nigerian approach or style of management for marketing executives in Nigerian banks.

Research Methodology

The population of the study is made up of the marketing executives in selected banks in Nigeria. A sample size of 303 marketing executives was determined using the finite multiplier, where:

$$\text{Sample Size} = \text{Sample Size Formula} = X \sqrt{\frac{N-n}{N-n}}$$

Hence:

$$N = \frac{z^2\,(Pq)}{e^2}$$

$$= \frac{1.96^2\,(50 \times 50)}{5^2}$$

$$= \frac{3.84\,(2500)}{25}$$

$$= \frac{1600}{25}$$

Now, applying the finite multiplier

$$N = 384 \;X \sqrt{\frac{N-n}{N-1}}$$

$$= 384 \;X \sqrt{\frac{1000-384}{1000-1}}$$

$$= 384 \;X \sqrt{\frac{616}{999}}$$

$$= 384 \;X\, .79$$

$$= 303$$

Data Analysis and Presentation

Scale:

Definitely Disagree (DD)	-	1
Generally Disagree (GD)	-	2
Somewhat Disagree (SA)	-	3
Generally Agree (GA)	-	4
Definitely Agree (DA)	-	5

Table 1: Demand of Delegation of Authority on Accountability

Question	DD (%)	GD (%)	SA (%)	GA (%)	DA (%)	Mean	Std. Dev.
As organizations grow increasingly complex, duties and responsibilities should be delegated to boost staff morale, build confidence and reduce stress	4 (1.3)	6 (2.0)	42 (13.9)	157 (51.8)	94 (31.0)	4.09	0.80
An effective manager must monitor a delegated marketing executive, assume responsibility while allowing the delegated autonomy to strengthen performance	6 (2.0)	41 (13.5)	38 (12.5)	107 (35.3)	111 (36.6)	3.91	1.10
Accountability is at the very heart of delegation, and is useful for assessing motivation and raising skill levels of the marketing executives in Nigerian banks	0 (0.0)	0 (0.0)	44 (14.5)	156 (51.5)	103 (34.0)	4.19	0.67
Overall Mean						***4.06***	

Source: Field survey, 2014.

It is the determination of the respondents that as organizations grow increasingly complex, duties and responsibilities should be delegated to boost staff morale, build confidence and reduce stress. This is revealed in the responses of 4 (1.3%) respondents who definitely disagreed with this statement, 6 (2%) respondents who generally disagreed with this statement, 42 (13.9%) respondents who somewhat agreed with this statement, 157 (51.8%) respondents who generally agreed with this statement and 94 (31%) respondents who definitely agreed with this statement as well as the mean response value of 4.09.

The respondents agreed that an effective manager must monitor a delegated marketing executive, assume responsibility while allowing the delegated autonomy to strengthen performance. This is seen in the mean response score of 3.91 and the respondents' responses in which 6 (2%) respondents definitely disagreed with this statement, 41 (13.5%) generally disagreed with this statement, 38 (12.5%) respondents somewhat agreed with this statement, 107 (35.3%) respondents generally agreed with this statement and 111 (36.6%) respondents definitely agreed with this statement.

It was established from the responses of the respondents that accountability is at the very heart of delegation, and is useful for assessing motivation and raising skill levels of the marketing executives in Nigerian banks. The responses of 44 (14.5%) respondents who somewhat agrees to this, 156 (51.5%) respondents who generally agrees to this and 103 (34%) respondents who definitely agrees to this, as well as the mean responses score of 4.19 portrays this opinion.

Having an overall mean response score of 4.06, it is the assertion of the sampled respondents that delegation of authority demands accountability for effective management.

Test of Hypothesis

The research hypothesis states that ***delegation of authority does not demand full and detailed accountability up the line for effective management of marketing executives in Nigerian banks***.

Using the data presented in table 1 above, the General Linear Model was used in testing this hypothesis. The results are presented below.

Table 2: Between-Subjects Factors

		Value Label	N
Q2	1.00	definitely disagree	6
	2.00	generally disagree	41
	3.00	somewhat disagree	38
	4.00	generally agree	107
	5.00	definitely agree	111

Source: Field survey, 2014.

Table 3: Descriptive Statistics

	Q2	Mean	Std. Deviation	N
Q1	definitely disagree	1.3333	.51640	6
	generally disagree	2.9024	.30041	41
	somewhat disagree	3.8684	.34257	38
	generally agree	4.0000	.00000	107
	definitely agree	4.8468	.36177	111
	Total	4.0924	.80027	303
Q3	definitely disagree	3.0000	.00000	6
	generally disagree	3.0732	.26365	41
	somewhat disagree	4.0000	.00000	38
	generally agree	4.0000	.00000	107
	definitely agree	4.9279	.25978	111
	Total	4.1947	.66986	303

Source: Field survey, 2014.

Table 4: Box's Test of Equality of Covariance Matrices[a]

Box's M	16.405
F	5.360
df1	3
df2	100320.863
Sig.	.001

Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.

a. Design: Intercept + p4b

Table 5: Multivariate Tests[d]

Effect		Value	F	Hypothesis df	Error df	Sig.	Noncent. Parameter	Observed Power[b]
Intercept	Pillai's Trace	.994	22771.624[a]	2.000	297.000	.000	45543.248	1.000
	Wilks' Lambda	.006	22771.624[a]	2.000	297.000	.000	45543.248	1.000
	Hotelling's Trace	153.344	22771.624[a]	2.000	297.000	.000	45543.248	1.000
	Roy's Largest Root	153.344	22771.624[a]	2.000	297.000	.000	45543.248	1.000
p4b	Pillai's Trace	1.343	152.184	8.000	596.000	.000	1217.471	1.000
	Wilks' Lambda	.040	294.706[a]	8.000	594.000	.000	2357.650	1.000
	Hotelling's Trace	14.230	526.515	8.000	592.000	.000	4212.123	1.000
	Roy's Largest Root	13.531	1008.049[c]	4.000	298.000	.000	4032.197	1.000

a. Exact statistic

b. Computed using alpha = .05

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

d. Design: Intercept + p4b

Table 6: Levene's Test of Equality of Error Variances[a]

	F	df1	df2	Sig.
Q1	28.518	4	298	.000
Q3	13.631	4	298	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + p4b

Table 7: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Noncent. Parameter	Observed Power[b]
Corrected Model	Q1	169.731[a]	4	42.433	533.957	.000	2135.829	1.000
	Q3	125.308[c]	4	31.327	914.886	.000	3659.545	1.000
Intercept	Q1	1218.940	1	1218.940	15338.675	.000	15338.675	1.000
	Q3	1531.606	1	1531.606	44729.780	.000	44729.780	1.000
p4b	Q1	169.731	4	42.433	533.957	.000	2135.829	1.000
	Q3	125.308	4	31.327	914.886	.000	3659.545	1.000
Error	Q1	23.682	298	.079				
	Q3	10.204	298	.034				
Total	Q1	5268.000	303					
	Q3	5467.000	303					
Corrected Total	Q1	193.413	302					
	Q3	135.512	302					

a. R Squared = .878 (Adjusted R Squared = .876)

b. Computed using alpha = .05

c. R Squared = .925 (Adjusted R Squared = .924)

The Box's Test of Equality of Covariance Matrices result presented in table 4 gives an F-value of 5.360 ($p < 0.05$). This result indicates that the observed covariance matrices of the dependent variables are equal across groups. The multivariate tests result in table 5 gives high F-values ($p < 0.05$) for the effect of questions 1 and 3 on the intercept and question 2.

The result in table 6 shows high F-values of 28.518 (for question 1) and 13.631 (for question 3) ($p < 0.05$) for the Levene's Test of Equality of Error Variance. This result indicates that the error of variance of the dependent variable is equal across groups (intercept and question 2). This presents a similarity in results.

Also, as presented in table 7, the Tests of Between-Subjects Effects presents high F-values for the corrected model, intercept, and question 2. With p-values < 0.05, the results generated are not due to chance, thus are correct and significant. Also with r-square values of at least 0.878, a very strong relationship is established between question 1 and 3 of the research instrument and question 2. Having adjusted r-squared values that are at least 0.876, it is determined that at least 87.6% of change is caused by the independent variable. Based on this, the null hypothesis is rejected. Hence, delegation of authority demands full and detailed accountability up the line for effective management of marketing executives in Nigerian banks.

Discussion of Research Findings

This discussion will lead into recalling that the important names which easily come up any time that the development of traditional theory, the process or functional theory of management is taken up are Frederick Taylor and Henri Fayol. Taylor's work was based on operative tasks in an organization. He, like Babbage, aimed at applying scientific methods to develop accurate measurements to determine what constituted a day's work for various factory operations. He otherwise, urged the establishment of standards through study of the job to find the best way of doing it and the shortest time required to do the job. He evolved a three-part principle that forms the basis of modern incentive system in industry (Haimann and Scott, 1970). These principles are that the greatest and most efficient production occurs when managers:

- Give each worker a definite task to perform in a definite time and in a definite manner.
- Select the right worker for the task and train him for it.
- Motivate the worker to a high level of performance by incentive methods of payment and reward.

His overall goal was industrial efficiency in terms of high production, lower costs as well as higher pay for workers for the increased productivity. What Taylor was advocating was for industry to find the easiest and most efficient way to do a job, and he said this could be done by observation, measurement and experimental comparison. The summary of the proposal by Taylor, implicitly suggests that management is a process in which scientific methods can be used or applied to plan, organize, direct or motivate and control the marketing executives in Nigerian banks (operative levels of work). But Taylor's emphasis is on planning and he said that planning should be separated from doing, and he meant that it is the bank managers and not the marketing executives who do the planning work, as shown in table 1 of this study data analysis. This is the point in this study where the whole idea was void of the concept of doing something with the marketing executives but centered on doing something through the marketing executives. Furthermore, bank management who are responsible for making time measurement and setting job standards and targets should concentrate on this and can be removed from the daily supervision of the marketing executives. Taylor in advocating this separation was sort of separating line management from staff management of the Nigerian banks. (Uduji, 2013) from his marketing perspective has summarized Taylor's work by saying that he focused his attention on the question: "How can bank management devise a better method of financial incentives to motivate a marketing executive to perform better, given the assumption that the marketing executive is mostly motivated by money?" Taylor and the findings of this study, in line with the scientific management believed that the objectives of the marketing executives and the bank managers are mutual and are based on improved performance. Marketing executives want rising remunerations and bank management wants profit, and both depend on improved performance, which is their common quest. This is a major factor in Taylor's theory which formed the basis of criticism of his ideas. But it seems indisputable that it is from improved performance of the marketing executives that the Nigerian banks can survive from distress, and grows to consolidate properly, which phenomenon assures employment and good remunerations in the industry.

However, in contrast to Taylor's concentration on management techniques applied to managing the marketing executives (operating levels of work) in Nigerian banks, Henri Fayol was concerned with the higher levels of the organization, the managerial level. He instead, initiated the current functional approach to the pursuits of organization and management. Fayol (1921) identified six activities or functions which he said organization do perform. They are as follows:

- Technical (Production, for example)
- Commercial (Buying and selling, and exchange)
- Financial (Search for and optional use of capital)
- Security (Protection of property and persons
- Accounting (including statistics)
- Managerial (Planning, organizing, command, coordinating and controlling.)

Of the six functions, Fayol said that function 1 through 5 is well known. They are indeed organizational rather than managerial function. It is the number 6 function that has the things that the manager does the managerial functions or the elements of management with the principles guiding the processes. It is in number 6 that contains what form the traditional, classical, functional or process theory of management. In his presentation, Fayol (1925) outlined five functions-planning, organizing, command, coordinating and control as management functions. Many current textbooks on management still use same terminologies more or less. He then evolved a number of general principles to guide the practice of general management, especially the performance of the organizing functions, and they continue to feature in modern management principles or organizing. They together make up what is known as Faylor's organization theory and the principles that guide the phenomena of organizing, namely:

- Division of labor
- Authority and responsibility
- Scalar chain or chain of command
- Subordination of individual interest to general interest
- Unity of command
- Centralization

The five activities of management and the sixteen organizational duties are to be carried out in accordance with what Fayol put forward as his fourteen principles of administration, themselves a precursor of other such lists such as Deming's fourteen points. It is significant that Fayol restrained himself from over-systematizing his theory: the five activities of administration and the sixteen duties of organization are not made to tie in with the fourteen principles in any integrated schema, although Urwick (1937) showed that this could be done. This restraint on Fayol's part belies the popular view of him as an over systematic seeker after clear abstract laws. The fourteen principles are clearly prescriptive but almost all are open to flexible interpretation, and this appears to have been Taylor's/ Fayol's intention with this study's interpretation for managing the marketing executives in Nigerian banks:

- On division of labor, Taylor/Fayol could suggest a division of labor to be efficient in managing the marketing executives in Nigerian banks, but subject to certain limits beyond which it would bring diminishing returns.
- On authority, Taylor/Fayol could suggest that in managing the marketing executives in Nigerian banks, official authority should be legitimized by personal authority and aligned with responsibility.
- On discipline, Taylor/Fayol could suggest that in managing the marketing executives in Nigerian banks, there should be discipline to the honoring of agreements and rules.
- On unity of command, Taylor/Fayol could suggest that marketing executives should not be subject to orders from two different and potentially contradictory sources, such as the office of the operation manager and the marketing manager that often exist in Nigerian banks.
- On unity of direction, Taylor/Fayol consistently uses the biological analogy, suggesting that banks as an organism should not have two heads, the operation manager and the marketing manager for managing the marketing executives in Nigerian banks.
- On subordination of individual interest, Taylor/Fayol could suggest as essential that in managing the marketing executives in Nigerian banks, the interest of one group should not be advanced at the expenses of the others or of the banks as a whole.
- On remuneration of the marketing executives, Taylor/Fayol could suggest that remuneration of the marketing executives in Nigerian banks should be fair and should be enough to motivate but should not be excessive; being skeptical of profit sharing as a means of solving conflict between capital and labor, and believed instead in the need for judgment and experience in finding the right rate of pay.
- On centralization, Taylor/Fayol could appear to see top management in the role of the brain of the organization, which suggests clearly that marketing executives in Nigerian banks are not cogs in a machine, and that they affect the way decisions are put in practice. They appear to favor a pragmatic approach where an appropriate level exists for each type of decision. There is less emphasis on the separation of concept and execution than in Federick Taylor's thinking.
- On scalar chain, Taylor/Fayol could suggest that all marketing personnel in the bank should be arranged in a clear hierarchical structure. They recognized the problems of communication across the hierarchy and therefore suggest the use of lateral 'bridges' where appropriate, although they appears to have preferred this to be agreed formally.
- On order, Taylor/Fayol could suggest that every marketing executive and each activity should have its appointed place, although this could be seen as an ideal rather than an injunction to organize every last details in managing the marketing executives.
- On equity, Taylor/Fayol could suggest that bank managers should treat the marketing executives equitably; clearly thinking in terms of marketing executives' perceptions rather than any hard and fast statutes of the bank.
- On stability of tenure of marketing personnel, which refers to the high costs of developing bank managers who know the organization and those in it? Taylor/Fayol could suggest that mediocre managers who stay with the bank are far better than those outstanding managers who leave the bank.
- On exploring the initiatives of the marketing executives, Taylor/Fayol could suggest allowing initiative as a means of motivating the marketing executives in Nigerian banks, and that bank managers would encourage this at the expenses of their own 'vanity' in managing the marketing executives.
- On esprit de corps, Taylor/Fayol could suggest an integrated culture in managing the marketing executives in Nigeria banks. Interestingly for one often seen as the epitome of bureaucratic management, they suggest against the culture of using only memo-writing (as opposed to verbal communization) which is seen as necessarily divisive.

Conclusion and Recommendations

From the result of this study, it is concluded that delegation of authority demands full and detailed accountability up the line for effective management of marketing executives in Nigerian banks. The findings have in a kind of synthesis of the theories by Frederick Taylor and Henri Fayol outlined the working of the process management theory for managing the marketing executives in Nigerian banks. The findings suggests that in the basic management system designed on the traditional management lines of thought, a bank should have a centralized direction and control with authority from the top, through the lines of authority or command, to the various lower layers of the bank. Delegation of authority in managing the marketing executives therefore demands full and detailed accountability up the line. At each level of the management, managers should be linked to the next and lower levels by position descriptions and directives. This indication, suggests the degree of authority each management representative should have, to take actions for the bank. Management should also specify how the actions should be performed. All generally directives received from the management should progressively particularize as they flow downwards along the command. At the work level they should be specific and unconditional orders, but at every organizational level, they should be designed to tell the marketing executives on how to carry out ideas, principles, and purposes of the management of the bank. This follows Taylor's prescription of findings and doing things in the identified best way, calling for responsibilities to be carried out in approved ways. Although Fayol's principles of unity of command and span of control are not fully represented in these findings, still in many situations it is the process management in application.

The findings indicate a better understanding of what is involved if it is recognized that the fundamental framework within which management control relationship between the superior and the subordinate or marketing executive is initially established by the contract of bank employment. A contract of employment in Nigerian banks should create an obligation on the part of the bank to pay an agreed compensation to the marketing executive who is obliged to carry out his duties and to obey orders related to his work. So this management system should not be more control-oriented than motivation-oriented, and should not be based on the concept of management doing something through the marketing executives, but management doing the work with the marketing executives. Perhaps, there is something really fundamental behind this, which could be the culture of the Western World than in Nigeria. It is this management system that was introduced into Nigeria during the colonial days, and Nigerian managers have held on to it, and from the start, with dissatisfaction, dubbing it *Oyibo Work,* meaning a work system in which the subordinate is reduced to a position of unthinking dependency (Fitzgerald, 1971). In this system, the subordinate has no say at all about what is being done and how, and has only to carry out instructions. This is a system that can permit low level of performance by the marketing executives in Nigerian banks. So, Nigerians problem in managing the marketing executives in banks may in fact be related to the application of the Taylor/Fayol prescription within the cultural base of the employment contract, but without the modernizing theoretical factors for flexibility in relations, as shown in this study. Nigerian managers have been performing this management function of directing, and many academic and practicing managers, have written on its practice, pointing out here and there the problems of the application of these theories developed outside Nigeria. However, it is shown from these findings that the relevance of any theory to effectiveness in the directing function of management in any bank in Nigeria is the awareness and adaptation of the manager's actuation behavior to the management philosophy of the country-Nigeria.

This study examined Taylor/Fayol common quest of marketing executives in Nigerian banks for the purpose of managerial motivation, and has given opinions on the type of leadership that will be effective. It strongly suggests that marketing executives in Nigerian banks have similar needs as the European and American marketing executives, but with the slight changes in combination of these needs according to levels of marketing executives and the situation; among the most important is the need for communication and recognition. It is shown that management philosophy is the frame within which an appropriate management theory develops, and if the management theory must be appropriate to its environment, management philosophy which shapes management theory must adopt to the culture within which it operates. This is to say that management philosophy should derive from the culture and should shape the theory. Therefore, for effective management of marketing executives in Nigerian banks, clearly structured role authority and accountability, clear-cut institution for investigation of feelings of injustice and for giving explicit opportunities of helping to form the rules and regulations governing working life, result in much less anxiety, frustration and hostility than an ill-defined environment. That the behavior of the marketing executives in Nigerian banks is seriously affected by their organizational environment is beyond doubt.

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