ISSN 2664-3995 (Print) & ISSN 2664-6757 (Online)
South Asian Research Journal of Business and Management
Abbreviated Key Title: South Asian Res J Bus Manag

| Volume-4 | Issue-3 | May-Jun-2022 | **DOI: 10.36346/sarjbm.2022.v04i03.003**

Original Research Article

Management by Objective and Organizational Productivity: A Literature Review

Oshogbunu Esther Ogochukwu[1*], Amah, Edwinah, (PhD)[2], Okocha, Belemenanya Friday (PhD)[3]

[1]Doctoral Candidate, Ignatius Ajuru University of Education, Igantius Campus, Port Harcourt, Nigeria
[2]Professor of Entrepreneurship & Management, University of Port Harcourt, VX49+P93, Rumuokwuta Rd, Mgbuoba 500272, Port Harcourt, Nigeria
[3]Researcher, University of Port Harcourt, VX49+P93, Rumuokwuta Rd, Mgbuoba 500272, Port Harcourt, Nigeria

***Corresponding Author:** Oshogbunu Esther Ogochukwu
Doctoral Candidate, Ignatius Ajuru University of Education, Igantius Campus, Port Harcourt, Nigeria

Article History
Received: 08.04.2022
Accepted: 11.05.2022
Published: 14.05.2022

Abstract: The main aim of this study is to examine Management by Objectives as an instrument for improving organizational productivity. Management by objectives is a prominent management technique that cuts across or pervades all human activities, including business, education, government, health care, and non-profit organizations. It is not merely a managerial strategy for achieving well-coordinated managerial goals. Unfortunately, many firms have yet to use this strategy for gaining employee engagement and support. Subsequently, the objective of this research is to look into the connection between objective management and organizational production. More specifically, this paper intends to understand and describe the idea of management by objective (participation, goal setting and performance appraisal) and how it affects organizational productivity vis-à-vis market share and profitability. This study was conducted using the qualitative approach framework which include the review of related literatures in regards to the topic using journals, textbooks and other related document. From the discussion of findings, it was concluded that for any organizations to be productive and achieve sustained success, it must continuously encourage management by objective since it is very essential in attaining and sustaining organizational productivity. We recommended among others that managers should involve employees in setting and identifying short and long-term departmental goals.

Keywords: Management by Objective; Organizational Productivity; Participation; Goal Setting; Performance Appraisal; Market Share; Profitability.

INTRODUCTION

For a better efficiency of any company, there should be purposeful well thought out plan for accomplishing present and future objectives and goals, in which the association should be vital about, if not it would influence the firm at the long run. Organizational productivity in all consequences is an essential concentration for each association as it estimates their determinant part as well as decides their accomplishment of profit and attainment of organizational goal. On this note, several attempts are undertaken by organizational managers and scholars to boost organizational efficiency by employing various strategies. Furthermore, the necessity of achieving organizational performance goals is a key phenomenon in modern organization administration.

Due to its subjective nature, organizational productivity is now defined in a variety of ways. Many publications or research in the literature identify organizational productivity as being directly tied to environmental conditions. Organizational productivity is a metric for assessing a company's success, failure, strengths, weaknesses, manpower capacity, manpower attitude, manpower/employee welfare, and a slew of other critical determinant factors. According to Shaout and Yousif (2014), productivity is defined as the rate at which an employer, organization, or country produces items and the amount produced in relation to the amount of time, effort, and money required to generate them.

Productivity is concerned with how well individuals combine resources like raw materials, labor, abilities, capital, hardware, land, protected innovation, administrative skill, and monetary funding to deliver goods and services. It is a proportion of a person's, machine's, organization's, or other entity's ability to convert contributions to helpful results. In light of the foregoing, productivity in the context of this study follows this line and is defined as an organization's ability to achieve both its goal and satisfy its customers by converting its available resources into a valuable and desirable output.

Organizational management, on the other hand, requires a large number of tools to operate efficiently in the day-to-day operations of the firm and, thus, generate increased organizational productivity. Management by Objectives (MBO) is one of the techniques available to managers who want to boost their company's efficiency (Odongo & Datche, 2015). Management by goal is now used all around the world. Despite its widespread use, it is not always evident what management by aim entails. Some people still perceive it as an appraisal tool, while others see it as a motivational approach, and still others see it as a planning and control tool. Management by objectives, according to Derek and Heather (2005), is a management style in which superiors and subordinates designate important areas of obligation in the association, set a few guidelines for excellent or unsatisfactory performance, then measure results against those norms. As a result, it is a procedure of management framework or strategy in which an organization's predominant and subordinate managers agree on the organization's broad goal, translate that objective into a chain of explicit short-term goals, define each individual's significant areas of obligation as far as expected results, and continuously review the accomplishment as the sole basis of assessing and rewarding them (Koontz & O'Donnell, 1968). According to Onah (2005), it is a kind of participative administration that focuses on employees' understanding and acknowledgment of progress. Employees frequently fail to meet expectations in their work performance because they are kept in the dark. They are unsure of what their managers expect of them; all in all, they are unaware of the modifications in their behavior and actions that are required to match their superiors' expectations. The outcome is unquestionably an issue of low organizational productivity.

According to Eminue (2005), management by objective entails the predetermination of objectives to be met or targets to be met, the establishment of definite timetables for the achievement of each process in the pursuit of the ultimate goals, and the assessment of execution in light of the degree of success in meeting the targets or objectives within the predetermined timetables. It also contains the doctrine of developing methods for accomplishing the objectives. In practice, management by objective, which entails collaborative planning and execution, can be said to be more productive than other styles of management, particularly those that impose organizational imperialism on employees.

MBO is a cooperative strategy where the manager and each subordinate mutually decide on the subordinate's objectives. MBO programs must incorporate dedication furthermore, support in the MBO interaction at all levels of the organization, from top management to the lowest position. MBO starts when the department's goals are explained in a meeting by the supervisor (Felix, 2018). The subordinate takes the goals and proposes targets for his or her specific task.

MBO has been effective in many organizations that have implemented it, according to Sadiya (2019). Managers and staff agree on organizational objectives and stay focused and dedicated to achieving them. Employees in MBO are motivated to achieve the goals they set for themselves. Be that as it may, for an MBO model to function admirably, administrators and workers must understand the organization's goals and act in ways that are consistent with those goals. Employees are thus involved in the organization's planning, control, and decision-making processes. Employees, when accompanied by their bosses, are thought to be more productive in the work allocated to them. However, a lot relies upon the situation and this should determine how the employees are ‘carried along’.

Today as always, mangers are faced with the challenge of producing results, but the modern manager must produce them in a time of rapid technological and social change. Managers should have the option to bridle this fast change to accomplish their objectives; they should utilize the change rather than being consumed by it. Both they and the organization they lead must anticipate change and establish ambitious, forward-looking goals in order to eventually begin to effect change when and where they want it to, gaining greater influence over their environments and their own destinies in the process. People are the most important tool a manager has in setting and achieving forward-looking goals, and in order to achieve results with this tool, the manager must: first, be able to instill in the workers a sense of vital responsibility and want to add to organizational objectives; second, have the option to ingrain in the labourers a feeling of imperative responsibility and want to add to organizational objectives; and third, have the option to impart in the specialists a feeling of essential responsibility and want to add to organizational objectives. Second, he or she must direct and organize the endeavours of the specialists toward the achievement of the goal, and third, he or she must assist their subordinates in developing their abilities so they may make bigger contributions.

Previous research has found a connection between goal-oriented management and organizational productivity (aggarwal & Thakur, 2013). More specifically, Okolocha (2020) investigated the impact of management by objectives (MBO) on the organizational productivity of Nigerian commercial banks. Employee participation and employee compensation were accepted as dimensions for management by objective, and he discovered a good relationship between the adopted dimensions and the productivity of Nigerian commercial banks. Also, according to Al Shaqsi's (2013) study on an essential way to deal with the execution of management by objectives in the public authority area in the Sultanate of Oman, the execution of the management by objectives in the public authority area well affects execution. Ifedilichukwu (2012) also conducted research on the use of management by objectives as a device for working on organizational performance (a contextual analysis of First Bank plc, Enugu main branch). As per the review, the management by objectives is a strategy for working on administrative outcomes wherein prevalent and subordinate administrators in an association recognize significant areas of obligation in which they will work, set some presentation norms for good or awful execution, and measure results against those guidelines.

Regardless of the way that there are a large number of empirical studies on the connection between objective management and organizational productivity, the evidence suggests that further research around here is worthwhile. The majority of the studies done on same topic before examined the influence of management by objective on outcomes such as organizational performance, employee performance and employee productivity but very less on organizational productivity. Also, greater part of these investigations were directed in countries outside Nigeria whose business environment are uniquely different from those of Nigeria. Meanwhile, the majority of the difficulties that have harmed organizational productivity in Nigerian firms have been attributed to a lack of skilled and productive staff. Moreover, previous studies on objective management and organizational productivity used dimensions and measurements other than those used in the current study. In light of these considerations, and to fill a knowledge gap, this study investigates the connection between objective management and organizational productivity.

Statement of the Problem

All organizations exist for a purpose, furthermore, to accomplish that purpose, top management sets objectives and goals that are common to the whole organization. In order to increment individual creation and commitment, directors have depended on a wide range of approaches. These methodologies have had some achievement, yet not a single one of them have totally prevailed with regards to infusing sufficient imperativeness and flexibility into organizational life to permit it to develop and stay practical in this time of progress and socio-specialized precariousness. Furthermore, many firms are finding it more difficult to fulfill corporate organizational goals such as productivity as a result of increased mobility to make the most of their people resources. Many organizations have put their attention on central management, ignoring or failing to include low-level personnel in business strategies and objectives. Because of the absence of information, interpretation, and implementation of such goals and objectives, low organizational productivity and performance has resulted. The lack of correct use of management strategies, as well as the failure to include low-level staff in goal development, is a challenge that most organizations face.

Furthermore, many firms are finding it progressively hard to meet their corporate objectives due to their inability to fully employ their people resources. Many organizations have put their attention on central management, ignoring or failing to include low-level personnel in business strategies and objectives. Because of the absence of information, interpretation, and implementation of such goals and objectives, poor organizational performance has resulted. More importantly, most employees fail to meet expectations in their task performance because they are kept in the dark. They are unsure of what their managers expect of them; at the end of the day, they are unaware of the modifications in their behavior and actions that are required to match their superiors' expectations. The outcome is undeniably an issue of low organizational productivity.

Furthermore, it is critical to underline that the administration of enterprises in Nigeria lacks the necessary skills to effectively manage them. Some of these tools aren't used at all, also, when they are, they aren't used appropriately, such as management by objectives. Management by objective is a famous administration strategy that exists across or invades every human movement, including business, education, government, medical services, and non-profit organizations. It isn't just an administrative system for achieving well-coordinated management performance, yet, likewise a well-known administration strategy exists across or swarms generally human exercises, including business, instruction, government, medical services, and non-profit organizations. Unfortunately, many firms have yet to utilize this strategy for gaining employee engagement and support. In view of the previous, the reason for this examination is to research the connection between management by objective and organizational productivity.

Conceptual Framework

The figure below represent the conceptual framework for this study. The predictor variable is management by objective with dimensions as defined organizational goal, defined employee goal and performance appraisal (Gotteiner, 2016), while the criterion variable is organizational productivity with measures as market share and profitability (Afshar, 2012).

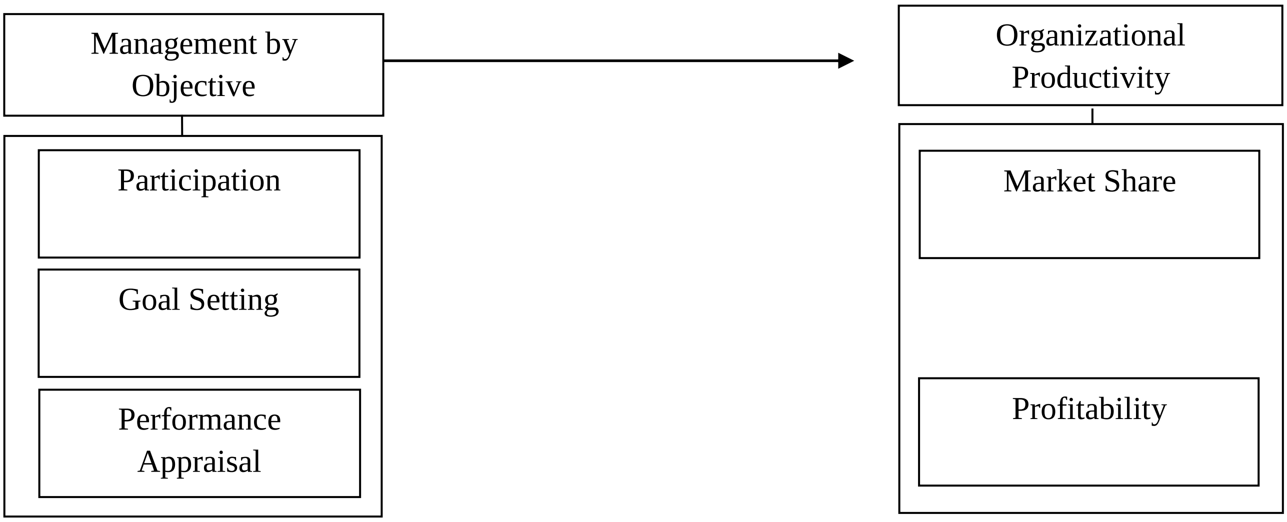

Figure 1: Conceptual framework of management by objective and organizational productivity (Gotteiner, 2016; Afshar Jahanshahi, 2012)
Source: Desk Research, 2021.

Aim and Objectives of the Study

The point of the review is to analyze the connection between management by objective and organizational productivity. More so, the specific objectives of this research are to:

i. Determine the relationship between participation and market share.
ii. Examine the relationship between goal setting and market share.
iii. Investigate the relationship between performance appraisal and market share.
iv. Determine the relationship between participation and profitability.
v. Examine the relationship between goal setting and profitability.
vi. Investigate the relationship between performance appraisal and profitability.

Research Questions

Below are the research questions formulated to achieve the aim and objectives of this research:

i. What is the relationship between participation and market share?
ii. What is the relationship between goal setting and market share?
iii. What is the relationship between performance appraisal and market share?
iv. What is the relationship between participation and profitability?
v. What is the relationship between goal setting and profitability?
vi. What is the relationship between performance appraisal and profitability?

LITERATURE REVIEW

Theoretical Framework

The theoretical framework that underpins this study is the goal-setting theory. Goal-setting theory is based on the research of Ryan (1970) and have their roots in organizational theory. McClelland (1953), McClelland *et al*., (1953) and others argued that individuals have subconscious, internal motives, one of which is “the need for achievement.” When Atkinson (1958) shown that the complexity of a job was connected to performance, and Ryan (1970) demonstrated that conscious objectives affect action, the foundation for constructing and working with goal-setting theory was laid. The goal mechanism is built on the fact that goals affect performance through several mechanisms. It is not enough to ask people to do their best. Objectives direct consideration and have a stimulating capacity. Bandura and Cervone (1983) have shown that aggressive objectives lead to more noteworthy exertion than diffident ones. Goals also affect persistence, and LaPorte and Nath (1976) argue that when participants have control over time they can achieve a goal. When goals are lofty, they have an impact on performance, causing efforts to accomplish them to take longer. Goals have an indirect and beneficial effect on the use of techniques, task-relevant knowledge, and discoveries, according to Wood and Locke (1990). The importance of goals, according to Locke (1991), can be summed by highlighting that objectives influence activity through influencing the intensity, length, and direction of action. According to Appelbaum and Hare (1996), the influence of goals is far-reaching because their importance impacts on the interactions, self-efficacy and performance of individuals. Whenever circumstances become complicated and people should foster new systems for tackling issues, objective setting should change character. This is on the grounds that learning objectives are more effective than performance objectives in such circumstances (Earley *et al*., 1989).

Managers are charged with implementing new steering approaches, which emphasized the significance of developing goals for organizations. Integrating goal setting theory can enrich our comprehension of the impacts that MBO has had on day-to-day activities in businesses. It can also shed light on how MBO has influenced organizational productivity through an improved individual productivity. Because objectives are a crucial component of MBO, it is closely tied to goal setting theory.

The Concept of Management by Objective

Management by objective is a collaborative approach in which the manager and each subordinate set the subordinate's objectives together. Akrani (2010) observed that the MBO philosophy is very much like the planning concept, since both suppose that objectives have been identified, and set out to achieve them by planned action: "MBO is the most generally acknowledged way of thinking of the executives today. It is both a demanding, yet remunerating style of management, concerned with the achievement of goals through the investment of every single concerned individual, i.e., through cooperation" (Akrani, 2010:1). There is an implicit assumption in MBO that individual performance is enhanced when the organisation makes it clear what it expects of its staff, and when they are able to relate their own personal objectives to the goals of the organisation. "Superior/subordinate engagement, collaborative goal planning, and support and encouragement from superior to subordinates are the core aspects of MBO," Akrani (2010:1) says. According to McBain and Smith (2010), Al Noah (2011), Kyriakopoulos (2012), Hollmann (2013) and many others, MBO has become a management whose advantages include effective and purposeful leadership, employee motivation, high morale throughout the company, an objective method of evaluating performance, coordination of individual and group objectives, and improvement in manager-employee communication.

Mullins (2010) definition stressed the developmental aspect of MBO, describing this as a phrase used to describe a style of management which attempts to relate managerial goals to individual performance and improvement through the participation of all levels of management. In a more detailed analysis, Robbins and DeCenzo (2007) recommend that MBO has several elements. First, there is the specification of goals; when this has been achieved, this should produce the outcomes that support the organization's objectives and plan. Secondly, the objectives should be accepted by the employees if they are to be positively motivated and perform well. Thirdly, a time period should be set to ensure that employees focus on these objectives and fulfil them within the specified timeframe. Fourthly, periodic performance feedback is required to enable employees to evaluate how well they are performing, and make any necessary adjustments to their behaviour. These beliefs are all echoed by Merwe (2007) who considers MBO to be a management tool or technique that can be used in the virtual organization. It is a system in which specific goals are jointly determined by the virtual worker and the manager, progress towards goals is periodically reviewed, and rewards are given on the basis of that progress. Clearly, this is not a haphazard process, as confirmed by Dubrin (2012) who defines MBO as an organized application of defining objectives and planning so that individuals and firms will be more productive.

Fulk *et al*., (2011) considered MBO as a tool that complements the stages of team development, providing new insights into managing and enhancing teams‟ performance. Additionally, Sah (2012:2) defines MBO as: "an appraising technique to value employee performance. Employee engagement, objective specificity, performance feedback, performance-based incentive, job description, and participative decision-making are all part of MBO. Because of better employee performance, the efficiency of most of organizations is drastically affected." In reality, this definition highlights management's requirement for MBO, highlighting the fact that high-quality management has become even more crucial because of expanded competitiveness at both the national and global levels. All of these researchers agreed with Kotelnikov (2012) that in MBO management, the focus should be on the outcome as opposed to the activity, and that managers should delegate tasks to their employees by negotiating a contract with them regarding the goals they are expected to meet, but without prescribing a detailed implementation roadmap. MBO was recently described by Hollmann (2013) as a process in which each manager creates and works toward accomplishing particular MBO targets in key areas of his job responsibility over a set period of time. It's worth noting that MBO differs from work to job, as the process includes features like job responsibility, specified objectives, intermittent survey of progress toward targets, and performance evaluation.

The Principle of Management by Objective

In 1954, Peter F. Drucker proposed the concept of management by objectives. The idea emphasizes the significance of laying out objectives in all areas where performance affects the enterprise's health (organization). It primarily focuses on the accomplishment of a result or organizational objective, in addition goal-oriented management. The management by objective principle argues for the inclusion of employees and subordinates in organizational management and job activities in order to foster innovation and creativity. It emphasizes the way that organizations with good communication systems produce high-quality output and achieve their objectives, and thus, it advocates for the development of a strong information flow system within the organization.

When applied to this discussion, the theory implies that many organizations' low performance in achieving organizational productivity is due to a lack of the necessary managerial mechanisms to support organizational productivity enhancement. Organizations are not productive because organizational policies are imposed on employees, autonomy is taken away from them, the only means of communication is command from superior to subordinates, and the employees' psyche is harmed, causing them to become complacent in their work. This is the baseline by which various organizations' productivity is measured. However, if businesses follow the overarching assumptions of the management by objective concept, their productivity will almost certainly increase to the highest level sought.

Participation

Participation entails a collaborative effort between the management and the subordinate in terms of creating goals, determining how to achieve them, and determining how to evaluate performance and results (Dubrin, 2000). Furthermore, the act of involvement instills in the manager and employees a feeling of responsibility for the fulfillment of goals, as well as contributing to higher morale among those involved, because it gives them a feeling of self via the importance of the task they are performing (Abdul Alhafeed, 2001; Abdullah, 2010).

Participation embraces the notion of democracy, and in a democratic workplace, ample scope is given to subordinates to make a greater contribution to the organizational goals, which are achieved not through workers following detailed orders, but by management securing workers‟ co-operation, obtaining their ideas, and recognizing their capacity to participate at all levels of management (Akrani, 2010). Moreover, the participation does not stop when managers have established the goals, acting along with their subordinates; rather, it extends further to the shared task of specifying responsibilities, assigning authority for accomplishing the objectives, and constantly monitoring performance. This participative underpinning requires both parties to jointly agree, and formalise their respective obligations and areas of obligation (Akrani, 2010).

Hahn (2007) observes that employee participation leads to greater acceptance by employees of performance goals and management decisions, with improvements in communication and understanding among both managers and their subordinates. It ought to be noticed, that the kind and level of cooperation in the setting of targets can vary widely. It may be that subordinates are only involved by being personally told what management has decided; or the subordinates may set the objectives totally for themselves, and decide on the methods which they use to achieve them. In practice, the methods adopted usually lie between these two extremes, although the greater the participation of both managers and subordinates in setting the objectives, the more likely they are to be realised. As mentioned by Al Noah (2011), participation necessitates some kind of conversation in the planning and goal-setting process. When superiors and subordinates meet, the former brings specific goals and measures for the latter to attain, while the latter brings specific aims and measures that s/he perceives as appropriate or as contributing to better success in completing the work. They work together to make a set of defined goals, measurements of success, and timelines, after which the subordinate commits to reaching those goals and is held accountable for doing as such.

Goal Setting

Setting goals is another important element, and in this matter, Hahn (2007) makes the point that every manager must be able to clearly define the objectives for his/her function in the company. These goals must be viewed as supporting the organization's overall goals. Managers are less likely to be influenced if objectives are set that do not require their assistance. Barton (1981) agreed with Drucker (1954) that managers at all levels should be involved in setting the goals for the next higher level of management. The most important thing is to make sure that everyone's goals are aligned with the overall goal. Brim (2004) proposes five steps for putting forth objectives, as follows: 1. Create a hierarchy of organizational goals and objectives supported by lower-level definitive objectives and action plans; 3. Create a mission statement for the organization as a whole, as well as specific objectives and action plans for each individual; this would usually involve participatory decision making. 4. For each aim, establish key results and/or performance standards; and 5. Measure or assess the status or outcome of the goals and objectives on a regular basis.

Once top management has decided the general organizational objectives in cooperation with other managers, these should be made known to all members of the organization, and key outcome areas should be extensively promoted (Akrani, 2010). Carroll and Tosi (1973) also suggest that the objectives should be separated among each level of management to clarify their hierarchical character and that they should be appropriate for each level to attain. The created goals can only be achieved if they are assigned to all levels and those levels are qualified to complete them. In this regard, Locke and Latham (1990) argue that increased specificity of objectives leads to better results since the requirements are apparent, and that commitment from the various parties involved has a significant impact on achieving the goals in practice. Such dedication is mostly determined by the importance placed on the goal by people in charge of accomplishing it, in addition to the amount of feedback they receive from superiors along the route (Odiorne, 1965).

Different organizations in MBO classify their objectives in view of the time it will take to attain them or the administrative level to which they refer. The goals are classified into long-term, medium-term, also, momentary objectives in light of the time period (Al Noah, 2011). They are assembled into three classifications at the administrative level: the organization's overall goals, departmental and sectional objectives, and employee behavior goals (Robbins, 2001).

Performance Appraisal

Understanding the definition of performance appraisal will help us build a firm basis on which to build our comprehension of the idea of performance appraisal. According to Alo (1999), performance assessment is a process that involves taking careful stock of an individual's or organization's accomplishment in executing assigned tasks or accomplishing specified goals over a period of time. Accordingly, it demonstrates that performance rating processes should be purposeful rather than haphazard. It necessitates a serious effort to determining how well an individual is achieving their work.

Atiomo (2000) concurs with Fajana (1997) that performance assessment is a framework that permits associations to decide what individuals' exhibition levels are, yet in addition where those levels should be improved assuming HR are to be utilized to their maximum capacity. To make performance appraisal effective, as per Atiomo, each business ought to guarantee that the individual is completely educated regarding their jobs and commitments.

According to Rao (1984), performance appraisal is the interaction by which an organization assesses its people concerning current performance, fitness and interest of every person, qualities and shortcomings, and growth potential. The information gleaned from such an activity should be shared with the subordinate as the essential data set for personal development. Rao's (1984) remark is telling because communication is one of the most important aspects of performance appraisal. If a person's performance isn't conveyed to that person, it is absolutely impossible for that individual's presentation to work on from now on, defeating the goal of performance review. In a modern association, assuming a manager neglects to pass qualities and defects on to his subordinate, the subordinate's future performance is jeopardized. Heads of divisions in a college framework should convey their subordinates' performance to them toward the finish of each assessment practice and examine the result of the evaluation practice with them during performance advising exercises in order to enhance their performance in the future.

Khawaja & Nadeem (2013) characterizes performance appraisal frameworks as the cycles and methods associated with executing, making due, and conveying the occasions engaged with performance appraisal. It is, in many circumstances, a formal procedure that is part of individuals management policy. Many companies use a structured or informal evaluation method to analyze employee performance and contribution. Carroll and Schneier are two authors that are well-known for their work (1982). As per Cones and Jenkins (2000), performance appraisal is a compulsory cycle where all or a gathering of a worker's work ways of behaving or ascribes are independently reviewed, judged, or portrayed by a rater for a foreordained timeframe, and the outcomes are kept by the business. Karol (1996) defined performance assessment as a communication event between a manager and an employee that is specifically arranged for the objective of analyzing the employee's past job performance and discussing pertinent topics for future job performance. A formal management system for evaluating the nature of an individual's performance in an association is called performance appraisal (Khawaja & Nadeem, 2013).

The ability to analyze an employee's current and historical performance according to the employee's performance requirements is provided through performance appraisal. It is a procedure that entails establishing work standards, evaluating employees' actual performance against those principles, and providing feedback to employees to push them to enhance job performance or eliminate performance deficiencies.

Organizational Productivity

According to Allen and Helms (2006), productivity is characterized as the rate at which an employer, organization, or country produces items and the amount produced corresponding to the amount of time, effort, and money required to generate them. The ability of humans to join assets like unrefined components, work, abilities, capital, hardware, land, protected innovation, administrative capacity, and monetary funding to create labour and products is known as productivity. A company's prospective success is determined by its organizational productivity, or its capacity to effectively implement methods to meet institutional goals (Randeree and Al Youha, 2009). The capacity of an organization's executives to implement initiatives has a significant sway on the organization's productivity. According to Cho and Dansereau (2010), organizational productivity refers to a company's productivity corresponding to its points and goals. Furthermore, Tomal and Jones (2015) define organizational productivity as an organization's genuine outcomes or production as compared to its planned results.

Market Share

Market share is used by firms or businesses to determine their competitive strength in an industry as compared to other companies in the same industry, and it also allows organization to accurately assess their performance from year to year noticing a specific organization might be shutting better or more awful, contrasted with different organizations in a similar industry (Gladson-Nwokah & Acee-Eke, 2019). Similarly, Ghosh (2004) sees market share as one of the primary indicators which companies use to measure how well they are doing among other competitors. In any particular market, piece of the pie alludes to the level of business or sales that a company controls out of total business (market potential) or sales by all competitors combined. Market share is measured by dividing the company's sales for a certain time period by the industry's total sales over the same time period (Bilal *et al*., 2016). A company that expands its market share will see a faster increase in revenue than its competitors (Katsikeas, Leonidou & Zeriti, 2016). In certain studies, market share has been utilized as a measure of business success to dissect the impact of customer attention on the presentation of food and beverage companies in Nigeria (Nwokah & Maclayton, 2006). Market share is frequently used to characterize a firm's position within its industrial sector, according to Nwokah (2008) and Nwokah and Ahiauzu (2008). According to them, the inference is that the larger the market share, the more successful the company. Customers' complete acquisition of a product or service that goes to a corporation is known as market share. In other words, if consumers buy 100 tons of vegetable oil from a food and beverage company, and 40 of those tons come from one company, that company has a 40% market share.

For a given period, O'Regan (2002) defines market share as a company's sales according to overall industry sales. Market share is defined by Pearce and Robinson (2003) as sales compared to those of other rivals in the market. The term "market share" is commonly used to describe a company's competitive position. Increased market share is commonly connected with success, whereas declining market share is a manifestation of unfavorable corporate actions and is frequently equated with failure. (2002, O'Regan). Pearce (2003), on the other hand, criticizes this strategy, claiming that it depicts enterprises as they exist at a single point in time rather than as they grow through time. A company's market share is the proportion of total sales in an industry or market that it earns over a given period of time. Market share is measured by dividing the company's sales for a certain time period by the industry's total sales over the same time period. This metric is used to get a feeling of an organization's size in contrast with its market and competitors.

In many businesses, the goal of gaining market share is quite important. Market share is a measure of a company's commercial success and financial profit. One of the most essential goals of businesses is to increase market share to attain greater scale in their operations and improve profitability. Thus, managers are constantly looking for strategies to increase their market share. Although managers are concerned about their firms' market share, many of them are unaware of the elements that influence market share (Fizebakhsh, 2002). Managers may make poor decisions because of the absence of dramatic guidance. Market share answers aspects of promoting methodology (Weiss, 2008), and marketing technique and advertising blend are two of the most important factors that influence market share. It was vital for a company's success to have the option to use successful marketing methods in a competitive market (Baldauf, Cravens, & Wagner, 2000; Cooper & Kleinschmidt, 1985; Lages & Lages, 2004; Leonidou, Katsikeas, & Samiee, 2002; Mavrogiannis, Bourlakis, Dawson, & Ness, 2008).

Profitability

The essential objective of any business enterprise is among others to make profits, without profits a business may not be able to get by over the long haul. How much a firm or activity generates profits or financial gains is referred to as profitability (Nwulu, 2018). Ateke and Elvis (2013) opined that profitability is measured with respect to income obtained and expenses incurred by the firm, while salary alludes to cash produced from firms' business exercises, costs will be expenses of the assets utilized or devoured by the business exercises. There have been endeavours by researchers to advance a common definition of the term profit in all fields of academics. Nickels, McHugh, and McHugh (2011) opine that ‘’profit is the monetary earning a business firm achieves after all costs related with the activities of the firm have been deducted. Such costs may include salaries, wages, expenses and other operating costs’’.

Profits can be referred to as earnings, gain, or income. Furthermore, Ha, Strappazzon, and Fisher (2001) contend that benefits allude to a firm's earnings minus costs incurred. The researchers also believe that costs are isolated into two kinds: variable and fixed costs. Profits are defined by Business Dictionary (2018) as the "surplus left after total costs have been deducted from total income; it is the basis on which tax is calculated and dividends are paid." Profitability is a concept that any business requires for survival, but many people have previously believed that while it is significant for the company, it ought not be the exclusive driver of stock or capital investment. Profitability can be defined in an assortment of ways (Karloef & Loevingsson, 2005).

Profitability, then again, is characterized as a return on investment capital, a concept that has been around for over a century. As of late, the focus has switched from return on investment to cash flow, implying that the idea of stable profit appears to be irrelevant as long as an association can generate adequate cash flow, regardless of the means by which it does so. Some businesses adopted this philosophy and made unreasonable decisions accordingly (Karloef & Loevingsson, 2005). Profitability refers to an organization's, company's, firm's, or enterprise's ability to benefit from all of its business activities. It demonstrates how effectively management may profit by utilizing all available market resources. "Profitability is the capacity of a specific investment to make a return from its utilization," according to Harward & Upton, 2001. However, the terms 'Profitability' and 'Efficiency' are not interchangeable. Profitability is an efficiency indicator that is used as a proportion of productivity and a management tool to improve efficiency. Though profitability is an important metric for assessing efficiency, it cannot be utilized as a definitive indicator of effectiveness. Profitable profits can sometimes indicate inefficiency, and, the other way around, an elevated degree of efficiency might be accompanied with an absence of profit. Simply said, the net profit figure demonstrates a fair balance between the values received and values delivered. Changes in operational efficiency are just one of the many aspects that influence an organization's profitability. Aside from efficiency, there are numerous additional elements that influence profitability. The capacity of a corporation to produce a profit according to sales, total assets, and own capital is referred to as profitability.

Profits, according to Etale, Bingilar, and Ifurueze (2016), are a good proxy for profitability, however Ha *et al*., (2001) believe that absolute profitability is dependent on the enterprise's profit level. Profits are the best-known metrics of success in an enterprise, hence profits measure the financial performance of that enterprise, as per the above definitions. This is on the grounds that profit targets are sometimes unique to each organization (i.e., firm specific), and individual corporations pursue specific/stated profit objectives. When enterprises of various sizes are assessed as far as rivalry, however, complications in profit measurement develop. Subsequently, most organizations may choose to overlook short-term earnings in favor of long-term profit growth. This option may appear uncompetitive in the short term because of the association's ongoing size, however it very well may be attained over time as the firm grows.

Empirical Framework

There have been numerous studies on the concept of organizational productivity from the existing literature that have not fully investigated the variable from the perspective of management by objective, but have looked into other variables such as limit building, preparing and labor supply improvement, and skilled and knowledgeable personnel.

Several studies have looked at how MBO affects satisfaction without looking at production.

Okolocha (2020) investigates the impact of management by objectives (MBO) on commercial bank productivity in Nigeria. The impact of management by objectives (MBO) on organizational productivity in Nigerian commercial banks was investigated in this study. This study investigates the impact of employee engagement in contributing to organizational productivity settings, as well as the impact of employee compensation on achieving organizational productivity. The survey research design was used in this study. The study's population is made up of seven (7) commercial banks in Onitsha, Anambra State, Nigeria. With the help of e-view 9.0, the two study hypotheses were examined using conventional least square. Employee participation has a beneficial impact on organizational productivity, according to the study, although it is not statistically significant for commercial banks in Nigeria at the 5% level of significance. Also, while employee compensation has a beneficial effect on organizational productivity, it isn't genuinely critical in Nigerian commercial banks at the 5% level of significance. As a result, bank management should continue to reward their employees' achievements.

With a focus on First Bank of Nigeria Plc, Ugwu (2012) investigated management by objectives as a tool for improving organizational performance. The information was gathered from both primary and secondary sources. Direct oral interviews and a questionnaire administered to the personnel were the primary sources of primary data. The questionnaire was the most significant tool employed in the data collection process. The information was introduced as frequency distributions in tables and analyses. The statistical test of proportion (Z-test) was used to examine the hypotheses. The study's main findings were that when management by objectives is used, it assists with acquiring complete responsibility from all workers to cooperate to accomplish a shared objective; that great and brief compensation, advancement when due, great connection with the executives, and acknowledgment of accomplishment further develops worker performance and, as a result, improves organizational performance. As indicated by the study, managers should contact their subordinates while developing unit goals, which are then changed, gathered, endorsed, and circulated throughout the organization.

In Chittagong, Bangladesh, Akter and Moazzam (2016) studied the impact of compensation (CN) on (JP). The quantitative analysis revealed that there is a strong and positive association between compensation and work performance, based on survey research. Okolocha (2020) investigated the extent to which organizational structure and employee welfare influence organizational performance in Enugu State's banks. For the study, a survey design was used. With the help of SPSS version 20, the data was examined and tested using regression analysis. The discoveries of the review showed that organizational structure and employee welfare have a statistically significant impact on the organizational performance of selected banks in Enugu State. In a reputable food and beverage sector, Odunlami and Asabi (2014) investigated the impact of pay management on employee performance. It was discovered that there is a strong association between effective welfare service and employee performance using inferential and descriptive statistics Analysis of Variance (ANOVA). In Nigeria, Onuorah, Okeke, and Ibekwe (2019) investigated the impact of pay management on employee performance. The tool was trial-tested on a representative sample of 20 Anambra State employees who were chosen at random. The Z-test was employed to assess the null hypotheses at the 0.05 level of significance while examining the data. In Nigerian organizations, equity-based compensation has no detrimental impact on employee performance. The study shows that in Nigerian organizations, salary management has a significant impact on employee performance.

In a selected private university in Ogun State, South-West Nigeria, Adewale, Adenike, Hezekiah, and Heirsmac (2014) investigated the impact of compensation packages on employee job performance and retention. The findings revealed a substantial link between pay packages and employee performance and retention. The summary of the findings, expressed in simple percentages, demonstrates that the examined dependent and independent variables have a substantial connection (salary, bonus, incentives, allowances, and fringe benefits). In Vodafone Ghana, Sadiya (2019) discovered a link between employees'/managers' comprehension of the objectives and employee productivity on the one hand. The questionnaires/interviews were completed by 36 employees in total. Primary data was gathered using questionnaires and oral interviews. The findings suggest that the interaction between managers and employees in goal setting is critical to both the employees' and the organization's productivity. Felix (2018) looked at Management by Objectives (MBO) as a tool for improving deposit money bank performance in Nigeria, specifically in Yola. Structured questionnaires were delivered to the selected deposit money institutions to collect data for the study (Diamond, Fidelity and Access banks). The correlation coefficient was also employed to see how MBO relates to deposit money bank organizational performance. Employee participation in Goal Setting (GS), Delegation of Authority to Employees (DA), and Motivation to Employees (M) were found to have a beneficial impact on the deposit money banks' organizational performance in Yola.

Supposedly from the empirical review, most studies on organizational productivity focused more on other variables to boost organizational productivity. In the aspect of management by objective, not much research has been conducted to cover the relationship that exist between the two variable especially in this part of the world. In other words, despite the vast amount of research on the concept of management by objective as well as organizational productivity, very little work has been done to illuminate the contribution of management by objectivity vis-à-vis decision participation, goal setting and monitoring system on organizational productivity (market share, profitability and effectiveness) in Rivers State, Nigeria. The literature gap indicates that there is need to fill the existing gap thus, the purpose of this study.

METHODOLOGY

The qualitative research design was adopted in this study which includes the examination and review of existing literature on the relationship between management by objective and organizational productivity Thus, necessary information were gotten from journal articles, textbooks, unpublished write-ups and other related searches.

Management by Objective and Organizational Productivity

According to Eminue (2005), management by objective entails the predetermination of objectives to be met or targets to be met, the establishment of definite timetables for the accomplishment of each interaction chasing after a definitive goals and the assessment of performance in view of the level of progress in gathering the objectives or targets inside the foreordained plans. Inferentially, management by objective includes a component of setting goals ahead of other organizational management activities. It also contains the doctrine of developing methods for accomplishing the goals. The most striking aspect of it, however, is that both the establishment of objectives and the provision of goal-achievement strategies are done through a joint collaboration of managers and employees, with employees being responsible for the execution of the strategies and the overall movement towards the accomplishment of both positional and organizational goals. In practice, management by objective, which entails collaborative planning and execution, can be supposed to be more productive than other styles of management, particularly those that impose organizational imperialism on employees. As a result, through its aspects and constituents, management by objective attaches itself to productivity. Because organizational productivity is measured by an organization's overall performance in both turning inputs into desired valuable outputs and in the competence, effectiveness, and commitment of organizational managers and employees, Ademolekun (1980) saw management by objective as "an organizational approach aimed at enhancing the overall performance of an organization."

Participation and Organizational Productivity

A culture of increased employee participation has been acknowledged as one means of augmenting organizational productivity vis-à-vis profitability and market share. Thus, Wolf and Zwick (2008) discovered that employee participation boosts organizational productivity. Employee participation allows the company to have a superior comprehension of how it operates and where it can make adjustments that will benefit both the organization and its employees.

Lateef (2011) found a statistically significant relationship between employee involvement in decision making and firm performance in a Nigerian study, as well as a huge contrast in performance between firms with deep employee involvement in decision making and firms with shallow employee involvement in decision making. Another Nigerian study of chosen SMEs found that employee involvement in decision-making had a considerable favorable impact on organizational performance (Ogunyomi & Rasheedkola, 2014). Albertina (2018) discovered that employee participation has a beneficial impact on the Faculty's efficacy, efficiency, and production in a South African study.

Goal Setting and Organizational Productivity

According to goal setting theory, employees perform better when their job goals are explicit, detailed, and challenging rather than unclear, vague, and unchallenging (Latham *et al*., 2008; Latham & Locke, 2013; Rainey & Jung, 2015). The hypothesis recommends that objectives initiate inspirational components that invigorate performance. Four it is recognized: heading, exertion, steadiness, and procedure to invigorate systems (Latham & Locke, 1991, 2013). Simply said, assuming that you grasp what is expected of you, the game-plan you ought to take to accomplish the objective becomes more clear, and your possibilities accomplishing the objective get to the next level. This increases self-adequacy through encouraging feedback and reawakened commitment, which boosts future exertion and increases the organization's productivity as far as market share and profitability (Bandura, 2012, 2013; Wright, 2001). Furthermore, Teo and Low (2016) stated that goal setting plays a part in the relationship described in the conceptual model, since it affects employee effectiveness and, as a result, increases organizational performance.

Performance Appraisal and Organizational Productivity

Salau *et al*., (2014) concentrated on this study focuses on 'what', 'why' and 'how' as the variables create outrageous dissatisfaction among workers and employers. The descriptive survey design approach was used with a questionnaire given to the management and personnel of some selected public sectors in Lagos State, South-West Nigeria, of which 254 (85%) were valid for the research. There were four sections to the questionnaire. As indicated by the study, fair and just managerial decisions, in addition to equitable reward and promotion for job performance, will support employees' responsibility and dedication to the organization.

If staff are adequately motivated and given the necessary and suitable training, on-the-job innovation will develop swiftly, resulting in competitive positioning. Furthermore, the capacity of employees to receive regular feedback on their job performance plays a vital part in the organization's competitive posture. Therefore, they will be able to identify their strengths and limitations, which will invariably result in opportunities for the organization with which they are working and threats to their competitors. An organization's ability to position personnel appropriately for maximum output is aided by performance appraisal. In the goal of greater productivity in the business, modern corporate organizations should take the subject of performance appraisal seriously and encourage assessing supervisors to stay objective when evaluating subordinates.

CONCLUSION

Every organization's main goal is to achieve its objective. This is usually accomplished through increasing organizational productivity. With the disappointment of numerous administrative practices to create positive result or work on the useful result of associations, there has been a need to foster a secure administrative instrument that will not just improve organizational management performance, but also that of employees and the organization as a whole. Subsequently, management by objectives has become popular. Though not without flaws, management by objective appears to be a viable procedure for expanding organizational productivity, and if the best practices outlined above are strictly followed, organizational productivity and accomplishment of organizational goals are assured. We conclude from the preceding discussion of the literature that management by aim is linked to organizational productivity. Accordingly, management by objective can be utilized to boost organizational productivity.

RECOMMENDATIONS

The following are the recommendations from this study:

i. Managers should involve employees in setting and identifying short and long-term departmental goals.
ii. Managers should communicate with employees on a regular basis to identify how to measure objective achievement.

iii. Managers should monitor the implementation of work plans by carrying out the progress of expected objectives and outcomes.

REFERENCES

- Abdul, A. N. (2001). Management by objectives. *International Journal of Human Resource Studies*, 4(7), 62-78.
- Abdullah, A. (2010). The impact of the application of Management by Objectives on the performance of Industrial Organisations: An empirical study on workers in industrial organizations in the province of Sulaymaniyah/ Iraq. Retrieved from http://ethesis.mutah.edu.jo/index.php/faculty-of-business-administration/53-department- of-public administration/804-2012-05-08-19-02-48.html.
- Ademolekun, L. (1983) *Public Administration: A Nigerian and Comparative Perspective.* London: Longman.
- Adewale, O, O., Adenike, A. A., Hezekiah O. F. & Heirsmac, P. T. (2014). Compensation packages: a strategic tool for employees' performance and retention. *Leonard Journal of Science*, 25(3), 65-84.
- Afshar-Jahanshahi, A. (2012). Analyzing the effects of electronic commerce on organizational performance: Evidence from small and medium enterprises. *African Journal of Business Management*, 6(2), 6486-6496.
- Aggarwal, A., & Thakur, G. S. M. (2013). Techniques of performance appraisal-a review. *International Journal of Engineering and Advanced Technology (IJEAT),* 2249–8958.
- Ahmed, I., Sultana, I., Paul, S. K., & Azeem, A. (2013). Employee performance evaluation: A fuzzy approach. *International Journal of Productivity and Performance Management*, 62(7), 718–734
- Akingboa, E. (2000). *Strategic Management Challenges in the Nigerian University of Lagos.* MBA Students Wednesday, August 2nd.
- Akrani, G. (2010). *Management by objectives (MBO), Education, Management, Study Notes*. [Weblog]. Retrieved from http://kalyan-city.blogspot.co.uk/2010/06/management-by-objectives-mbo-peter.html.
- Akter, N. & Moazzam, H. (2016). Effect of compensation on job performance: An empirical study. *International Journal of Engineering Technology, Management and Applied Science*, 4(8), 31-39.
- Al Noah, A. (2011). The reality and the importance of applying the principals of the method of management by objectives in the city of Riyadh. *The Saudi Society for Educational and Psychological Sciences, Journal of Education and Psychology,* (37), 83-112.
- ALDamoe, A. M., Yazam, M. & Ahmed, B. K. (2012). The mediating effect of HRM outcomes (employee retention) on the relationship between HRM practices and Organizational Performance. *International Journal of Human Resource Studies*, 2(1), 2162-2068.
- Allen, R, S., Helms, M, M. (2006). Linking strategic practices and organizational performance to Porter's generic strategies. *Business Process Management Journal* 12(4), 433 – 454.
- Alo Oladimeji (1999), *Human Resource Management in Nigeria*. Business and Institutional Support Associates Limited, Lagos.
- Anyanwu, U. (2002). Productivity and capacity building. *Proceedings of the 9th Annual Conference of the Zonal Research Units,* Gateway Hotel, Abeokuta, 12-16 June.
- Asmus, S.; Karl, F.; Mohnen, A. & Reinhart, G. (2015). The Impact of Goal-setting on Worker Performance - Empirical Evidence from a Real-effort Production Experiment. *Procedia CIRP,* 26(10), 127-132.
- Ateke, B. W. & Elvis, I. C. (2013). Positioning in corporate Nigeria: How Nigerian organizations compete for a share of the consumers' mind. *African Social and Policy Journal,* 5(3), 49-55.
- Atiomo, A. C. (2000). *Human Resource Management;* Malthouse Management Science Books, Lagos.
- Baldauf, A., Cravens, D. W., & Wagner, U. (2000). Examining determinants of export performance in small open economies. *Journal of World Business,* 35(1), 61-79.
- Bédard D., Clément M. & Taylor K. L. (2010). Validation of a conceptual framework on faculty development: Meaning and scope. In A. Saroyan & M. Frenay (dir.), Building teaching capacities in higher education: A comprehensive international model. Sterling: *Stylus Publishing,* 168-187.
- Bilal, C, J., Kalsom, A. N., Zainon, G. E. & Tareq, R. (2016). The role of green marketing strategy on firm's sales growth. *Journal of Psychology and Sociology,* 15(3), 203-210.
- Biswas, S. (2010). Relationship between psychological climate and turnover intentions and its impact on organizational effectiveness: A study in Indian organizations. *IIMB Management Review,* 22(3), 102-110.
- Boyatzis, R. E. & Ratti, F. (2009), "Emotional, social and cognitive intelligence competencies distinguishing effective Italian managers and leaders in a private company and cooperatives", *Journal of Management Development*, 28(9), 821-838.
- Boyce, M. E. (2003). Organizational learning is essential to achieving and sustaining change in higher education. *Innovative Higher Education*, 28(2), 119-136.
- Brim, R. (2004). *A Management by Objectives History and Evolution*. Retrieved from http://www.performancesolutionstech.com/FromMBOtoPM.pdf.
- Butali, P. & Njoroge, D. (2018). Effect of employee participation on organizational performance with organizational commitment as a moderator. *International Journal of Scientific Management Research,* 6(6), 478-485.
- Cameron, K.; Mora, C.; Leutscher, T. & Calarco, M. (2011). Effects of positive practices on organizational effectiveness. *The Journal of Applied Behavioral Science*, 47(3), 266–308.

- Carroll, S. & Tosi, H. (1973). *Management by objectives*. New York: Macmillan.
- Carroll, S. J. & Schneier, C. E. (1982). *Performance Appraisal and Review Systems.* Glenview, IL: Scott, Foresman.
- Chalmers, D. (2007). *A Review of Australian and International Quality Systems and Indicators of Learning and Teaching,* Carrick Institute for Learning and Teaching in Higher Education, Australia.
- Cho, J. & Dansereau, F. (2010). Are transformational leaders fair? A multi-level study of transformational leadership, justice perceptions, and organizational citizenship behaviours. *The Leadership Quarterly*, 21(3), 409-421.
- Cones, T. & Jenkins, M. (2000). *Abolishing Performance Appraisals*, San Francisco, CA, Berrett-Koehler Publishers, Inc.
- Cooper, R. G., & Kleinschmidt, E. J. (1985). The impact of export strategy on export sales performance. *Journal of International Business Studies*,12(5), 37-55.
- Dede, C. H. (2019). Employee participation in decision making and organizational productivity: Case study of Cross River State Board of Internal Revenue, Calabar. *IIARD International Journal of Economics and Business Management*, 5(1), 84-93.
- Deshpande, R..; Farley, J. U. & Webster, F. E. (1997). Factors affecting organizational performance: a five-country comparison, Working Paper No. 97-108, Marketing Science Institute, Cambridge, MA
- Drucker, P. F. (1954). *The Practice of Management.* New York: Pan Books.
- Drucker, P. F. (1964) *Management: Tasks, Responsibility and Practice.* London: William Heinemann Ltd.
- Drucker, P. F. (1979) *People and Performance: The Best of Peter Drucker on Management.* London: Heinemann.
- Dubrin, A. (2000). *Management by objectives* (5th ed.). Mason, USA: South-Western College Publishing.
- Dubrin, A. (2012). *Essentials of management* (9th ed.). Mason, USA: Thomson South western Cengage Learning.
- Eminue, O. (2005) *Public Policy Analysis and Decision Making.* Lagos: Concept Publishers.
- Etale, L. M.; Bingilar, P. F. & Ifurueze, M. S. (2016). Market share and profitability relationship: A study of the banking sector in Nigeria. *International Journal of Business, Economics and Management, Conscientia Beam,* 3(8), 103-112.
- Eze, K. T. (2015) *Development communication and Nigerian underdevelopment: The need for a paradigm shift.* Unpublished seminar paper.
- Fajana, S. (1997). *Human Resources Management;* Labofin and Company, Lagos.
- Fallon, T. & Brinkerhoff, R. O. (1996). *Framework for Organizational Effectiveness.* Paper presented at the American Society for Training and Development International Conference.
- Felix, F. (2018). Management by objectives (mbo) as an instrument for organizational performance of deposit money Banks in Nigeria. *European Journal of Business and Management.* 10(26), 103-119.
- Fife, J. (2003). Management fads in higher education: Where they come from, what they do, why they fail. *The Journal of Higher Education*, 74(4) 469-472
- Fizebakhsh, A. H. (2002). Investigation of effective factors on increase export of Iran Petrochemical Commercial Company (IPCC) products. Tehran University.
- Fulk, K., Bell, R., & Bodie, N. (2011). Team management by objectives: enhancing developing teams' performance. *Journal of Management Policy and Practice*, *12*(3).
- Ghosh, A. (2004) Increasing Market share as a Rationale for Corporate Acquisitions. *Journal of Business Finance & Accounting,* 31(1) & (2).
- Gladson-Nwokah, J. & Acee-Eke. B. C. (2019). Eco-product packaging and marketing performance: a study of quoted food and beverages firms in Nigeria. *RSU Journal of Office and Information Management*, 3(1), 29-40.
- Gotteiner, Sharon. (2016). The OPTIMAL MBO: A model for effective management-by objectives implementation. *European Accounting and Management Review,* 2(1), 42-55. 10.26595/eamr.2014.2.2.3.
- Gunu, U.; Oni, E.; Tsado, E. & Ajayi, O. (2013). Empirical study of training and development as a tool for organizational performance: case study of selected banks in Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 2(1), 78-87.
- Hahn, M. (2007). *Management by Objectives.* Retrieved 24th April, 2012, from http://en.articlesgratuits.com/article.php?id_article=1443
- Harward & Upton (2001). *Introduction to Business Finance*. Mc Graw Hill, NewYork.
- Hollmann, R. (2013). Supportive organizational climate and managerial assessment of MBO effectiveness. *The Academy of Management Journal*, *19*(4), 560-576.
- Karloef, B. & Loevingsson, F. (2005). *A to Z of Management Concepts and Models*. London, GBR: Thorogood Publishing.
- Karol, S. H. (1996). *The Influence of Planning Activity on Employee Performance Review*. Unpublished Dissertation, Evanston, IL.
- Katsikeas, A. O., Leonidou, A. R. & Zeriti, A. D. (2016). Eco-friendly product development strategy: antecedents, outcomes, and contingent effects. *Journal of the Academy of Marketing Science*, 44(5), 1-25.
- Khadivi, A., AlijaniFarid, R. (2008). The relationship between manager's achievement motivation and organizational effectiveness in high schools. *Journal of Natural Sciences of Azad University of Tabriz*, 1(1), 39-72.
- Khawaja, J. & Nadeem, H. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of Business and Management,* 5(2), 2222-2839.
- Koontz, H. & Weihrich, H. (1983) *Management.* Japan: McGrawHill International Books Company.
- Kotelnikov, V. (2012). *What is MBO? Management by Objectives*. Retrieved from:http://www.1000ventures.com/business_guide/mgmt_mbo_main.html

- Kyriakopoulos, G. (2012). Half a century of management by objectives (MBO): a review. *African Journal of Business Management, 6*(5), 1772-1786
- Lages, L. F. & Lages, C. R. (2004). The STEP scale: a measure of short-term export performance improvement. *Journal of International Marketing*, 8(4), 36-56.
- Lee, H. & Choi, B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination. *Journal of Management Information System,* 20(1), 179-228.
- Leonidou, L. C., Katsikeas, C. S., & Samiee, S. (2002). Marketing strategy determinants of export performance: a meta-analysis. *Journal of Business Research*, 55(1), 51-67.
- Locke, E. A. & Latham, G. P. (1990). *A theory of goal setting and performance*. Englewood Cliffs, NJ: Prentice Hall.
- Malaolu, V. A. & Ogbuabor, J. E. (2013). Training and manpower development, employee productivity and organizational performance in Nigeria: An Empirical Investigation. *International Journal of Advances in Management and Economics,* 2(5), 163-177.
- Mavrogiannis, M., Bourlakis, M. A., Dawson, P. J., & Ness, M. R. (2008). Assessing export performance in the Greek food and beverage industry: An integrated structural equation model approach. *British Food Journal,* 110(7), 638-654.
- McBain, L., & Smith, J. (2010). *Strategic Management in the Public sector*. Paper presented at the E-Leader Singapore 2010 Conference. Retrieved from http://www.g casa.com/conferences/singapore/papers_in_pdf/mon/McBain.pdf
- Merwe, I. (2007). *Effective management of a virtual workforce.* (PhD thesis), College of Economic and Management Science, UNISA, South Africa.
- Mott, P. E. (1972). *The Characteristics of Effective Organizations.* Harper and Row: New York.
- Mullins, L. (2005). *Management and organizational behaviour* (7th ed.). UK: Financial Times Pitman Publishing.
- Mullins, L. (2010). *Management and organizational behaviour* (9th ed.). UK: Financial Times Pitman Publishing.
- Nickels, G., McHugh, J. M., & McHugh, S. M. (2011). *Understanding business*. 9th Edition. New York: Irwin McGraw-Hill.
- Noruzi, M. R. & Rahimi, G. R. (2010). Multiple intelligences: A new look to organizational effectiveness. *Journal of Management Research*, 2(2), 201-220.
- Nwachukwu, C. C. (2009) *Management: Theory and Practice.* Onitsha: Africana first publishers.
- Nwokah, G. N. & Aeenee, F. L. (2017). Social media marketing and business success of automobile dealers in Rivers State. *American Journal of Industrial and Business Management*, 07(12), 1298-1319.
- Nwokah, G. N. & Ahiauzu, A. I. (2008). Managerial competencies and marketing effectiveness in corporate organizations in Nigeria. *Journal of Management Development*, 27 (8), 858-878.
- Nwokah, G. N. & Maclayton, D. W. (2006). Customer-focus and business performance: The study of food and beverages organizations in Nigeria. *Measuring Business Excellence*, 10 (4):65 76.
- Nwokah, G. N. (2008). Strategic market orientation and business performance: The study of food and beverages organisations in Nigeria. *European Journal of Marketing*, 42(3/4):279-286.
- Nwulu, C. S. (2018). Customer service management and marketing performance of food and beverage manufacturing firms in Nigeria. *International Journal of Social Sciences and Management Research*, 4(8), 79-89.
- O'Regan, N. (2002) Market Share: the conduit to future success? *European Business Review,* 14(4), 287-293.
- Obi, E. A; Nwachukwu, C. L. & Obiora, A. C. (2008) *Public Policy Analysis and Decision Making.* Onitsha: Bookpoint Educational Ltd.
- Obi, J. N. (2016). Performance appraisal as a tool for enhancing productivity in an organization. *International Journal of Innovations in Sustainable Development*, 7(2), 26-51.
- Obiajulu, S. O. & Obi, E. A. (2004). *Public Administration in Nigeria: A Developmental Approach.* Onitsha: Bookpoint Ltd.
- Obiajulu, S. O. & Obi, E. A. (2004). *Public Administration in Nigeria: A Developmental Approach.* Onitsha: Bookpoint Ltd.
- Odiorne, G. S. (1965). *Management by objectives.* New York: Pitman.
- Odongo, M. S. & Datche, O. (2015). Effects of strategic planning on organizational growth. (a case study of Kenya medical research institute, Kemri). *International Journal of Scientific and Research Publications*, 5(9), 71-94.
- Odunlami, B. I. & Asabi, O. M. (2012). Compensation management and employee's performance in the manufacturing sector: A case study of a reputable organization in the food and beverage industry: *International Journal of Managerial Studies and Research*, 2(9), 108-117.
- Ogunna, E. C. (1999). *Public Administration in Nigeria: Theory and Practice.* Owerri: Great Versatile Publishers Ltd.
- Ojokuku, R. M. & Adegbite, T. A. (2014). The impact of capacity building and manpower development on staff performance in selected organizations in Nigeria. *International Journal of Economics, Commerce and Management,* 2(5), 1-9.
- Okolocha, C. B. (2020). Effect of Management by Objectives (MBO) on Organizational Productivity of Commercial Banks in Nigeria. *International Journal of Trend in Scientific Research and Development (IJTSRD)*, 4(5), 1469-1476.
- Okolocha, C. B. (2020). Strategic planning: a key to organizational performance of selected Nigerian banks. *International Journal of Research Publications*, 52(1), 6-19.
- Okoye, J. C. (1997) *Modern Management Techniques and Development Administration.* Onitsha: Abbot books Ltd.
- Onah, R. C. (2005) Public Administration. Nsukka: Great Apex Publishers Ltd.

- Onuorah, N., Okeke, M. N., & Ibekwe, I. (2019). Compensation Management and Employee Performance in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 9(10), 91-107.
- Onyishi, A. (2018). *Communication and Organizational Functionality.* A lecture delivered to 3rd year students of Public Administration and Local Government, University of Nigeria, Nsukka.
- Onyishi, A. (2018) *Communication and Organizational Functionality.* A lecture delivered to 3rd year students of Public Administration and Local Government, University of Nigeria, Nsukka.
- Pearce, J. A. & Robinson, R. B. (2003) Strategic Management. McGraw-Hill Porter, M. (1987) from competitive advantage to corporate strategy. *Harvard Business Review*, 5(6), 43-59.
- Rahimi, G. R. & Noruzi, M. R. (2011). Can intelligence improve organizational effectiveness? *Interdisciplinary Journal of Contemporary Research in Business*, 2(10), 30-41.
- Raja, A. G. K., Furqan, A. K. & Muhammad, A. K. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*, 11(7), 1-7.
- Randeree, K. & Al Youha, H. (2009). Strategic management of performance: an examination of public sector organizations in the United Arab Emirates. *International Journal of Knowledge, Culture and Change Management*, 9(4), 123-134.
- Rao, T. V. (1984). *Performance Appraisal: Theory and Practice.* Vikas Publishers Aima Management Series, New Delhi.
- Rastogi, G. (2000). Return to Education: An international comparison. New York: Jossey-Bass, *Elsevier*, 3(2), 32-45.
- Robbins, S. & DeCenzo, D. (2007). *Fundamentals of management: essential concepts and applications* (6th ed.).UK: Addison Wesley Longman.
- Robbins, S. (2001*). Organizational behaviour* (9th ed.). USA: Prentice Hall.
- Ryan, G., Emmerling, R. J., & Spencer, L. M. (2009). Distinguishing high-performing European executives: the role of emotional, social and cognitive competencies. *Journal of Management Development*, 28(9), 859-875.
- Ryan, G., Spencer, L. M., & Bernhard, U. (2012). Development and validation of a customized competency-based questionnaire: linking social, emotional, and cognitive competencies to business unit profitability. *Cross Cultural Management: An International Journal*, 19(1), 90-103.
- Sadiya, I. A. (2019). Impact of management by objectives (MBO) on the employee productivity in Vodafone Ghana. *Texila International Journal of Management. Special Edition* Apr 2019
- Salau, O., Igbinoba, E., Falola, H., & Dirisu, J. (2014). Modelling the relationship between performance appraisal and organizational productivity in Nigerian public sector. *International Journal of Research in Management*, 6(17), 59-74.
- Shaout, A. & Yousif, M. K. (2014). Performance evaluation - Methods and techniques survey. *International Journal of Computer and Information Technology*, 3(05) (2279-0764).
- Singh, H. (2019). *Impact Of Employee Participation In Decision Making On Organizational Productivity.* Philosophy doctorate in Business Administration Dissertation. School of Business and Media. Selinus University of Sciences and Literature.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1), 46-56.
- Tabibi, S. (1997). Necessities of revolution in higher education management to fulfill national development objectives. *Journal of Health Administration*, 1 (1), 1-31.
- Teo, T. C. & Low, K. C. P. (2016). Impact of goal setting on employee effectiveness to improve organisation effectiveness: Empirical study of a high-tech company in Singapore. *Journal of Business & Economic Policy*, 3(1), 82-97.
- Tomal, D. R. & Jones, K. J. (2015). A comparison of core competencies of women and men leaders in the manufacturing industry. *The Coastal Business Journal*, 14(1), 13-25.
- Ugwu, C. I. (2012). *Management by Objectives as an Instrument for Organizational Performance (A Case Study of First Bank Plc, Enugu Main Branch).* MBA Thesis, Department of Management Faculty of Business Administration University of Nigeria.
- Xhavit, I., Enis, M., & Naim, M. (2018). Using management by objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal* 4 (2018) 94–108