

Original Article

Management by Objective and Organisational Performance of Selected Cement Manufacturing Companies in Ogun State, Nigeria

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Abstract: The performance of cement manufacturing firms has received a lot of attention from researchers and policy makers over the years due to the strategic role that cement industry plays in the growth and development of nations. Despite the contribution of cement manufacturing companies, their performance, particularly in Nigeria, is low when compared to that of other countries. This is evident in declining competitive advantage, organizational effectiveness, goal achievement and organizational creativity. As a result, this study looked into how management by objectives affected the organisational performance of a few chosen cement manufacturing firms in Nigeria's Ogn State. The survey research design was used for the investigation. 8,699 top-level, middle-level, and frontline managers from the chosen cement manufacturing enterprises in Ogun State made up the study's population. The Raosoft Size Calculator was used to determine the sample size of 478. Data were gathered using a modified and verified questionnaire. The constructs' Cronbach's Alpha reliability coefficients ranged from 0.753 to 0.905. From the fieldwork, a response rate of 96.2% was observed. Tools for both descriptive and inferential analysis were used on the data. Results showed that management by objectives had a good and significant impact on the organisational performance of particular cement manufacturing enterprises in the Nigerian state of Ogun ($Adj.R2 = 0.249$; $F(4, 455) = 39.092$, $p < 0.05$). The study came to the conclusion that management by objectives helped cement manufacturing enterprises execute organizationally. The study therefore recommended that that management of cement companies should adopt MBO principles by establishing clear goals, promoting employee involvement, fostering open communication, encouraging collaboration, implementing performance evaluations, investing in training and development, and continuously improving the MBO process to enhance overall performance and achieve better outcomes.

Keywords: Effective Communication, Employee Participation, Goal Setting, Organisational Effectiveness, Teamwork.

I. INTRODUCTION

Performance of the cement industry has been a significant concern to policymakers, stakeholders, and investors over the years. Hence, many countries have recently introduced reforms, policies and guidelines in the cement industry with the sole purpose of improving performance. Various factors have been playing out to hamper the performance of the firms in cement manufacturing industry. These factors include but not limited to goal setting, employee participation, ineffective communication and poor approach to team culture. The presence of these factors is evident in the day to day operation of the organisations. Thus, it is imperative that evaluations be made to find out the extent to which these anomalies can be corrected in order to ensure improved performance among cement manufacturing firms not just in Ogun State or Nigeria but the world at large.

Globally, the performance of cement manufacturing firms has received a lot of attention from researchers and policy makers due to the strategic role that cement plays in the growth and development of nations (Al-Tit, 2017). According to the Global, Cement Capacity and Production Data of 2019 (Schlorke et al., 2020), more than 1,000 cement companies run more than 2,300 integrated cement plants and more than 600 grinding stations. As a result of poor communication among the workforce, the cement production business in the United States had a 3.4% yearly cumulative decline between 2018 and 2020 (Zuheir, 2018). The bulk of facilities are privately owned and run, and the top 10 operators only control roughly 45% of the world's capacity, according to Abdallah and Hoss (2019), making the industry as a whole extremely fragmented. Also, Germany's overall revenue from the cement manufacturing companies rose to €243 billion in 2016 but declined to €179.6 billion in 2020 due to the dynamism and poor participation of employees during the COVID era in the sector. (FSOG, 2019).

Africa is a member of the group of continents that profit from the existence of cement manufacturing businesses. Consumption of cement has been rising gradually. Over the next three years, cement businesses are anticipated to experience



healthy growth margins. Because huge capacities are anticipated to come online in the next years, input costs will be simpler and the price of clinker, the primary raw material for cement, is anticipated to be consistent at \$53–\$58 (Khatoun & Hossain, 2017). African cement manufacturers currently compete fiercely with regional firms. Compared to international corporations, local producers have been pursuing a more creative and aggressive business strategy. While multinational corporations cater to the needs of a specific group of clients by charging a high price through higher brand value and quality, local producers aim to capture a big market by reaching a huge number of people through economies of scale. Another fundamental trend in the cement industry is the closure of smaller businesses, while the size of larger businesses is also declining as a result of staff inefficiency and a lack of innovation (Acero, 2019).

Within Nigeria Nigeria's cement manufacturing company's ease of doing business ranking fell significantly from 16.9% in 2016 to 10.5% in 2020, according to the National Bureau of Statistics (NBS). The production of cement in Nigeria has not been doing well lately, with year-over-year growth being negative for each of the three quarters of 2015–16. The Nigerian cement manufacturing industry increased by 3.4% year over year in the first quarter of 2018 to account for 9.3% of GDP, which is an improvement from the 0.1% year over year growth in the fourth quarter of 2017 and the -2.9% year over year growth in the third quarter of 2017. Since the first quarter of 2016, the sector has only once experienced growth that was comparable to this, in the first quarter of 2017, when it rose 1.4% year over year. The sector saw negative growth from the start of 2016 until that point. The cement manufacturing sector has had many problems ranging from total reliance on imports for consumption and socio-economic infrastructure decay, poor goal setting, poor employee participation, lack of creativity, poor teamwork, underutilization of capacity in the sector, poor management strategies, as well as sector abandonment yet cement manufacturing sector remains an indispensable aspect of the Nigerian economy (Akpan, 2019). Furthermore, in Ogun state, Nigeria, the cement manufacturing companies are faced with numerous problems which include old equipments requiring modernization which urgently needs to be carried out, this has led to ineffectiveness on the part of the organisation and poor management by objectives as companies are forced to invest an increased amount of resources to keep the plant running (Adenuga, 2021).

II. LITERATURE REVIEW

A) *Management by Objectives*

Management by Objectives (MBO), according to Fiera and Ade (2016), is a management strategy used by managers of an organisation to decide on the objectives or goals of the company; set goals, follow the goals, monitor the goals, and then evaluate the goals. Management by objectives is a strategic management strategy that tries to enhance an organization's performance by clearly identifying objectives that are accepted by both management and staff, according to Islami et al. (2018). Management by objectives, according to Setyo and Novita (2020), is the predetermination of targets to be met or goals to be reached, the establishment of clear timetables for the accomplishment of each process in pursuit of the achievement of the ultimate goals, and the evaluation of performance by the degree of success in hitting the targets or goals within the allotted time. The idea of offering solutions for the attainment of the objectives is how Jalal (2016) described management by objectives. According to Liberty and Kida (2019), management by objectives is more productive than any other type of management method, especially when it doesn't resort to organisational imperialism towards the workforce.

B) *Goal Setting*

Setting goals entails creating an action plan that will inspire and direct a person or group towards that objective (Van der Hoek et al., 2018). Goal-setting, in the opinion of Sides and Cuevas (2020), is the process of adopting proactive measures to obtain desired results. According to Landers et al. (2017), defining goals entails thinking carefully about what a company wants to accomplish before working arduously to make it happen. There are some very clear phases in between that go beyond the specifics of each objective. A company can set goals they can achieve by being aware of these procedures (Dotson, 2016). According to Shariq et al. (2019), goals are more deliberate than desires and passing intentions. Setting objectives entails directing one's thoughts, feelings, and actions towards achieving the goal. This creates a mismatch between the goal setter's desired future state and their existing state, which in turn motivates further activities (Jeong et al., 2021).

C) *Employee Participation*

Employee involvement is the process of involving workers in organisational procedures and decision-making (Mads, 2016). Employee involvement, according to Kinga and Olaf (2016), is the process by which employees participate in decision-making rather than merely following orders. According to Robbins and Judge (2013), employee involvement in decision-making might be at a high level, a moderate level, or a low level depending on the company. Employee participation, according to Sharon (2016), is a crucial and crucial instrument because it fosters organisational peace, satisfies workers' needs for self-expression, and increases worker productivity, creativity, and efficiency. Employee engagement was also described by Sinnappan and Amulraj (2014) as a crucial process that results in efficiency and effectiveness, high performance, and effectiveness in an organisation, which in turn results in productivity in that organisation.

D) Effective Communication

In order for people to understand one another, Kanki (2019) claims that good communication is a process of producing and sharing ideas, information, viewpoints, facts, sentiments, and so forth. Effective communication, according to Liberty and Kida (2019), is the sharing of information between two or more people. Additionally, he described internal communication as the informal and formal exchange of information among members. According to Puguh (2018), communication is a structure and tool used to transmit and receive messages. A newsletter, promotional materials, polls, emails, suggestion boxes, and one-on-one conversations are some examples of communication sources. The realisation of shared interests and the promotion of collaboration are the main goals of organisational communication, which focuses on how individuals, teams, and the company as a whole relate information. Organisational communication is important in enabling employee support. The paramount thing is to realize that organisations are communicating units, therefore cannot thrive without effective communication (Andrea & Lucio, 2018). However, communication does not only end with imparting a message but also includes the understanding of the central idea of communication, this affirms that without understanding there is no communication. There is no hard and fast rule stating that an idea without a successful transmission and proper understanding irrespective of how good it may sound or look is useless (Nzewi et al., 2016).

E) Teamwork

Teamwork is the capacity of team members to collaborate, communicate effectively, anticipate and meet one another's requests, and inspire confidence, resulting in a coordinated collective activity, according to Khawam et al. (2017). According to the teamwork model (Jayawardana & Priyashantha, 2019), a group of experts with complementary backgrounds and talents collaborate to accomplish shared objectives. Teamwork was defined by Kinga and Olaf (2016) as a strategy for forming an alliance between a group of individuals who are interdependent in terms of information, resources, expertise, and skills and who aim to pool their efforts in order to accomplish a shared objective. A team is an alliance that typically consists of individuals with complementary talents, capable of creating synergy via a concerted effort that enables each member to maximise their strengths and minimise their limitations. A group does not necessarily make up a team. According to Mudhafar et al. (2020), team members are people who are willing to learn from one another, help other team members reach their full potential, and contribute to the creation of an environment that enables everyone to push past their boundaries.

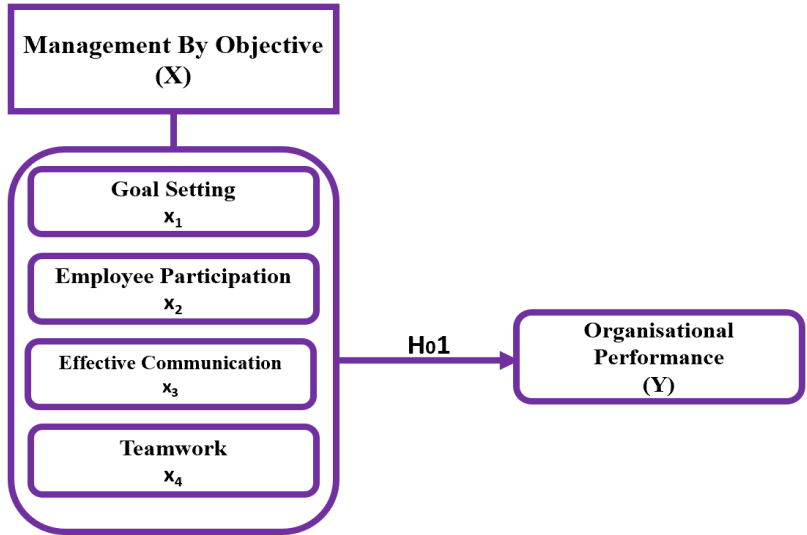
F) Organisational Performance

According to Jerzy and Mateusz (2016), organisational performance is the degree to which a company, as a social system with specific resources, can achieve its objectives without being forced to exhaust those resources or impose an undue burden on its workforce. According to Bakoti (2016), organisational performance is the level of productivity, contentment, and motivation of the organization's members with the least amount of resources and labour. Organisational performance, as described by Kevin (2017), may be measured by maximising total returns of all kinds. It is the efficiency (ratio of outputs to inputs) and effectiveness of an organisation. Organisational performance, according to Chairul (2019), is the degree to which an organisation, as a social system, could take into account both its means and purposes. Additionally, according to Bua et al. (2016), organisational performance is a measure of an organization's success or effectiveness as well as a sign that it is operating in an efficient manner and accomplishing its goals.

G) Theoretical framework

This study was anchored on resource-based view (RBV). Resource-based view (RBV) is a strategic management theory that suggests that the resources of an organisation are the main drivers of its performance. The RBV focuses on the internal resources of the organisation, and provides a framework for managers to identify and develop the resources that are necessary for the organisation to be successful. RBV can be used to improve management by objective and organisational performance. Managers can identify the resources that are necessary for achieving the goals and objectives of the organisation, and use them to develop strategies to realise those objectives. Through the use of resources, managers can create an environment that encourages innovation, productivity and efficiency. In addition, RBV can help managers identify and develop the resources that are necessary for achieving the organisation's desired performance. By understanding the resources available to the organisation and how they can be used to achieve performance, managers can be better equipped to create strategies that will lead to higher levels of performance.

H) Conceptual



Source: Researcher’s Conceptual Model (2023)

III. METHODOLOGY

The survey research design was used for the investigation. 8,699 top-level, middle-level, and frontline managers from the chosen cement manufacturing enterprises in Ogun State made up the study's population. The Raosoft Size Calculator was used to determine the sample size of 478. Data were gathered using a modified and verified questionnaire. The constructs' Cronbach's Alpha reliability coefficients ranged from 0.753 to 0.905. From the fieldwork, a response rate of 96.2% was observed. Tools for both descriptive and inferential analysis were used on the data.

A) Model Specification

Y = f(X)
 X = Independent Variable
 Y = Dependent Variable
 Where: X = Management by Objectives (MBO)
 Y = Organisational Performance (OP)
 $X = (x_1, x_2, x_3, x_4)$

MBO = (GS, EP, EC, TW)

Where:

x₁ = Goal Setting (GS)
 x₂ = Employee Participation (EP)
 x₃ = Effective communication (EC)
 x₄ = Team work (TW)

B) Functional Relationship

OP = f (GS, EP, EC, TW) (i)

Regression Model

OP = α₀ + β₁GS + β₁EP + β₁EC + β₁TW + e_i Eqn. (i)

α₀ = intercept of the model
 β₁ – β₄ = coefficients of the independent variable
 e = error term

IV. RESULT AND DISCUSSION

A total of 478 copies of the questionnaire were given out to the respondents, and 460 of them or around 96.2 percent were returned and deemed useful for the study. 18 copies, or 3.8% of the total distributed, were not returned, and some were filled out inaccurately; as a result, they were deemed invalid and useless for the analysis. Okolocha (2020) deemed the response rate adequate and backed it up.

Hypothesis One (H₀₁): Management by Objectives has no significant effect on organisational performance of selected cement manufacturing companies in Ogun state, Nigeria.

Table 1: Summary Of Multiple Regression Analysis For Effects Of Management By Objectives On Organisational Performance Of Selected Cement Manufacturing Companies In Ogun State, Nigeria

| Model | B | T | Sig. | ANOVA (Sig.) | R | Adjusted R ² | F (4,455) |
|--|--------|-------|------|--------------------|--------------------|-------------------------|-----------|
| (Constant) | 30.841 | 4.596 | .000 | 0.000 ^b | 0.506 ^a | 0.249 | 39.092 |
| Goal Setting | .071 | .312 | .755 | | | | |
| Employee Participation | .332 | 2.027 | .043 | | | | |
| Effective Communication | 1.325 | 6.483 | .000 | | | | |
| Team Work | .986 | 5.993 | .000 | | | | |
| Predictors: (Constant), Team Work, Goal Setting, Employee Participation, Effective Communication | | | | | | | |
| Dependent Variable: Organisational Performance | | | | | | | |

Source: Researchers' Findings 2023

Table 1 shows the multiple regression analysis results for the components of management by objectives on organisational performance of selected cement manufacturing companies in Ogun state, Nigeria. The results showed that employee participation ($\beta = 0.332$, $t = 2.027$, $p < 0.05$), effective communication ($\beta = 1.325$, $t = 6.483$, $p < 0.05$) and team work ($\beta = 0.986$, $t = 5.993$, $p < 0.05$) all have positive and significant effect on organisational performance of selected cement manufacturing companies in Ogun state, Nigeria while goal setting ($\beta = 0.071$, $t = 0.312$, $p > 0.05$) is the only factor that shows a positive and insignificant effect on organisational performance. The analysis's findings showed that three management by objectives elements employee involvement, effective communication, and teamwork have a substantial impact on the organisational performance of particular cement manufacturing businesses in Ogun State, Nigeria. This suggests that in the chosen cement manufacturing companies, teamwork, good communication, and employee participation are crucial elements that contribute to improved organisational success.

This finding is supported by the R value of 0.506, which shows that management by objectives and organisational performance are somewhat positively correlated in some cement manufacturing enterprises in Ogun State. This is supported by the coefficient of determination, Adj. R² = 0.249, which shows that the components of Management by Objectives can explain about 24.9% of the variation in organisational performance in the chosen cement manufacturing companies in Ogun state, Nigeria, while other variables not included in the model can explain the remaining 75.1% of the variation. This has further implications.

The model used to link the relationships between the variables was effective. Thus, the multiple regression model is written as:

$$OP = 30.841 + 0.071GS + 0.332EP + 1.325EC + 0.986TW + U_i \text{----Eqn v (Predictive Model)}$$

$$OP = 30.841 + 0.332EP + 1.325EC + 0.986TW + U_i \text{----Eqn v (Prescriptive Model)}$$

Where:

- OP = Organisational Performance
- GS = Goal Setting
- EP = Employee Participation,
- EC = Effective Communication
- TW = Team Work

According to the regression model, the organisational performance of chosen cement manufacturing enterprises in Ogun State would be 30.841, which is positive, holding management by objectives components at a constant zero. Goal setting is the only variable in the predictive model that is significant, despite having a positive coefficient. Because of this, the management of the chosen cement manufacturing businesses can minimise the importance of this variable, which is why it is not included in the prescriptive model. When employee participation, effective communication, and teamwork are all improved by one unit, organisational performance will also increase by 0.332, 1.325, and 0.986, respectively, according to the results of the multiple regression analysis as seen in the prescriptive model. This suggests that improving employee engagement, effective teamwork, and communication may enhance the organisational performance of particular cement manufacturing firms in Nigeria's Ogun state. Results from the analysis of variance (ANOVA) are also provided in Table 4.3.5c. The findings show that the model as a whole was statistically significant. The findings also suggest that the independent variables were accurate predictors of

organisational effectiveness. An F-statistic of 39.092 and a reported p value (0.000), which was lower than the usual significance level of 0.05, confirmed this. The result suggests that cement manufacturing companies in Ogun state, Nigeria should pay more attention towards developing the components of the management by objectives especially employee participation, effective communication, and team work to increase organisational performance. Therefore, the null hypothesis (H05) which states that management by objectives has no significant effect on organisational performance of selected cement manufacturing companies in Ogun state, Nigeria was rejected.

A) Discussion of Findings

The results of test number five showed that management by objectives significantly impacted the organisational performance of chosen cement manufacturing businesses in Nigeria's Ogun state. Various academics have empirically researched the idea of management by objectives and organisational performance, with varying degrees of success. The results of this study were in line with those of Brimah et al. (2020), who discovered a significant association between management by objectives and organisational performance, i.e., that management by objectives significantly improve organisational performance. They discovered that organisational performance is crucial and that different management techniques have a significant impact on it. According to a related study conducted by Dita and Voldemars (2018), there is a link between management by objectives and organisational performance. A study on the impact of employee engagement on organisational performance was conducted by Fabian (2017) with the aim of studying the impact of employee engagement on organisational performance in Bangladesh's private commercial banking sector. The study discovered a substantial positive association between employee participation and organisational success (both in terms of companies and individuals). In a similar line, management by objectives has a considerable impact on employees' performance, according to Islamia et al. (2018). This is in line with Salama (2020), who found that hotel managers support the use of MBO since it helps them reach both their own goals and the objectives of the establishment.

The results of a descriptive survey study conducted by Shonubi and Sodipo (2019) showed that management by objectives has a substantial impact on organisational performance. These results are significant because Udu and Aturu-Aghedo (2016) found that employee active participation in decision-making had a positive impact on organisational performance in their study on the effects of participatory decision-making on the performance of the Federal Airports Authority of Nigeria (FAAN). The study's results also showed that participatory decision-making will boost an organization's performance to a higher degree. In their study on the impact of information sharing, participatory decision-making, and transformational leadership on organisational performance, Rizwan, Yasin, Sadaf, Hina, and Hina (2013). The findings showed that goal attainment through participatory decision making helps to improve organisational performance. These findings concur with those of Oyebamiji (2018), who investigated the impact of employee decision-making on organisational performance. The results of this study showed that participation, whether direct or representative, has a positive and significant effect on organisational success. Additionally, findings showed that LAUTECH Teaching Hospital, Ogbomoso has a low level of employee engagement since management is unwilling to involve workers in decision-making.

V. CONCLUSION AND RECOMMENDATION

Finally, the study looked at organisational performance and management by objectives in a few Ogun state, Nigerian cement manufacturing enterprises. According to the study's findings, goal-setting, employee involvement, effective communication, and teamwork had a good and significant impact on the organisational performance of cement manufacturing enterprises in Nigeria's Ogun state.

Given the results of this study, it is recommended that management of cement companies should adopt MBO principles by establishing clear goals, promoting employee involvement, fostering open communication, encouraging collaboration, implementing performance evaluations, investing in training and development, and continuously improving the MBO process to enhance overall performance and achieve better outcomes.

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