

Effect of Management Theory on Communication in Selected Marketing Co-Operative Society in Nigeria

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Abstract: *This work is on the effect of management theory on communication in selected marketing co-operative society in Nigeria. Communication is the act of transferring information from one person to another, creature and point to point. It could also be means of transmitting and conveying of ideas, attitudes, views and opinions from person to person, generation to generation, communication to a very large audience and vice versa. Social co-operative organization cannot survive without communication. Management theories are the set of general rules that guide the managers to manage an organization. Theories are an explanation to assist employees to effectively relate to the business goals and implement effective means to achieve the same. Management theory treats management as a set of processes to be perfected and streamlined to achieve perfect efficiency. Both types ignore human factors such as employee morale and engagement, which can cause results that challenge what the theories predict. Management theories all revolve around similar concepts. Managers are expected to handle processes, people, information and other duties as necessary. A manager may need to motivate their subordinate employees or determine how best to improve operational processes. Management theories provide frameworks for successfully handling those responsibilities. Therefore, management theory aid communication process to be effective in cooperative society.*

Keywords: *Management, Theory, Management Theory, Communication*

INTRODUCTION

Communication and management are closely linked. Communication refers to the process by which information is exchanged between two or more people (increasingly, machines are also included in communication, but we limit the discussion here to communication between people). Each of the management roles-planning, organizing, leading, and controlling depends on effective communication. Managers must be able to receive accurate information to determine plans, and they must be able to send accurate information for the plans to be implemented. When information is accurately sent and received, everyone in co-operative organization can be informed. As we see in the earlier example, however, when information is misinterpreted or when incorrect information spreads, communications can create significant problems in co-operative organizations. Communication is the act of transferring information from one person to another, creature and point to point. It could also be means of transmitting and conveying of ideas, attitudes, views and opinions from person to person, generation to generation, communication to a very large audience and vice versa. Social co-operative organization cannot survive without communication. One can imagine what the situation will be like if you gather people together and cannot communicate to them, the situation will be quite uncontrollable. Irrespective of how poor or rich and co-operative organization is there exist some spectrum of communication in all without it, no co-operative organization. It is so vital that without it, no co-operative organization can succeed.

Infact, communication is indispensable to human existence because one must need to communicate with people around him, to share ideas, experience and feelings. According to Ubeku (2013) human resources are the most important tools of every co-operative organization; since without them, other resources cannot operate. These personnel who are the vehicles through which co-operative organizational objectives are attained have to be properly managed for effective performance, management awards to Aenyar (2010) is concerned with the direction and control of co-operative organization. It involves planning and direction of work of others. These managerial functions cannot be successfully executed in the absent of communication. It is particularly important in the function of directing and leading.

STATEMENT OF PROBLEM

The need for communication in co-operative organization is evident of an inner urge towards a life enriched by co-operation with others. The purpose of communication in co-operative organization is to influence actions in the proper direction and to effect change. For this reason a manager has a specific tool with which to perform his duties. That tool is information in all its variant forms that flow to a manager in co-operative organization. The lack of information in specific areas means only that it is not necessary. Indeed, the blind areas may be of the greatest importance to management. The result of this state of affairs are not Inconsequential Duplication, Overlaps, a mixture of the important, variant limiting, etc, noting can be done, in reality, until the manager himself passes and responds to the question “what do I need to know?” This is the proper place to start if one is seriously concerned about the communication of relevant information. The considered discussion about the possibility of an information system reflects a concern for improved communication in co-operative organization. This research work therefore tired to find out two information flows and its usage in the management of the selected co-operative societies in Oji River LGA of Enugu State.

OBJECTIVES OF STUDY

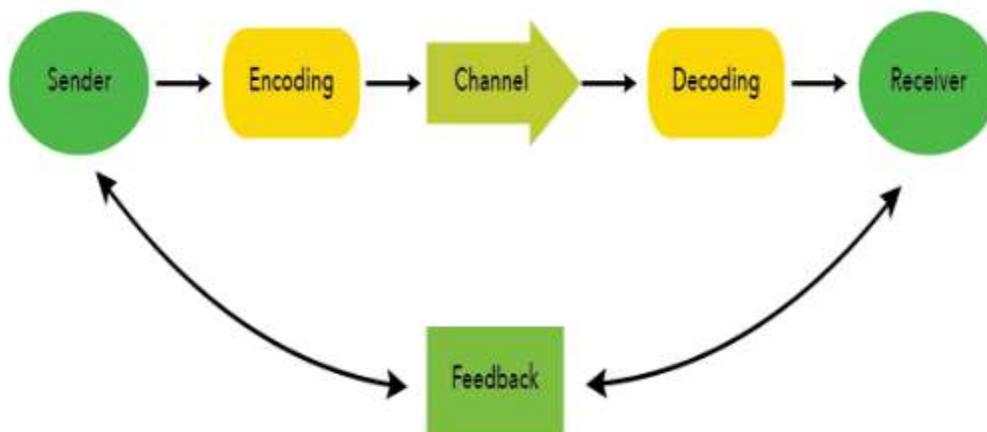
Specific objectives

1. To determine the effect of management theory on internal communication and employed relationship
2. To verify the effect of management theory on external communication of quality work output
3. To ascertain the relationship between management theory and upward communication and speed in work delivery
4. To investigate the impact of management theory on interactive communication and work flow

THEORETICAL FRAMEWORK

The Communication-Process Model

The communication process may seem simple: one person sends a message and others receive it. The process becomes more complex, however, because the information in the message must be sent and received accurately. The communication-process model describes how the *information* is sent and received. The following diagram shows this model.



It is easiest to understand the model when one person is communicating with another person. The person initiating the communication, the sender, has information he wants the other person, the receiver, to know. However, before it can be sent, the information has to be encoded into a form that can be transmitted. In a simple case, the information is put into words spoken to the receiver. Or the information may be converted into printed text, tables, charts, or graphs given to the receiver. In a more complicated case, the information is encoded into words or images that are then converted into electronic signals sent to the receiver. The channel is the medium through which the information is conveyed. It could be air conveying sound waves, paper conveying text and images, or wires or magnetic fields conveying electronic signals. In the opening example, the management had information that Mathias had been hired and when he would start. They wanted the employees in the company to have that information so they put it in a message and sent it to employees.

The receiver reverses the process. She receives the encoded message and then decodes it. That means she converts the message back into information that can be understood. In the opening example, an employee reads the message and knows who has been hired and when he will start. Information has been transferred from managers to employees. In an interactive communication process, the receiver can send feedback to the sender to indicate that the message has been received and how it has been interpreted. This can start an interactive back-and-forth exchange that can assure the sender that the message has been received and understood correctly.

The two-person model can be generalized to the case of one person communicating with many others. It could be a person making a presentation to a roomful of people, a manager sending an e-mail to employees, a Facebook post to friends, or a tweet to hundreds of followers.

The Management Theories

There are four general management theories.

1. Frederick Taylor – Theory of Scientific Management.
2. Henri Fayol – Administrative Management Theory.
3. Max Weber - Bureaucratic Theory of Management.
4. Elton Mayo – Behavioral Theory of Management (Hawthorne Effect).

1. Frederick Taylor’s Theory of Scientific Management:

Taylor’s theory of scientific management aimed at, improving economic efficiency, especially labor productivity. Taylor had a simple view about, what motivated people at work, - money. He felt that, workers should get a, fair day's pay for a fair day's work, and that pay, should be linked to the amount produced. Therefore he introduced the, differential piece rate system, of paying wages to the workers.

Taylor's Differential Piece Rate Plan:

If Efficiency is greater than the defined Standard then workers should be paid 120 % of Normal Piece Rate. If Efficiency is less than standard then workers should be paid 80% of Normal Piece Rate.

Principles of Scientific Management

Four Principles of Scientific Management are:

1. Time and motion study: - Study the way jobs are performed and find new ways to do them.
2. Teach, train and develop the workman with improved methods of doing work. Codify the new methods into rules.
3. Interest of employer & employees should be fully harmonized so as to secure mutually understanding relations between them.
4. Establish fair levels of performance and pay a premium for higher performance.

2. Henri Fayol’s Administrative Management Theory:

Henri Fayol known as the Father Of Management laid down the 14 principles of Management.-

1. Division of Work.
2. Equity.
3. Discipline.
4. Initiative.
5. Authority
6. Esprit De Corps.
7. Subordination of Individual Interest to General Interest.
8. Stability of Tenure.
9. Remuneration.
10. Unity of Direction.
11. Centralization.
12. Scalar Chain.
13. Unity of Command.
- 14 Responsibility.

3. Max Weber’s Bureaucratic Theory Of Management:

Weber made a distinction between authority and power. Weber believed that power educes obedience through force or the threat of force which induces individuals to adhere to regulations. According to Max Weber, there are three types of power in an organization:-

1. Traditional Power
2. Charismatic Power
3. Bureaucratic Power or Legal Power.

Features of Bureaucracy:

1. Division of Labor.
 2. Formal Hierarchical Structure.
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3. Selection based on Technical Expertise.
4. Management by Rules.
5. Written Documents.
6. Only Legal Power is Important.
7. Formal and Impersonal relations.

4. Elton Mayo's Behavioral Theory of Management:

Elton Mayo's experiments showed an increase in worker productivity was produced by the psychological stimulus of being singled out, involved, and made to feel important. Hawthorne Effect, can be summarized as "Employees will respond positively to any novel change in work environment like better illumination, clean work stations, relocating workstations etc. Employees are more productive because they know they are being studied.

CONCEPTUAL FRAMEWORK

Concept of Management Theory

Management theories are the set of general rules that guide the managers to manage an organization. Theories are an explanation to assist employees to effectively relate to the business goals and implement effective means to achieve the same. Management theory treats management as a set of processes to be perfected and streamlined to achieve perfect efficiency. ... Both types ignore human factors such as employee morale and engagement, which can cause results that challenge what the theories predict. Management theories all revolve around similar concepts. Managers are expected to handle processes, people, information and other duties as necessary. A manager may need to motivate their subordinate employees or determine how best to improve operational processes. Management theories provide frameworks for successfully handling those responsibilities.

Management theories originated as a result of mass production and the industrial Revolution. Mass production and the Industrial Revolution brought about new requirements for managing people and processes. As companies began to grow in size and production, business owners increasingly needed managers to run their daily operations. Prior to the Industrial Revolution, only a few organizations and militaries required theories for management. As a result of expanding industry, the practice of management became a major theoretical consideration in the study of business.

Managers must be responsible for the performance of their teams toward organizational goals. Reaching business goals might include reducing human error or standardizing processes. Management theories help to clarify these types of goals for managers and inform on how best to realize those goals.

Management Theories Classified

Certain management theories have become integral to modern business practices. There are three major classifications for management theories:

Classical Management Theory, Behavioral Management Theory and Modern Management Theory. These classifications represent a different era in the evolution for management theories. Each of these classifications further contains multiple sub-theories. **Classical Management Theory** centers on execution and maximizing production.

Behavioral Management Theory focuses increasingly on human elements and viewing the workplace as a social environment.

Modern Management Theory builds on the previous two theories, while incorporating modern scientific methods and systems thinking.

Classical Management Theory

Classical Management Theory is the oldest management theory. Classical Management Theory focuses on operations and the creation of standards to increase production output. In Classical Management Theory, compensation is considered the primary motivation for employees. A manager practicing Classical Management Theory would be focused on improving output and rewarding high-performing employees through wages or bonuses.

Behavioral Management Theory

Increasingly complex industries and organizations gave rise to more human interests in the workplace. Management theories began to include more people-oriented methods. Human behavior and satisfying the interpersonal needs of employees became more central to management. A manager practicing Behavioral Management Theory might motivate teamwork through fostering a collaborative atmosphere.

Modern Management Theory

Modern organizations must navigate constant change and exponential complexities. Technology is an element that can change and upend businesses very rapidly. Modern Management Theory seeks to incorporate these elements with human and traditional theories. A manager practicing Modern Management Theory might use statistics to measure performance and encourage cross-functional cooperation.

Three major modern theories comprise Modern Management Theory:

Quantitative Theory

Quantitative Theory arose out of the need for managerial efficiency during World War II. It was developed using experts from multiple scientific disciplines to solve the issues around integrating systems of people, materials and systems. This theory was developed primarily to enhance and support military decision-making.

Systems Theory

Systems Theory views management as an interrelated component of the organization. Instead of viewing the organization as a series of silos, each department is part of an overall system or organism. Management must support goals and process flows that serve the overall organizational health.

Contingency Theory

Contingency Theory was developed by sociologist Joan Woodward after she examined why some companies performed better than others. She found that high performing organizations make better use of technology and their managers made better decisions in situational contexts. This theory recognizes that effective managers must be adaptable to unique situations and circumstances.

The Role of Communication in Management

The role of management is to accomplish the goals of co-operative organization. To do this, managers create a plan that defines what needs to be done, when it will be done, and how it will be done. To implement the plan, managers must convey this information to everyone in the co-operative organization. That is, they must communicate the plan to members of the co-operative organization. However, managers need to do much more than just inform people what they need to do to support the plan. They also must motivate people to support the plan, build commitment to the co-operative organization, establish rapport and collaboration, and keep everyone informed of events and actions that affect the co-operative organization. Good communication not only informs but also helps to create a culture that makes people feel like they belong to and want to support the co-operative organization. The opening example shows what can result from poor communication. Following are some of the benefits of effective communication.

- **Provides clarity.** Confusion, uncertainty, and ambiguity make people uncomfortable and uncooperative. Making roles, responsibilities, and relationships clear gives everyone the information they need to do their jobs and to understand their contributions to the co-operative organization. Effective communication reduces the cost associated with conflicts, misunderstandings, and mistakes.
- **Builds Relationships.** A culture that promotes open communication reduces tension between hierarchical levels of employees, both professionally and socially. In a trusting and collaborative culture, people are more likely to seek help with problems and to suggest solutions and improvements. Effective communication creates a collegial culture that fosters teamwork and encourages cooperation.
- **Creates commitment.** Effective communication involves not only sending information but also receiving it. By listening to employees' concerns, allowing them to have input on their work and their workplace, and giving consideration to their suggestions, managers can make everyone in the co-operative organization feel like they are valued contributors.
- **Defines expectations.** When people are uncertain about what is expected of them and how they will be evaluated, they can't do their jobs well. Performance reviews are difficult because the employee does not know the performance standards they are expected to meet.

Formal and Informal Communication Systems

Formal communication systems are the methods used to convey information necessary for conducting the business of the co-operative organization. The message may be procedures to provide regular progress reports to managers. It may be scheduled meetings to exchange information on the status of a project. The formal communication system makes sure necessary information flows through the co-operative organization and that dissemination of this information is controlled. Not everyone in co-operative organization has access to progress reports or attends project meetings.

Informal communication systems are outside of the formal system. Informal systems can connect almost anyone in co-operative organization to anyone else. They skip over hierarchical levels and between departments and functions. In many co-operative organizations, the informal network is the primary way information is spread and work gets done. There are some co-operative organizations where getting a job done depends more on who you know than what you know.

EMPIRICAL REVIEW

Abili et al. (2011) investigated the role of effective factors on co-operative organizational knowledge sharing. They performed an investigation on effective factors on knowledge sharing in the Institute for International Energy Studies. They extended the results of Lin (2008), where three factors of co-operative organizational structure, co-operative organizational culture and interaction among departments were reported to have positive effect on knowledge sharing. They reported that first, the situation of knowledge sharing

is rather desirable, second age, work experience, field of study, educational level and co-operative organizational position did not have any influence on knowledge sharing and knowledge sharing had a positive relation with human factors and negative relationships with structural factors. They also recommended that there was a positive relationship among knowledge sharing, creative and supportive culture and negative relationship between knowledge sharing and bureaucratic culture

Harvey et al. (2000) explained the consequences of globalization of business, which leads in the emergence of hyper-competition in various firms. These days, we see many co-operative organizations with different branches located in various geographical locations where many inter co-operative organization communications must happen over internet facilities such as email or other similar services. In fact, inter-co-operative organizational relationships have created motivation among many people to improve coordination and communication among the members of the global network. Harvey et al. (2000) developed the concept of 'timescapes' to help effective inter-co-operative organizational and inter-cultural communications. Neill and Rose (2006) performed an empirical investigation on the impact of strategic complexity on marketing strategy and co-operative organizational performance and reported that the proposition that strategic complexity was co-operative organizational capability, which enabled more important strategy making and produces superior firm performance. Many people believe that a positive approach may help increase performance of employees and Cravens et al. (2010) performed an empirical survey to test this. They explained that many co-operative organizations normally depend on performance evaluation measures to receive feedback to managers based on the achievement of strategic objectives. They explained that performance evaluation had been concentrated on negative effects of performance, recommending that managers might not be achieving necessary reinforcement of the positive elements of their decisions. According to Cravens et al. (2007), performance measures not only generate enough motivation, but also help communication and the exchange of necessary information among managers when it is applied properly. Under such circumstance, individual managers may reach their personal objectives, while the co-operative organization satisfies its strategic goals. The application of positive co-operative organizational scholarship rules on performance evaluation metrics can assist us to make the evaluation process, more effectively.

RESEARCH METHODOLOGY

RESEARCH DESIGN

It is a fact that the research design requires the specification of procedures. This procedure involves decision on information to generate the data collection method, the measurement approach, the object to be measured and model in which the data are to be analyzed. Odo (2014), It is important to note that before a good research work can be carried out, the need to state in clear terms the methods and procedures adopted in conducting the study. And in the course of this study, the study used descriptive research (survey) design in building up this study.

AREA OF THE STUDY

The study is concentrated on the effect of management theory on communication in selected marketing co-operative society in Nigeria. The area will be selected marketing cooperative societies in Oji River Local Government Area of Enugu State.

POPULATION OF THE STUDY

According to Ary, Jacobs and Sorensen (2010), a population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The population of this study was concentrated on the management and staff of selected marketing cooperative societies in Oji River Local Government Area of Enugu State. Therefore, total population of the study is twenty-five (25).

METHOD OF DATA COLLECTION

The methods of data collection where from two major sources as noted earlier. The sources include:

- i. Primary sources
- ii. Secondary sources

Primary Data

These data were elicited from the respondents using questionnaire constructed and personal interview conducted on selected member of the population specifically in selected marketing cooperative societies in Oji River Local Government Area of Enugu State. The aim of this method was to get an on-the spot response to the questions so as to draw inference from the various ideas. The advantage of this method is that it enables the study meet the respondents directly and evaluate their response on the spot. To this end, the study used number of structural questions.

Secondary Data

These were extensively used in order to enable the study gain greater insight in the area of investigation. Secondary data were elicited from textbooks, internet materials and articles, journals relating to the area of investigation.

SAMPLE SIZE DETERMINATION

The sample size used for the study was determined by obtaining information as to the population.

Determining the sample size of the population Taro-Yamane formula was used.

Thus;

$$n = \frac{N}{1 + N(e^2)}$$

Where,

n	=	Sample size
N	=	Population
e	=	error of 5%
1	=	constant

$$\begin{aligned} \text{Therefore } n &= \frac{25}{1 + 25(0.05)^2} \\ &= \frac{25}{1 + 25(0.0025)} \\ &= \frac{25}{1.0025} \\ n &= 19.5 \end{aligned}$$

Therefore, the sample size for the study stood at 20 respondents

RELIABILITY OF THE RESEARCH INSTRUMENT

In these regards, the instruments are reliable because the study insured that questions were not ambiguously put to the respondents to communicate different meaning, that could generate inaccurate answer when the instrument is repeatedly used, that is test-retest. Also, the internal record of some of selected co-operative societies in Oji River LGA of Enugu State Enugu, which is a secondary data instrument, is highly reliable because it helps to provide more facts about the companies.

VALIDITY OF THE RESEARCH INSTRUMENT

According to Asika (2013), Validity of measuring instrument refers to the degree to which an instrument (test) measures what it is supposed to measure. The relevant questionnaire in terms of context and structure validity was checked by two lecturers in Co-operative and Rural Development Department in Enugu State University of Science and Technology Enugu and was validated. This helps to ensure that the clarity of the items is in terms with the topic of the study.

PRESENTATION OF DATA

Data are presented and analyzed using statistical tool by adopting the frequency method by looking at the responses of individual responses.

DATA OF ANALYSIS

The data obtained on the basis of the application of the questionnaire were analyzed.

The analyses are as follows;

1. That management theory has significant effect on internal communication and employed relationship
2. That management theory has significant effects on external communication of quality work output
3. That there is a relationship between management theory and upward communication and speed in work delivery
4. That management theory has a significant impact on interactive communication and work flow

SUMMARY FINDINGS

In the research, it is attempted to determine how the effect of management theory on communication in selected co-operative societies. Hence, the findings are as follows;

1. It is clear that management theory has significant effect on internal communication and employed relationship
2. It was found that management theory has significant effects on external communication of quality work output

3. It is obvious that there is significant relationship between management theory and upward communication and speed in work delivery
4. It is clear that management theory has a significant impact on interactive communication and work flow

RECOMMENDATIONS

It is important for the people especially managers to understand management theory so that they can apply it in any managerial position at any stage to be able to adequately use the communication methods and to ensure the continuity of the communication methods. It is incontrovertibly high what positive values employees with high job satisfaction and commitment add to the co-operative organization. For this purpose, it is suggested to increase the frequency and level of trainings given to improve the communication skills of managers.

CONCLUSION

Co-operative organizational communication expresses the communication mechanisms and processes that occur among the employees in the co-operative organization, is seen as an important tool used to influence the behavior of individuals. There is not much work in the literature on how the communication skills of managers influence the employees, even though communication inside the co-operative organization has been the subject of many academic studies. Also pointed out the same point in their work and stated that despite the fact that there are some studies on the effect of the managers' communication on the work results of the employees of the selected co-operative societies.

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