

# **MANAGEMENT AND HUMAN VALUES IN NIGERIA: A THEORETICAL APPROACH**

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## **Abstract**

The place of human values in organisations today has become a topical issue and has generated robust discussion among value scholars and management practitioners. As competition and rivalry for market leadership have become stiff, organisations have begun to look inwards into evolving ethical and human value-based practices as a form of competitive advantage and in developing an attractive workplace. The realm of management that began with starchy devotion to the scientific approach where workers were seen as a means and not the end in the production process and were treated as mechanistic items and economic articles that are to aid the realisation of organisational goals has given way to the human relations and behavioural schools which respected workers, emphasised the need to motivate them and sought to create an attractive work environment that aimed to achieve a marriage of organizational development with workers' development. Therefore, focus has consistently shifted towards value-based models of growth in the workplace. Modern organisations require a new corporate model based on ethical practices and human values and organizations in Nigerian must increasingly submit their business processes and operations to align with these global best practices. This paper considers the place of management and human values in Nigeria from a theoretical approach.

**Keywords:** Management, Values, Human Values, Organisation, Workplace.

## **Introduction**

Management is an important component of an organisational setup because it facilitates the realisation of organisational goals and fosters the commitment, dedication and satisfaction of the workforce. However, management in most organisations is helped to fulfil its functions and carry out its roles by some consciously developed or crafted values. There are about three different values governing the operations and business activities of an organisation and these values

are: economic values, social values and human values in no special order (Urim, 2009). The economic values are concerned with the operating income, market capital, share price, revenue, profitability, among others. Social values are concerned with environmental management, compliance, social contributions and socially responsible projects, while human values include attractive and ergonomic workplaces, which motivate workers to pursue new challenges and innovate, encourage them to contribute to society, and support their career development, inter alia. Of all these values, human values are reckoned to be the most important because organisations exist through the contributions of two people: those who use its products and those who create them (Oticon, 2006).

Furthermore, a research by the Chartered Institute of Personnel and Development suggests that a correlation exists between the performance of companies and the ways in which they developed and managed people (CIPD, 2003). People management today is therefore becoming the core of organisational discourse. Companies who care about their employees and what they can do to benefit their businesses are the companies that truly value quality human resources. Such organisations put a huge emphasis on the correlation between increased financial productivity and employees who enjoy what they do. It is not too hard to imagine that employees who are given positive incentives, whether financial and non-financial benefits, to come to work each day can benefit a company greatly by performing to the best of their abilities.

In support of human values as the chief driver of management change and the creator of organisational culture, Davar (2006:14) noted, "The culture or the spirit of an organisation is determined by the sum of the values, beliefs and working practices that exist within an organisation." Stretching this contribution, it is safe to say the culture, practices and operations of an organisation are a representation of its value and belief system in place. This article is therefore an overview of management and human values in Nigeria from a theoretical perspective. The intention here is to examine the behaviour, attitude and value system of management in Nigeria and the role human values are playing in management's perception of workers, the workplace and organisation. In this article, too, efforts will be made to highlight the impact that human values can have on management's perception of the workforce, the treatment of workers and the workplace.

## **Conceptual Clarification**

### **What is Management?**

Management is a generic term and subject to many interpretations. However, as Mary Parker Follett, one of the nineteenth century scholars pontificated, management simply is the process of getting activities completed efficiently and effectively with and through other people within organisations (Kleiman, 2010). Kleiman adds that management in all business areas and organisational activities are

the acts of getting people together to accomplish desired goals and objectives. In defining management, classical theorists, according to Imhonopi & Urim (2012), see it as the development of processes and principles that foster efficiency in organisational life. According to Daft (2005), from the behavioural point of view, management is understanding workers' attitudes, behaviour, motivation needs and applying conceptual and analytical tools to these needs with a view to predicting and influencing workers' behaviour. Quantitative theorists posit that management is concerned about how to use mathematical and statistical approaches to solve organisational problems, allocate scarce resources including time and by being concerned with improving productivity and quality of goods and services through capacity planning, facilities location, facilities layout, materials requirement planning, scheduling, purchasing and inventory control, quality control, computer integrated manufacturing, just-in-time inventory systems, and flexible manufacturing systems (O'Connor, 1999). Viewing management from the Systems School paradigm, Robbins & Coulter (1999) argue that management is focused on properly understanding organisation as an open system that transforms inputs into outputs. Contingency School theorists, on the other hand, see management principles and processes as dictated by the unique characteristics of each situation. In this sense, they claim that there is no one best way to manage and that it depends on various situational factors, such as the external environment, technology, organisational characteristics, characteristics of the manager, and characteristics of the subordinates (Daft, 2005). This must have informed the opinion that managers are creatures of the moment, perpetually immersed in the nitty-gritty of making things happen (David, 2005).

In sum, as Imhonopi & Urim (2012) observed, management is a dynamic system with processes and principles led by a group of people who seek to understand and influence employees' behaviour and attitude to achieve organisational goals and objectives through different problem-solving approaches, within a learning environment of job satisfaction for employees who are also involved in the growth, learning and survivability of the organisation in a constantly changing environment. Management, therefore, is active, not theoretical. It is about changing behaviour and making things happen. It is about developing people; working with them, reaching objectives and achieving results. Management is a creative as well as a systematic flow of knowledge that can be applied to produce results by using human as well as other resources in an effective way (Kadiwala, 2010). It is not limited to managing human resources but includes various branches like financial management, strategic management, operations management, time management, crisis management, marketing management, etc. Each of these is a separate branch that is being handled by managers who specialise in these fields.

Generally, therefore, management encompasses an array of different functions undertaken to accomplish a task successfully within an organisation; meaning that management exists for the purpose of "getting things done." However, it is the way management goes about achieving its target that makes management both an art and a science as well. It is an art because it deals with people and

human-related management issues and is a science because of the scientific processes, procedures and tools deployed in the effective running of an organisation.

### **Human Values**

According to Gustavsson, Tripathi and Rao (2005), there are two main approaches to the understanding and conceptualisation of human values: the ideal-normative approach with theistic and humanistic branches and the empirical-purposive approach. The ideal-normative approach is steeped in the Western tradition and represented by Plato's formulation of the absolute values of Truth, Goodness and Beauty. These values are conceived as having independent existence of their own and are used as ideal norms for value judgement at the relative level of human existence. In the Indian tradition, absolute values are related to the absolute reality whose nature is described as Sat, Chit and Anand. Attainment of a state of eternal bliss by the realisation of identity of the individual self with the universal Self of this absolute reality is the highest and ultimate object of human striving. Closely related to this absolutist perception is the theistic view which may be called a sub-group of the idealistic-normative approach. This view is based on a metaphysical belief system which accepts the reality of a divine cosmic order and faith in the authority of a creator God who is also the upholder of all values. The basis of all ethical, social and other human values is sought in the enduring truths, either revealed or obtained through super-conscious insights of sages, contained in different pieces of sacred religious literature. Although differing in their belief systems, rituals and customs, the great world religions have a large area of agreement on the basic moral values, conceptions of personal virtues and social group behaviour based on humanistic values of love, brotherhood, caring and sharing. Many great leaders like Gandhi, Martin Luther King and Nelson Mandela were inspired by the absolutist-theistic value system and they used it as the basis for their efforts towards the spiritual, social and political transformation of their societies. As Chakraborty (1995a, b) and Ranganathanand (1991) contend, in recent times, the term "human values" has been used for this theistic approach to value system.

The second sub-group of the idealistic-normative approach to human values is made up of all the different strands of humanistic thoughts, ranging from love and compassion of Buddha to the radical humanism of Marx. Included in this sub-group are the ideas of humanists having varying degrees of theistic, non-theistic and atheistic leanings but **attaching prime importance to man and to human values**. As Fromm (1981: 148) points out "There is a remarkable kinship in the ideas of Buddha, Eckhart, Marx, and Schweitzer: their radical demand for giving up the having orientation; their insistence on complete independence; their metaphysical skepticism; their godless religiosity, and their demand for social activity in the spirit of care and human solidarity".

These humanist ideas and movements developed as protests against oppressive constraints on the human spirit of freedom, creativity and dignity, imposed by religious dogmas or by dehumanising social or technological orders of

their day. They developed a new ethics of man based on interconnectedness of humankind, love and respect for life, the joy of sharing and caring, and the faith in man to shape his own destiny. These ideas find deep reflections in the literary traditions of both the East and the West over the last few centuries (Bharati, 1990), and gave rise to different kinds of social and political theories, like liberalism and socialism, for the betterment of humankind, particularly of the oppressed and the exploited. As Gustavsson, et al. (2005) argue, the humanistic paradigm of values has led to the declaration of Universal Human Rights by the United Nations. They opine that the term "human values" has generally been understood in this context of humanistic thoughts.

The second main approach to human values is the empirical-purposive approach adopted by modern psychologists and other social scientists like Mukherjee (1965), Rokeach (1973) and Schwartz (1994). The empirical-purposive approach views values as a distinct component of the total human personality, which guide or affect attitude and behaviour of the individual and social groups. In Schwartz's view, values are "responses to three universal requirements with which all individuals and societies must cope: needs of individual biological organisms, requisites of coordinated social interaction and requirements for smooth functioning and survival of groups" (Schwartz, 1994: 21). This approach is non-normative and is not based on any religious or philosophical system of ideas or worldview, nor on any socio-political ideology. In this approach, identification of values, their classification, and search for interrelationships between them are based on empirical methods of observation, attitude surveys, statistical validation techniques, and others. Conceptualisation of human values based on the findings of empirical research is fast becoming a distinct area of social science research. These empirical studies and researches on human values are purposive because knowledge gained by them is sought to be utilised for practical purposes in diverse areas like, management science (leadership and team building, human resource development, and others), in socio-political policy decisions (welfare programmes, race relations, positive action programmes for minorities, population control programmes, environmental policy, and others). Hence, the appropriateness of the use of the term purposive in the descriptive title 'empirical-purposive' for this approach to human values.

Another way of classifying the different approaches to human values could be in terms of the level of aggregation they focus their attention on (Imhonopi & Urim, 2012; Onifade, Imhonopi & Urim, 2013). These levels may be called the individual, the sociological and the ecological. The first level focuses on the individual human being, taken as an independent entity. Some illustrative value terms referring to this level are survival values, character, personal virtues, aesthetic appreciation, human rights, salvation, self-realisation, inter alia. At the second level, individual values are subordinated to the sociological values. It is concerned with operation of values at the collective level of human society and includes values associated with family and other social institutions and professions; caring and sharing, sense of social responsibility, social and economic justice, values of humanity and human

interconnectedness, and others. Similarly, the ecological level subordinates the first two and consists of values from the standpoint of human beings as a part of the total ecological system. In the reports commissioned by the Club of Rome, there is a concern for developing a "new world consciousness..., a new ethic in the use of material resources, a new attitude towards nature, based on harmony rather than on conquest ... a sense of identification with future generations" (Mesarovic & Pestel, 1974: 148) to avoid global catastrophe caused by unrestrained economic growth. "For the first time a demand is being made for an ethical change, not as a consequence of ethical belief but as the rational consequence of economic analysis" (Fromm, 1988: 149). Human values perceptions from this perspective focus on the interdependency of human beings and nature and include expressive terms like respect for and harmony with nature, concept of Mother Earth, sustainability, conservation, and others. Thus, the authors arrive at a two-dimensional matrix for the classification of human values concepts. One dimension of this matrix consists of the different approaches and the other of the three levels of aggregation, shown as the horizontal and the vertical columns of the table below.

<b>Approach level</b>	<b>IDEAL-NORMATIVE</b>		<b>EMPIRICAL-PURPOSIVE</b>
	<b>Theistic</b>	<b>Humanistic</b>	
<b>Individual</b>	X	X	x
<b>Sociological</b>		X	x
<b>Ecological</b>			x

Therefore, human values refer to those basic moral values, conceptions of personal virtues and social group behaviour based on humanistic values of love, brotherhood, caring, sharing, fairness, respect, compassion, friendliness, integrity, honesty, egalitarianism, equality and equal opportunity which guide human and social interactions, affecting the individual, sociological and ecological planes. When these values are brought to bear on the behaviour, attitude and ethics of managers in an organisation, they would affect the way managers treat their subordinates and the workforce, on one hand, and also affect the way the organisation is run within the social milieu, on the other hand.

### **Brief Historical Development of Management Thought**

The schools of management thought are theoretical frameworks for the study of management. Each of the schools of management thought is based on somewhat different assumptions about human beings and the organisations for which they work. Since the formal study of management began late in the 19th century, the study of management has progressed through several stages as scholars and practitioners working in different eras focused on what they believed to be important aspects of good management practice. Over time, management thinkers have sought ways to organise and classify the voluminous information about management that has been collected and disseminated. According to Barnett (2010), these attempts at

classification have resulted in the identification of management schools as summarised below:

**Five Major Schools of Management Thought**

<b>MANAGEMENT SCHOOLS</b>	<b>BEGINNING DATES</b>	<b>EMPHASIS</b>
<b>CLASSICAL SCHOOL</b>		<b>Managing workers and organisations more efficiently.</b>
Scientific Management	1880s	
Administrative Management	1940s	
Bureaucratic Management	1920s	
<b>BEHAVIORAL SCHOOL</b>		<b>Understanding human behaviour in the organisation.</b>
Human Relations	1930s	
Behavioural Science	1950s	
<b>QUANTITATIVE SCHOOL</b>		<b>Increasing quality of managerial decision-making through the application of mathematical and statistical methods.</b>
Management Science	1940s	
Operations Management	1940s	
Management Information Systems	1950s—1970s	
<b>SYSTEMS SCHOOL</b>	1950s	<b>Understanding the organisation as a system that transforms inputs into outputs while in constant interaction with its environment.</b>
<b>CONTINGENCY SCHOOL</b>	1960s	<b>Applying management principles and processes as dictated by the unique characteristics of each situation.</b>

**Source:** Barnett (2010)

**The Classical School**

The classical school is the oldest formal school of management thought and predates the twentieth century. The classical school of thought generally concerns ways to manage work and organisations more efficiently. Three areas of study that can be grouped under the classical school are scientific management, administrative management, and bureaucratic management. The classical had proponents such as Frederick W. Taylor followed by other contributors like Frank Gilbreth, Lillian Gilbreth, and Henry Gantt (Scientific Management); Henri Fayol (Administrative Management) and Max Weber (Bureaucratic Management). These schools in the Classical school emphasised efficiency, process and principles in the management of the organisation.

### **The Behavioural School**

The behavioural school of management thought developed, in part, because of perceived weaknesses in the assumptions of the classical school. The classical school emphasised efficiency, process, and principles. Some felt that this emphasis disregarded important aspects of organisational life, particularly as they related to human behaviour. Thus, the behavioural school focused on trying to understand the factors that affect human behaviour at work. The Human Relations School had proponents like Clair Turner, Fritz J. Roethlisberger, Elton Mayo, and others like Mary Parker Follett, Chester Barnard, Abraham Maslow, Kurt Lewin, Renais Likert, and Keith Davis et al., while the Behavioural Science school had Gordon Howell, Douglas McGregor, Chris Argyris, Frederick Herzberg, Renais Likert, and Ralph Stogdill, et al. as its proponents. The schools in the Behavioural School looked at human behaviour at work, interpersonal communication, personality, attitudes, values, motivation, group behaviour, leadership, communication, and conflict, among other issues, as important factors in identifying and meeting workers' needs and getting them to support and commit to the realisation of the objectives of the organisation.

### **The Quantitative School**

The quantitative school focuses on improving decision-making via the application of quantitative techniques. Its roots can be traced back to scientific management. The proponents of the schools in the Quantitative School are George Dantzig (Management Science and MIS) and W. Edwards Deming (Production and Operations Management). These schools advocated for the use of mathematical and statistical approaches to solving management problems, while the production and operations management school was concerned with how to improve the quality of the operation and control of the production process that transforms resources into finished goods and services.

### **Systems School**

The systems school focuses on understanding the organisation as an open system that transforms inputs into outputs. This school is based on the work of a biologist, Ludwig von Bertalanffy, who believed that a general systems model could be used to unite science. Early contributors to this school included Kenneth Boulding, Richard Johnson, Fremont Kast, and James Rosenzweig. It must be said that the ideas inherent in the systems school formed the basis for the contingency school of management.

### **Contingency School**

The contingency school focuses on applying management principles and processes as dictated by the unique characteristics of each situation. It emphasises that there is no one best way to manage and that it depends on various situational factors, such as the external environment, technology, organisational characteristics, characteristics of the manager, and characteristics of the subordinates. Contingency

theorists often implicitly or explicitly criticise the classical school for its emphasis on the universality of management principles; however, most classical writers recognised the need to consider aspects of the situation when applying management principles. A few of the major contributors to this school of management thought include Joan Woodward, Paul Lawrence, Jay Lorsch, and Fred Fiedler, among many others. The contingency school originated in the 1960s. It has been applied primarily to management issues such as organisational design, job design, motivation, and leadership style.

### **Contemporary Schools of Management Thought**

Contemporary management research and practice continues to evolve and new approaches to the study of management continue to be advanced. Examples of contemporary schools of management thoughts include Total Quality Management (TQM) and the learning organisation. While neither of these management approaches offers a complete theory of management, they do offer additional insights into the management field.

### **Managers' Attitudes Towards People**

The way managers approach the performance of their jobs and the behaviour they display towards their subordinates is likely to be conditioned by their predispositions about people, human nature and work. McGregor (1960) put forward two suppositions about human nature and behaviour at work. He argued that the style of management adopted is a function of the manager's attitudes towards people and assumptions about human nature and behaviour. The two suppositions are called **Theory X and Theory Y** and are based on bipolar assumptions about people and work.

### **Theory X**

Theory X represents the Carrot and Stick assumptions on which traditional organisations are based. Its assumptions are that:

- the average person is lazy and has an inherent dislike for work;
- most people must be coerced, controlled, directed and threatened with punishment if the organisation is to achieve its goals.
- the average person avoids responsibility, prefers to be directed, lacks ambition and values security, most of all; and
- motivation occurs only at the physiological and security level.

Managers that share this perception or worldview adopt the central principle of Theory X, which is direction and control through a centralised system of organisation and the exercise of authority. Assumption based on theory X approach, and the traditional use of rewards and sanctions exercised by the nature of the managers' position and authority, are likely to result in an exploitative or authoritarian style of management.

## **Theory Y**

At the other extreme of the continuum is Theory Y, which represents the assumptions consistent with current research knowledge. The central principle of Theory Y is the integration of individual and organisational goals. Its assumptions are that:

- for most people work is as natural as play or rest;
- people will exercise self-direction and self-control in the service of objectives to which they are committed;
- commitment to objectives is as a result of rewards associated with their achievement;
- given the right conditions, the average worker can learn to accept and seek responsibility;
- the capacity for creativity in solving organisational problems is distributed widely in the organisation;
- the intellectual potential of the average person only is partially utilised; and
- motivation occurs at the affiliation, esteem and self-actualisation levels as well as the physiological and security levels.

McGregor contends that a Theory Y approach is the best way to elicit co-operation from workers in an organisation. It is the task of management to create the conditions in which individuals may satisfy their motivational needs and in which they achieve their own goals through meeting the goals of the organisation. Developing McGregor's theory further, a comparative analysis of management and practices from different cultural backgrounds is provided by Ouchi (1981). In contrast to the traditional management style, Ouchi recommends a Theory Z, which is the Japanese management style. The characteristics of a theory Z organisation are as follows:

- long-term employment, often for a lifetime;
- Relatively slow process of evaluation and promotion;
- development of company-specific skills, and moderately specialised career path;
- Implicit, informal control mechanisms supported by explicit, formal measures;
- Participative decision-making by consensus;
- Collective decision making but individual ultimate responsibility;
- Broad concerns for the welfare of subordinates and co-workers as a natural part of a working relationship, and informal relationships among people.

According to Ouchi, Type Z organisations would be more effective as a result of an emphasis on trust, which goes hand in hand with productivity; a less hierarchical and bureaucratic structure; and higher levels of workers' involvement - all of which will create a distinctive company style and culture.

## **The Influence of the Managerial Grid on the Development of Managerial Style**

Blakes and Mouton present a diverse approach to managerial style with their Managerial Grid in 1964 (transformed to Leadership Grid 1991). The Grid provides a basis for comparison of managerial styles in terms of two principal dimensions:

- Concern for people; and
- Concern for production.

Concern for human values is the amount of emphasis that the manager gives to subordinates and colleagues as individuals and to their needs and expectations. This is represented along the vertical axis of the Grid.

Concern for production is the amount of emphasis that the manager places on accomplishing the tasks in hand, achieving a high level of production and getting results or profits. This is represented along the horizontal axis of the Grid.

Blake's and Mouton's Theory categorises "how" the manager expresses concern about production and about people in a grid which they now capture in seven management styles. These management styles portray seven basic combinations of degrees of concern for production coupled with degree of concern for people.

- 1. The impoverish manager (1,1 rating):** the management style here has low concern for production and low concern for people. The Manager in this categorisation tends to be remote from their subordinates and believes in minimum movement from their present position. They do as little as they can with production or with people. They also believe that too much attention to production will cause difficulties with staff and too much attention to the needs of staff will cause problems with production.
- 2. The authority-compliance manager (9,1 rating):** This manager has a high concern for production and low concern for people. Such managers are autocratic. Staff are regarded as a tool for production, while motivation is based on competition between people in order to get work done. If staff challenges an instruction or standard procedure, they are likely to be viewed as being uncooperative.
- 3. The country club manager (1,9 rating):** the Manager here has low concern for production and high concern for people. This type of manager believes that a contented member of staff will undertake what is required of them and achieve a reasonable level of output. Production is secondary to the avoidance of conflict and maintenance of harmony among the staff is premium to the manager. Managers will seek to find compromises between staff and solutions acceptable to everyone. However, this management style tends not to lead to productivity for the organisation at the end of the day.

4. **The middle-of-the-road manager**, (5,5 rating); here the Manager has a moderate concern for production and moderate concern for people. This is a live-and-let-live approach and a tendency to avoid the real issues. This style of management is the "dampened pendulum" with managers swinging between concern for people and concern for production. Under pressure, the manager tends towards task management, where such strains relations and causes resentment from staff, he/she eases pressure by seeking compromise.
5. **The team manager** (9,9 rating). This is the ideal management style because here the Manager has a high concern for production and a high concern for people. The manager here integrates the tasks and needs of the people. Such managers believe in creating a situation whereby people can satisfy their own needs by commitment to the objectives of the organisation. Managers will discuss problems with the staff, seek their ideas and give them freedom of action. Difficulties in working relationships will be handled by confronting staff directly and attempting to work out solutions with them.
6. **Opportunistic management**, here organisational performance occurs according to a system of exchanges, whereby effort is given only for an equivalent measure of the same. People are bound to adapt to the situation to maximise the gains presented.
7. **Paternalistic/materialistic management**, here reward and approval are granted to people in return for loyalty and obedience; and punishment is threatened for failure to comply.

From their research, Blake and Mouton emphasise that managers may switch from one style to another or combine elements of different styles. However, they also found out that managers tend to have one dominant style of management that they use more often than any other. The dominant style of management is influenced in any particular situation by any of the four conditions:

- **Organisation** - the nature of the organisation in which the manager is employed and the extent to which there are rigid rules and regulations;
- **Values** - the personal values, beliefs and ideas that the manager holds concerning how to treat people or to manage results;
- **Personal background** - the deep-rooted personal history of the manager may be an important factor and may lead to a preference for a particular approach because that style may have been experienced frequently in the past;

- **Chance** - the manager may not have been confronted with or had personal experiences of alternative sets of assumptions about how to manage. "Chance" has not provided the manager the opportunity to learn.

### **The Need for Human Values in the Workplace**

From the above perspectives, i.e. development of management thoughts, Macgregor's Theory X and Theory Y and Blake and Mouton's Managerial grid, it becomes evident that management's perception of workers and colleagues and of the organisation and its stakeholders is a function of the value system embraced by managers. This view is supported by the positions of Gustavsson (2005), Oticon (2006) and Schwartz (1994; 1996; 2005a; 2005b; 2006). The modern workplace is typified by stiff competition, economic considerations, survival instincts and diverse forms of manipulations. This situation creates bad blood, suspicion, greed, exploitation, high-handedness, arm-twisting and sharp practices between and among managers and their subordinates. In other words, without the human values of love, mutual respect, integrity, honesty, loyalty, commitment, friendship, compassion, egalitarianism, equal opportunity and fairness in place, inter alia, and managers' wrong perception of workers, managers will resort to underhand and unethical practices in a bid to outdo, outclass and out-profit their subordinates and even the organisation.

### **Human Values Management**

The value of quality human resource is highly dependent upon the type of organisation employees work for. Management of values has to do with the creation of a dynamic environment where a variety of people can work together to achieve the same goals. Creating a workplace where employees are excited and driven to come to work each day, business and organisations have to take the time to expend resources in order to improve the quality of an employee's working life. This can only happen when companies realise that the value behind doing so results in increased productivity among all workers as well as an overall sense of job satisfaction among employees. Effective management of human value takes human resources and elevates it to a new level through superior training programmes and offers employees the chance to be engaged not only in work productivity, but their personal development as well. Because workers' development is so important to the company, there should be variety of training options presented to all employees. These include in-house training session, out-bound training programmes, and even programmes that allow for training abroad. It requires that once an employee concludes a training course, they should be certified and placed on a new task.

Companies that care about their employees and what they can do to benefit their business are the companies that truly value quality human resources. Organisations like these put a huge emphasis on the correlation between increased financial productivity and employees who enjoy what they do. It is employees who

are given positive incentives to come to work each day that benefit from a company greatly by performing to the best of their abilities. By conducting human resource activities that improve employee attitudes, companies can reap the benefits of a workforce that skilfully masters the business strategy as well as increased performances levels and higher market value.

A quality human resource is essential to hiring and maintaining effective and skilled employees. Most businesses agree that human resource activities are valuable to the success of a company and the efforts of its employees. If a business works to improve the attitudes of its respective employees, the company has obtained a distinct advantage over the competition that results in increased operating and market performance. Management should design a well-defined career path for employees to follow and reward positive attitudes and contributions employees make to the company. This type of incentive contributes to increase in good attitudes among employees and serves as proof that quality human resource activities are essential to a successful workforce.

No business can keep employees if those employees dread coming to work each day. This is where high quality human resources come to play; and it is so important to any organisation that desires to be successful. By keeping employees motivated and inspired, management facilitates positive workplace attitudes which in turn results in increased productivity for the company and its employees.

Expending human resources wisely is the key to maintaining a skilled and effective workplace regardless of the type of organisation. Research has indicated a strong connection between positive attitudes and the quality of the workplace. Creating an environment that employees can benefit from, as well as placing emphasis on their personal and professional growth, will result in dramatically increased market values and output for the company.

### **Management and Human Values in Nigeria**

This topic will not be adequate unless "Management and Human Values in Nigeria" is addressed. To start with, there is no denying the fact that many Nigerian companies and organisations operating in Nigeria display human value system in their corporate and business strategy through their vision and mission statements, core values and execution of their organisational culture. For instance, in the Federal Inland Revenue Service (FIRS), which is a tax collection agency of government, the new philosophy of the body incorporates and displays human value-based management system that affects stakeholders within and outside the organisation. In fact, tax payers are now seen as customers by the Federal Inland Revenue Service and are treated as such. There are positive sides to management and human values in Nigerian organisations and some of them have been listed below.

## **Positive Aspects of Management and Human Values in Organisations in Nigeria**

1. **Leadership style** The leadership style of many organisations in Nigeria is now Transactional (task-oriented) and Transformational in nature (change- and people-oriented). This therefore has moved leadership away from an autocratic point to a human-angled point.
2. **Open-door policies** Many organisations like the FIRS have adopted an open-door policy that allows workers to air their views, suggestions and even criticisms without the fear of reprisal.
3. **Welfare and reward packages** The welfare packages of many organisations in Nigeria have improved or are being improved on to provide living wages to workers. Besides these, there are numerous rewards given to workers today in many organisations such as profit-sharing, bonus shares, productivity/performance bonuses inter alia.
4. **Corporatism** Many organisations in Nigeria like banks have been removed from the dominance and control of a family or individuals to allow for the spirit of corporatism to flourish in the workplace today. This is part of the humanisation of the workplace going on in Nigeria.
5. **Customer-oriented businesses** Like alluded to, organisations in Nigeria are now rediscovering the place and importance of customers and according them the respect and privileges they deserve.
6. **Equal opportunity organisations** Today also, equal opportunity in recruitment and selection, reward and promotion is now being carried out in many workplaces.
7. **People-driven operations** Many organisations like the FIRS now embark on frequent training and development of staff, talent management, succession planning and carving their organisations as learning organisations with improved people processes and structures.
8. **Workplace ergonomics** Like the FIRS, the workplace today in Nigeria is increasingly conforming to global best practices of improved and attractive workplaces. Ergonomics is now the name of the game, as even public universities and organisations are beginning to wear a new look and imbibe world-class management and infrastructure in carrying out their work.

9. **Socially responsible institutions** Many organisations in Nigeria today are also becoming socially responsible in their business dealings, operations and even management style. This also is in line with a support for the society and the environment.
10. **Ethical and corporate governance** With the fall of some global giants like Cadbury, Enron, Siemens and Halliburton, in which they were incriminated in bribery and corruption scandals, many organisations are beginning to run ethical and effective corporate governance.
11. **Motivating people to pursue new challenges and innovate** With stiff competition in place, and the need for organisations to survive, many of them are now forced to motivate their people to innovate and to be creative in their approaches to work.
12. **Encourage people to contribute to society** This is another angle to it. Many organisations in Nigeria now raise funds for the sick, the elderly, HIV-Aids patients and some noble social causes. Business success is no longer measured in economic terms but in the level of impact an organisation has on society.
13. **Support career development** Many organisations in Nigeria, whether private or public, have always invested in their workers' career development and this is yielding great dividends for such organisations.

Although, there are positive examples of management and human values in Nigeria, there also exist numerous factors militating against an entrenchment of human values in the workplace in Nigeria today.

### **Factors Militating against a Successful Implementation of Human Values in Organisations in Nigeria Today**

1. **Corporate corruption (moral collapse)** The examples of moral collapse as evidenced by the scandals in the Banking sector in Nigeria involving 5 bank chiefs; the bribery scandals of Halliburton officials and some Nigerians, Siemens and some Nigerians and Enron, show that corruption and lack of moral values can impede the successful implementation of human values by management in Nigeria.
2. **Unethical management practices – greed, theft, misappropriation** Through greed, management engages in theft, misappropriation of company

funds and other sharp practices which are not in the interest of workers or the stakeholders in the organisation.

3. **Favouritism and nepotism** Some organisations, especially public institutions still engage in nepotism and favouritism in the distribution of entitlements and privileges.
4. **Tribalism.** This is another factor inhibiting the embedding of human values in organisations in Nigeria.
5. **Gender bias** When being female means being short-changed, disadvantaged and inferior, this will not promote human values in the workplace.
6. **Management-labour crises such as strikes and lockouts** Organisational conflicts, when not controlled can affect successful implementation of human values in the workplace and are an indication that these values have either been eroded or broken down.
7. **Existence of autocratic/inflexible leadership style** This will not accommodate or promote human values in the workplace.
8. **Ascribed corporate practices** When corporate practices, rights and privileges are not based on merit but are ascribed, this short-changes genuine efforts to incorporate human values in the workplace. Other factors are:
  9. Politicisation of recruitment, promotion and distribution of privileges.
  10. Inept management.

### **Conclusion**

The realm of management began with starved devotion to the scientific approach where workers were seen as a means and not the end in the production process. Workers were treated as mechanistic items and economic articles that were to aid the realisation of organisational goals while just being paid for work done. This era gave way to the human relations and behavioural schools which respected workers, emphasised the need to motivate them and sought to create an attractive work environment that aimed to achieve a marriage of organisational development with workers' development. In today's scenario, the focus has consistently shifted towards value-based models of growth in the workplace. The era of Machiavellian treatment of workers which resulted in chaos and fiasco seems to be over, even if

not rapidly but gradually. In keeping with the signals from a shrinking globe and its increasing youth population, the time has come to reengineer and apply change management in management principle and practice. Recent concerns about green practices and corporate social responsibility reveal the subtle shift towards a value-based paradigm. The era of science has led to an era of human resource and today, both are in synergy, working towards New Age concerns like ethical issues and human values. Today's organisation requires a new corporate model based on ethical practices and human values and organisations in Nigeria must increasingly submit their business processes and operations to align with these global best practices. Business no more needs to be calculated in profit and economic terms alone but in how much impact an organisation is able to make within and outside its circle of influence especially as regards meeting the diverse interests of its stakeholders.

Modern managers must embrace human values in the discharge of their duties. They should listen and respond well to change. They should know how to motivate people by giving them positive feedback and rewards if appropriate. Through appreciation of their employees' performance, the manager will earn respect in return. A good manager knows how to gain trust and have a good sense of humour. This will break the ice and is an easy way of carrying workers and everyone along. To be able to discharge their responsibilities within a value-based organisation, it is important to reiterate that managers must:

- Be trained in human development and management.
- Start the change process from an individual level.
- Embrace Theory Y model of people and business management.
- Act on improving the relations in the workplace.
- Punish/resist any form of violence by management.
- Encourage creativity and idea generation between and among all staff.
- Run an open-door policy.
- Have a merit-driven business process in place.
- Foster motivation of workers in the workplace.
- Put in place swift, thorough and non-vindictive conflict management practices.
- Make whatever human values they have embraced part of their core values as an organisation.

It is hoped that this article will serve as further impetus to more robust discussion of management and human values in modern organisations today as regards sustainability, eco-friendly business operations, family-friendly workplaces and corporate governance.

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