

Managerial Strategies and Staff Productivity in Selected Manufacturing Enterprises in Nigeria

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Abstract: This study seek to investigate managerial strategies and staff productivity in selected manufacturing enterprises in Nigeria. Hypotheses were frame and a survey research design was adopted for the study, and a sample of three hundred and seventy one (371) respondents were randomly selected using the simple random sampling technique. The researcher adopts the Yaro-Yamane formula to determine the actual sample size. The questionnaire was the main instrument used for data collection. The chi-square (X^2) analysis was considered appropriate to test the hypotheses for the study at 0.05 level of significant. And it was recommended that manufacturing enterprises or companies should makes efficient and effective use of managerial strategies to maximize or achieve employee productivity.

Keyword: strategy, productivity, decision making, communication, motivation.

I. INTRODUCTION

BACKGROUND TO THE STUDY

The association between strategies and employee performance has received justifiable much attention from researchers, managers, policy makers and consultants. This is because managerial strategies have been recognized as a Panacea for productivity and effective performance of workers in organizations. Faiza and Shamin (2010) argued that for any organization, to stay afloat and perform reasonably well, there must be a good relationship between strategies and staff productivity. This is so because they make critical difference between success and failure, and the success will depend on effective development, involvement of staffs in strategic decision making and planning. Stephanie and Jean (2011), opines that alignments of strategic vision to employee productivity is a key contributor to the success of organization. This alignment encourages and stimulates employee's creativity so that they can perform more effectively to realize the organizational goals and objectives. Also a synergistic effort of employees work effort, along with management best business practices that align with the vision,

would yield a positive result for an organization especially manufacturing industries. Weihrich, Cannice and Koontz (2008), the aim of managers is that they must increase productivity and the urgent need for productivity improvement is recognized around the world by its Gross Domestic Product (GDP). Ukpong (2011) defined productivity as the output-input ratio within a time period with due consideration for quality. Strategies which organization adopts to increase productivity should be focused on management functions such as planning, organizing, staffing, leading and controlling of employees in the organization to boost productivity. On the other hand, Jean (2011), says that strategic vision mutually depend on the development of a business strategy to sustains competitive advantage to ensure an enduring health of the business and employee must be encouraged to increase their productivity. This means that managers should manage based on methodological management principles and should be supportive to their employees. Support from manager will boost employee's morale and lead them to autonomy through the implement of an effective communication and engagement of the employees in the decision making process.

Mathew (2010), says that set of goals policies, rules and programme which an organization set to achieve the broad

vision of the organization are strategies and this strategies will positively enhance employee productivity through careful administration and implementation of those strategies into staff planning, motivation, training and performance appraisal and promotion. This is so because the interval strength of an organization depends on the work force and how best they can help organization benchmark and compete favourably or have an edge over the threats in the environment.

STATEMENT OF THE PROBLEM

Management in some manufacturing and producing industries are some time ignorant of the fact that their staff productivity depends to a large extent on managerial strategies. They fail to understand that managerial strategies goes along way into motivating, training, supporting, empowering and involvement of employee in decision making process in the organization. As a result of this, the level of turnover, profitability, productivity, effectiveness and efficiency is low compare with the benchmark of firms or other competitors in the environment. Also, leader lack skills to key in strategies that are necessary for organization broad based activities which leads to low productivity.

Also leadership lack some basic skills to key in strategies that are necessary for organizational Broad base activities which leads to low productivity. In some organizations, inability to strategically plan for future threats and developing employees to meet responsibilities and task lead to poor employees performance in work place. Moreover, it is identified that the following problems do contribute to low productivity of manufacturing industries:

- ✓ Ineffective and poor managerial techniques in the management of manufacturing industries.
- ✓ Ineffective communication and outreach of leaders or supervision in organization.
- ✓ Ambiguous and conflicting nature of managerial strategies and policies of the organization.
- ✓ Poor motivational strategies of organizations to increase staff development, skills and performance in organization.

OBJECTIVES OF THE STUDY

- The following were the main objective of this work;
- ✓ To determine the relationship between managerial strategies and employee productivity in manufacturing industries in Nigeria.
 - ✓ To determine the effect of managerial strategies, policies and programs of employee productivity in manufacturing industries in Nigeria.
 - ✓ To check if motivational strategies, staff development and training strategies effectively lead to organizational productivity in Nigeria

RESEARCH HYPOTHESES

The following null hypotheses were used to test the validity of the research work:

HYPOTHESIS I:

H₀: There is no significant relationship between managerial strategies and employee productivity in manufacturing industries in Nigeria.

HYPOTHESIS II

H₀: There is no significant relationship between motivational strategies, staff development and training strategies and employees productivity in manufacturing industries in Nigeria.

SCOPE AND LIMITATIONS OF THE STUDY

The scope of this study is limited to selected manufacturing enterprise within Nigeria. It focused on managerial strategies and staff productivity in manufacturing industries in Nigeria.

The limitations are financial constraints, workers reluctance to provide the researcher with the relevant information. Mostly, time constraints due to time spent in getting information from various sources etc.

II. REVIEW OF RELATED LITERATURE AND THEORETICAL FRAMEWORK

MEANING OF MANAGERIAL STRATEGIES

Strategies are a set of programmes, activities, policies, rules and regulations to achieve organizational or industrial goals. This aspect of strategic management has extensively expand into managerial functions and activities which aid managers, supervisors and staff to increase productivity in industrial organization.

Institute of strategic management Nigeria (2011) opines that managerial strategies which is an aspect of strategic management is "an integrated process of management in which managers of an organization engage in continuous thinking, auditing, implementing and controlling the organization to survive in the environment. In developing, implementing and controlling the organization's direction, and programme aimed at affecting changes, building competitive advantage and achieving all-time successful performance".

Also, managerial strategies does not only lay emphasis on setting strategies but modifies different aspect and functions of management into achieving vision of improving profit, reduce wastage, expanding market share, and increasing staff productivity in organization (Ottih, 2008). It is activity which must be adopted by the strategic or administrative level of management and span through every other levels in the firms. Managerial strategies plays an important role on staff productivity as it provide managers with success-oriented mind, provides the organization with clear-cut direction and focus, makes managers and organization more alert to opportunities and threats helps to unify and strength the organization, it creates proactive management posture initiating and leading offensive not reacting and defending (Nwagwu, 200K).

Muhammad, Mudasar and Salman (2011) says that effective managerial strategies should be driven to affect

organizational effectiveness as strategies like motivation of staff, creating conducive environment, synergy and interrelationship among workers to produce the desired outcome of staff productivity. Therefore, a good and effective strategy of management should be one that improves staff performance and organizational effectiveness through motivational strategies.

Thompson (1993) strategic management is the process, by which an organization establishes its objectives, formulates action designed to achieve these objectives in the desired time-scale, implements the actions and assesses progress and results. McCarthy, Minichiello and Curran (2002) consider strategic management to include the determination or formulation, implementation, and evaluation of strategy". Setting broad objectives and establishing plans and policies to facilitate their attainment, Arthur, Thompson Strickland (1993) strategy is the pattern of organizational moves and managerial approaches used to achieve organizational objectives and to pursue the organization mission. Byars, Rue and Zahra (1996) strategy is the determination and evaluation of alternatives available to an organization in achieving its objectives, mission and the selection of the alternatives to be pursued. Eteng (2011) strategy refers to the determination of the mission (or purpose) and the basic long term objectives of an enterprise and the adoption of courses of action and allocation of resources necessary to achieve these aims. James (1992) Strategy focuses on the integration of goals, policies and action sequences: A strategy is the pattern or plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. Craeme and John (2001) strategy is concerned with making major decisions affecting the long term direction of a business.

THE TASKS OF STRATEGIC MANAGEMENT

Thompson and Strickland (1990) identify five tasks of strategic management to include

- ✓ *DEVELOPING A CONCEPT OF THE BUSINESS AND FORMING A VISION OF WHERE THE ORGANIZATION NEEDS TO BE HEADED:* this is the function of establishing the organization's mission and this defines its purpose and answers the question; what business or businesses are we in? Defining the organization's mission forces management to identify the scope of its products or services, it further provides the long term direction and corporate focus for the organization.
- ✓ *TRANSLATING THE MISSION INTO SPECIFIC LONG RANGE AND SHORT-RANGE PERFORMANCE OBJECTIVES:* The process of setting objectives serve the purpose of translating or converting the mission and direction into something specific to aim at achieving the objectives. The objectives set helps to guide against internal confusion over what to accomplish and poor corporate performance. Both short range and long term, objectives need to be set. Short range objective specify what managements need to work towards over the next year or two: but the long range objective requires the managers to consider what they do now to boost the organization's performance over the long term.

- ✓ *CRAFTING A STRATEGY:* This is necessary to achieve the targeted performance. Strategy brings into play the critical managerial issues of how to achieve the targeted results in light of the organization's situation and prospects or opportunities. This task of crafting a strategy start with serious analysis of the organization's internal and external situations.
- ✓ *IMPLEMENTING AND EXECUTING THE CHOSEN STRATEGY:* This mean that seeing to it that the chosen strategy works efficiently and effectively in achieving results. Strategy implementation is concerned with translation of strategy into action.
- ✓ Evaluating performance, reviewing the situation, and initiating corrective adjustment in missions, objectives, strategy or implementation in the light of actual experience, changing conditions, and new idea opportunities. Strategic management is an ongoing process, where nothing is final and all prior actions are subject to constant evaluation or overview and modification. Because changes in the organizations internal and external environment often bring about such strategic adjustments.

LEADERSHIP STRATEGIES AND STAFF PRODUCTIVITY

Edith (2007) stated that leadership may be defined as the process by which a manager guides and influences the work of his subordinates. According to her, the main task of leadership is to direct and unify the effort and inclinations of the individuals of a group towards the achievement of desired common goals.

Koontz and O'Donnell state that "leadership is influencing people to follow in the achievement of common goal". An executive as an effective leader, should consult his subordinate while starting any line of action to ensure their voluntary co-operation, build up confidence and zeal in the work to be performed by the subordinate. Inyang (2008) leadership influence organizational success. Stogdill (1950) defines leadership as "the process of influencing the activities of an organized group in efforts towards goals setting and goal achievement". Beanis (2001) considers leadership as "the process of inducing subordinate to behave in a desired manner". Richards and Greenlaw (1972) views leadership as "an influence process, the dynamic of which are a function of the personal characteristics of the leader and followers and the nature of the specific situation". Bass (1981) simply defines leadership as "The process of influencing group activities towards the achievement of goals". Katz and Kahn (1987) see leadership as 'the influential increment over and above mechanical compliance with the directives of the organization". Kreitner (1995) defines it as "social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization objectives". Inyang (2004) defines leaderships as a process which involves the use of none.

CONTROL/EVALUATION OF STRATEGIES AND STAFF PRODUCTIVITY

Jaja and Zeb-Obipi (2005) opines that controlling refers to the managerial function of ensuring that performance conforms to plans. Oyedijo (1995) defines control "as the measurement of work against established standards and taking appropriate action to remedy discrepancies, clear-cut objectives, standard of performance, schedules and time tables, check-points performance appraisal systems criteria for measuring result". Eteng (2011) control refers to the evaluation of performance and the implementation of corrective actions to accomplish organizational objectives. Akintunde (2007) evaluation of staff performance is the process of delineating, obtaining and providing information useful for decision making and judgment about staff performance.

STAFF TRAINING/DEVELOPMENT AND STAFF PRODUCTIVITY

Inyang (2000) stated that training is the systematic development of the knowledge, skills and attitudes required by an individual have to performed adequately in a given task or job. Bass (2002) a trainee who is highly motivated will learn more effectively than one who is not. Inyang Akpama (2002) training can be taken as any learning activity, which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. Inyang and Akpama (2002) see the purpose of training to include the following"

- ✓ To improve performance and staff productivity
- ✓ To lower the cost of wastage and equipment maintenance
- ✓ To tower the number and cost of accidents
- ✓ To lower turnover and absenteeism
- ✓ To help staff to adapt to changed circumstance facing to organization.

Ausubel (1983) suggested three levels of training, and that if the three levels are properly handled in an atmosphere of cordiality, the trainees performance will naturally increase. These are;

- ✓ Intrinsic managerial strategies (related to the task)
- ✓ Extrinsic managerial strategies (reward package)
- ✓ Goal setting techniques

Alo (1999) sees training as a process or asset of activities aimed at assisting an individual to acquire knowledge, skills and activities necessarily for the effective performance of a specific task. Flippo (1982) maintained that planned development programmes will return values to the organization in terms of increased productivity, high morale, reduced costs, and organizational stability and flexibility to adapt the changing requirement.

THE STRATEGY OF PARTICIPATION IN DECISION MAKING AND STAFF PRODUCTIVITY

Worker participation in decision making is an essential ingredient of industrial democracy. Workers participation in decision making implies a mental and emotional involvement of workers in management of enterprise. It is considered a

mechanism where workers have a say in the decision making. Taylor (1990) maintained that decision making is that thinking which results in the choice among alternative course of action. Eteng (2011) decision making describes the process by which a course of action is selected as the way to deal with a specific problem. Cole (1993) stressed that decision making is the participation of a number of managerial staff in the decision making process of a particular organization. The British Institute of Management (1997) made a description of participation thus: the practice in which staff take part in managerial decisions and based on the as assumption community of interest between employer and employee enterprise and those working in the organization. Greg (1995) describe participation in decision making as the heart of the organization process and leadership. Akintunde (2007) decision making is the core of process. It is an act of selecting a choice out of many competing alternative. It is an everyday or day to day activity of administrator. An organization cannot exist, operate or survive without making decisions as to how its programs will be run.

Researcher have revealed that staff participation in decision making about job performance tend to work better than those who do not participate in decision making strategies. Ezembe (1992) gave a nod to this assertion by advocating for staff participation in the decision making process. When workers participate in decision making that affect them, they should be ready to accept the consequences of such decision. Holdeway (1998) revealed after studying the manufacturing outfit that lack of the opportunity to participate in decision making was the greatest source of works disappointment. Griffin (1987) opined that participation of works in decision making process increase their level of action, effectiveness, enthusiasm and disposition to their work. Handy (1995) in his view argued that works in flat structure organization where they take part in decision making have more feelings of prestige satisfaction and a sense of belongingness that others in tall structure where they do not take in the decision making.

COMMUNICATION STRATEGY AND WORKERS STAFF PRODUCTIVITY

Eteng (2010) communication is essential for carrying out all managerial function, it is particularly important in the function of leading. To achieve the goals of an organization, the manager must possess communication skills. The interaction between a manager and others, the manager must interact with subordinates and other organizational members can be productive only if they are able to communicate effectively. Oribobor (2001) communication is an essential means through which jobs units and people are integrated. In other words communication earns a vital link between the diverse centers units a people as a facilitated harmonious attainment of organizational goals and objectives. Hodgette (1981) posited that in modern work organization, if communication fails, no activity will succeed. Communication serves not only to transmit transmit information, understanding among individuals and groups, it also unifies group behaviours. Kempfer (1985) postulate the

communication is the key to management effectiveness, organizations exist through Communication.

Communication then is an essential element in any cooperative activity and it is of supreme importance in large industrial organizations for the managerial strategies and coordination of those involved in its highly specialized and interdependent departments, divisions and subdivisions. A breakdown of communication can have far-reaching consequences as negative work, inefficiency by industrial action, lawlessness, anxiety and distrust. Peretomode (1991) expressed the view that communication serves at least four major purposes in organization. These include-

- ✓ To influence performance of organizational members to managerial strategies, direct interest and evaluation.
- ✓ To clarify and express feelings.
- ✓ To serve as information inputs or exchange.
- ✓ As a control system

Cole (1997) asserts that keeping employees informed about general matter affecting their work role motivate them and contribute to increase understanding arising from day-to-day activities and staff productivity. In addition, communication is a natural interchange of ideas, feelings, opinions, joint meetings between management and staff which brings joint consultation. Inyang (2002) communication involves the creation, transmission, interpretation and use of information. Liska (1994) pointed out the importance of communication in an organization when he stated that communication is the ingredient which makes organization possible and effective.

MOTIVATION/APPRaisal STRATEGIES AND STAFF PRODUCTIVITY

Deborah (2009) says that motivational strategies which boost staff productivity lies in the abilities for management to relate organizational effectiveness with employees' performance. This means that organization should formulate strategies which are employee oriented to ensure that working environment is favorable, employee should be trained and develop to bring managerial expertise, employees should be interrelated to being creative, bring synergy to improve the quality of service and delegation of responsibilities should not be based on racial indifferences in organization. Management should use motivational strategies as a driving factor to improve performance of staff and organization should know that not all staff are economic man, some are social man, esteem and self actualized. Therefore, management should use factors or strategies as training and development, delegation taskful jobs, conducive organizational environment to increase staff productivity.

Salman (2011) opines that one aspect of managerial strategies which organization fail to acknowledge as important factor or pivoting element to increase staff productivity is motivation and appraisal. To him, allowing the participation of staff in formal and informal groups creates synergy, managerial expertise, job security and effective performance and productivity among staff in the organization. Edith (2007) motivation means inspiring the subordinate with zeal to do work for the achievement of organizational goals.

Akintunde (2007) motivation is a style or method that the administrator employs to enhance on the job satisfaction of individual staff. It is a way of influencing individual staff to improve productivity in order to achieve the desired goal of organization. Appraisal, the Oxford Advanced Learner's Dictionary defined appraisal as to assess the value, quality, nature of somebody or something. Akonwa and Anyanwu (1999) appraisal referred to as merit rating, staff performance evaluation or review. Koontz and O'Donnell (1978) summarizes the reasons for appraisal thus: among the urgent needs for appraisal are the need to know the quality of managers in an enterprise for management development and selection programmes, the appropriate structuring of organizations and managerial roles and the establishment of a rational basis for rewarding successes.

METHODOLOGY

Simple random sampling was used in the course of this research work. According to Esu (2004), this is a procedure which involves drawn portion or sample of the population so that each member would be given equal chance of being selected. Therefore, to determine the actual sample size, the researcher adopt the "Yaro-Yamane formula" with a population of 400 and a sample size of 57, respectively.

DATA TREATMENT TECHNIQUES

The raw data were collected and used to analyze and interpret the following techniques:

- ✓ Simple percentage: Simple percentage was used for the analysis of sex, age, material status, educational qualification, working experience and position of respondents through the information gathered from the questionnaire that was issued.
- ✓ Chi-squares (X^2): The chi-square (X^2) formula was used in testing the hypothesis formulated in chapter one.

The formular of chi-square (X^2) is given as:

$$X^2 = \frac{\sum (fo - fe)^2}{Fe}$$

Where

- fo = observed frequency
- fe = expected frequency
- Σ = summation
- X^2 = computed chi-square

TEST OF HYPOTHESES

Hypotheses formulated in the course of this study were tested using the chi-square statistical test with 0.05 level of significance.

HYPOTHESIS I:

H_0 : There is no significant relationship between managerial strategies and employee productivity in manufacturing industries in Nigeria

Questions	SA	A	SD	D
Managerial strategy affects the productivity of manufacturing industry	95 (A)	76 (B)	5 (C)	10 (D)
Employees productive depend on the system of management adopted by the organization	120 (E)	60 (F)	2 (G)	3 (H)

Table 1: Research question

Chi-square analysis

$$X^2 = \frac{\sum(f_o - f_e)^2}{f_e}$$

Cell	O	E	(O-E)	(O-E) ²	$\frac{(O-E)^2}{E}$
A.	95	107.8	12.8	163.8	1.52
B.	76	68.2	7.8	60.84	0.89
C.	5	3.5	1.5	2.25	0.64
D.	10	6.5	3.5	12.25	1.88
E.	120	107.2	12.7	163.6	1.52
F.	60	67.8	7.8	60.84	0.89
G.	2	3.49	1.49	2.22	0.64
H.	3	6.48	3.48	12.12	1.87
					9.85

Table 2: Test For Hypothesis I

Degree of freedom = (R-1) (C-1)

$$= (2-1) (4-1)$$

$$= 3 \times 1 = 3$$

Level of significance (Assumption) = 0.05 or 5%

$$X^2 \text{ Calculated} = 9.85$$

$$X^2 \text{ Critical value from table} = 7.81$$

Compare the two values

$$X^2 \text{ Calculated} = 9.85$$

$$X^2 \text{ Critical value} = 7.81$$

$$X^2 \text{ Calculated} < X^2 \text{ Critical}$$

$$9.85 < 7.81$$

INTERPRETATION OF RESULT (HYPOTHESIS I)

The result of this analysis shows that, the calculated value of 9.85 is greater than the critical value of 7.81, therefore we reject the Null hypothesis (H₀). This implies that employee's productivity depend on system and strategies adopted by management.

Reject Null hypothesis (H₀) and accept Alternate hypothesis (H_i)

DECISION: Since calculated chi-square (X²) Value 9.85 is greater than table

Value 7.81 (i.e. 9.85 > 7.81), we reject the null hypothesis and accept the alternative hypothesis which states that "There is a significant relationship between managerial strategies and employee productivity in manufacturing industries in Nigeria".

HYPOTHESIS II

H₀: There is no significant relationship between motivational strategies, staff training and development and organization productivity in manufacturing industries in Nigeria.

QUESTIONS	SA	A	SD	D
Staff motivation, development and training are instrument use by management to enhance employees productivity	120 (A)	80 (B)	5 (C)	10 (D)
Organization productivity depends to some extent on staff motivation, development and training.	110 (E)	39 (F)	2 (G)	5 (H)
Total	230	119	7	15

Table 3: Research Question

Cell	O	E	(O-E)	(O-E) ²	$\frac{(O-E)^2}{E}$
A.	120	133.3	13.3	176.89	1.33
B.	80	46.4	33.6	1128.96	24.33
C.	5	4.1	0.9	0.81	0.2
D.	10	8.7	1.3	1.69	0.2
E.	110	96.6	13.4	179.6	1.86
F.	39	50	11	121	2.42
G.	2	2.9	0.9	0.81	0.28
H.	5	61	1.1	1.21	30.81
					30.81

Table 4: Test For Hypothesis II

Degree of freedom = (R - 1) (C - 1)

$$= (2 - 1) (4 - 1)$$

$$= 3 \times 1 = 3$$

Level of significance (Assumption) = 0.05 or 5%

$$X_2 \text{ calculated} = 30.81$$

$$X_2 \text{ critical value from table} = 7.81$$

Compare the two values

$$X_2 \text{ calculated} = 30.81$$

$$X_2 \text{ critical value} = 7.81$$

$$X_2 \text{ calculated} < X_2 \text{ critical}$$

$$30.81 > 7.81$$

INTERPRETATION OF RESULT (HYPOTHESIS II)

The result of this analysis shows that the calculated value of 30.81 is greater than the critical value of 7.81, therefore we reject the null hypothesis (H₀). This implies that organizational productivity in manufacturing industries depends on staff motivation, staff training and development in Nigeria.

Reject Null hypothesis (H₀) and accept Alternate hypothesis (H₁)

Decision: since calculated chi-square (x²) value 30.31 is greater than table value 7.81 (i.e. 30.81 > 7.81), we reject the null hypothesis and hypothesis and accept the alternative hypothesis which states that "There is a significant relationship between motivational strategies, staff training development and employees productivity".

Furthermore, it was identified that all managerial strategies played a significant role on organization productivity and should be combined appropriately to maximize and achieve the aims and mission of manufacturing industries.

DISCUSSION OF FINDINGS

The result of the first hypothesis indicates that there is a significant relationship between managerial strategies and employee productivity in manufacturing industries in Nigeria.

And also, the result of the second hypothesis shows that there is significant relationship between managerial strategies and staff training, development and organizational productivity. This in line with the findings of Matthew (2010) which states that set of goals, policies, rules and programs which an organization set to achieve the broad vision of the organization and strategies that are positively enhance employee productivity through careful administration and utilization of staff planning motivation, training and development. Furthermore, it was identified that all managerial strategies played a significant role on organization productivity and should be combined appropriately to maximize and achieve the aims and mission of manufacturing industries.

CONCLUSION

This research work has established that staff motivation, training and development is universal and viable means of attaining employee productivity be it profit and non-profit manufacturing or processing industries as an effective and efficient management strategies leads to goals and objectives attainment.

This research work has clarified that for organization to achieve increase productivity, human resource performance, vision and mission, managerial strategies used and implemented by firm determines where it will get to and what it intend to achieve as outcome. Furthermore, management strategies does not limit its function towards goal and mission attainment but strategies should be adopted during planning, controlling, leading, coordinating and supervision of employee to achieve set target.

Therefore, managers must be aware that the organizational productivity it intend to achieve through effectiveness and efficiency of workers, high productivity, participation of staff in decision making, training and development etc, cannot be achieved without effective and appropriate managerial strategies. This is so because managerial strategies are viable means of attaining goals and objectives.

RECOMMENDATIONS

In line with the findings and conclusion of this research study, the following recommendations are made:

- ✓ Manufacturing enterprise or every company should make efficient and effective use of managerial strategies and implement it diligently to maximize and achieve employee productivity. This is achieved through proper information and implementation of the strategies in the organization.
- ✓ Organization that want to attain human resources performance should maximally adopt staff training and development strategies, worker participation in decision

making, motivation/incentives strategies in their company to boost employee performance.

- ✓ Workers should be allowed to take part in decision on matters that affect their welfare and well being in order to create effective communication links between management and workers in the organization.
- ✓ Management of the companies should be able to recognize the importance of management strategies in every management function they chose to execute as it will leads to the actualization and attainment of set vision and mission.

The organization should note the appropriate strategies which lead to productivity in their organization and implement them carefully as it will also lead to increase profitability, market shares and human resource development.

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