

INAUGURAL LECTURE SERIES 314

**MANAGING ORGANIZATIONS  
AND WORKERS IN NIGERIA:  
REFLECTIONS OF A SOCIOLOGIST**

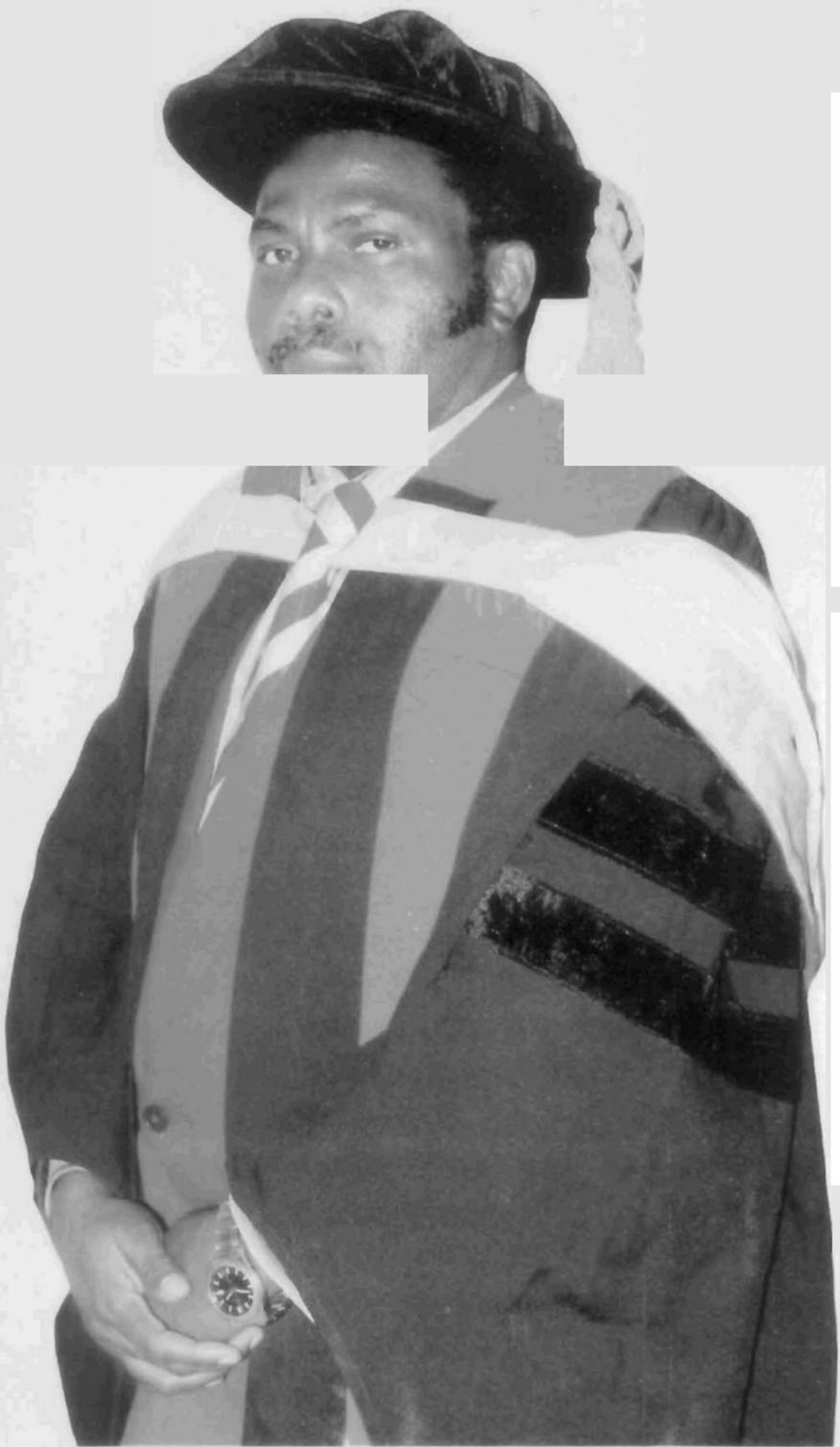
BY

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## **Protocols:**

The Vice Chancellor,  
The Deputy Vice Chancellors (Academic and Administration)  
Other Principal officers- The Registrar, Bursar and the Librarian,  
Members of the Governing Council here present,  
Provosts (Postgraduate College and the College of Health Sciences),  
Deans of all Faculties and the Students Affairs,  
Professors and other members of Senate,  
Directors,  
Heads of Departments,  
All other colleagues,  
Chairmen of Unions,  
My Lords Spiritual and Temporal,  
Gentlemen of the Press,  
Royal Fathers,  
Distinguished Guests,  
Great Ife,  
Ladies and Gentlemen.

## **Introduction**

Glory and honour be to God in the highest. Mr. Vice-Chancellor sir, I am delighted to deliver the 314<sup>th</sup> inaugural lecture, the 8<sup>th</sup> emanating from the Department of Sociology & Anthropology of this university; the last one was the 250<sup>th</sup> inaugural lecture delivered by Prof(Mrs.) O.I. Aina in 25<sup>th</sup> September, 2012.

## **Genesis**

I neither planned to be an academic nor to pursue a career in the university. I graduated from the famous and the oldest university in Nigeria, the University of Ibadan, Ibadan in the early eighties with a plan to work either in the banking or the industrial sector. It was the

days of the austerity measures and the level of unemployment had begun to rise exceedingly. Out of frustration and desperation to be meaningfully engaged, I enrolled for a postgraduate programme at the Obafemi Awolowo University, Ile-Ife. Upon the completion of the master's degree programme, I was informed that I got a weighted average that made me eligible for the Ph.D. programme. Without thinking much about it, I jumped at the offer and the rest is now History.

Since my undergraduate days at the University of Ibadan, I found courses in Complex Organizations, Industrial and Labour Relations quite interesting. Little wonder when I enrolled for the postgraduate programme, my first port of call was Industrial Sociology. This later culminated in my doing the doctoral thesis on: The Impact of Culture on Organizational Performance in Selected Textile Firms in Nigeria.

I had a very humble but turbulent beginning as an Assistant Lecturer. By dint of grace, determination, doggedness and hard work, I found myself in the professorial rank after nine years.

## **My Travails**

True to my training and calling, I tried to be industrious and ensure that I am at all times gainfully preoccupied with an activity at every stage of my life. When I discovered that a white collar job was not forthcoming, I started by engaging myself as a Food crop farmer; planting cassava, maize and dry season production of vegetables. At other times, I also did poultry and rabbitry production. Later I started working as an Insurance Agent with UniLife and Fire Insurance on commission basis.

Photography was my hobby and Music was my passion. I eventually became both a Professional Photographer and a Professional Musician. My business names are: Mao Classical Colourpic Productions, Mao Photo Agency and The Christian Melodies Organization. With regard to photo agency business, I was an accredited agent of the famous erstwhile Fototek Nigeria Ltd for almost two decades. My working

numbers then are FL 275 and FIB 63 respectively. Even when I eventually got a formal employment, it became difficult for me to disengage from these pastimes because it was fulfilling and profitably rewarding. My band, the Christian Melodies will play tonight as part of this inaugural.

### **The Sociological Journey.**

Mr. Vice- Chancellor sir, how I came into Sociology still baffles me up till today because it was not my original plan. My plan was either to read Mass Communication or Law. My father was afraid of the military government in power then and that if I ended up being a journalist, I could become an object of persecution. As a matter of fact, Press Freedom was not in place during the military years and my father knew me to a blunt and quite an outspoken person. While the reflections on what to do persisted, I was admitted to study Sociology which was my second choice in the admission exercise. I accepted the offer quite reluctantly in the hope that I would change to Law in my second year. I applied the following year to change my course of study to Law, this was accepted but on the on the condition that I would repeat the 200 Level. This I dared not discuss with my parents, because of the financial implications. I therefore had no option other than to continue with Sociology. Here I am today; I am not a Sociologist by choice but by circumstances.

When the journey began, I did not know which area of Sociology I would be attracted. By the time I got to the second year of my programme, I got to know that Sociology is a field of endeavour which requires that you must know something about everything. The reality began to dawn on me that if I wanted to be a good and notable sociologist, I must know something about every aspect of life, most especially social life. But along the line, I got fascinated with Industrial Sociology. The first point of call was SOC 217: Introduction to Industrial Sociology and a part three course, SOC 316: Complex

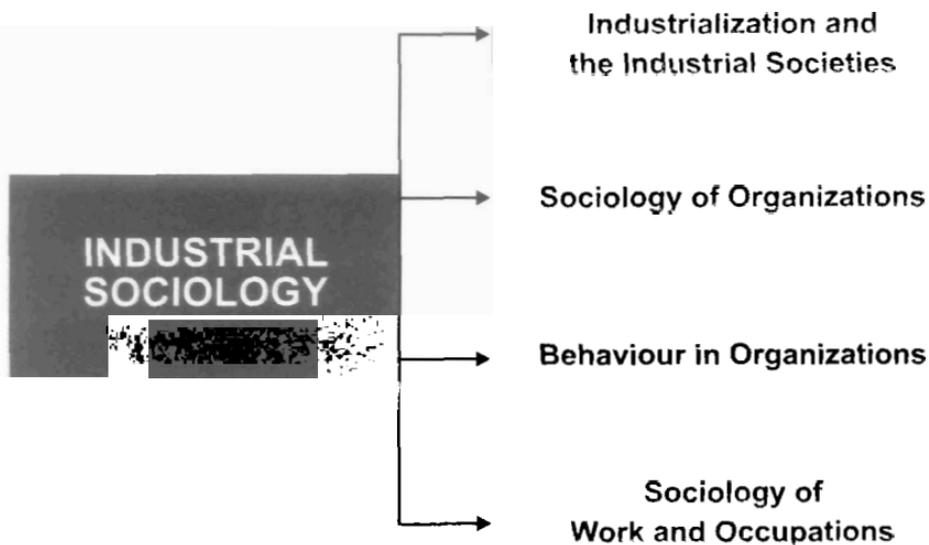
Organizations. SOC 217 was taught by the then Dr. Dafe Otobo (now a Professor) and SOC 316 handled by Dr. Austin Isamah.

Two things featured prominently in the introductory course, and this is that Industrial Sociology focusses largely on two main issues:

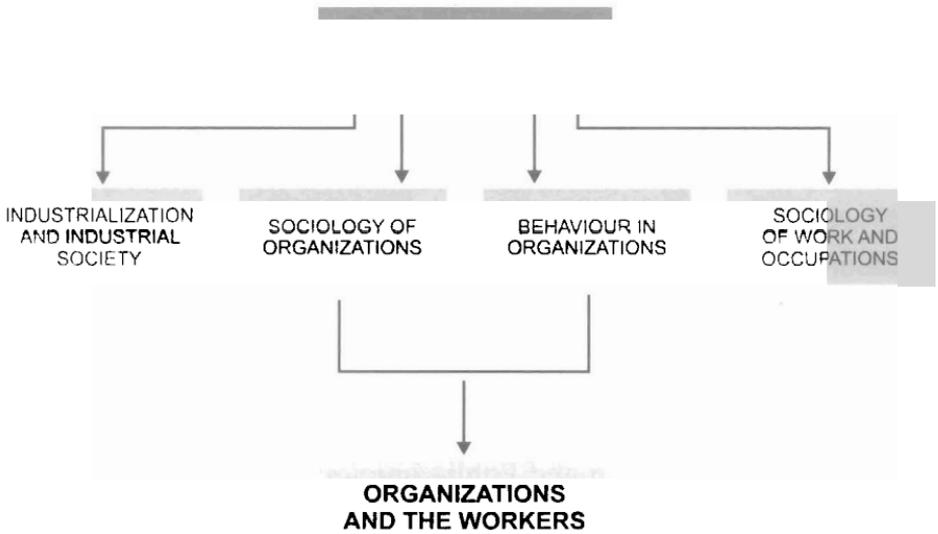
- (i) Concern with industrial or work behaviour and,
- (ii) Readiness to utilize findings from Industrial Sociology to foster harmonious relationship between labour and management.

At the postgraduate level being a specialized programme, I was exposed to the following core areas:

- Industrialization and the industrial societies
- Sociology of Organizations
- Behaviour in Organizations and
- Sociology of Work and Occupations



**Figure 1:** Branches of Industrial Sociology.



**Figure 2:** A Schema of My Point of Research Focus in Industrial Sociology

By the time I completed the masters' programme, I came to the obvious conclusion that I could begin my research and focus in the area of organizations, labour and human resource management issues.

To deliver an inaugural lecture in a particular discipline, one will need to provide a simple definition of the discipline so as to acquaint the audience with the discussions that follow. For many people, Sociology is nothing more than common-sense, the obvious and what most people already know. In reality Sociological findings often contradict common-sense largely because commonsensical knowledge is often incorrect. Basically common-sense has at least two important weaknesses that cannot be overlooked. First, it is not objective as it has not been systematically tested against reality. Instead, it is subjective as it is usually based on personal experiences, beliefs, feelings, intuition and speculations. In personal experiences, many things are taken for granted while many people cannot see beyond the scope of their

community or the immediate environment. Second, common-sense typically gives us time-worn ideas and is often inconsistent.

What then is Sociology? Simply put, Sociology is the scientific study of human behaviour. It is the study of human social relationships and institutions. Sociology is that scientific enterprise which deals with the origin, evolution, development of human society, its organization, institution and functions. Sociology's subject matter is diverse; it is a jack of all trade but master of some. As a matter of fact, it is a discipline that says "*you must know something about everything*". Sociology is one of the broadest disciplines in the social sciences and covers every area of human endeavour- Politics, Health, Industry, Music, Sports, Law, Mass communication and Public opinion, Education, Religion, Marriage and Family, Globalization, Race and Ethnicity, Population, Gender, Philosophy, Arts, Labour Relations and Management, Crime and Delinquency, Military, Social Movement, Marxism, Social Change and Development, Social Inequality, Social Mobility and Social Stratification, Environment, Feminism, Leisure, Rural and Urban studies etc. In the final analysis, Sociology is an exciting and illuminating field of study that analyses and explains important matters in our personal lives, our communities and the world at large. The subject matter of Sociology ranges from the micro-sociology level of individual agency and interaction to the macro level of systems and the social structure.

Industrial Sociology which is the subject of focus and discourse in today's inaugural lecture is one of the sub-disciplines of Sociology. Industrial Sociology is a field of applied Sociology, which focuses on issues such as productivity, performance, motivation and unionization. Simply put, Industrial Sociology is the study of the motivations and behaviours in the work place. It is thus a crucial research area within Sociology, which examines the direction and implications of trends in technological change, globalization, labour markets, work organization, managerial practices and employment relations. Industrial Sociology focuses on the ways in which employees

challenge, resist and make their own contributions to the patterning of work and shaping of work institutions. From my own perspective, I will define Industrial Sociology as that sub-discipline of Sociology that basically explores how to manage man and other non-human factors of production in the best way that is possible with a view to facilitate optimal capacity utilization in the workplace. This can be achieved by using sociological findings to (i) design strategies that can be used to enhance employees' performance and (ii) through the employees' enhanced performance facilitate optimal organizational performance and effectiveness.

Mr. Vice-Chancellor sir, permit me to begin with the sociological reflections on how to manage organizations in Nigeria.

### **Managing Organizations in Nigeria.**

Extracts derived from my Empirical Works:

“If Organizations are managed well, they don't die”.

“If workers are managed well, they don't leave” (Aluko 2001b).

“If workers are managed well, all other things being equal, they will perform”.

“If workers perform well, the Organizations in which they work will not die nor become moribund”.

“If workers are paid equitable salaries in an organization, the incidence of labour turnover decreases and vice versa” (Aluko 2001b).

Life without organizations in the contemporary world will be devoid of meaning and quite unimaginable. Life will be extremely difficult and not worth living without organizations. Be it in the private or public, social, formal and informal, every area of human endeavour has become organizational. If Organizations die, fail or become moribund; shareholders will lose their investments, employees will lose the source

of their livelihood or even die or become socially irresponsible, suppliers will lose their customers, customers will lose their producers, government will lose by way of taxes, host communities will lose by way of social responsibility etc. From the foregoing therefore, the problems militating against organizational performance and effectiveness inevitably deserves critical attention (Aluko 2001b). As a matter of fact, in contemporary times life is basically organizational. We are born into organizations, live in organizations, train in organizations, work in organizations, socialize and enjoy in organizations, marry in organizations, retire in organizations, die in organizations and get buried in organizations.

The best way of managing organizations is to study and focus on them critically, identify problems militating against their performance and effectiveness and then design strategies that can be used to overcome these challenges. A large part of my empirical works has been sociological inquiries into the problems militating against organizational performance in Nigeria (Aluko 2000a, 2001b, 2002, 2003a, 2004a, 2005a, 2006b, 2011 and 2015). It is sufficiently clear from research and analysis over the last two and a half decades that organizational performance is a multi-dimensional phenomenon. Our efforts and focus were specifically devoted to the problems militating against organizational performance in Nigeria with a view to suggesting some categorical imperatives for alleviating the problems. The data for the studies were obtained from qualitative, quantitative as well as documentary sources.

In all these studies, all the three categories of stakeholders (owners, customers and employees) acknowledged that there were problems militating against organizational performance in Nigeria. The most salient ones fall under the economic, technological and infrastructural, political and managerial perspectives.

## **Economic Environment and Organizational Performance:**

Over the years the largest percentage of our respondents identified several economic problems. The most salient ones are discussed here: First, is the problem associated with the nature and structure of the Nigerian economy such as structural disequilibrium, high level of inflation, poor wages, unstable and unfavourable exchange rate, instability in the value of the naira and others. Second, there is the problem associated with smuggling and the porosity of our borders, which makes imported goods cheaper than domestic ones. Third, there is the problem associated with the importation of second-hand or fairly used goods of all shades popularly known as "*Tokunbo*". This has often lowered the level of effective demand for domestic products. Fourth, there is the problem that has to do with the high incidence of poverty in Nigeria whereby most Nigerians are barely managing to survive. This has also meant lower effective demand for domestic products. Again, there is the problem with the preference of the average Nigerian for imported goods, which has also meant low level of effective demand for domestic products (Aluko 2001b and 2006b)

The problem of low-level capacity utilization was also identified in all our study locations as all the organizations studied were found to be operating below their installed capacities which is at 40% level. Coupled with this is the problem of downsizing through persistent trimming of the work force. This again inevitably means operating at lower levels of capacity utilization in many cases (Aluko 2001b and 2006b).

Furthermore, there are problems associated with the membership of Nigeria in the World Trade Organization (WTO). Nigeria has been a signatory to the body since 1996 and the agreement promotes free trade globally. It is quite unfortunate that the local and indigenous organizations were not prepared for the competitive challenge entrusted upon it by the unannounced incursion of the liberalization and globalization of trade. The impact of the agreement is that the

indigenous organizations have been operating at a comparatively disadvantaged position. The problem is further compounded by the fact that some of the imported products found in the Nigerian markets are often under-invoiced from the country of origin. This again inevitably makes imported goods to be cheaper than domestic ones. The consequences have been most devastating in particular for the manufacturing sector (2001b, 2003a, 2005a and 2006b).

Moreover, there is the problem of relatively underdeveloped money and capital and markets, which made the firms unable to source the needed funds for their operations. This again prevented them from enjoying the benefits of large-scale operations (Aluko 2001).

Finally, there is substantial evidence that some organizations in the manufacturing sector are not performing largely because of poor marketing strategies. It is the contention of these respondents that these firms are not spending enough on advertisement to reach the masses or the average Nigerian (Aluko 2001b).

The impact of this kind of economy on organizational performance is quite overwhelming. The logic of reasoning in pure economic terms is that low level of effective demand will lead to low capacity utilization. Low capacity utilization will lead to low profits. After all, it is logical to think that an organization that is operating below its installed capacity cannot be making maximum profits from its operations. It is clear from the foregoing discussions that the Nigerian economy has a negative impact on organizational performance. (Aluko 2001b, 2003a and 2006b).

### **Political Environment and Organizational Performance.**

Regularly and consistently, empirical evidence from our studies revealed that the Nigerian political setting is characterized by the following: (a) policy and political instability (b) bureaucratic bottlenecks (c) poor legal environment which could not guarantee

property right and safety (d) lack of good governance (e) institutionalized corruption and (f) low commitment of past governments to industrial development (Aluko 2001b and 2006b).

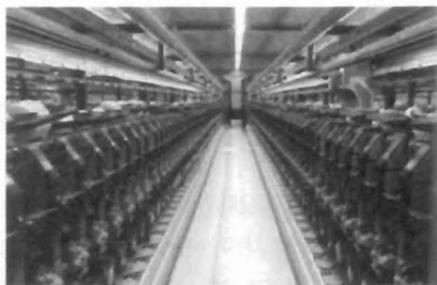
There is overwhelming evidence that the Nigerian political arena has been very chaotic, turbulent and unstable during the years from 1993 to 1998. The annulment of the June 12, 1993 elections shook Nigeria to its very foundations as everything came to a standstill. There were strikes occasioned by increase in fuel prices during which work organizations both in the private and public sectors had to close down. The problems came in two ways. First, the polity became very unattractive to foreign investors. Second, there were too many work stoppages and strikes aimed at resolving the political impasse, which was not in the jurisdiction of management. However, there has been tremendous improvement in the political landscape from 1999 to date. But the problem of endemic corruption will not go away and it is assuming dangerous trends and making the cost of doing business to be on the high side (Aluko 2001b and 2006b).

### **Technology, Technological environment and Organizational Performance.**

Another important but major problem which emanated from our studies over the years has been that of technological inadequacies of many of the organizations under focus. Many Organizations in Nigeria operate with relatively old or ageing equipment, which affects the speed, quantity and quality of their products. The inability of these organizations to acquire the latest and up-to-date equipment does not allow them to compete favourably with their foreign counterparts. Again, some of the respondents claimed that there is lack of infrastructural facilities. From all indications, it is clear that the problem of technological inadequacy is another major factor militating against organizational performance in Nigeria. Part of the technological problem is that of infrastructural deficiencies most

especially the pronounced acute shortage of electricity and water supplies. Convincing empirical evidence showed that the problem of the inadequacy of electricity is one of the greatest problems militating against organizational performance in Nigeria. It is argued that industrial output will be greatly enhanced in Nigeria if there is stable supply of electricity. Unfortunately, the contrary is the case in Nigeria. This thus partially explains why the organizations under focus are not performing excellently well (Aluko 2001b, 2005a and 2006b).

The logistic regression of organizational performance by availability of appropriate technology in all our empirical work is significant. The analysis reveals that in most of the locations used for this study, the availability of appropriate technology significantly predicts organizational performance. The availability of appropriate technology is 1.118 times more likely to affect organizational performance than where the appropriate technology is absent (Aluko 2001b).



**Figures: 3a, b, c and d:** Selected shots from the production section of some textile mills in Nigeria showing contemporary technology of production.

## **Management Problems and Organizational Performance.**

Our empirical investigations largely identified some problems which had to do with management (Aluko 2001b, 2004a and 2006b). We contend that all the organizations under focus were not doing enough to sufficiently motivate their employees to put in their best efforts at work. The low level of wages in the textile sector was cited as demotivating. We also found the problems of corruption, poor management of men and resources as well as sheer complacency on the part of some of the organizations in Nigeria. It is clear that some of our indigenous textile mills did not wake up in time from their slumber and to the dictates of trade liberalization and globalization.

In the face of these overwhelming problems militating against organizational performance, we sought for what should be done to alleviate or reduce the impact of these problems with a view to enhancing performance. At the level of the organizations, our findings showed that the preference of the average Nigerian for imported brands is a function of quality. The quality of the indigenous prints is sometimes poor and usually costlier.

Second, our findings suggest that there are issues that have to do with strategic repositioning; product re-engineering and operational refocusing.

Third, it was emphasized that the Nigerian mills are not creative enough and at the same time lack the capacity to meet the variety that the market today demands.

Finally, our findings showed that the management of these organizations did not give proper attention to staff training and motivate the workers with good welfare package.

On the side of the government, our findings re-emphasized the twin problem of infrastructural deficiency and the porosity of our national borders as the most debilitating challenge facing the indigenous organizations (Aluko 2001b and 2006b).

From all indications, it is also clear that management of organizations in general need to do something about their technology. Organizations in Nigeria operate with relatively old and aged equipment that are no longer the latest in the market and which again do not enhance the speed as well as the quality of their products. The relationship between the availability of the needed technology and organizational performance is quite significant as the findings from our studies revealed. (Aluko 2006b).

The findings emanating from our empirical studies also showed that exogenous variables such as the nature of the economy and polity and the inadequacy of electricity are significant and have more impact on organizational performance than endogenous variables such as size, organizational culture, organizational structure and technology. Thus it is clear from the empirical evidence generated in these studies that organizational performance is multi-faceted and multi-dimensional (Aluko 2001b and 2006b).

### **Focus on the Nigerian Textile Industry.**

The Nigerian textile industry has a long history. Specifically, Kaduna Textile Mill and the Nigeria Textile Mill Ikeja were founded in 1957 and 1961 respectively. Aba textile Ltd., came on board in 1962, and Bendel Textile Mills in 1963. By the 1990s, the textile industry provided gainful employment for over one million Nigerians. In the 90s- Kano alone had 31 textile mills but by 2012, only six were operating with only 3 at full capacity. At a time, Nigeria was the third largest producer of textile products in Africa the first and second being Egypt and South Africa respectively. Times were when cities such as Kaduna, Onitsha, Aba, Kano, Asaba, Funtua, Lagos, Gusau and a host of others were known mostly for their textile mills that employed hundreds of thousands of workers. Today, these mills are not only abandoned, they stand as sad monuments of their once glorious past.

The whole textile industry currently employs less than 50000 workers as a result of the low level of capacity utilization.

Why is this so? First is the fact that the textile industry in Nigeria could not meet the challenges of globalization. This is because Nigeria has the highest cost for the most important inputs most especially electricity, labour, steam, water, interest on loans, etc. that are used in the textile industry. Comparative analysis with following countries: China, Pakistan, India, Egypt, Nigeria, Kenya, Indonesia, and South Africa showed that Nigeria has the highest cost of production.

The main problem that hinders manufacturers is the access to uninterrupted power supply. Organizations in Nigeria experience incessant power outages and reckless charges by electricity body. The use of alternative power such as Diesel generators in Nigeria increases the cost of production by a magnitude which discourages manufacturers and does not confer on them the competitive edge (Aluko 2001b, 2005a and 2006b)

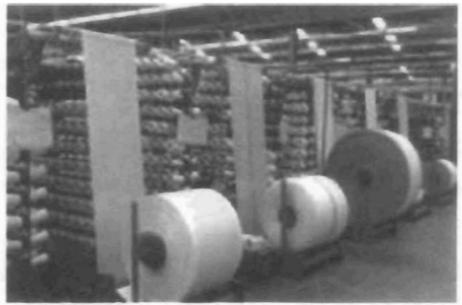
By the late 90s, the textile industry had become moribund, and by the 2000s a large number of the mills were ailing while others virtually collapsed. The popular one hundred billion naira bail out for the textile sector did not help matters, for two main reasons (i) some of the mills used the money to acquire new technology and state-of-art equipment, and (ii) some of the mills used the facility to pay off their outstanding debts to their creditors in order to reduce the interest payable. And as such, the bail out did not translate into anything significant for the industry. Today, capacity utilization in the textile industry is in the range of 20%. Most of the mills now rely largely on orders from government, political parties and individuals. Furthermore, there is the problem that has to do with the mindset of the average Nigerian about foreign goods and fabrics. As a matter of fact, the average Nigerian still has this insatiable desire for foreign textile products.

There is also the problem that has to do with the lack of properly trained workers. Workers in general lack talent base and do not possess

technical skills to perform efficiently in factories. These skills are needed to operate machinery and build high-quality products that have the same attention-to-detail as products made outside our shores.

In the present civilian dispensation, 41 items were placed under restriction from the official foreign exchange market and this stifled production and forced many of the mills out of business. Coupled with this is the problem of high interest rate and short tenured loans as against single-digit and long-tenured ones. The lack of access to the needed foreign exchange resulted in the problem of inadequate raw materials for their operations.

Finally, there is the problem that has to do with high level of smuggling, uncontrolled importation and dumping of all manner of foreign goods on our shores. Added to this is the fact that our security agents most especially the Customs lack the capacity to effectively combat smuggling.



**Figures 4. a, b, c, and d:** Selected shots from some textile mills in Nigeria showing contemporary technology of productions and samples of their products.

Mr. Vice-Chancellor sir, at this juncture permit me to report my Sociological Reflections on why organizations fail in Nigeria.

### **Why Do Organizations Fail in Nigeria?**

Organizations are born or created, they live, they grow, and they die or continue endlessly. Why do organizations die? The list of organization that have died in Nigeria is quite a volume.

When I did my doctoral research over two decades ago, my projection was that Globalization if not carefully and meticulously handled will kill many of the organizations in the manufacturing sector in Nigeria. I am sad to report today that events have since proved my predictions right in the last three decades- 1988-2018.

A brief historical excursion into organizations in Nigeria shows that hundreds of them have died or become extinct in the last three or four decades. Notable among these are: National Bank of Nigeria Ltd (NBN), African Continental Bank Ltd. (ACB), Bank of the North Ltd (BON), Savannah Bank Plc, Nigeria-Arab Bank Plc, Societe Generale Bank Plc, New Nigeria Bank Plc, Daily Sketch, Concord newspapers, Kingsway Ltd, Nigeria Airways Ltd, Epe Plywood Ltd, Western Nigeria Textile Mills, Ado-Ekiti, Dunlop Nigeria Ltd, Leyland Nigeria Ltd., Bata Nigeria Ltd., Standard Breweries Ibadan, and a host of others both form the private and public sectors of the economy. It is also important to state here that many of the organizations that are in existence are barely managing to survive, to say the obvious, they are ailing. Today, no new banks or organizations are being founded or established while the existing ones are busy downsizing, rightsizing or retrenching.

In our studies in 2001b, 2003a and 2006b we reported that if care was not taken in Nigeria, the manufacturing sector of the economy would become moribund. According to a recent report by **Premium Times**, January 21, 2018, between 2009 to 2011, eight hundred organizations

shut down in Nigeria. In the same place, it was reported that in the 2016 alone, 272 firms closed in the manufacturing sector while many of them are operating at 20% capacity utilization currently.

Why do organizations fail? One major answer is that if organizations do not perform, then they end up as failed enterprises. In actual fact, the impediments, constraints or hindrances against organizational performance and effectiveness are the same reasons for their failure. These issues can be classified under Economic, Political, Technological and Socio-cultural headings. Again, the reasons for the failure can be classified under internal variables and external variables.

### **Economic environment and Nature of the Nigerian Economy:**

In a publication by the Ministry of Economic Matters tagged “Obasanjo's Economic direction 1999-2003, the former President had this to say about the Nigerian economy:

*“The economy was generally riddled with myriads of problems and had virtually collapsed. In addition to the inherent fundamental structural defects which persisted, the economy was burdened by mismanagement, which brought additional problems, such as energy crises, manifested in the scarcity of petroleum products and an epileptic and erratic power supply; high fiscal deficits, which threw macro-economic fundamentals out of order and a near-total collapse of infrastructure and services. Low output, high unemployment and a crushing external debt overhang prevailed” (Obasanjo 2000).*

This is a detailed and accurate description of the nature of the Nigerian economy and since then nothing has changed. We have been moving forward and moving backwards and as such there has been no significant change in the economy.

Mr. Vice-Chancellor and distinguished audience, in Nigeria, organizations fail largely because they operate in a business or economic environment that is most unfriendly, sometimes turbulent, unpredictable and unstable. Again, organizations fail because of their inability to cope with the challenges of globalization while some fail because of poor service delivery and lack of sufficient domestic patronage for their products and services. In contemporary times, the problem with our fiscal and monetary policies, scarcity of foreign exchange, unfavourable exchange rates, unstable value of the naira as well as lack of access to official forex is still in place. In contemporary times, the Central Bank of Nigeria (CBN) banned 41 raw materials from getting foreign exchange for importation at the official segment of the foreign exchange market. It has been a herculean task running any business in Nigeria, most especially those that are import-dependent concerns. Today, organizations in the manufacturing sector are struggling between balancing rising output cost pressure and passing the inflationary pressure on to the already constrained consumers by raising the prices of their products.

### **Political environment:**

Those entrusted with governance are not doing much to provide the enabling environment to prevent organizational failure. There are too many policy somersaults while our political actors do not have the will and capacity to do the needful in terms of reforms, programmes and policies.

### **Technological environment:**

It is also clear that organizations fail because of power and technological inadequacies. The Nigerian business environment is plagued by epileptic power supply, bad roads, high cost of energy which contributed to high cost of production and impediment to

competitiveness for organizations in the manufacturing sector. Erratic power supply is also a direct determinant of capacity utilization and this has nosedived to 20% in contemporary times.

### **Socio-cultural environment:**

Organizations fail because of poor management and bad leadership. Coupled with this is the problem of institutionalized and endemic corruption and the negative work attitudes which workers exhibit in the workplace. Moonlighting is a common phenomenon in the workplace and people do only as much as wages are worth (Aluko 2001b).

Mr. Vice-Chancellor sir, overwhelming evidence from our empirical findings showed that out of the four environmental parameters that we used in our analysis, the economic and the technological environment both have stronger and significant impact on organizational failures.

### **The Travails of Industry in Nigeria**

Nigeria attained independence in 1960 with the hope that the promotion of rapid industrialization would be an integral part of her quest for economic development. However, although the 1960s and 1970s witnessed significant increases in the level of local manufacturing in Nigeria, the nation's industrial development was fraught with a lot of difficulties, constraints and impediments. The entire import substitution policy put in place was dependent for its success on the continued capacity of the state to finance the import requirements of the industrial sector. These included raw materials, intermediate and capital goods. Sadly, the policy did not work as a result of the inability of the state to earn the foreign exchange with which to pay for import needs of the industrial sector. Owing to the fact that the industrial sector was geared towards domestic market; not oriented to exports, it contributed little to the balance of payments potential of the nation. Thus, in the 1980s when Nigeria experienced

serious balance of payment problems, the industrial sector paid dearly for it. Many factories outrightly collapsed, others ailed and consequently had to retrench workers while some had to scale back their capacity utilization levels (Aluko 2001b, 2004a, 2005a and 2006b).

The persistent devaluation of the naira has often meant significant increase in the cost of importation of inputs- usually raw materials for use in the industry. Unable to meet the costs of importing their inputs, many factories simply resorted to reducing their capacity utilization levels and retrenching the workers. The already worsening situation was aggravated by the adverse effects of the implementation of the WTO agreement which liberalized trade and this resulted in the flooding of the domestic market with all manner of cheaper imports, usually under-invoiced and some which were simply dumped on our shores. Again, the deregulation of interest rates resulted in astronomical borrowing costs which the indigenous manufacturers were unable to cope with. It is sad to report here that it is practically impossible to obtain single digit interest rate in Nigeria for industrial operations as this varies between 10% to 30%.

In the face of these serious difficulties and challenges facing the industrial sector in Nigeria, there is strong inclination that the nation risks being restricted to a perpetual state of being a producer of primary products and importer of secondary goods. It is hard and inconceivable that Nigeria could ever hope to develop without industrialization. This is a challenge, which the country would need to address through the articulation of policies aimed largely at stemming this persistent tide of de-industrialization. Nigeria would have to take account of the World Trade Organization's tariff with a view to devising strategies that will enhance her national interest and development needs. It is doubtful if development can take place on a sustained basis in Nigeria without some measure of state protection. Properly managed protection, so far from being an obstacle to growth, is an integral and indispensable instrument in promoting growth (Aluko 2001b and 2004a).

Again, Nigeria hardly has what can be called a well-articulated industrial policy. Rather all that passes as an industrial policy is no less than packages of industrial incentives. For a nation with over 180 million people, richly endowed with industrial raw materials, vast natural resources among others, Nigeria is not only a large market, but also would have been turned into one of the major industrialized nations in the world if it had a well-articulated industrial policy (Aluko 2005a and 2006b).

### **Sociological Reflections on Motivating and Managing the Nigerian Workers for Optimal and Effective Performance.**

Mr. Vice-Chancellor sir, what I am reporting today is a cumulative experience gathered from formal, informal, participant and non-participant observations, consulting works, empirical and theoretical research spanning three decades-1988-2018. It is the product of participant observation of ASUU and other unions at close quarters.

Extracts from my Research:

“Government and employers of labour are not sincere. The reward system is poor and no recognition is given to outstanding performance and excellence. Workers are not paid living wages and their monthly salaries cannot take them home. It is utopian to expect the best from such workers” (Aluko 2004b).

“There is so much corruption in government and coupled with this is lack of corporate governance. Everybody is now infected with the corruption virus; it is spreading like wildfire and the workers are not left out. After all workers are products of their socio-cultural environment” (Aluko 2000a).

“Mass promotion of workers is an aberration and should be discarded. It promotes indolence and mediocrity and negates excellence”.

“Organizations declare bountiful annual profits at their usual AGMs, but they pay peanuts to their workers. This is unethically and morally

wrong and should be condemned” (Aluko 2001b).

“It is a tragedy of our times that both working and retirement lives are no longer comfortable. The quality of working life and social welfare packages is nothing to write home about. You come in poverty, work in poverty, retire in poverty and consequently die in poverty. It is poverty galore all the way, a change in this trend is most desirable” (Aluko 2004b)

“As a result of the inadequacy of wages and salaries, the workers are always on the lookout for extra sources of income. This they do in two ways: (i) either they are moonlighting or doing private practice or (ii) engage in sharp and corrupt practices which is usually at the expense of the workplace” (Aluko 2001b).

“In some workplaces in Nigeria most especially in the public sector, quite a large number of workers have no specific work schedules. There are Drivers who have no vehicles to drive, there are Typists who have nothing to type, there are Administrators who have nothing to administer and no files to treat, there are Teachers who have no subjects or courses to teach, there are Doctors who have no patients to treat, there are Nurses who have no patients to nurse. Underworking or not working at all therefore becomes an everyday phenomenon” (Aluko 2004b).

“Workers pursue a career in an organization or the public service, and at the end of their tenure the Pensions and the Gratuities get hanged somewhere or out rightly looted. This is killing, suicidal and most worrisome” (Aluko 2004b).

“Over the last decade, the Nigerian worker cannot eat well, live well, send the children to good schools, acquire fairly decent accommodation and enjoy good social infrastructure and social welfares- invariably, the lot of a typical Nigerian worker has deteriorated significantly” (Aluko 2004b).

“If an employee works for thirty days, and he/she cannot spend his/her

salary for one week, then something somewhere is fundamentally wrong” (Aluko 2004b).

“As soon as a wage increase takes place in Nigeria, the government and the employers go to sleep, inflation follows and erodes the workers' purchasing power; the lot of the worker becomes worse than it was before the wage increase” (Aluko 2004b).

“In Nigeria- the workplace is a theatre of strikes and all shades of industrial conflicts. Nigeria is one of the nations of the world where the incidence of strikes is at the highest level. Why is this so? In Nigeria, both government and employers of labour will not honour agreements or respond to agitations by workers until a strike is declared. We therefore conclude that in Nigeria- strikes remain the most effective weapon and means of communication by labour. It is one and the only language that government and employers of labour understand” (Aluko 2001b).

“Nigerians are religious people but this religiosity does not often reflect in what we do or the way we act and react to social situations. There are now different types of behaviour depending on the circumstances- Public and Private Behaviour, Church behaviour, Family behaviour, Town behaviour and Political Behaviour” (Aluko 2002).

“While no new Banks or big work organizations are established in contemporary times in Nigeria, the existing ones are busy downsizing, rightsizing and outsourcing labour. Where lies the hope of gainful employment for thousands of graduates that we are turning out yearly”.

“In the world of work in Nigeria there is a dichotomy between Public, Private and Self-Employment. In self-employment people work like jacquards, from morning till evening but to work for others is a problem” (Aluko 2001b).

“Workers monitor closing hours but workers don't observe resumption hours” (Aluko 2001b).

“Time runs endlessly for a typical Nigerian worker. The worker does not resume quite early enough but wants to go home before the official closing hours” (Aluko 2001b).

“Are Nigerian workers adequately rewarded? No. When the current but expired minimum wage of #18k was introduced, \$1 was equal to #150 and #18k was \$120 but now #18k is equal to \$50. At the exchange rate of #360 to \$1, the minimum wage should and ought to be #43,200:00”.

### **What do Nigerian Workers want?**

Empirical evidence generated from our studies and that of others over the last two decades in Nigeria (Aluko 1998, 2001b, 2003a, and 2004b), shows that three things appear predominantly: (i) Money, money, money. This is because the largest majority of Nigerian workers are extrinsically oriented and motivated. (ii) They want Humane and relaxed supervision and want to be treated as persons rather than being treated casually as a factor of production. In addition to this, Nigerian workers want employers to have a sympathetic understanding of their plight and personal problems.

(iii) Job Security is quite important to the Nigerian workers. The American model and principle of “Hire and fire mechanism” has no attraction to the Nigerian workers. They want to be retained in the workplace even when it is not profitable for management to continue to do so.

Mr. Vice-Chancellor, distinguished audience, this inaugural lecture is an attempt to bring into limelight the socio-cultural dimensions of motivation and management in Nigeria. It commences with an attempt to correct, criticize and reconceptualize the epistemological basis of traditionally accepted knowledge, that is, the classical schools of management, which failed to take into consideration the impact of the socio-cultural environment on workers' behavior and performance.

Sociological and Anthropological findings have shown that the world all over is characterized by cultural variations and that these cultural differences provided the explanations for variations in behavioural traits at work. Arising from the above, the inaugural paper concludes that the strategies for motivating and managing workers are complex and multidimensional and cannot be derived from the basic universal principles of management and that the strategies and principles that will work in any setting depend largely on the socio-cultural environment itself. Therefore, the peculiarity and uniqueness of each socio-cultural setting must be acknowledged and well taken care of in the formulation of management principles and strategies.

### **Adapted Preambles:**

“Every society has a soul and the soul of the society finds expression in its institutions, and to kill the institutions is to kill the soul. No people can profit by or be helped under institutions, which are not the outcome of their own character”. (Blyden 1903: 140, 10)

“... African organizations may be experiencing serious employee Motivation problems. The sources of these problems are varied and not well understood because of lack of empirical research”. (Kiggundu 1988: 235)

“The foreigner interested in designing, implementing and evaluating effective management development programmes must read widely in order to gain an appreciation of this diverse and complex continent, its peoples and social organizations, and the context within which organizations and management take place”. (Kiggundu 1991:32-33).

### **Sociological Reflections on Motivation**

One of the greatest contributions which Sociology as a discipline can make or add to the body of existing knowledge in organization theory and management is to come up with findings that can be used to tackle

the human problems at work or in organizations. One way of doing this is to examine critically how the culture of a particular society affects work behavior in general. The question is, "How does culture affect the work values, attitudes, and commitment to work, perception of work and the orientation of workers? Another question that may be asked is: 'to what extent is culture a determinant of work motivation and performance? These questions and some others are the points of focus and attention in this inaugural lecture.

There is a considerable body of literature on motivation which is exclusively based upon the findings, thinking and empirical studies from the Western World. The fact however remains that the analysis of various motivation theories and empirical findings carried out in the Western countries cannot be invoked with full confidence and are quite inadequate to solve our peculiar problems in Nigeria. This is because these empirical investigations and findings are carried out in cultural settings which are entirely different from ours. What is therefore needed is to look inwards into our specific cultural environment and examine critically those strategies which emanate from our culture and how these strategies can be used to improve efficiency, effectiveness and performance in work organizations.

Sociology like any of the other social sciences can be utilized under three broad heads: the demand for information; the need for explanation and the use of Sociology in policy-formulation and execution. Strictly speaking, we cannot separate information gathering from explanation, which involves interpreting the meanings social actors attach to their behavior. This is what Weber (1978) called the interpretive understanding of social action and behavior (Verstehen).

Thus, the society is not, as it now appears, only external to the individual; it is at the same time internal, shaping our minds and feelings, shaping the things we want and expect. The constraint which society imposes upon the individual is a real one. Durkheim (1974)

maintains, that it sets limits to what we can do and be. The broadest conclusion that can be drawn from this submission is that society influences the worker, the worker in turn also influences the society. The values, attitudes and other behavioural traits which are exhibited at work are largely influenced and determined by the society. Thus if corruption is permissible in a nation, then the workers tend to be corrupt.

The foregoing submission rests on the basic fact that every society develops an array of work ethos or a collective understanding of the nature of work and of man's relationship in the work setting. This ethos provides the basic guidelines for the definition of the rights, duties, obligations, roles, and responsibilities of workers as members of specific organizations. It defines the fundamental values, orientation to and perception of work, systems, and channels of interaction for the workers, as well as the belief systems, which embody the internalized values that, in part, propel action. When an array of work ethos reaches the level of general acceptability in a society, it tends to become a strong moral and social force, which gives a kind of uniqueness to such a society. Invariably, therefore, workers in a particular society have to be managed along the lines of the pre-existing work ethos in their society. And as such, motivation and management principles and strategies cannot be separated or divorced from the socio-cultural environment (Alo, 1984; Mohr, 1986; Ahiauzu, 1987 and Aluko 2001b, 2003a, and 2004b).

It is a logical and much respected intellectual practice to operationalize and define one's terms and so our first task will be to define "Motivation" and "Culture". There are many definitions of Motivation, some of which are quite misleading and not broad enough. Often the reason why people have different views as to what makes people tick is that they attach different meanings to the concept. For the purpose of this inaugural paper, we shall adopt two definitions given by Mitchell (1982) and Harries and Woodgate (1984). Mitchell define motivation as those psychological processes that cause the

arousal, direction and persistence of voluntary actions that are goal directed. Harries and Woodgate defined motivation as the “process of factors causing people to act in certain ways and consists of the identification of need, the establishment of a goal which will satisfy that need and determination of the required action”. These are; (1) what energize human behavior (2) what direct or channel such behavior, and (3) how this behavior is maintained or sustained. The logical question now is: Why is motivation so important in management discourse? To this question, George and Jones (1996) argued that management continually faces an uphill task and challenge: how to motivate high-performing workers and get them to continue doing such a good job. Motivation is central to understanding and managing organizational behavior because it explains why people behave as they do in organizations.

### **What is Culture? Does Culture count in the Management of Workers?**

Taylor (1871) defined “culture as the complex whole which includes knowledge, belief, art, morals, law, custom, any other capabilities and habits acquired by man as a member of society”. Ritzer (1979) defined 'culture' as the entire complex of ideas and material objectives that the people of a society use in carrying out their collective life. Thus culture includes knowledge and beliefs, technology, language, values and norms. In another instance, Ekong (2003) simply defined culture as the total way of life of a people which is learned, shared and transmitted from one generation to another. Culture from all indications is an aggregation of attitudes, style, consumption and general worldview of life; its perception, expression and utility by a people, which identify and distinguish them from other people. Hofstede (1991) finally summed it up when he defined culture as “The collective programming of mind which distinguishes the member of one group or category or people from another. From whatever perspective one looks at it,

culture is simply the total way of life in a given society and this varies from one society to another.

The culture into which we are born profoundly affects our behaviour, values, attitudes and personalities. It influences our sense of who we are, what we believe, and what our goals in life should be. Culture regulates our lives at every turn from the moment we are born until we die, whether we are conscious of it or not, there is constant pressure on us to conform to certain types of behaviour (Aluko 2001b). This position is further strengthened by Karl Marx (1969, but originally published in 1852) when he declared:

*“Men make their own history, but they do not make it just as they please; they do not make it under circumstances chosen by themselves, but under circumstances directly encountered, given and transmitted from the past”.*

It is clear that culture provides general guidelines for behaviour. Although there are times when human beings must be creative, imaginative and ready to improvise, this notwithstanding, the broad limits within which they do these things are largely determined by culture (Aluko 2001b and 2003a).

## **Global Issues in Culture and Management**

Culture is a universal phenomenon as there is no society in history without a culture. But culture varies from one society to another and from one country to another country. Studies of organizations in both western and non-western nations have shown the implications of diverse cultures for organizational operations and performance. Multinational organizations operating in different cultural contexts have become increasingly sensitive to the potential impact of a host country on organizational performance and effectiveness (Aluko 2003a, Brown 1973 and Hofstede 1991).

The following quotes gathered from anonymous sources help to lend credence to the fact that the culture of business varies from one society to another:

**American:** *From our pragmatic individualistic approach, many of the things the Japanese do appear to be symptoms of warped minds.*

**Japanese:** *The cold objective approach of the American business man who hires and fires mechanically and whose primary concern is to make as much profit as possible is not only inhuman but sinful.*

**British:** *As far as we are concerned, business is not a charity.*

Mr. Vice-Chancellor sir and my distinguished audience, for so long there has been an on-going debate in management circles about whether management is culture-free or not. There are two schools in this debate. First are those who believe that management is a science governed by universal principles (“the universalist”) and that the principles can be applied anywhere, any time and in any setting or place. This was the main submission of Taylor (1911) and his associates in the Scientific Management school, Max Weber and advocates of the Human Relations School. The second school of thought are those who argue that management principles are determined by a relative culture, the so-called culture specific or the Culturalist school. Writers who subscribe to this line of reasoning are Brown 1973, Dore 1973, Ahiauzu 1987, Kiggundu, 1988, Hofstede 1991, Iguisi, 1994 and Aluko 2001f. Going further, the Culturalists raise considerable doubt regarding the transferability of management principles. The management principles that will work in any setting depend strongly on the culture of that society. Management, scholars, and others concerned should therefore take particular interest in understanding and acknowledging the cultural forces at work when

formulating and propounding motivation and management principles.

It is now apparently clear that we need to evaluate the Nigerian socio-cultural environment in order to come up with the unique cultural forces at work, and on the basis of this formulate and recommend some motivation and management principles and strategies. What then are the cultural forces at work?

First is the collective tradition in Nigeria as in most African societies. It is the concept “We” against the concept “I” and as such individualistic tendencies are suppressed for collectivistic tradition. This is further linked with the pre-existing norm in the extended family. The individual does not exist for himself or herself, his or her immediate or nuclear family but for the extended family as well. According to Aweda (1990) the theory of family support revolves round the philosophy of 'people need people'. No person, people say, is an island unto himself. This is supplemented by a popular Yoruba proverb which says “*Agbajo owo la nfi soya, Ajeje owo kan ko gberu dori*” meaning that greater things could be achieved through collective or concerted efforts as against individual struggles. Mohr (1986) and Aluko (2001b, 2004b) stated that each individual, whether healthy or ill, rich or poor lives under the protection of the family. The capable and successful have to share with the weak and lazy in the family and thus are greatly hampered when it comes to accumulating savings and thus hindering higher living standards. Even for workers who work in towns and cities and large organizations the family ties remain intact and not severed. The worker goes home during celebrations such as New Year, Christmas, Easter and other functions. The collective tradition and the extended family system affect work attitudes in many ways.

Mr. Vice-chancellor sir, distinguished audience in all Nigerian societies, people think in collective terms (Nnoli 1980, Aluko 2002 and 2004b). Such collective thoughts and attitudinal dispositions enable them to maintain bonds of kinship even with those who were not generally included in the family unit. The orientation is that the spirit

of brotherhood and cooperation is crucial to social welfare and well-being. Collective action is seen as a noble virtue, and individual selfishness is to be subordinated to groups' norms where legitimate goals are concerned. Consequently, good fortune and misfortune, success and failure are associated with the kinship group as a whole rather than with the individual alone. Kinship govern all social relations, binding together the life of the entire community and the extended families.

To begin with, the extended family system is such that the worker always sees himself or herself as working for the members of his or her extended family rather than solely for his or her nuclear family as obtains in the western world. The immediate consequence of this is that little or nothing is left for the worker to cater for himself or herself after taking care of the extended family. Again, Nti (1989) notes that few African nations can afford comprehensive social security systems of the type taken for granted in the wealthy industrialized countries; redundancy for one employee is likely to cause hardship to many. In the context of the African extended family dependency system is likely to cause more serious problems for more people than might be the case in other socio-cultural settings. Thus the motivation and management principles to be adopted in the Nigerian setting have to take cognizance of the 'Nigerian factor' by giving a kind of equitable wages and salaries that will be commensurate with the workers' expenses in order to be able to take care of both his nuclear and the extended families. This recommendation is based on the premise that when the worker's regular earnings are inadequate to meet his needs and budgets, then the worker is inclined to look for other ways of supplementing his income so as to meet the ever-increasing pressures on him by the relations.

The second factor has to do with constraints within the economy. For some time now, precisely in the last two decades the Nigerian economy has been in a total mess. The advent of the Structural Adjustment Programme during the General Babangida era further worsened the situation. This led to the near erosion of workers' purchasing power

occasioned by the rising inflation in the country. More than ever, all categories of wage earners were in a state of acute deprivation due to abysmally low wages and poor reward system. In the face of persistent inflationary trend, the standard of living has fallen to an unprecedented level. The public sector employees are noted to be particularly worse off in terms of compensation (incentives) due to government's hostility to collective bargaining, which has made salary to stagnate in the sector over the years. Even in the private sector where there have been sustained negotiations and remarkable achievements in salaries and allowances, the workers just like their public sector counterparts, live far below their real requirements as wages cannot meet basic needs (CDHR 1996; Mkandawire and Soludo 1999 and Aluko 2004b).

Again, in recent times and in the current civilian dispensation, government continues to argue that the workers' lots have improved tremendously. However, a brief historical excursion into the wages of workers in Nigeria proved otherwise. By giving a minimum wage of N5, 500.00 per month to the workers in 1999; the government had actually reduced the workers' wages by 77% compared with what they earned in 1981 under the Shehu Shagari administration. Let us examine the logic behind this argument. In 1981, the workers minimum wage was N125 per month, and the official exchange rate was 64 kobo for one dollar; which means the minimum wage was equivalent to 195 dollars. In 2001, the workers minimum wage was N5, 500 per month but the official exchange rate was N126 for one dollar. This is an indication that the minimum wage was equivalent to 44 dollars in 2001. Invariably, the Nigerian worker has lost an equivalent of 150 dollars per month in twenty years. The minimum wage in Nigeria that should be the equivalent of N125 in 1981 is N24, 444.00 per month, which is about 194 dollars. Today, the official minimum wage stands at #18,000:00 per month and this has been in place for more than a decade. The official exchange rate was #140 to a dollar when this was fixed, but today a dollar is exchanged for #360+. Invariably, the #18,000:00 minimum wage can only be exchanged for a

mere \$50 but it ought to be in the region of #43,200.00 given the current exchange rate. Thus the worth of every worker in Nigeria has been reduced, and Workers are made slaves by the Nigerian government and management of organizations.

In the face of these acute deprivations, workers at all levels of wage employment have devised varying survival strategies which are not only injurious to their organizations but to the economy as a whole. It is quite in order and logical to argue that a worker whose income is grossly inadequate for his needs can hardly be motivated to work efficiently. It beats the imagination for anyone to expect wholehearted commitment on the part of the Nigerian workers. The result, if anything, has been further demoralization and disillusionment. The thoughts and actions of a typical Nigerian worker are directed elsewhere. One way is to resort to private practice. Such workers put in very little efforts in their official duties and reserve their energies for private ventures or practice (Aluko 2001b and 2004b).

Other negative behavior usually exhibited include absenteeism, deliberate slowing down of work speed, unauthorized conversion of official property to personal use, fraud, and using official hours to attend to personal affairs (Adedayo, 1994 and Aluko 2001b and 2004b). How then, do we overcome this negative behavior? Basically, humans like to work, however, from time to time, they need some incentives. This is in line with Taylor's submission in 1911 when he argued that what workers want most is high wages. According to him workmen cannot be induced to work extra hard without extra pay. In order to motivate and manage workers in the Nigerian economic environment efficiently, management must pay very attractive, handsome and equitable wages.

There are empirical evidences both in Nigeria and abroad to justify this position. (Mgbe, 1994, and Aluko 1998, 2001b and 2004b). In one of our studies in 1998, 60.2 per cent of the respondents stated that money is their primary and main motivating factor. This corroborates some

earlier studies by Mgbe in 1994 and Aluko 2001b) when similar results were obtained. In some other instances outside Nigeria, studies by Behling (1976) and Armstrong (1988) also support this position. Money, in the form of pay or some other sort of remuneration, appears to be the most obvious extrinsic reward. Money provides the means to achieve a number of different ends. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs for survival and security, if it is coming in regularly. According to Armstrong (1988) money may in itself have no intrinsic meaning, but it acquires significant motivating power because it comes to symbolize so many intangible goals. It acts as a symbol in different ways for different people, and for the same person at different times.

Another piece of research carried out by Gold Thorpe (1968) 'affluent's skilled and semi-skilled workers, revealed that the workers were motivated in their choice of employer by the extrinsic factors of pay and, to a lesser extent, security. They wanted to increase their power as consumers and their domestic standard of living, rather than satisfy themselves as producers or by the degree of fulfillment they got from work.

Behling and Schriesheim (1976) put it more succinctly when they said "Pay in one form or another is certainly one of the mainsprings of motivation in our society... As it is, it must be repeated: pay is the most important single motivator used in our organized society".

Armstrong (1988) concluded that people certainly want money and, the right amount to get and retain them in most organizations. The only exception to this rule is the relatively few cases where the intrinsic attraction of the work itself overrides financial considerations. The effectiveness of money as a means of improving performance and increasing productivity, however depends upon its being seen as a reasonably sure means of achieving a goal. The effectiveness of money depends on two factors: First, the strength of the need; and second, the degree to which a person is confident that his or her behavior will earn

the money he or she wants to satisfy the need, that is, his or her expectations about the likelihood of his or her efforts being adequately rewarded.

From all indications, and all things being equal, money can provide positive motivation in the right circumstances. Therefore, in order to motivate and manage workers in the Nigerian economic environment efficiently, management must pay very attractive, handsome and equitable wages. Importantly, multitudes of people in Nigeria take their pay level as barometer to record their personal worth as persons. Workers in general tend to measure their worth by how their work is valued and as such salary levels and pay scales mean more to them than anything else (Aluko 2001b and 2004b)

The third factor also emanates from the type of economic system practised in Nigeria, that is, the Mixed Economy. Under this economic system, capitalism has managed to rear its ugly face in the Nigerian society. What are the identified defects of capitalism? First, capitalism results in an unjust distribution of national wealth. That is, wealth is concentrated in few hands. Second, the wage system under capitalism, results not only in insecurity, but it makes the workers wage slaves. Third employers and employees are never in any agreement. This is the more reason why there are strikes, labour unrest and antagonism between the employees and management on many occasions. Fourth, under capitalism, wages are paid to the wage earners only when it is profitable to the capitalist to employ his or her labour (Aluko 2004b).

There is an aggressive determination to make profits and succeed at all costs. Conflict is inherent in capitalism and a battle line is drawn between the workers and the capitalists. Each party wants what the other party does not want to give. There is thus a conflict of interest which must be inevitably resolved if work must go on. In order to give room for harmony in work settings, the capitalist must be ready to pay the workers good and equitable wages that must be seen by the workforce as good and fair enough to ensure a reasonable standard of

living in the socio-economic environment (Aluko 2004b).

The forth factor to be given recognition has to do with job security and opportunities for advancement. In Nigeria currently, the production sectors of the economy (agricultural and industrial) are in serious decline (CDHR 1996). The situation is worse as production has virtually collapsed because many organizations are producing below their installed capacities. Since globalization begin to take its toll on the Nigerian economy (Aluko 2001b, 2002, 2003a and 2006b) many organizations have apparently embraced downsizing, rightsizing and lately outsourcing. Work organizations are folding up and consequently, workers are being laid off in large numbers. In the public sector, mass retrenchment has been a regular exercise and in many instances there is outright embargo on recruitment. It is apparently clear that the Nigerian economy is characterized by job insecurity. And as such it is quite logical to argue that workers whose tenures of office are not secured can hardly be motivated to work. According to Fadayomi (1988) the result of job insecurity is fear, uncertainty, and loss of morale which can adversely affect performance. The only exception to this rule is if the security of the job is tied or attached to hard work or performance. In order to motivate and manage the Nigerian workers, management and employers must ensure that the conditions of work guarantee job security. Here, financial incentives cannot do the bidding. This is because no matter how good a financial incentive may be, it may not work if the employees know that they can be hired and fired at will mechanically. There must also be opportunities for advancement at work. Nobody wants to be static; we all want to reach greater heights, to become whatever one can become. Where there are no opportunities for promotion and advancement, the workforce can hardly be motivated (Aluko 2004b).

There are issues that have to do with paternalistic care and respect for age in work settings. In Nigeria, like it is elsewhere in most African societies, there is a tradition of paying respect to elders. Age therefore confers extra recognition and authority. Nowadays, age is only

accorded a negligible role. This thus affects authority relationships in work settings, a young capitalist employer of 25 years becomes “oga sir” to an elder of sixty years whom he has employed as a labourer, driver, clerk, messenger or anything else. The reverse is now the case. However, in the workplace, workers want to be respected for their age, even when those in the management cadre are younger. It is in the realization of this fact that the management of defunct Afribank Plc. Nigeria pegged the age of those to be employed as Executive Trainees. This is because when older people are employed after younger ones, there tends to be conflict arising from the age difference factor. The conflict centres on – 'if you are my senior at work, then I am your senior in age'. It is therefore recommended that motivation and management principles in Nigeria must take into cognizance the age factor with its extra recognition, respect and authority (Aluko 2004b).

Mr. Vice-Chancellor, distinguished audience, research findings have shown that some workers in Nigeria do not believe in hard work as an avenue to the top (Aluko 1998,2001b and 2004b). According to these findings, the Nigerian worker does not perceive that their advancement depends much on how hard he or she works but mostly for being the bosses' favourite. Some workers think that promotion depends on whom you know, how well connected you are, where you come from (ethnicity or federal character) or even a matter of luck. 'God fatherism' is seen as an avenue for promotion. Some take to offering sacrifices to gods and ancestors, wearing success charms, attending spiritual churches, and joining secret societies and social clubs. Some worship and make rituals to their inner being called 'Eleda'. This in short has to do with religion and the belief system. Our recommendation is that the criteria for promotion in work settings must be objectively measureable so as to disabuse the minds of workers who believe in connections, divine intervention or luck (Aluko 2001b and 2004b).

An important pre-requisite for motivating and managing workers efficiently is fairness (Aluko 2001b and 2004b). This corroborates an earlier study by Ejiofor in 1987. According to him, any management

principles like favouritism, nepotism, ethnicity, quota system, federal character, sectionalism, statism and other undue influences negate fairness and must be abandoned if the Nigerian workers are to be adequately motivated to perform. The issue of the quota system and the adoption of the 'federal character' principle which now has a commission of its own has been counter-productive. The best from a part of the country are kept out of the system for the worst from another part. It is also reflected in promotion matters. Promotion sometimes depend on where you come from and not solely on merit or performance. It is apparent that workers who are put at a disadvantage by the application of the 'federal character' after putting in their best will definitely become demotivated and disillusioned. A worker will feel bad seeing his junior becoming his or her boss in the name of 'federal character' or ethnic balancing (Dare 1986 and Aluko 2004b).

There is also the problem associated with commitment to materialism and the institutionalization of corruption. Corruption and other social vices have eaten deep into the fabric of our society (Aluko 1999 and 2002). There is a very strong urge to accumulate wealth and material possession at all costs. The Nigerian society is characterized by ostentatious living. This is reflected and concretized in the way people do social functions such as weddings, funeral, house worming, chieftaincy titles and birthdays. People spend recklessly and spray musicians endlessly at parties. Nigerians are pleasure loving people (Nwala, 1980). People do not morally condemn it, if for example, a politically influential person takes advantage of his or her office to enrich himself or herself or a member of his or her ethnic group and some affluent people (Mohr 1986). Above all, Nigeria's economic problem is compounded by official corruption and mismanagement. During the Babangida era, corruption reached unprecedented levels. This regime saw the introduction and the subsequent institutionalization of the 'settlement' syndrome otherwise known as 'Egunje' (Falola 1998; Aluko 2004b). The consequence now is that more people are looting the nation while very few are seriously

building it. Those who can neither loot nor bribe grumble and shirk their responsibilities. Therefore, any attempt to motivate the Nigerian worker must first of all recognize the institutionalization of corruption in the society and then design strategies or principles that will ensure that workers are paid good and equitable wages. Our thesis is that if workers are paid good and equitable wages that are commensurate with their needs, and cost of living, then the urge or the tendency to engage in corrupt practices is inherently reduced (Aluko 2004b).

The factor of orientation to work now comes into focus. Orientation to work refers to, in a general way, the central organizing principle which underlies people's attempt to make sense of their lives. This rests on the belief that people's understanding of their work is important and such understanding is affected by their experience of work and is also related in some way to their understanding of other aspects of their lives. It is the belief that people's idea about work, and how work fits into their lives, are themselves important sources of variation in the attitudes and behavior of workers (Aluko 2004b). In more recent work, Papa and Daniels (2008) defined organizational orientation as an individual's predisposition toward work, job satisfaction, and ways of dealing with peers, subordinates, and supervisors on the job. It can also be referred to as the different ways workers approach their roles in an organization and the different approaches workers have toward work and the place of work in their lives.

The orientation of the worker is determined or shaped by the socio-cultural environment in which the worker is brought up as well as some kind of individual dispositions. Thus, the norms and values within the society affect the workers' attitude. Where hard work results in social recognition, workers strive to excel through hard work. In Nigeria, generally, societal values have shifted from hard work, honesty, good reputation, and integrity to accumulating money, wealth and property thus generating an unwholesome attitude towards work. There is lack of commitment to work at virtually all levels of work but it more pronounced at the lower rung on the ladder. This is further

corroborated by some Yoruba adages, which say' "*A kii se ise oba lagun*", the literal translation is that you don't have to put in too much efforts while you are engaged in the public service; "*Oga ta, oga kota, owo alaru yo pe*", the literal translation is that whether the employer makes profit or not, the wages of the employees must be paid. Another popular is found in "*Igi da, eye fo*" phenomenon; the literal translation is that when the branch of a tree on which a bird is perching collapses, the bird responds by flying away. The orientation in this orientation to work is that if the work organization fails or collapses, all the workers have to do is just to quit and look for an alternative job elsewhere. There is also the "*Ise kekere, owo nla nla*" orientation; this is literally translated to mean doing little work to get much money. In other words, the orientation is that the workers will put in minimum efforts and get maximum rewards.

There is a similar Igbo philosophy which says "Ours is ours, mine is mine. A goat does not eat into the hen's stomach however friendly the two may be". All these adages convey the message that when a worker is employed in the public sector he or she should work slowly or take it easy as government work is not a matter of profit and loss. And whether the employer makes profit or not, the wages have to be paid, irrespective of what happens on the long run. With this kind of orientation to work, it is evidently clear that there is a kind of apathy and lack of commitment to work on the part of some Nigerian workers. This type of negative orientation to work needs to be addressed and the workforce reoriented before they could be motivated to perform (Aluko 2001b and 2004b).

Mr. Vice-Chancellor sir, there is overwhelming evidence from the Nigerian environment (Mohr 1986, Mgbe 1994 and Aluko 1998, 2001 and 2004) showing that most Nigerian workers are extrinsically oriented and can therefore be motivated largely by extrinsic motivators such as pay, job security, coworkers' pressures to perform, supervisory behavior or work rules and so forth. According to Mohr (1986) whereas the motivation to work in the extended family stems from

goodwill, sympathy, devotion and a sense of responsibility in industry, work is primarily carried out for gain and monetary rewards. There is a difference between “Ise mi”- my own work or business, “Ise wa”- our work or a joint enterprise, “Ise ilu”- communal work, and “Ise Oba”- public service or government work. As a result, the individual's formal, non-materialistic orientation has turned into a desire for more and more money, which marks his or her attitudes towards work. This, from all indications goes to show the imperative need for management to device strategies of motivating their workforce through extrinsic motivators since it is clear that the workers are largely extrinsically oriented.

Closely related to the issue of orientation to work is the desire for self-employment often expressed by some Nigerian workers. According to Fashoyin (1980) and Aluko (2001b and 2004b), this was borne out of the cultural norm which emphasized working for oneself as against working in the industry or in the public sector. Some workers consider wage employment as an indignity, sometimes amounting almost to slavery and lack of freedom and some degree of independence. The urge to get out of wage employment by workers is very high. Coupled with this are poor wages and exploitation of workers in wage employment by the management. Management often sees its workers as inferior and avaricious people who ought to take whatever they are given, even when and if it is exploitative. Workers therefore usually react to this exploitative relationship by exhibiting negative attitudes at work or by resigning and setting up private practices and becoming self-employed. The workers do not like to hear the slogan “Monkey dey work, Baboon dey chop”, rather their own popular slogan is “mine is mine” that is “Teni ni teni” in Yoruba. The slogan is if you are on your own, then you are your own boss and your lot will be better

In order to reduce the urge to go into self-employment, workers must be paid good and adequate wages. The logical conclusion is that a worker will not bother to go into self-employment if he or she knows and is aware that he or she will be making more money in a wage employment. If the conditions of work are good and quite

encouraging, the urge to go into self-employment goes on the decline and as such, management has to take cognizance of these arguments and submissions (Aluko 2001b and 2004b).

One of the most important factors for efficiency and enhanced performance in the Nigerian work organizations is the perfect physical conditions of the workers (Aluko 2001b and 2004b). According to Mohr (1986) the fact is that the Nigerian worker in general does not consume enough energy-giving food which in some cases leads to reduced efficiency and signs of fatigue. As a matter of fact, many Nigerian workers do not eat balanced diets. Again the protein content of some staples such as yams, cassava and maize is inadequate. This protein deficiency causes fatigue and nutrition science attributes the signs of fatigue and inertia in the Nigerian peoples to wrong and unhealthy or poor diets. Again, the present wage levels are so inadequate that a typical Nigerian worker cannot afford three square meals a day, not to talk of having balanced diets. Lack of money is usually the reasons for the often-poor dietary standards among Nigerian workers. However, with sufficient financial means, it is envisaged that the average Nigerian worker will be able and willing to provide himself or herself with an adequate diet including the most essential nutrients.

In the light of the foregoing submissions, we propose some measures that management can take to help the workers improve their performance. First, it is necessary to educate and sensitize the workers on the imperative need to take balanced diets. Second, work organizations should set up canteens, which offers the workers calorie-rich foods at low costs. In order to ensure that these nourishing meals are being taken, a certain amount of wages could be deducted. The worker would then be forced to eat the calorie-rich diet provided in the company's canteen, as the worker would hardly take any to do this on their own. Our own additional submission is that; the work organizations can also give meal subsidies to their workers. This will motivate the workers and encourage them to put in more efforts at work

and at the same time afford them the opportunity to increase their calorie intake. Some organizations have implemented some of these initiatives in the past and they worked (Aluko 2001b). In many of our Banks before the era of monetization of fringe benefits and incentives, meal vouchers were given to all categories of staff (Aluko 2004b).

There are also the problems associated with punctuality and absenteeism in Nigeria. That the Nigerian worker in general is unpunctual and has no good sense of timing is very often emphasized in literature as a negative criterion for the work habits (Aluko 2001b and 2004b). The reasons for not reporting for duty on time are many: long distance, incessant fuel crisis, over-sleeping, excessive fatigue, sickness in the family etc. What then can the management do? We hereby suggest the introduction of the system whereby the time missed through late arrival is deducted from total working hours and the appropriate amount of pay withheld. According to Mohr (1986) the system was adopted in Europe and it worked as it changed these irregularities very quickly. It is also envisaged that if this system is also adopted in Nigeria there are great hopes of its success without being too optimistic.

The reasons for the high rate of absenteeism are numerous. This includes factors such as ill-health or sickness, laziness and indiscipline, job dissatisfaction, low level of commitment, poor working conditions, alienation and others. Here we would adopt Kilby's 1961 thesis. This thesis examined absenteeism in three Nigerian companies on the basis of available data and established a positive correlation between wages, working hours, and distance between home and place of work. The thesis shows that the 'higher the pay the more favourable the working hours, the lower the rate of absenteeism'. The counter-verification 'the lower wages and the less favourable the working conditions the higher the rate of absenteeism'. This thesis thus helps to sensitize the management to make the wages and other conditions of work more attractive to the workers so as to motivate them and at the same time lower the level of absenteeism in work places. However, because

Nigerian workers have imbibed the spirit of industrialism, the incidence of absenteeism has dropped significantly in many of the work organizations (Aluko 2001b).

With regard to absenteeism arising from ill-health and sickness, we hereby suggest the introduction of free or subsidized health care schemes in all work organizations in Nigeria. It is however sad to observe that good medical care is hardly available in many Nigerian organizations. It is also a fact that many Nigerian workers cannot afford the medical expenses needed to keep them in good health because of the low level of wages. Mohr's "(1986) study confirmed the thesis that the introduction of a regular medical service contributed immensely to productivity increase and at the same time lowered the rate of absenteeism. Only a healthy worker is regular and productive at work. Therefore, management must provide the necessary health facilities in their organizations. The introduction of the Health Insurance Schemes in contemporary times in many of our organizations and work places is a step in the right direction (Aluko 2001b and 2004b).

Within Nigeria itself, there are variations in the cultural traditions among the various ethnic groups that make up the nation. Three of such groups, which are usually identified for comparative analysis, are the Hausa/Fulani, Igbo and Yoruba. The cultural traditions among these three major ethnic groups vary markedly. This was the finding of Nnoli (1980) and Ahiauzu (1987) when they did a comparative study of the workplace in the Igbo and Hausa cultural settings and Aluko (2001b) when he did a comparative analysis of work behaviour among the Igbo, Hausa and Yoruba people. Ahiauzu's findings strongly suggest that motivation and management principles that will work in any workplace depend largely on the cultural traditions, customary practices, and the nature of the relevant attitudinal characteristics of the dominant ethnic group in the workplace. Why is this so in Nigeria?

The reasons for this are not too farfetched. The Igbo and the Yoruba are

well educated and westernized while the Hausa are educationally backward and usually oriented in Eastern or Arabic civilization. Because of the educational advantage, which the Igbo and the Yoruba had over their Hausa counterparts, they were the first to embrace wage employment most especially in the higher cadres of the civil service before and even long after independence. The Hausa came into the scene much later and were usually employed in the lower cadres of the service because of their lower western educational backgrounds and as such they usually have a completely different perception of and orientation to work (Aluko 2001b).

According to Nnoli (1980) the structure of authority among the Hausa-Fulani put a high premium on deference to authority, loyalty, obedience and sensitivity to the interests, opinions, views and demands of one's superiors. Their custom strongly favoured qualities of servility, respect for authority, allegiance to management or whoever is powerful, and submissiveness. Such a tradition frowned at the self-assertiveness of the worker as individual initiative and self-instigated goals not approved by one's superior were negatively evaluated or at best irrelevant.

Furthermore, culturally, the Hausa-Fulani are not given to querying authorities except on matters concerning their religion or traditional rulers. Even then they must have been incited to engage in such agitation. Again, the Hausa-Fulani usually do very light work during the annual Ramadan fasting and as such the pace of work is usually slower during this period. In addition, they do like to attend the popular Friday Jumat prayers and as such Fridays are usually half-working days in most parts of Northern Nigeria (Aluko 2001b and 2004b).

Among the Igbo, the pattern of work ethos idealized egalitarian, selfish, individualistic and anarchic pursuits, with due respect to age and tradition. The struggle for survival was characterized by fierce individualistic struggles and ruthless determination to succeed and "arrive". A certain boisterousness and aggressiveness was expected at

work. The energetic and industrious person, who achieved greatness and fame in his or her chosen vocation, was admired. Thus, Igbo looked down on individuals who accepted superiors, depended on them, or relied on them for their progress. Subservience and unquestioning obedience signified weakness and a lack of masculinity. Among the Igbo, a man must be sufficiently self-motivated to work hard and to successfully compete with and challenge the power of these superiors. (Nnoli 1980, Olugbile 1997 and Aluko 2001b and 2004b).

The Yoruba tradition tended to strike a balance between the opposite extremes represented by the Hausa-Fulani and the Igbo typologies. Yoruba people work according to the need and dictates of the situation. This is reflected in the phrase “Bo ba se gba”, that is, working according to the dictates of the present circumstances. However, there is a tradition for excellence and hard work. This is reflected in the adage “Ise loogun ise” meaning work is the antidote of poverty. Among the Yoruba people, laziness is seen as an aberration and a lazy man is looked down upon with disregard and contempt. This is reflected in a popular Yoruba song:

*“Ole lapa ko le sise  
Ole daso iya bora sun  
Eni bole lomo ko romo bi  
E wa waye ole bo se da”*

The message of this song is a lazy man has hands but decides not to work with them, consequently the lazy man lives a miserable and impoverished life. Another popular adage among the Yoruba people says “Aji fowuro sere ko le de ibi giga”, meaning that a man who decides to play in the morning hours of the day cannot reach great and lofty heights. Finally, there is one that says –

*“Ma fowuro sere, ore mi,  
Ise laa fi deni giga”*,

This also convey a similar message with the previous adage while

another popular Yoruba Radio slogan from the Osun state Broadcasting Corporation says:

*“Sise, ise kii pani,  
Aise re gan labuku”.*

The literal translation is: Work, for work does not kill,  
But worklessness particularly brings reproach.

There is yet another popular Yoruba saying:

*“Eni bi ole lomo ko romo bi”.*

The literal translation is: He who gives birth to a lazy child has not gotten any child yet.

In short, the Yoruba traditional work ethics strongly emphasizes hard work, diligence and commitment while the workers are expected to be alive to their responsibilities except in unusual circumstances such as sicknesses, accident or bereavement.

From this kind of socio-cultural and historical background, it is evident that the motivation and management principles to be adopted in Nigeria must take into cognizance and at the same time acknowledge the potency of these varying cultural traditions among the three major ethnic groups in Nigeria. What works in Ibadan, Lagos, Benin or Enugu, may grind to a halt in Kano, Kaduna, Sokoto or Maiduguri (Aluko 2001b and 2004b).

From all indications, submissions and the empirical evidence in my available empirical and theoretical works (Aluko 1998, 2000f, 2001b and 2004b) the success, the applicability or the workability of motivation and management principles are largely dependent on the cultural traditions of the society in which a work organization is located. This is in line with Sorge's 1983 conclusion that all the factors that bear upon motivation and management practices do so in form of cultural construct. Again, this is in line with Ahiauzu's (1986) comments that: “it is becoming increasingly widely accepted among

social scientists, especially managers and organizational theorists, that patterns of management and employee behavior in the work place are largely culture-bound". This in other words, invariably implies that there is no culture-free context of motivation and management principles. Policy recommendations based on the 'universal' principles can lead to ill-advised action. (Aluko 2001b and 2004b).

## **Contributions to Knowledge**

My research interests are in two related areas of Sociology, which are Industrial Sociology and Social Problems. In Industrial Sociology, my research focus is in the area of Sociology of Organizations and Human Resource Management. The critical focus is how to motivate a typical Nigerian worker to perform optimally in order to enhance organizational performance and effectiveness. This rests on the assumption that it is the workers' performance that translates directly into organizational performance, while organizational performance translates directly into national productivity, that is, the Gross National Product (GNP) of a nation.

The focus on social problems is to help evaluate the social environment of work (both external and internal), which affects work behaviour, and the performance of workers. The general assumption is that a typical worker in Nigeria works in an unfavourable socio-economic and political environment. As such workers' performance cannot be significantly enhanced except, most of the social problems are addressed. Since Sociology has such a very wide scope, I have therefore spread my research focus to virtually everything that has to do with Man and Social Life. These include the following point of focus for critical research:

- the problem of ethnicity and ethnic conflicts and its impact on national integration.
- the institutionalization of corruption and its impact on political

culture and national development.

- social dimensions and consequences of environmental degradation and its implications for sustainable development.
- Factors influencing occupational choice.
- A review of major concepts in the study of work behaviour.
- Sociological analysis of the two faces of Bureaucracy and bureaucratic corruption.
- poverty and economic crisis and its implications for human development.
- religious conflicts and violence.
- Strategies for poverty reduction and contemporary issues in poverty in Nigeria.
- problem of democratization and political instability and the militarization of the Nigerian nation.
- The environment, ecosystem and social life.
- the problems of Trade Unions in Nigeria.
- Factors militating against women's participation in politics in Nigeria and categorical imperatives for credible polls in Nigeria.
- Nigeria and the challenges of Globalization.
- Globalization and the Manufacturing Sector in Nigeria.
- Causes and meaning of illness among the Yoruba.
- Poverty and Illness.
- The role of workplace ethics in effective Healthcare Service Delivery and Corporate strategy, strategic management and rebranding of Obafemi Awolowo University, Ile-Ife.

I have also worked extensively in the area of culture of work in Nigeria

and its impact on organizational performance and national productivity. My contribution in this area has also been that both the worker and the organization cannot be rigidly separated from the culture of the environment and that much of what takes place in the work setting is to a large extent culturally determined.

## **Main Thrusts**

**Labour turnover:** The incidence of Labour turnover is low in contemporary times. This is so because the level of unemployment is high and this makes it practically difficult if not impossible for the workers to change jobs. Coupled with this is also the fact that the incidence of Job insecurity is on the increase as organizations downsize, rightsize and retrench from time to time.

Capacity utilization has been declining over the years, from above 40% in the last decade to 20% currently. The problem of low capacity utilization has been traced to the unfriendly economic or business environment, inadequacy of power supplies and lack of patronage for domestic goods and services. The factors influencing Capacity Utilization in the Manufacturing Sector in Nigeria include the following: (i) Power supply (ii) Raw materials (iii) Exchange rate (iv) Technology and the Technological environment (v) Manpower/Human resource (vi) Nature/quality of products or services (vii) Finance or capital (viii) Level of demand (ix) Marketing strategies adopted. The foregoing is presented in figure 5:



**Figure 5:** Factors Influencing Capacity Utilization in the Manufacturing Sector in Nigeria.  
*(Aluko 2001b)*

Workers in general express desire to go into self-employment where the opportunities are available.

Religiosity influences work behaviour positively in Nigeria.

Culture influences work behaviour positively and significantly in Nigeria.

Workers have positive inclination to participate in union activities in Nigeria.

Workers in general demonstrated high sense of collectivism as against individualism in Nigeria.

### **Nigeria and Globalization:**

Our findings and main thesis in Aluko (2004a and 2005a) show that globalization is a cause of further underdevelopment in Nigeria and other nations of the south. From all indications, globalization is (i) a

continuing phase in the exploitation of weaker nations through the universalization of capitalism; and (ii) that developing nations are the worst victims of globalization mainly because they are at present ill-equipped to meaningfully participate in the globalization process. This has manifested in dumping of all manner of foreign goods, de-industrialization, capital flight, brain drain, heavy debt burden etc. Globalization is challenging and killing the manufacturing sector of the economy all with the attendant loss of jobs, closures, declining capacity utilization, piling inventories among others.

Given the low level of industrialization and the SAP-induced under-utilization of industrial capacity in the Nigerian economy, trade liberalization under the guise of globalization has translated into the restriction of Nigerian to primary production. Even with this, the price of primary commodities is externally determined. This thus puts Nigeria into a powerless situation where she lacks direct control over the crisis in her economy because her hands are tied by the terms and dictates of globalization.

Our final thesis is that the negative effects of globalization are not unstoppable. However, these negative consequences of globalization cannot be mitigated or reversed without the willingness, consciousness and radical programmes of action of a determined nation and its people. It is hoped that Nigeria will learn from History and decide in good time to halt all programmes of action, policies, which are detrimental to her interest as a nation and the people. The best time is now.

### **Emerging Types of Human Behaviour in Nigeria:**

Nigerians are religious people but this religiosity does not often reflect in what we do or the way we act and react to social situations. In contemporary times we now have different types of behaviour depending on the circumstances- Public and Private Behaviour, Church behaviour, Family behaviour, Town behaviour and Political Behaviour.

It is more or less becoming difficult to predict and generalize how workers behave in the workplace.

### **My Definition of Work**

Work is simply anything that an individual do for a living. But I will also subscribe to the definition provided by Munroe (2002):

*“Work is ...*

*activated strength and energy.*

*the effort required to bring something to pass,*

*the use of your abilities and faculties to do or perform something, and*

*the means to produce a desired result”.*

### **Why people work?**

The most important reason why people work is because of money and other financial incentives. This is reflected in the adage: *“Tori owo lase nsise”*. The second reason is for job satisfaction, the third is the need to contribute to organizational progress while the fourth is to contribute something to the society.

### **Workers ranking of what will make them put in their efforts in the workplace.**

The largest category of the workers chose more money, the next group choose rapid promotion, while job security and relaxed and humane supervision followed respectively in order of importance.

### **Adequacy of Wages and Salaries**

Workers confirmed the inadequacy of wages and salaries and the inevitable need for extra sources of income. As a matter of fact, a

majority of the workers used for our studies confirmed that they moonlight and this cuts across all categories of workers. This is supported by a popular Yoruba adage which says: “*Ona kan ko woja, se ohun lo difa fun Alagbede to nse ode*”. The literal translation is that many roads leads to the market and that someone can choose to engage in multiple tasks in order to make both ends meet. This is more appropriate and desirable in contemporary times that cost of living keeps increasing and employers are not paying salaries regularly and fully too.

### **Issues on Absenteeism in the workplace in Nigeria**

Many reasons were given for the incidence of absenteeism in the workplace in Nigeria. These include: (i) sickness or ill-health (ii) excessive fatigue (iii) sickness of spouse, children or a relation (iv) financial inadequacy (v) transport difficulties and fuel crisis (vi) to attend religious functions (vii) death of a relation and (viii) public riots, demonstrations and religious violence.

### **Issues on Underworking, Working and Overworking.**

Our findings in Nigeria revealed that there are issues with the quantity and quality of work done by the workers. To this end, we identified three category of workers. First is the category of workers who come to work and they literally or virtually do nothing; either because they do not have specific work schedules or they refuse work out rightly on their own volition. Second is the category of workers who do enough that commensurate with their pay; usually such workers have enough work schedules and they meet up with such schedules. Third is the category of workers who will go extra mile. Such workers do their normal chores and even go ahead to take additional responsibilities on their own initiative.

## **Issues in Work Ethics in Nigeria.**

The prevailing Work ethics in most of the workplaces in Nigeria is on the negative side (Aluko 2001, 2004b, Aluko and Adesopo 2015). Our findings showed compliance with ethical standards is rather poor and has significant impact on service delivery. This is due to a number of reasons which include the following:

First, is lack of training both locally and internationally. According to Usman (2018), majority of workers in the country have not been trained both locally or abroad. Coupled with this is the fact that Nigeria has no national training policy of her own.

Second, is the problems associated with our degraded value-system. The value-system is no longer founded on honesty, hard work, trust, reputation, transparency, accountability, integrity and good name and is now tilted towards dishonesty, huge profit for little work, greed, indiscipline, distrust and acquisition of wealth at the expense of good name, integrity, honour and reputation (Aluko 2001b and 2005b).

Third, is the abuse and manipulation of the bureaucratic structures and processes in order to achieve some individualistic, nepotic, sectional or parochial interests (Aluko 2001c).

Fourth, is the workers' response and reactions to constraints and challenges within the socio-economic environment. For instance, the inadequacy of wages and salaries had triggered all manner of negative behaviour in the workplace. This is hardly surprising in Nigeria because: a typical Nigerian worker is a potential local government of his or her own; he or she builds their own private houses, dig their own wells or sink bore holes, acquire their own generating sets, employ their own private security guards, participate in communal efforts and initiatives to repair and maintain neighborhood roads, send their children or wards to private schools since public schools have become dysfunctional. When the worker eventually retires, the gratuities and the pensions will not be forthcoming as a result of bureaucratic bottlenecks and endemic corruption. In short, most of the social

infrastructure and welfare packages which are taken for granted in the western world are practically non-existent in Nigeria. The worker now begins to engage in all manner of unethical conduct and practices, to put it bluntly, the worker steals and engage in all manner of sharp practices in order to secure their own future (Aluko 2005b).

Finally, there is the problem associated with what is known as the “untouchable syndrome”. On the basis of some subjective criteria such as ethno-religious identity, gender, class, godfatherism, use of *bottom power* or sexuality among others, there is no level playing ground for all the workers in some workplaces in Nigeria. Some workers are specially favoured and they are advanced preferentially. They are posted to strategically preferred positions in the organization and are more likely to get away scot-free with infractions of workplace rules and ethical standards (Olugbile 1997 and Aluko 2001b).

### **Theoretical Explanations for the prevalence of Negative Work Ethics in Nigeria.**

There are two sociological theories that can be used to provide explanations for the prevailing negative work ethics among Nigerian workers. First is Social Disorganization theory. This theory posits that the absence of strong national ties, inadequate socioeconomic opportunities as well as lack of dominant and consistent cultural norms in a nation can generate high incidence of negative work behaviour and unethical practices.

Second, is Modernization theory. Modernization theorists emphasize a change in individual psychology and claim that workers in developed nations are more likely to have a good work ethic, a desire for achievement, a willingness to defer gratification, a sense of control over their destiny and a strong sense individualism. In contrast, a lack of ambition, an orientation toward the present, a fatalistic outlook, and a weak sense individualism are said to be typical of people in the developing nations.

## **Management, Trade Unions and Industrial Strikes in Nigeria**

Management has weakened the unions in the manufacturing and private sectors of the economy, workers now work under inhuman conditions, services are outsourced, issues taken beyond the reach and domain of the unions.

As a unionist, I have taken part in decisions to embark on strikes, in Nigeria, Strike is the most potent and effective weapon at the disposal of the workers. Scientifically and practically, it is the only language that both government and employers understand.

## **Contemporary Issues in Poverty in Nigeria**

At some point in my career, and largely because of my leftist inclination I became interested in doing research in the area of poverty and why it is prevalent in Nigeria. My research findings show that the prevalence of poverty in Nigeria is a multidimensional phenomenon. The factors responsible for the prevalence of poverty in Nigeria includes the following: (i) Debt overhang (ii) High population growth rate (iii) High level of unemployment (iv) Income inequality (v) Low sectoral allocation to the social sectors and particularly on capacity building in education, health and food (vi) Environmental degradation (vii) Structural disequilibrium (viii) Problem of corruption and governance and (ix) Lack of investment and decline in agricultural productivity (Aluko 2001a and 2006a).

Today because of the prevalence of poverty in Nigeria, we have people who born in poverty, grow in poverty, train in poverty, work in poverty, retire in poverty and die in poverty. This is the tragedy of our times and it is most unfortunate.

Vice-Chancellor sir, I will now proceed to discuss my sociological analysis and reflections on our university, Great Ife. This report is derived from a commissioned study which I did for the university during the last administration and was published in the year 2015. The

title of the paper is: Corporate Strategy, Strategic Management and Re-branding of Obafemi Awolowo University, Ile-Ife, Nigeria. We started the paper by examining the debate on why rebranding is necessary.

Rebranding is essential for organizations; to evolve brands so as to make sure that it keeps abreast of competition, and meet the clients or consumers ever changing preferences. Rebranding are usually changes typically aimed at the repositioning of the brand/organization, sometimes in an attempt to distance itself from certain negative connotations of the previous branding or image, or to move the brand upmarket. However, the main reason for a re-brand is to communicate a new message for an organization or company, something that has evolved, or the new board of directors' wishes to communicate.

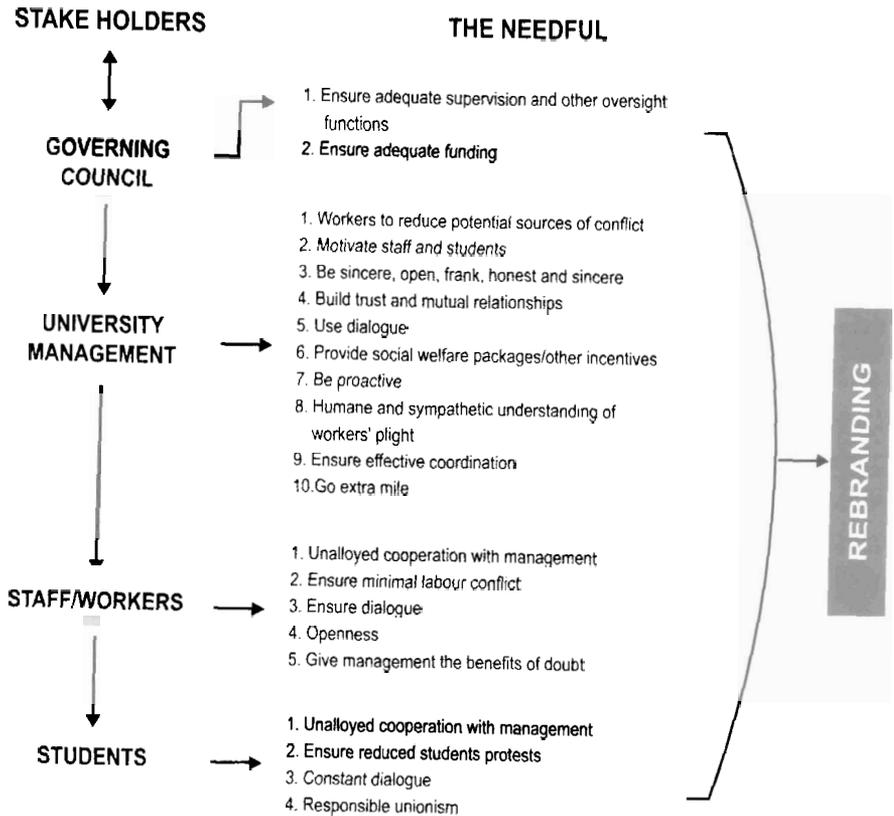
Again, organizations often rebrand in order to respond to external and/or internal issues. Organizations commonly have rebranding cycles in order to stay current with the times or set themselves ahead of the competition. Organizations also utilize rebranding as an effective marketing tool to hide malpractices of the past, thereby shedding negative connotations that could potentially affect profitability (Aluko2015).

Overall, the potential reasons for corporate rebranding are:

### **Rebranding due to the need to differentiate from competitors.**

Organizations differentiate themselves from competitors by incorporating practices from changing their logo to going green. Differentiating from competitors is important in order to attract more clients or customers and an effective way to draw in more desirable employees. Today, there are over one hundred and fifty universities in Nigeria and many more have applied for license. The competition is becoming keener each new day and as such there is a very strong emphasis on differentiation. The questions are: (i) what can OAU do

differently and (ii) how great is Great Ife? (iii) How can we differentiate or distinguish ourselves from other universities both at home and abroad? (iv) Do we need to do SWOT analysis of our situation and then highlight our strengths and work critically on our weaknesses?



**Figure 6:** A Model of Corporate Affairs Management Strategies and Rebranding of Obafemi Awolowo University, Ile-Ife, Nigeria.

Source: Original Illustration by the author. (Aluko 2015).

## **Rebranding due to a need to shed a negative image**

Organizations rebrand intentionally to shed negative images of the past. As a matter of fact, and in a corporate sense, rebranding can be utilized as an effective marketing strategy to hide malpractices and avoid or shed negative connotations, and decreased profitability or patronage.

## **Rebranding due to new realities**

Rebranding may also occur unintentionally from emergent situations such as corporate restructuring, or bankruptcy/financial insolvency.

We now present our own original schema for rebranding the university. This is shown in Figure 5 presented.

OAU is known for her academic prowess, standards and excellence in Nigeria, Africa and even abroad. This is a university that is able to stand on her own and this is attested to in the employers' rating of her products. This notwithstanding, OAU is also at the same time the headquarters of radical labour struggles, active and fanatical students' activism. The university is characterized by regular students' protests and excessive industrial conflicts leading to regular closures and prolonged academic sessions. When it comes to activism- be it labour or students' unionism- OAU leads and others follow. Sometimes things usually get out of proportion and this has come to give the university a negative image before the parents and prospective applicants.

From all the foregoing discussions, it is clear that the agenda to rebrand OAU even though noble, laudable and achievable is a herculean task. I am not a pessimist, but the fact remains that this won't come easy and neither will it come on a platter of gold. This will require conscious strategic planning on the part of management and the ability to attract the cooperation of all the stakeholders. In other words, management can do it, if it is willing and determined. After all, what is difficult is not impossible.

Second, all the other categories of stakeholders must be ready and willing to cooperate with management otherwise the rebranding strategies and efforts may not work.

At the end of the day, it is the collaborative efforts of management and all the other categories of stakeholders that will make rebranding to work. The needful for each category of stakeholders is well illustrated in the schema presented earlier on relying largely on the functionalist paradigm.

### **Point of Convergence or Meeting Point:**

The management has limited resources and therefore cannot meet all the demands of all categories of stakeholders most especially staff and the students. The staff and the students must also come to the realization of the fact that they cannot get all they want from management. Hence there must be a meeting point. It cannot be bureaucracy all the way and neither can it be militancy all the way. If management implement the rules to the letter, the management may not be able to run an organization with a human face. If the staff and the students are militant and embark on "*aluta*" all the way, the organization may be grounded. Both sides must be ready to give concessions, shift grounds, engage in constructive dialogues and continuous interactions to break logjams and resolve issues in the spirit of "no winner, no loser" principle. This is close to the Pluralist approach in Industrial relations practice. In the final analysis, we suggest some moderate radicalism and militancy in resolving issues in the university.

Mr. Vice-Chancellor sir, we are therefore suggesting the adoption of a Tripartite Pluralist Perspective for running this university. The basic philosophy is reflected in a popular Yoruba adage: "Nkan wa ni, ko gbodo baje", The literal translation is: This university is our collective heritage, we must not allow it to collapse.

## **Tripartite Pluralist Perspective for Rebranding the University.**

In the framework of pluralism, the workplace or the organization is taken and perceived as being made up of powerful, strong, divergent and sometimes militant sub-groups, each with its own legitimate ideologies, loyalties and set of objectives and leaders. In reality, the two predominant sub-groups in the pluralist theory are (i) Management and (ii) the Unions – in the university system this comprises five, namely: ASUU, NAATS, SSANU, NASU and the Students union. But there is always a meeting point, that is, a point of convergence where all categories of stakeholders will reach a consensus on what is possible and acceptable to all. All categories of stakeholders must ensure fairness and equity, be reasonable in its demands and handle issues in such a way that the university is not grounded or get to a state of collapse. The philosophy is: the management need the staff, the staff needs the management, the management need the students, the students need the management, we are all here because there is a university. If the university collapses, we will all be thrown out. In the final analysis, the overall interest of the university also counts.

For instance, if workers will go extra mile and facilitate increase in the level of Internally Generated Revenue (IGR) or Profits from some of our ventures, the Management should also demonstrate some goodwill and magnanimity by paying some palliatives or introduce some forms of incentives or productivity bonus. In this era of gross underfunding and paltry allocation to the education sector, students must also be aware that it cannot be business as usual. Sometimes they need to pay some additional charges to augment some of the overhead costs in order to make the university run smoothly. In contemporary times, the cost of providing and supplying social infrastructures like electricity and water is becoming unbearable for most of our universities.

The university administration must also come to the knowledge and understanding that one basic philosophy of workers in Nigeria is that in every struggle or a strike, the unions must come out with something, no

matter how small or paltry. To go on a strike and end up with nothing is usually most unacceptable to the rank and file. This is reflected in the Yoruba adage which says: “Ori kii bale ko ma yii nkan” The literal translation is that when a piece of shear butter falls to the ground, it will catch some pebbles. In essence, every strike or struggle must yield some dividends no matter how insignificant the outcome is.

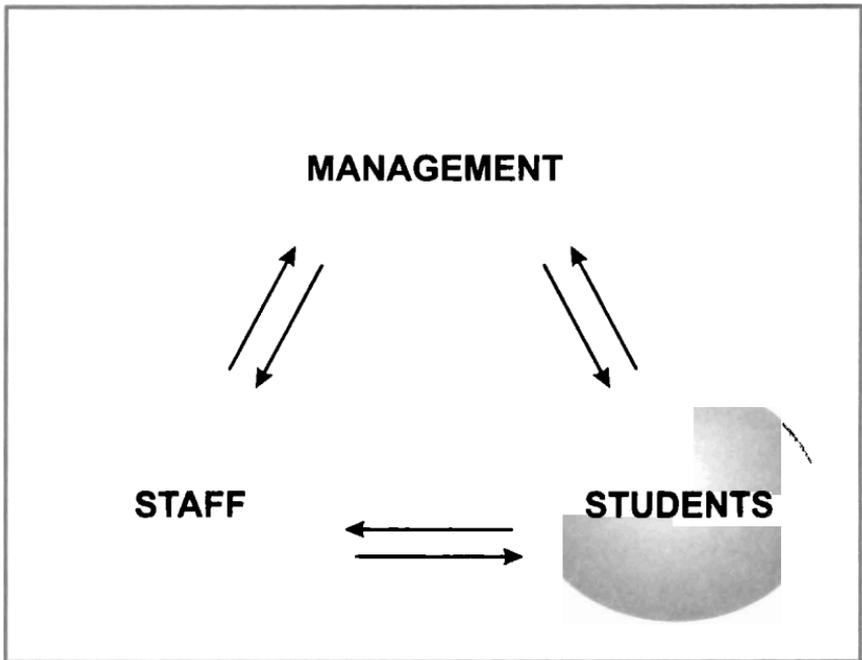
On a final note, I will suggest that all stakeholders adopt the words of this short message and imbibe them:

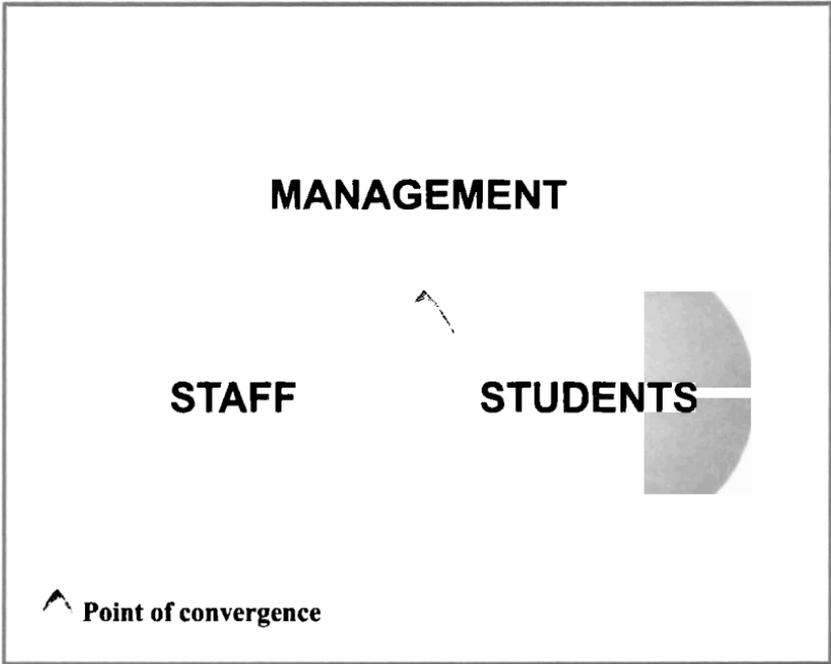
Coming together is a beginning;

Keeping together is progress;

Working together is success.

The foregoing discussions are illustrated in the Figures that follow here shortly:



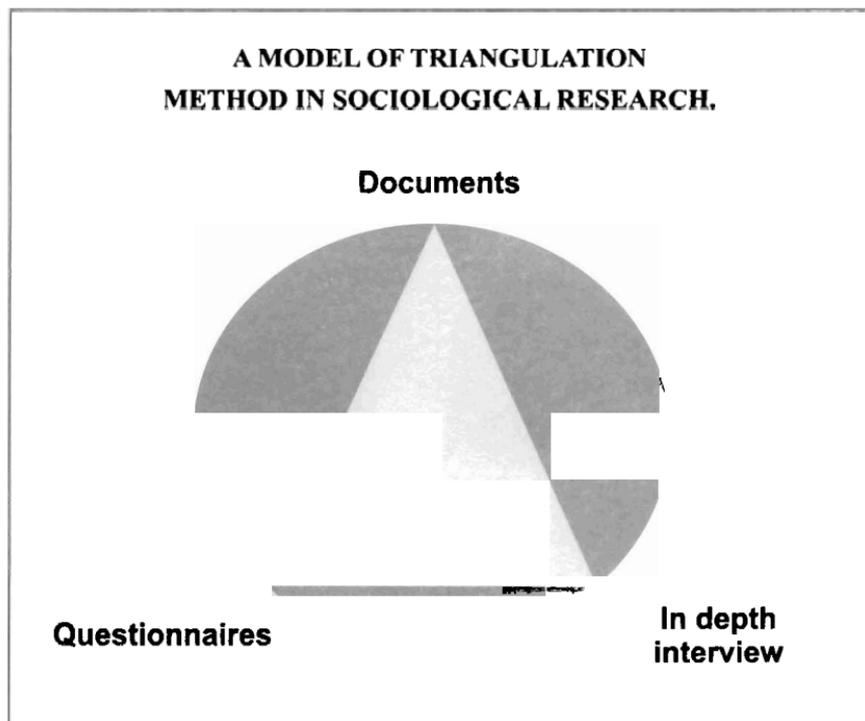


**Figure 7 and 8:** Diagrams Illustrating the Tripartite Pluralist Model for rebranding OAU

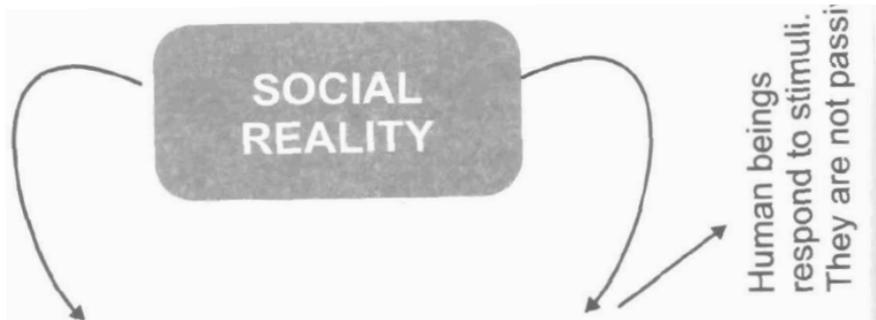
### **Methodological Position**

I have persistently adopted both qualitative and quantitative techniques in the collection of data for all my empirical works. Added to this is my regular consultation of classified documents and resources. With this position, I have often had the advantage of being able to confirm the reliability and validity of the data collected from both sources of data gathered. More often than not, triangulation and comparative analysis has been at the core of my empirical research. My own schema for coming up with social reality after exploring both quantitative and qualitative tools is as shown in Figures 6, 7 and 8 shortly. The diagrams are illustrative of the two main approaches used in sociology to arrive at Social Reality. In contemporary social research, both qualitative and

quantitative methods are used, the data obtained are analyzed while the findings are reported simultaneously. This is known as Triangulation, a method that involves the use of more than one form of data collection to test the same hypotheses within a unified research plan. If the findings produced by the different data collection methods are consistent, the validity of those findings is increased. As a research strategy, triangulation allows sociologists to avoid personal biases arising from the adoption of single methodologies.



**Figure 9:** A Model of Triangulation Method in Sociological Research.  
(Aluko 2001)



**POSITIVISM**

**HUMANISM**

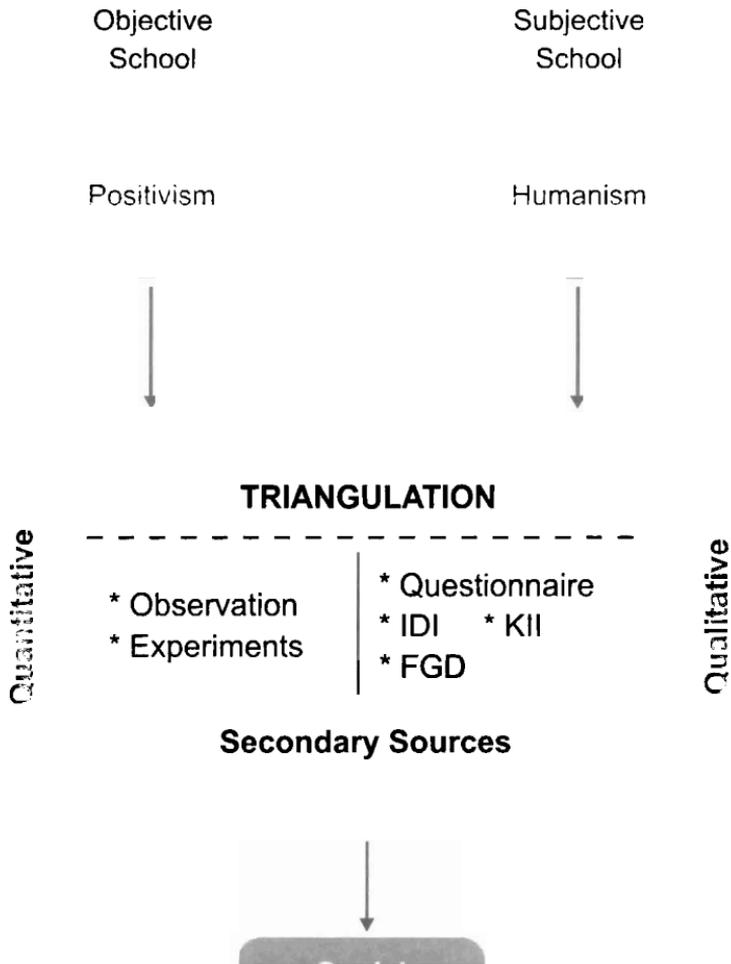
**OBJECTIVE  
ANALYSIS OF  
SOCIAL REALITY**

**SUBJECTIVE  
ANALYSIS OF  
SOCIAL REALITY**

**USING THE METHODS  
OF THE NATURAL  
SCIENCES E.G.  
EMPIRICISM**

**USING  
INTERPRETIVE  
UNDERSTANDING  
E.G. INTERVIEW**

**Figure 10:** A Schema of Mixed Methods Research and the Process of Deriving Social Reality in Sociology



**Figure 11:** A Model of Mixed Methods Research and Social Reality in Sociology.  
*(Triangulation is done to confirm the reliability and validity of findings from the various Mixed methods).*

## **Theoretical Orientation**

Four theoretical positions have persistently been adopted in most of my works.

These are (1) Functionalism, which is very popular in Sociological and Anthropological discourse and (2) Contingency theory, which is a popular standpoint in contemporary management research (3) Conflict /Marxism, and (4) Political Economy Framework. The last two perspectives have very strong ideological undertones and largely oriented to the left.

The functionalist viewpoint is that in studying any given society, we should look at how its various parts or institutions combine to give that society continuity over time. The contingency theory takes the viewpoint that there is no one best, universal prescription for performance. Thus, a large number of variables or situational factors tend to influence performance, at the level of the organization and at the level of national productivity. The Conflict and the Marxist perspectives are popular perspectives among the working class because of their ideological underpinnings and militant orientation. The regular and persistent conflicts and all forms of workers' agitations in the workplace largely originate from the sharp divide between the bourgeoisie and the proletariat. The Political Economy Framework is a multi-dimensional and eclectic theoretical framework. The Political Economy was adopted because it offers so much in the attempt to explain and provide in-depth sociological insights into emerging work behaviour, institutionalized corruption, all forms of industrial conflicts, declining organizational performance, closures etc.

The illustrations in Figure 12 on the next page speak for themselves. The diagram presents crucial issues within the Nigerian state and provides a schema of the three dimensions of the Political Economy Framework which are: (i) Politics (ii) Economics and (iii) Sociology.

## **Politics and the Way the government Works.**

The way the government works in Nigeria is unusual, sometimes strange and deviates from the conventional norms of governance and what is obtainable in other nations of the world. There is a great social distance between the citizens and those entrusted with governance. Governmental machinery and state apparatus is largely uncoordinated and ineffective and on the long run people's welfare suffers and is relegated to the background.

**State Ideology:** In Nigeria, there is no clearly defined state ideology and as such existing political parties and the elites cannot be identified with a particular ideological position. We are neither to the "Left" nor to the "Right". In diplomatic circles, we are described as a Mixed Economy. This is the more reason why in Nigeria a typical politician can sleep as a member of opposition and then wake up as a member of the ruling party the following day. There are no articulate or solid programmes to reduce the level of unemployment and poverty and consequently many of the citizens become disoriented about the state and are even ready to take up arms against it. This lack of ideological underpinning is seriously working against the Nigerian state as there are no specific programmes of action that can be used to evaluate the performance and effectiveness of those entrusted with governance.

**Bad and insincere leadership:** Nigeria is plagued with the dilemma and burden of bad and insincere leadership. (Aluko and Adesopo 2000a and Aluko 2015). Many of our political elites are "ojelu" rather than "oselu". In a literal sense "ojelu" is an acronym for people who aspire to public offices in order to loot, embezzle and steal from the state, that is, the aggressive pursuit of individualistic interests. The other concept "oselu" stands for those who seek public office in order to render selfless services and make the society a better place for the people.

**Corruption and Graft:** Corruption from all indications has been completely institutionalized in Nigeria (Aluko 2002). Today corruption is an acceptable norm and a way of life.

**Weak and Inappropriate Public Sector:** In Nigeria, we have a public sector that is weak and not performing. Over the years, most of our public utilities have failed woefully and some became moribund. Many of our public organizations have become drain pipes for the diversion and siphoning of public funds.

There is absence of enabling environment, manifesting in:

Policy and polity instability;

Bureaucratic bottlenecks;

Poor legal environment which could not guarantee property right and safety;

Lack of good governance;

Corruption, and Low commitment of past governments to industrial development.

## **Economics:**

The problems with the Nigerian state with regard to the nature of the economy are multi-dimensional and multifaceted. They comprise the following:

- (i) Poor Economic management
- (ii) **Hostile environment for Private sector growth**
- (iii) Poverty and Inequality
- (iv) Monocultural economy
- (v) Lack of empowerment
- (vi) Low capacity utilization
- (vii) Inconsistent macro-economic policy
- (viii) Instability and Policy reversals
- (ix) High debt burden
- (x) **Lack of effective coordination across levels of government**
- (xi) Inadequate and decaying social infrastructure

- (xii) Unsustainable public finance and
- (xiii) Income inequality.
- (xiv) Declining and negative real growth rates;
- (xv) Dominance of light assembly type consumer goods manufacture;
- (xvi) Low value-added production due to high import dependence for inputs;
- (xvii) Accumulation of large inventories of unsold finished products; and
- (xviii) Dominance of sub-standard goods, which cannot compete internationally.

Furthermore, the deplorable condition of the manufacturing sector is due to a number of factors principal amongst which are:

Lack of enabling environment, which include:

- Policy and polity instability;
- Poor macro-economic environment;
- Bureaucratic bottlenecks;
- Poor implementation of incentives to manufacturers, including export incentives;
- Policy errors of the past;
- Low access to investible funds due to underdeveloped long-term capital market that matches industrial projects' needs;
- Dearth of foreign investors and capital due to unfavourable environment;
- Inadequate domestic demand;
- Massive dumping of substandard products that are smuggled into Nigeria; and
- Inefficient institutional framework

All the factors enumerated above are interwoven, interrelated and

interconnected. They should be viewed in a holistic manner. The Nigerian economy has been badly managed while there is lack of effective coordination across levels of government. There are too many policy changes and sometimes policy somersault. There is huge debt burden with little left for overhead costs and recurrent expenditure. Again we rely largely on oil revenue to sustain the economy while other minerals and the agricultural sector are relegated to the background. Our borders are porous thus making smuggling and other illegal trades a lucrative venture. Smuggling on the other hand kills domestic enterprise.

Inadequate and decaying social infrastructures make life unbearable, make cost of doing business high and limit the growth of the industrial sector. Again, the inadequacy of social infrastructures most especially power supplies leads to the problem of low capacity utilization. The working class does not earn living wages thus affecting the standard of living.

Sociology:

- (i) Social environment and culture
- (ii) Socialization patterns
- (iii) Social reactions to state policies and
- (iv) Emerging social behaviour.

With regard to the social environment and culture in Nigeria, we can describe this as diverse and heterogeneous. The colonial rule did not help matters as the political structures and institutions bequeathed to us were at variance with our culture, customs and traditions. All the traditional institutions were dismantled, discarded and relegated to the background. It is important to emphasize the fact that no people can be helped under institutions which are not the outcome of their own making or character. Today, socialization patterns vary markedly and sometimes along ethnic, religious and political lines.

## POLITICS

The way the Government works

- State Ideology
- Weak Governance
- Leadership
- Corruption and Graft
- Weak and Inappropriate Public Sector
- Social Conflicts
- Weak National Integration
- Security Challenge
- Weak Legal Framework
- Bureaucratic Setbacks
- Poor Service Delivery

## ECONOMICS

- Poor Economic Management
- Hostile Environment for Private Sector Growth
- Poverty and Inequality
- Monocultural Economy
- Lack of Empowerment
- Low Capacity Utilization
- Inconsistent Macro-economic Policy
- Instability and Policy Reversals
- Debt Burden
- Lack of Effective Coordination across levels of government
- Inadequate and Decaying infrastructure
- Unsustainability of Public Finance at all levels of Government
- Income Inadequacy



## SOCIOLOGY

- Social Environment and Culture
- Socialization Patterns
- Social Reactions to State Policies
- Emerging Social Behaviour
- Emerging Culture of Corruption and Anti-social Behaviour.

**Figure 12;** Political Economy Framework and the Emerging Work Behaviour in Nigeria.

(Aluko 2016)

While some Nigerians are oriented to the Eastern civilization and culture, others are oriented largely to western civilization. There appears to be no universal standard of behaviour any longer while the culture of normlessness, corruption and criminality has become institutionalized. Core traditional values, norms, good virtues were relegated to the background. For example, the western orientation of “individualism” became the norm while the African orientation of “collectivism” was discarded. It is now the concept “I” against the concept “We”.

The foregoing discussions are aptly articulated and demonstrated in the diagram in Figure 12 on the previous page.

### **Practical Experience of an Industrial Sociologist as an Entrepreneur.**

My inability to get a white collar job after my university education brought out the best in me. This is because my unemployment made me to develop my entrepreneurial skills and initiatives. First, I started with Mixed farming by doing small scale investment in poultry, rabbitry, vegetables, cassava and maize production. My land holding was very small and as such I had to also adopt Mixed cropping practice. As a matter of fact, I applied scientific analysis to all I did in agriculture.

I was also into photography as a professional. My photography was one with a difference as I added some intellectual touch, journalistic instinct and creativity into it. My service delivery was good and client/customer satisfaction was given priority. Both the young and the old, the rich and the poor, the elite and the non-elite were my customers.

Music was my last port of call. I could not start the professional music work because of my inability to raise the funds needed to run a full professional outfit. Music is rather a capital intensive business and it not easy to acquire the required instruments without sponsorship. The question is: who will sponsor an unknown talent? The answer is: no one

wants to or will sponsor an unknown talent. The professional outfit eventually started in 1991 when I formed the Christian Melodies Organization and today it is still standing with more than ten people on our payroll.

The main recommendation that emanated from this subjective experience which is also significant is that youths in contemporary times need **multiple skills** in order to survive and succeed in life. Multiple skills are needed in today's world because it is usually an added value for everyone. The world today more than ever before is knowledge driven while information communication technology (ICT) cannot be relegated to the background. Apart from the skills that youths acquire from the regular school curriculum, they also need online training and practical skills which is now more readily available.

### **My Experience at Helms of Affairs at the Awovarsity Cooperative Investment and Credit Society Limited.**

I became the President of Awovarsity C.I.C.S. Ltd., in 2009 with a vision and a mission. The underlying principle and motivation was to translate the society to the best that is possible and make it a point of reference among its counterparts both in OAU and other sister universities.

I brought many things to bear and reflect during my tenure of office from 2009-2012. First was training as a sociologist and I made use of my skills in the area of "Sociological Imagination" to analyze events and situate things. Second is my inborn talent and orientation as an "Osomalo". (Osomalo is a concept used to describe the extraordinary business acumen, pragmatic and practical skills of the **Ijesa** people in Osun state, Nigeria). Third was my banking experience with the defunct National Bank of Nigeria Ltd., in the 70s and my exposure to monetary economics where I have come to learn so much about how to manage money.



**Figure 13:** Photographs of the Awovarsity Secretariat Complex

I started work by looking at the following: (i) lifestyle of my colleagues- their needs, priorities, hopes, dreams, and aspirations. This includes: the need to maintain the home, so I introduced Household Equipments Loans. This scheme allows our members to acquire all manner of household items and equipments; (ii) Learned/Foreign/ Local Conferences Loans. This is to enable our members attend all manner of conferences both at home and abroad; and (iii) Emergency

Loans. This was designed to enable our members to cope with all manner of emergencies that require financial intervention. There are emergencies such as sudden illnesses, accidents, natural disasters, etc., The reality of life is that there is no time when we will ever stop incurring unanticipated expenses. The scheme was introduced at a time when the process of obtaining salary advance in our banks and other financial institutions had become cumbersome. In order to avoid putting the burden of staff salaries and maintenance of the secretariat on our members, I led the society to build a befitting Secretariat Complex with a standard events centre and conference facilities. We also acquired two vehicles for a Car-Hire business outfit. This provided a dual advantage, not only did we make money from the transport venture but we also provided gainful employment to some people who are now on our payroll and pursuing their own careers.

Finally, we observed that our members want good service delivery and bountiful dividends. We ensured that requests for all manner of loans were processed as quickly as possible. Unnecessary bureaucratic bottlenecks were avoided while excess funds were invested in Fixed Deposit portfolios with banks offering the highest percentage of interest. I can conveniently report here today that my tenure as President of Awovarsity is still referred to as the **golden years** by a large group of the membership. The photograph of the Awovarsity C.I.C.S. Ltd., Secretariat Complex is shown here:

## **Recommendations**

### **Occupational Choice and Workers' Need for Self Reorientation**

In my study of the factors influencing occupational choice, three issues came out clearly as a matter of interest. First occupational inheritance is a continuing theme in occupational choice. Second, occupational choice is significantly influenced largely by constraints within the socio-economic environment. Third, money or other forms of financial incentives is a strong determinant of occupational choice most

especially among the youths. These findings made us to offer the following recommendations.

First, we begin with a word for would be job seekers and applicants. Money is not everything. Even though money is important, it is not always and regularly the ultimate. Sometimes a career that guarantee fulfillment, feeling of doing something important counts. Even when the pay is not good enough, one may engage in some kind of activity to be meaningfully occupied in order to learn and gain some relevant experience which may be particularly helpful in the nearest future. At times working in a particular organization might fetch a typical worker some kind of goodwill or advantage which cannot be quantified nor monetized. I whole heartedly subscribe to Munroe's (2002) line of thought when he said:

*Working for fulfillment is better than working for money.*

*The purpose of a job is work, not money.*

*Through work, you become what you are.*

### **Management Problems and Organizational Performance.**

Our empirical investigations largely identified some problems which had to do with management (Aluko 2001b, 2004b and 2006b). We contend that all the organizations under focus were not doing enough to sufficiently motivate their employees to put in their best efforts at work. The low level of wages in the textile sector was cited as demotivating. We also found the problems of corruption, poor management of men and resources as well as sheer complacency on the part of some of the organizations in Nigeria. It is clear that some of our indigenous textile mills did not wake up in time from their slumber and to the dictates of trade liberalization and globalization. We therefore recommend that the indigenous organizations take some precautionary measures to counter the effects of liberalization and globalization and that they should not sit down with folded arms and expect miracles to happen.

In the face of these overwhelming problems militating against organizational performance, we sought for what should be done to alleviate or reduce the impact of these problems with a view to enhancing performance. The recommendations that emanated from our findings were for the purpose of convenience classified into two comprising those meant for the management of these organizations and government. At the level of the organizations, our findings showed that the preference of the average Nigerian for imported brands is a function of quality. This is what should form the core of strategies to capture the market for good.

Second, our findings suggest that strategic repositioning; product re-engineering and operational refocusing should be the major ingredients that should form the arsenal in the weaponry of the organizations to fight the battle. And as the environment is becoming more and more competitive, each organization should rise up to the challenge of trade liberalization and globalization.

Third, it was emphasized that the market today demands variety, which needs to be met by high level of creativity. Again, we recommend that these organizations must invest on new and modern production facilities so as to enhance both the speed of production and the quality of their prints.

Our findings largely show that Nigerian workers need a new orientation to work, most especially their attitude to work, commitment to work and perception of work. Management of work organizations have a major role to play in this direction. As a matter of fact, workers learn their traits and orientation through experiences while working in an organization. There is thus the categorical need for organizational orientation for all categories of workers in order to brief them properly about everything in the workplace, so as to enable them fit properly into their work roles.

Finally, we recommend that the management of these organizations

should give proper attention to staff training and motivate the workers with good welfare package.

On the side of the government, our findings re-emphasized the twin problem of infrastructural deficiency and the porosity of our national borders as the most debilitating challenge facing the indigenous organizations (Aluko 2001b and 2006b). To this end, we recommend that the government must strive to render meaningful assistance to alleviate these problems. Importantly, we contend that the problem of smuggling of all manner of foreign goods must be addressed critically to save the manufacturing sector from total collapse. The government must act with some sense of urgency in this direction.

The management of organizations in the manufacturing sector should do something urgent and continually about the level of wages, which from all indications is presently on the low side. Of course, it is impossible for any management to pay its employees beyond its means. And already salaries and emoluments of workers take up a substantial proportion of the total expenditure of many organizations. This notwithstanding, it is important that workers are paid living wages. Workers are inclined to do 'only as much as the pay is worth. And since the pay is low, the output may be commensurately low. After all, it is rational to expect workers to work as much as he or she thinks the pay is worth. The conditions of service of the workers must be addressed, to bring them reasonably close to what obtains in other sectors of the economy. More would be required of the individual worker, but conditions must be created to make him or her see hard work and performance as the path to success.

What are the bases of the recommendation for increased wages? First, is the fact that the evidence from some previous studies Mgbe (1993) Olugbile (1997) and Aluko (1998, 2000, 2001b and 2004b) showed that most Nigerian workers are extrinsically oriented and are therefore largely motivated by extrinsic rewards usually money. In Nigeria, all things being equal, a good wage is a potent and an effective motivator.

Second, is the fact that evidence from our studies indicates that Nigeria is a materialistic nation and as such the natural urge towards material acquisition is in-built in the average Nigerian worker and this motivates the workers to look for money aggressively and through whatever means be it through hard work, prayers, connections or luck. Third, is the argument that centres on the burden of dependence of the extended family. This has often meant that wages are usually inadequate to sustain both the nuclear and the extended families of the workers. Whereas in our setting, a worker is brought up in a collectivistic manner which puts a high premium on the fact that a worker does not exist for himself/herself or nuclear family alone but simultaneously for his or her extended family as well. Finally, and according to Sproul (1992) and Aluko (2001b and 2004b) multitudes of people take their pay level as a barometer to record their personal worth as persons. Workers in general tend to measure their worth by how their work is valued and as such salary levels and pay scales mean more to them than anything else.

This means that the payment of equitable and handsome wages means so much to the average Nigerian worker be it in the public or the private sector. There is thus the clear-cut and inevitable need to review the wages of workers in the manufacturing sector upwards regularly or from time to time. It is even timelier now that wages have just been reviewed upwards in the public sector in Nigeria.

Furthermore, we recommend that organizations in general need to do something about their technology. Organizations in Nigeria operate with relatively old and aged equipment that are no longer the latest in the market and which again do not enhance the speed as well as the quality of their products. The relationship between the availability of the needed technology and organizational performance is quite significant as the findings from our studies revealed. And as such, the management of organizations must as a matter of must and urgency acquire the latest and up to date technology for their operations (Aluko 2006b).

## **Governmental Intervention and Policies.**

It is clear from our findings that some of the problems militating against organizational performance most especially the problems of murky political and economic climate as well as the inadequacy of public utilities are not in the jurisdiction of the management of these organizations. Rather, they are exclusively in the jurisdiction of government. On the part of government, the following recommendations were made. First, the government should do all within its power to combat smuggling. These foreign and smuggled products have taken over the Nigerian markets because they are usually comparatively cheaper having successfully evaded import duties payable on them. The government should ban the importation of fairly used clothes otherwise known as *'Tokunbo, or Toks* Nigerians' patronage of second hand goods has meant lower effective demand for domestic products and as such an outright ban of second hand goods is recommended.

Second, we recommend that the government should encourage its citizens to be patriotic and patronize made - in - Nigeria textile products. It is by patronizing the home made prints that the textile firms in Nigeria can grow and improve. Rome was not built in a day and the progress made by the Asians in textile technology was not achieved overnight. The philosophy is that the heights reached and kept by great men were not achieved by a sudden flight. These Asian countries took off and succeeded because their home front was conducive most especially in terms of patronage. It is therefore recommended that the government should encourage its citizens to patronize homemade prints. The low demand for homemade prints constitutes a bottleneck for organizational performance. Patronage of locally made goods should form the bedrock of any self-reliance policy and should form the anchor of any genuine economic programme for Nigeria. With reduced patronage as a result of ready availability of more attractively-packaged and meticulously-advertised foreign imports, and faced with the disdain of educated elites, the textile firms

suffered immensely. Therefore, this ugly trend must be curtailed and all hands must be on deck in getting this done.

Third, we recommend that the government should review the value of the domestic currency - the naira and ensure that it is relatively stable. According to Zakaria (1997), the depreciation of the value of the naira since the turn of this decade and resulting high cost of production have been responsible for a decline in profit in most Nigerian firms. There are complaints in the manufacturing sector that the low value of the nation's currency is making it difficult and sometimes impossible for these organizations to replace ageing machinery. The findings that emerged from our studies (Aluko 2001b, 2005a and 2006b), revealed that the inadequacy of technology is one of the greatest problems militating against organizational performance in Nigeria. The government should take positive steps to stabilize the value of the naira and make the foreign exchange processes less cumbersome as there are indications that these organizations are unable to acquire other production inputs due to shortage of foreign exchange. But the most important problem remains that of the low value of the naira in relation to other currencies most especially the pound sterling and the American dollar.

We also recommend that government should review wages upwards most especially in the public sector of the economy. It is argued that the low level of wages in Nigeria in general is partly responsible for the low level of effective demand for domestic prints. It is envisaged that if wages are reviewed upwards in general - it will have a kind of spill - over effect on the demand for manufactured goods in general and textile materials in particular. After all, clothing is one of the typical primary needs of a worker, after food and shelter; the next in the hierarchy of primary needs is clothing. The ongoing efforts by government to review upward wages in both the public and the private sectors of the economy are a step in the right direction. This is quite commendable.

Furthermore, there are recommendations on the problems related to Nigerian membership of the World Trade Organization (WTO). It is high time Nigeria took a second thought about her membership of the WTO. Trade liberalization and globalization is good, but at what costs? What is the impact of trade liberalization on (1) the nation, (2) its organizations and (3) the workers? The main benefit of WTO is that Nigeria can go into trade in any part of the world and other nations too have free access to Nigeria. There is nothing special about this benefit. The impact of trade liberalization on the manufacturing sector in Nigeria has been overwhelming, disastrous and killing. Nigeria and the indigenous organizations were not prepared for the challenges of globalization. It was a double tragedy as these textile firms had to face both domestic recession and world market exposure simultaneously. The textile firms felt the brunt so much that so many of them had to fold up, while those remaining in business are down-sizing and operating below their installed capacities while some are ailing. In the Annual Reports and Account for our case studies, many of the organizations operated at a loss, while the level of profit margin of others has also been fluctuating. There are two important observations about the cheaper Asian textile products. First, is the fact that the Asian prints were produced under repressive work conditions and subordination as illustrated by factories where teenage girls, without access to unions, were subjected to tightly supervised, despotic or paternalistic regimes. (Andrea and Beckman, 1999) According to the GS Report (1982) it was 'economically nonsensical and morally absurd to allow goods to enter the country that are produced under such absolute subjugation of human rights. Second, the usual cheaper Asian prints were under -invoiced from the countries of origin so as to attract high level of effective demand `abroad.

Perceived in pure economics, in discussing trade liberalization, we agree with Mkandawire and Soludo (1999) when they contend that adequate preparations should be made in terms of relevant supply - side measures and institutional arrangements to elicit the desired export

supply responses before deep liberalization schemes are implemented. The experiences of Argentina, Brazil, Zimbabwe and Mauritius bear this out. In Mauritius and Zimbabwe, trade liberalization was managed more selectively in a context in which the export sector was already quite diversified and firms had attained a reasonable degree of competitiveness. Organizations in the manufacturing sector were given adequate time to make adjustments but the contrary was the case in Nigeria. In the specific case of Zimbabwe, organizations were made to be aware that the subsequent phase of import liberalization would allow the import of goods that would compete with their outputs. This awareness, therefore, induced many of the organizations to invest in technological improvements of various kinds in anticipation of a more competitive environment.

An industrializing nation like Nigeria attempting to venture into liberal trade finds that it must compete with already established and solid organizations in the developed countries with vastly superior technology (and also superior managerial skills, financial abilities, and even intangible assets such as brand-name loyalty). In the presence of competition, it is very difficult for the organizations from an industrializing country to survive in their own domestic market, not to speak of breaking into export markets, if free trade prevails (Chang 1996). The implication of this, according to Mkandawire and Soludo (1999) is that some protection or subsidization of the infant industry would be required initially before exposing it to international competition. In essence, without protection for several industrial activities with strong learning and scale economics, such activities might never even develop at all, and deindustrialization might occur if existing firms are exposed to full, and sudden, international competition.

Dell (1982) provided justification for the protection stance by arguing that:

*There is not a single industrial country that did not employ vigorous protection at some stage in its history. Among the much-applauded newly industrializing countries... the most important have highly regulated economics. Even highly industrialized a country as Japan, the miracle economy of the century, continues to this day to protect its industrial development in a variety of ways. While Japan is under great pressure to dismantle this protection, the important lesson of Japan for the developing countries and for the Fund is that properly managed protection, so far from being an obstacle to growth, is an indispensable instrument in promoting growth.*

It is clear from our findings that the Nigerian domestic prints are competing with prints, which are produced under repressive labour conditions and under-invoiced into the international trade. It is also clear from this information that Nigerian mills cannot compete with the Asian prints when it comes to the issue of pricing. This finding also explains why the Asian countries are coming up with cheaper prints (Aluko 2001f, 2004a and 2006b).

What then are the implications of Nigerian membership of WTO? First, is the fact that the textile firms in Nigeria were ill prepared for the challenges of liberalization and they have started folding up. Second, those that folded up threw their employees back into the already saturated labour market thus compounding the problem. Again, those that are not folding up are downsizing their work force in order to break-even and thus those retrenched are also thrown back into the labour market. It is sad to report most of the Nigerian textile mills are dead today.

It is thus clear that the government has to be helpful otherwise the manufacturing sector will collapse. Our recommendation is that Nigeria should take a second look at her membership of the WTO and

then selectively engage in those trades that will not jeopardize her national interests, most especially the imperative need to protect the textile firms. It is ignorance that makes the rat engage the cat for a duel. The rat will lose at all fronts. So it is not good for Nigeria to open up her market for foreign trade at the expense of her own firms. It is nothing less than inflicting self - injury on oneself. No matter what strategies we adopt, the foreign organizations are always at the leading edge of competition in the global and domestic markets due to their economies of scale advantages, which they have over indigenous competitors.

Finally, but not the least important is the problem of the inadequacy of public utilities most especially electricity and the occasional fuel shortages in Nigeria. Frequent power failures disrupted production for long periods and forced industry to invest heavily in stand-by generators. We noted that capacity utilization would have been on the increase if not for the problem of erratic power supplies. Even when financially strong organizations handled this problem by investing in their own generating capacity, as in most of our studies, the problem is often further compounded by the incessant shortage of refined petroleum products (Diesel, LPFO, (Black oil), Kerosene, etch) resulting in higher cost of production. The issue of water supplies is not problematic as the organizations under focus sunk bore holes in their premises and as such the issue remains that of electricity.

We therefore recommend that government should take urgent steps to address the problem of inadequacy of electricity in Nigeria. The problem is one of the reasons why our indigenous organizations cannot compete favourably with their foreign counterparts. It is also one of the reasons partly responsible for low capacity utilization in the manufacturing sector. Therefore, the provision of adequate electricity both for the people and industrial use becomes a responsibility that the government cannot run away from.

In general, Mkandawire and Soludo (1999) suggested that an industrializing country would need policies to develop the hard and soft

infrastructure required to build up a competitive manufacturing sector. This would involve massive investment in such hard infrastructure as roads, ports, competitive telecommunication and postal services, electricity, and water supply. Human - capital development through investment in education at all levels, especially in science and technology and research and development, would serve to provide the country with the requisite skills to compete in the modern world. The infrastructure would include the institutional framework for doing business - an efficient and transparent regulatory framework, enforcement of contracts and well-defined property rights, insurance and accounting services, development of the money and capital markets, forging of business - government relationships, and so forth. Furthermore, a range of tax, credit, and labour policies would be needed to lower the operating costs of organizations. Institutions to provide long-term finance and procure information relating to technologies and markets need to be designed.

On a final note, something positive and concrete must be done about the poor state of our technology. Naturally, Nigerian government, scholars and businessmen are greatly distressed about the low level of our technological development. For me, however, Nigeria's present predicament is best viewed as a challenge to the drive, creativity and resilience of its peoples. And I believe that we are adequately endowed in these attributes to transform our present adversity into advantage: specifically, into an opportunity to build a rich, strong and self-reliant national economy. Development has always been the result of human ingenuity, enterprise and physical exertion, with the appropriate technology being part of the process and its driving force. What then is appropriate or relevant technology?

Mr. Vice-Chancellor Sir, the notion of relevant technology is not new. It has however gained renewed force and importance in the context of Nigeria's present crisis. Relevant technology denotes the technology that addresses the needs of the mass of the local people that draws on

their skills and builds upon their technological tradition. It is labour intensive and therefore enhances the people's capacity to provide for themselves and to contribute to aggregate growth. In effect, relevant technology is that technology which is nuanced towards the resource endowments of a nation, its needs, politics, economics and culture. It is technology that is made by the people from their surrounding and for their survival and progress.

In making a case for relevant technology we do not advocate technological autarky in which a nation becomes a Technological Island. This is neither possible nor even desirable. What we insist on is that instead of pinning our hopes on the elusive concept of technological transfer, Nigeria should stress technology transplant, that is, the adoption and adaptation of only the technology that is compatible with the needs of our people.

On a final note, I like to recommend that government and employers of labour treat workers well and handle their welfare as a matter of priority. Again, I will subscribe to the words of Munroe (2002) when he said that:

*“The power of productivity is work. You can't run a country where the people aren't working because you can't force people to work. Governments can't legislate obedience, nor can they force people to cooperate without question. Everybody has rights, a will and a conscience, Sooner or later, workers will rebel if they feel they are working for nothing. Out of sheer desperation they will try to control their own destiny. There's power in work- much more power than churches, governments, or other social organizations have- because the workers control productivity and, therefore, the destiny of the nation”.*

When people decide they aren't going to work, the back of a nation is broken. Government and employers of labour should on all occasions

try to do all within their powers to prevent strikes and all other forms of industrial conflicts.

## **Conclusion**

Sociology like all sciences have dual function. First, they serve to help people solve their problems and second, they help people to explore and understand the world around them. As such, there is an interest in application and also in understanding. One of the greatest contribution which Sociology as discipline can make or add to the existing body of knowledge in Organization theory and Human Resource Management is to come up with findings that can be used to enhance the performance of labour on the one hand, and that of the organization itself on the other hand. It is desirable, of course, that 'solutions' be found for all manner of organizational problems and that certain universal principles of social life be established which can be used to improve workers' performance. Reliable knowledge about social phenomena is an essential and basic prerequisite for better human relationships in the workplace, and in turn, for a better society. This is what we have presented in this Inaugural Lecture.

Science is a social activity, and as such, findings and submissions by a single or a group of scholars should be susceptible to replication, validation, amplification and modification by other members of the scientific community. There is the categorical need to replicate some of the findings reported in this Inaugural Lecture. This is our stand.

Sociology has given me the opportunity to learn, train, teach, consult, and travel all over this nation and beyond. I have learnt so much about MAN and his sociality. I am no longer an ethnocentric person in my character and outlook. Studying Sociology has been a liberating experience, it has enlarged my sympathies and imagination, opened up new perspectives on the sources of my own behaviour, created an

awareness of cultural settings and institutions different from my own, sociological thinking has been helpful in my analysis of self-understanding, and my improved understanding of the social world. I have come to the knowledge and understanding that it is difficult to make far reaching generalizations about MAN. I begin to wonder what the world would have been without sociological investigations and interventions. To SOCIOLOGY, I am most thankful.

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I have served in several capacities in this University: Head of Department, 2008-2012, Business Committee of Senate, 2009-2017, Financial Secretary ASUU, Treasurer ASUU, President Awovarsity C.I.C.S. Ltd., Member, Governing Council of the University-2017, Dean, Faculty of Social Sciences-2017, Chairman, Committee of Deans-2017. I like to thank all those who elected me to these positions and those who worked with me at various times and those working with me currently.

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Great is Thy faithfulness, O God my Father;  
There is no shadow of turning with Thee;  
Thou changest not, Thy compassions, they fail not;  
As Thou hast been, Thou forever will be.

*Great is Thy faithfulness!*

*Great is Thy faithfulness!*

*Morning by morning new mercies I see.*

*All I have needed Thy hand hath provided;*

*Great is Thy faithfulness, Lord, unto me!*

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