

Effect of Organisational Structure on Management Effectiveness (A Study of Federal Radio Corporation of Nigeria (FRCN), Enugu, Nigeria)

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ABSTRACT

The broad objective of this study is to examine the effect of organizational structure on management effectiveness, a study of Federal Radio Corporation of Nigeria (FRCN), Enugu. The specific objectives include; to ascertain the effect of good organizational structure on management effectiveness in FRCN, Enugu. The study used descriptive research design and the data collected was presented in table and analyzed with percentage. The hypotheses were analyzed by the use of chi-square. The study found out that most of the respondents strongly agree that good organizational structure have significant effect on management effectiveness in FRCN, also result from test of hypothesis I revealed a calculate value of 8.4, which is >7.3777 (table value). Therefore, good organizational structure have significant effect on management effectiveness in FRCN, Enugu and it was also discovered that most of the respondents strongly agree that there are significant methods of sustaining a good organizational structure in organizations. The study recommended that management of organizations should critically analyze the effectiveness of efficiency of the organization by ensuring proper structure are put in place and implemented with the aim of achieving set goals and organizations should also endeavour to have well-structured mechanism in order to achieve laid down objectives.

Keywords: Organisational Structure, Management, Effectiveness

INTRODUCTION

An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims [1]. Organizations need to be efficient, flexible, innovative and caring in order to achieve a sustainable competitive advantage. Organizational structure can also be considered as the viewing glass or perspective through which individuals see their organization and its environment [2]. An organization can be structured in many different ways, depending on its objectives. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed

allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup, and individual. Organizational structure affects organizational action in two ways: it provides the foundation on which standard operating procedures and routines rest and also it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions. It is very necessary for an organization to establish an organizational structure to maintain its position in the market. The organizational structure which means the way the business is done

has to be developed to provide support to an organization and bring continuous improvement [3]. The structure of an organization is very important for the progress of an organization because it impacts on employee commitment and their retention as well as management effectiveness. If the structure of an organization is flexible it will provide such working environment to employees in which they may work easily and independently without feeling any burden. Every organization wants employee commitment because it is very important for an organizational effectiveness [4]. Since employees' performance is pivotal to organizational growth, it is imperative for employees to understand the organizational structure properly so that there may be improvement in their performance. Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced. [5] stated that it is for this reason that job performance is considered an extremely important criterion that translates into organizational outcomes and success; making it the backbone of every organization.

Organizational structure is a set of different value system which can help an organization to run itself and run a

successful business. Organizational structure helps employees to understand the functioning of the organizations by sharing its norms, values, rules and regulations of the organization. [6] notes that organizational structure has remarkable effect on employee's commitment and performance. If the employees of the organization have more understanding with the organizational structure, they will have more job Satisfaction. [7] defined organization structure as a setup of behavior, attitude and values. According to [8] organizational structure and employee performance has strong relationship, but organizations with negative organizational structure faces lack of employee commitment. [9] notes that the beliefs, ideologies, principles and values of an organization form its structure. The structure of the organization controls the way employees behave amongst themselves as well as with people outside the organization. A healthy structure encourages the employees to stay motivated and loyal towards the management. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the structure of the workplace which actually motivates the employees to perform thereby promoting the productivity of the organization [10].

Statement of the Problem

The management is in most cases concerned with the leading financial indicators, and tends to forget or assume the role that other lagging non-financial indicators like corporate structure have in shaping behaviors believes and value systems that are critical in achieving the needed

performance. In this note, organizations have been faced with the challenge of improving their employee performance which has gone down irrevocably, even with up to date employee motivation initiatives. Initiatives to improve employee performance have been left

in the hands of human resource managers, who undermine and sometimes perceive corporate structure to have very minimal influence on employee and organizational performance. Poor employee and organizational performance may not be as a result of poor recruitment strategies and selection processes, lack of employee motivating strategies, poor management and leadership or any other employee well-being initiatives, but the failure of employees, supervisors and managers and organizational leaders to understand the profound effect that corporate structure has on employee as well as organizational performance. Most companies globally have a sound risk structure effectively supporting the

long term goals and in particular the risks vision set by the company. Risk structures are influenced or influences by various forces. Organizations should have a clear vision for their risk structures, actively manage and monitor it and take necessary steps should there be deviation from a target state. Insurances companies consider risk structure as integral part of the holistic risk management framework. An organization may have a various risk management tools, models, processes and functions, but if its structure is not aligned to the agreed goals of the organization, these tools, models and processes will not achieve its objective. It is based on this premise that this study is set to examine organizational structure as a panacea for management effectiveness

Objectives of the Study

The broad objective of this study is to examine the effect of organizational structure on management effectiveness with a focus on Federal Radio Corporation of Nigeria (FRCN), Enugu.

The specific objectives include the following:

1. To ascertain the effect of good organizational structure on management effectiveness in FRCN, Enugu.

Research Questions

The following questions are stated for this study:

1. What is the effect of good organizational structure on

management effectiveness in FRCN, Enugu?

Research Hypotheses

The following hypotheses are formulated for this study:

- H₁: Good organizational structure does have significant effect on

management effectiveness in FRCN, Enugu.

Conceptual Framework

Concepts of Organizational Structure

Organizational structure is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees [11]. [12] define organization structure as the drive that recognizes the efforts and contributions of the organizational

members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. [13] summarizes organization structure as collective process of the mind that differentiates the members of one group from the

other one. Thus the above concept asserts that organizational structure could be the means of keeping employees in line and exhilarating them towards organizational objectives.

Due to the subjective nature of structure, it could be challenging to precisely define the specifications of organizational structure. Despite no single theory is uniformly accepted, there is a general consent about organizational structure on being traditionally determined and socially structured that involves beliefs, behaviors, values and morals allied with different levels of the organization and incorporates to all aspects of organizational life [13]. The organizational structure is outlined by [14] as overall phenomenon of the organization such as natural settings, the rite and rituals, climate and values of the company. According to [15], structure is deeply associated with values and beliefs shared by personnel in an organization. Organizational structure relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards. [16] positioned organizational structure as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services.

[17] defined organizational structure as a dynamic force within the organization which is revolving, engaging and interactive and it shaped up by the employees and managements gestures, behaviors and attitudes. [18] have explained structure as mutual experience which depends on the behavioral and societal activities. Organizational

structure is literally described by many researchers in diverse studies for various measures. [19] asserted that structure is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group member's outlooks, viewpoints, outputs, attitudes and indeed behaviors. Organizations are created to solve societal problems. So that organizations employ individuals to assist them in the task of solving their assigned societal problems. However the behavioral border among organizational members creates a pattern of behaviors, values and attitudes that can be distinguished, isolated and identified as strange organizational structure. And the researcher measured organizational structure in term of involvement, consistency, adaptability, and mission and employee performance measured in profitability, productivity, and employee motivation. On other hand, [20], stated that today cultural clashes in any international project organization have led to an increased emphasis on preparedness on possible conflicts existing in cross-cultural cooperation. Cultural differences often result in varying degrees of conflict and require careful consideration.

For a business, organizational structure is either a force for change or a definite barrier to it; hence managers are increasingly challenged with changing an organization's structure to support new ways of accomplishing work. According to [21], organizational structure performs four functions: gives members a sense of identity, increases their commitment, reinforces

organizational values and serves as a control mechanism for shaping behavior. It is important to note that leaders shape and reinforce structure by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals.

However, corporate structure is an important factor in enhancing the

Organizational Structure and Employee Job Performance

Organizational structure has been identified as one of the essential factors that affect the efficiency and productivity of a firm. [23] emphasizes that, in the corporate world today, no organization will go on with its mission and last in the world of competition without maintaining a strong advantageous structure. If strategy defines where a company wants to go, structure determines how it gets there. [23]. Structure, therefore, becomes the determinant of organizational performance. [24] affirms this fact, noting that if the structure of an organization is weak, it does not matter how great the strategy is, the execution will be adversely affected. According to [25] organizational structure is akin to the foundation of a house. It is what gives identity to the organization. Some have described organizational structure as a —shared mental mode or the social glue that holds an organization together. [26] however, notes that unfortunately, many organizations spend a lot of money on hardware rather than investing in creating a high performance structure, which is basically the software that drives the business.

According to [29] an organizational structure is manifested in the values, beliefs, and expectations that leaders preach and practice; in employee's

attainment of organizational goals and objectives. And corporate structure affects the way in which people behave in an organization and also corporate structure can lead the employee improvement in workplaces to help and become more committed to their jobs [22].

attitudes and behavior; in ethical guidelines, in operating policies and in the stories people repeat about events in the organizations. [30], assert that sustainability and success of an organization can only be attained by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It supports the rationale that people, and not capital, provide organizations with a competitive advantage. The competitive capacity of organization can be increased by building strong people and effectively managing and developing people, which is in essence performance management. [31] is of the same school of thought when he says that improving employee performance begins by assisting and helping the employees to grow personally and professionally. A structure of an organization can encourage high performance or low performance. It is the organizational structure that helps to influence the behavior of the employees towards this.

[30] concur saying that organizational structure plays an indirect role in influencing behavior by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision-making, cooperation and interpersonal relationships, and so

forth, which are all designed to do things. As an explanation, if an organization has a well laid down strategic plan, which in this case is meant to guide the organization towards achieving its goals, the employees will be expected to inculcate an atmosphere of high performance; the structure of the organization will have to be one that encourages high productivity, the same will apply to the level of decision-making as well as interpersonal relationship in the organization. Some elements of structure in an organization help to encourage high employee job performance. Among them are visible cultural symbols like the size of one's office, pictures of employees placed at the entryways. The pictures make employees feel recognized as part of those who make the organization thrive, hence they put more effort in their duties. Artifacts, that is, tangible evidence of organizational structure like computers, employee handbook, a company logo, corporate wares make employees identify with the organization; they feel proud to be associated with the organization, hence a tendency to perform their duties well. Patterns of behavior like how and where employees interact, how they behave in formal and informal meetings, also encourage high performance. Organizations known for strong structure sustain it, as each successive generation of leaders and followers embraces and passes it on to the next, through mechanisms such as stories, artifacts, rituals, slogans, symbols and special ceremonies, as cited above. These mechanisms reproduce as well as reinforce the accepted structure. According to [33], strong structures make up the cultural DNA that gives

organizations and individuals their identities. An example of this would be Sam Walton's conception of Wal-Mart's structure from its early years. The essence of Wal-Mart's structure is a commitment to customer satisfaction, zealous pursuit of low costs, and strong work ethic. According to [32], powerful structures have powerful effects on how a company's people work together. A successful corporate structure, however is not some kind of black magic; it derives its power not just from abstractions, but from specific practices that employees understand as symbolizing and representing the structure. A strong organizational structure pays off as it relates to the specific competitive demands of today's marketplace, hence enable companies to outstrip their competitors. To relate this employee job performance here, we can give an example of a graphic design studio, which usually has its employees working under very high pressure and tight deadlines. If an organization like this insists on teamwork and meeting deadlines with clients, employees will create a structure of going out of their way to satisfy the clients, hence high performance, and by extension more profits. [35] says that strong corporate structure potentially increases a company's success—note that a company's success depends on high employee performance—by serving three important functions. First, it serves as a tool of management control. Organizational structure, he says, is a deeply embedded form of social control that influences employee decision and behavior. It influences how workers relate with each other and how decisions are made in the organization. Providing a

powerful mechanism for controlling behavior, organizational structure also manipulates how employees attach meaning to their world and how they interpret events.

Secondly, organizational structure acts as the social glue that bonds people together and makes them feel part of the organizational experience [36]. Employees are motivated to internalize the organization's dominant structure because this helps fulfill their need for social identity, hence high performance. This social glue is increasingly important as a way of attracting new staff and retaining top performers.

Thirdly, organizational structure assists in the sense-making process. It helps employees understand what goes on and why things happen in the organization. This makes it easier for them to understand what is expected of them and to interact with other employees who know the structure and believe in it. [37] asserts that in any type of organization, a poor

Functions of Organizational Structure

The main function of organizational structure is to define the way of doing things in order to give meaning to organisational life [38]. Making meaning is an issue of organizational structure, because organisational members need to benefit from the lessons of previous members. As a result, organisational members are able to profit from whatever trials and errors regarding knowledge others have been able to accumulate. Organisational structure also determines organizational behaviour, by identifying principal goals; work methods; how members should interact and address each other; and how to conduct personal relationships [39].

structure can lead to staff disengagement and customer dissatisfaction-two criteria that significantly affect the profitability of an organization.

In short, we have seen that structure is what gives identity to an organization, and it is manifested in various areas in the organization from employees, to leaders, to the policies within an organization. Powerful structures have powerful effects on how a company's people work together. Structure, therefore, is the determinant of organizational performance; a structure of an organization can encourage high performance or low performance. That is why if the structure of an organization is weak, the execution of the organization's strategy will be adversely affected. It is apparent that a strong structure can be attained and sustained by improving the performance of the employees. This can be through developing the employees' capabilities in teams and appreciating individual contribution.

[38] states the following functions of organizational structure:

- Conflict reduction. A common structure promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.
- Coordination and control. Largely because structure promotes consistency of outlook it also facilitates organisational processes of coordination and control.
- Reduction of uncertainty. Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices

easier and rational action seem possible.

- Motivation. An appropriate and cohesive structure can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.
- Competitive advantage. Strong structure improves the organization's chances of being successful in the marketplace.

In addition to the above functions, [39] also mention the following as functions of organizational structure:

- It has a boundary-defining role, that is, it creates distinctions

Creating and Sustaining Organizational Structure

The following discussion focus on how an organisation is able to create and sustain its structure. The main source of organizational structure is the organisation's leadership. Leadership in this context refers to the influential individuals, often the founders who have a major impact on the creation of the organisation's early structure. According to [10], "in building their organisations founders tend to impose their beliefs and values about the nature of the world, organisations and human nature on other organisational participants". This suggests that the founders of the organisation, created the organizational structure.

[11] indicates that the founders of an organisation follow the following ways in their process of structure-creation:

Sustaining organizational structure

In order to keep the organizational structure alive, the organisation has to ensure that its structure is transmitted to organisational members.

between one organisation and the other organizations.

- It conveys a sense of identity to organisational members.
- It facilitates commitment to something larger than individual self-interests.
- It enhances social system stability as the social glue that helps to bind the organisation by providing appropriate standards for what employees should say and do.
- It serves as a meaningful control mechanism that guides or shapes the attitudes and behaviours of employees.

- Firstly, founders only appoint and keep employees who think and feel the way they do.
- Secondly, they indoctrinate and socialise these individuals to their way of thinking.
- Finally, the founders' own behaviour act as role model that encourages employees to identify with them, thereby internalising their beliefs, values and assumptions.

Organisational structure is therefore, not created accidentally or spontaneously but through founders who have specific values and beliefs in their endeavor to realise their vision and goals.

[18] presents the following three basic stages in which organizational structure can be sustained in the organisation:

Pre-selection

The first stage of sustaining organizational structure is the pre-selection stage.

The pre-selection stage is characterized by potential recruits who aspire to become members of an organisation, who may make great efforts to learn about its history and

structure [12]. The selection process is also used by the organisation to appoint individuals who will fit into the organisation's structure; the values of such individuals should be consistent with those of the organisation [2].

Socialization

The socialization stage follows the pre-selection stage of sustaining organizational structure. According to [8] this stage can be described as the "enculturation processes by which participants learn the culturally accepted beliefs, values and

behaviours, so that they are able to act as effective members of the group". This suggests that during the socialization stage, the organisation helps new organisational members to adapt to its structure.

Theoretical Framework

The theoretical framework of this study is reviewed

under the following headings;

Consistency Theory

According to the consistency theory, organizations tend to be effective because they have strong structures that are highly consistent, well-coordinated and well integrated [4]. Employee behavior is rooted in a set of core values and leaders and

followers are skilled at reaching an agreement even when they have differing views. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity.

Involvement Theory

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty [5], Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels.

Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

Empirical Reviews

[1] researched the Organizational Structure and Performance: Proposing and Testing a Model concerning how an organization's structure affects organizational performance. And demonstrate the application of LISREL modeling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-

cultural system of the perceived functioning of the organization's strategies and practices, an organizational value system, and the collective beliefs of the individuals working within the organization. The researcher measured organizational structure by several latent variables which are: organizational structure

and purpose, organizational values, task organization, climate, and individual values and beliefs.

[22] examined various concepts on organizational structure and strives to ascertain the importance of relationship between organizational structure and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher's findings drawn that organizational structure plays a vital role in an organization's general performance.

[18] examined that there a significantly positive relationship between organizational structure and employee's performance, and found that an organizations and its employees were not performing and working together very well because of weak structure. The organization's weak structure may cause lack of involvement, consistency, adaptability, and mission.

The objective of the study was to determine whether there is appropriate structure in Nigeria brewing firms and the extent it has contributed to their employees' performances. The population of the study was 6468 being the total staff

Contribution to Knowledge

Having examined related literature/studies on the effect of organizational structure on management effectiveness, the researcher observed that among the existing studies reviewed, none of

strength of the five brewing firms in Nigeria Stock Exchange while the sample size was extracted from the population using Taro Yamane method. This study used descriptive type of survey design and structured questionnaire was used to generate data. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee's performance of brewing firms; that technology has significant positive effect on the employee's performance of brewing firms; that internal and external boundaries has significant positive effect on the employee's performance of brewing firms; and that formalization significantly affect employee's performance positively. In view of the above findings, the study concluded that adopting appropriate structure is the fulcrum on which employees' performance of brewing firms revolves. The study therefore recommended among others that Nigeria firms should give more serious attention in designing an appropriate structure that must match all units and component parts of organization to facilitate employees' performance.

them studied precisely the government parastatal (Federal Radio Corporation of Nigeria) covered in this study. This is the gap this study hopes to fill.

METHODOLOGY

A research design refers to plan that guide a researcher on how to organize the research activities [16]. A research design presents a framework or arrangement of action for a study. The

study adopted a descriptive research design. A descriptive research provides a comprehensive picture of a circumstance or a situation. It is normally done in order to determine

and be in a position where one can describe features or characteristics of the given variable of interest for a certain situation. The population of study covers staff and management of

FRCN, Enugu. The total population of the company was 45. This information was gotten from the personnel department of the company.

Data Presentation

The presentation of data collected means the way of arranging the different forms of data obtained through various data collecting techniques to enable the researcher perform analysis and exact new

meaning from it. The data collected will be presented in simple table. The data analyses were based on the answer to the key questions received from the respondents.

Analysis of Key Research Questions

The analysis of data is based on the returned questions

structure have significant effect on management effectiveness in FRCN, Enugu?

Table 1: Does good organizational

Options	Number of Respondents	Percentage (%)
Strongly agree	17	43
Agree	11	28
Disagree	7	18
Strongly disagree	5	11
Total	40	100

Source: Field Survey, 2021

The above table shows that 43% of the respondents strongly agree that good organizational structure have significant effect on management effectiveness in FRCN, Enugu, 28% agree, 18% disagree while 11% strongly

disagree.

Test of Hypothesis One:

H₁: Good organizational structure does have significant effect on management effectiveness in FRCN, Enugu.

Data from table 1 was used to test the hypothesis

Variables	O	E	O - E	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly agree	17	10	7	49	4.9
Agree	11	10	1	1	0.1
Disagree	7	10	- 3	9	0.9
Strongly disagree	5	10	- 5	25	2.5
Total	40	40			8.4

The calculated chi-square value = 8.4
Df = (C - 1) (R - 1) = (2 - 1) (4 - 1) = 3

Table value at 0.05 of significance and 3 degree of freedom (Df) = 7.3777

Decision: Since the calculated chi-square (X²) value (8.4) is greater than table value (7.3777), we reject the null

hypothesis (Ho) and accept the alternate hypothesis (H₁). Therefore, good organizational structure does not have significant effect on management effectiveness in FRCN, Enugu..

Summary of Findings

The following findings are made for this study:

1. The study found out good organizational structure has significant effect on

management effectiveness in FRCN, Enugu. This is affirmed from the result of test of hypothesis I with a calculated value of 8.4 which is >7.3777 .

CONCLUSION

The study concluded that good organizational structure have significant effect on management effectiveness in FRCN, Enugu while there are significant methods of sustaining a good organizational

structure in organizations. The study also concluded that FRCN, Enugu has an identifiable good organizational structure and that good organizational structures have significant effect on management effectiveness.

RECOMMENDATIONS

The study recommended that;

1. Management of organizations should critically analyze the effectiveness and efficiency of the organization by ensuring proper structure are put in place and implemented with the aim of achieving set goals.
2. Organizations should also endeavour to have well

structured mechanism in order to achieve laid down objectives.

3. Nigeria firms should give more serious attention in designing an appropriate structure that must match all units and component parts of organization to facilitate employee's performance.

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