



## **'Wait for Your Time' Concept in Management Practice in the Nigerian Terrain: Appraising and Critique of Classical Management Theories**

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### **ABSTRACT**

This paper examines 'wait for your time' concept in management practice in the Nigerian terrain. Theories are systematic groupings of interdependent concepts and principles which give a framework to or tie together a significant area of knowledge and they enable us to communicate efficiently. Management theory can be described as a way of categorising pertinent management knowledge or combination of concepts and principles of management. In organisations, management is very important because organisations can never achieve its objectives without proper management; it has been described as the art of getting things done with the help of others. Also, the knowledge of management theories is essential for successful management and leadership in organisations. The application of some of these management theories (Classical

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Management Theories) in organisations in the Nigerian terrain considering its effect and outcome through the use of the concept 'wait for your time' in management practice is reviewed in this paper. Several examples of this management practice in Nigeria are given and several recommendations such as a total review of the classical management theory are made. The paper concludes as it recommends that the use of classical management theory in Nigerian organisations should be reviewed periodically.

*Keywords: Management; management theory; classical management theories; 'wait for your time' concept; scientific management theory; bureaucratic theory; administrative theory.*

## 1. INTRODUCTION

Theories, as a concept have been defined as a systematic collection of related principles or a general body of assumptions and principles. It is a systematic grouping of interdependent concepts and principles which give a framework to or tie together a significant area of knowledge [1]. In other words, a theory is a structure of fundamental concepts and ideas around which knowledge in a field are organised. [2] describes it as a proposition, idea or assumption put forward by an individual or group of individuals on how a particular management problem can be solved. Therefore, a confirmed theory can become a principle and this means studying theories of management becomes very important because they shape our views of organisations, guides management decisions and provides a source of idea while giving us a chance to take a different view of every situation so as to arrive at the best solution. The study of management theories according to [1] provides a stable focus for understanding what we experience, that is, a theory provides criteria for determining what is relevant. Secondly, theories enable us to communicate efficiently and thus move into more and more complex relationships with other people. Thirdly, theories make it possible, or even challenge us to keep learning about our world. Principles in management are fundamental truths that explain relationships between two or more sets of variables, such as a dependent variable and an independent variable and managers who apply theory to management usually blend principles with realities. Therefore, when managers know about theory, they will have the capacity to forestall future problems which may occur in the organization. A critical study of management theories thus helps managers to have a good understanding of the dynamics of an organization, understand their roles as managers and help interpret the rapidly changing nature of today's organizational environments.

The purpose of this paper is to discuss the concept of 'wait for your time' in the light of the Classical Management Theory while appraising and critiquing the theory. The paper begins with a brief background of management. Next, it will discuss classical management theory in detail. The paper will briefly examine the 'wait for your time' concept citing scenarios, then, move on to appraise and criticise classical management theory. Finally, the paper will discuss the shortcomings of the theory in line with the concept of 'wait for your time' management practice in Nigeria, the determinants and consequences of the concept and then draws its conclusions and suggest recommendation.

## 2. MANAGEMENT

Managing has been described as one of the most important human activities and has become ever increasingly important over the years. It ensures the coordination of individual efforts to achieve an organizational goal that one would not be able to accomplish alone. From the time human beings began forming social organizations to accomplish aims and objectives they could not accomplish as individuals, managing has been essential to ensure the coordination of individual efforts, [1]. As societies continue to rely on group effort and many organized groups become large, the job of managers becomes more important and more complex thereby making managerial theories become inevitable in the way managers manage complex organizations.

Management is the art or science of achieving goals through people, that is, the process of working with people and other resources to accomplish organizational goals, the activity of getting things done with the help of other people and resources, [3]. This implies that no organisation can achieve its objectives without proper management, and therefore makes management to be the core of any organization.

Also since managers supervise, management can be interpreted to mean literally, “looking over”, that is, making sure that people do what they are supposed to do and at the right time. More broadly, management is the process of designing and maintaining an environment in which individuals working together in groups efficiently to accomplish selected aims. Expanding this definition means first, managers carry out the managerial functions of planning, organizing, staffing, leading and controlling. Secondly, management applies to managers at all organizational levels, thirdly, management applies to any type of organisation, fourthly, the aim of all managers is to create surplus and lastly, management is concerned with productivity, that is, efficiency and effectiveness.

Therefore, management refers to the development of a bureaucracy or organisation whose significance stems from the need for strategic planning, coordination directing, and controlling of large and complex decision making process. Thus, management entails the acquisition of managerial competence and effectiveness in the following important areas such as problem solving, administration, human resource management and organizational leadership. There are three basic management objectives and they are, ensuring organizational goals and targets are met with least cost and minimum waste; secondly, looking after health, welfare and safety of workers and lastly, protecting the machinery and resources of the organization including the people. In any organization, managers require four main managerial skills:- technical, human, conceptual and design skills.

The systematic study of management as a separate branch of knowledge started of recent, but the practice is as old as the human society [2]. This means in time past, man has been making decisions about what to do and how to do it but with the advent of the industrial revolution, there became great changes in the organization of industries which produced rapid development of factory system and methods of production. Increase in scope and complexity of business organisations and the need to coordinate the efforts of large numbers of people in the regular production of goods created additional management problems which made people to start investigating and developing new concepts related to management of organizations as corroborated by [4]. The situation led to the birth of different schools of

thought on management. From the works of Frederick Winslow Taylor of scientific theory, Henry Fayol of Administrative theory and Max Weber of the Bureaucracy called the Classical Management theories, other theories and principles of management were developed.

## 2.1 Classical Management Theories

The industrial revolution was a time where innovation really began to change the way that products were produced and sold. The invention of machines to produce goods in the 19<sup>th</sup> century drastically improved productivity with low cost to the consumer which resulted in a greater demand for products and thus more factories and more workers. As this trend continued, managers continued to search for ways to improve productivity, lower cost and increase efficiency. There was also the need to train workers on how to do their jobs efficiently. As managers began to formulate and test possible solutions, one of which was to find the best possible way for workers to perform and manage their tasks resulted in the development of classical management theory.

Classical management theory's emphasis is on structure, authority and control of production methods. The proponents of these theories view the organisation as a machine and tried to prescribe universal principles that can guide the activities of the machine. [3] outlines the principles or salient features of classical management theories as follows:-

1. Chain of command – In the theory, management is distributed in three levels namely the top level (Administration), middle level (managers for example, production manager, finance manager etc.) and the lower/first level management (supervisors).
2. Division of labour/ Specialization –this means complex tasks are subdivided or broken down into smaller tasks which can be easily done by workers. Specialization is expected to make people more skilled and proficient in their narrow areas.
3. Scalar or hierarchical principle – this refers to the vertical division of authority and responsibility within the organisation. There is only one way communication because decisions are made at top level and passed downward to workers, no suggestions are taken from the lower level upwards.

4. Autocratic leadership style – In those days, management was influenced by the church, so autocratic style of leadership was the culture then. Managers made decisions and perform all other functions of management alone while workers were treated like machines and were strictly controlled.
5. Predicted behaviour – the behaviour of workers was predicted like machines. If a worker works according to prediction/set standard, he/she retains the job. Otherwise he/she is replaced.
6. Unity of command – this means that a subordinate should receive orders from only one superior
7. Span of control – this refers to the number of subordinates a supervisor can supervise effectively. The span is usually larger at the lower levels where activities are more repetitive.

Classical management theory mainly consists of three sub theories: - Scientific management theory, Bureaucratic theory and Administrative theory.

## 2.2 Scientific Management Theory

This is the first management theory developed by Frederick Winslow Taylor in 1911 and he is referred to as the father of scientific management, he also started the era of modern management. It is also known as the time and motion study and the main focus was maximum productivity and efficiency. As the name implies, it was a scientific approach to managerial decision making because different scientists performed various experiments at that time to find a solution to the problems of management in organisations then. [3] adds that in the nineteenth and early twentieth centuries, Taylor decried the awkward, inefficient or ill-directed movements of men (traditional management practices) as national loss and thus consistently sought to overthrow the old rule of thumb management methods and replace it with actual timed observations that lead to the one best practice. He also advocated that workers should be scientifically selected and systematically trained in the one best practice rather than allowing the workers personal discretion in their tasks [2,3,4,1];. In Taylor's view, managers were expected to perform the science and give instruction while employees perform the duties as allocated within the organisation. This encouraged the breaking up of tasks in the

organisation into sub- tasks and also helped to optimize the performance of tasks. To motivate performance, he also advocated that managers should be encouraged to motivate workers through financial rewards and ensure sustenance by scientifically selecting and systematically training workers in the one best practice to increase productivity and work performance.

Taylor's strongest/major techniques according to [5] include the time and motion studies whereby a complex task was divided/broken down into a number of subtasks thereby optimizing the performance of the subtasks and eliminating wasted motions so that the work would be done in the one best way as well as timing the remaining motions in order to arrive at an expected rate of production. Taylor also pushed strongly for standardization in the design and use of tools and procedures and advocated that a worker be assigned a given quantity of work each day based on the results of time study. He also adds that the primary motivation of an employee was to earn money. Therefore, the way to get an employee to work harder was to pay by the piece that is , a system called piece rate system which was intended to provide individual worker productivity incentives.

[1] in [3]; [6]; [2], highlight Taylor's four great principles in his management theory to increase efficiency: -

1. There is need to develop a 'science of work' to replace the old rule of thumb methods. This means to study the job and find best method to do it. Pay and other rewards should be linked to achievement of optimum goals and failure to achieve goals results in loss of earnings.
2. Workers should be scientifically selected and trained to be first class or according to best way of performing a job. Different workers should be selected for different jobs according to their positions in the organisation so that they can become experts in their jobs.
3. The science of work should be combined with selected and trained people to achieve the best result.
4. Task and responsibility should be equally divided between worker and management cooperating together in close interdependence.

Other contributors to Taylor's work are Frank and Lillian Gilbreth's motion study; they also improved the time and motion study.

### 2.3 Bureaucratic Theory of Management

This theory was developed by German Sociologist Karl Emil Maximilian known as Max Weber. He postulated that western civilization was shifting from 'wertrational' (value oriented), affective action (action derived from emotions), and traditional action (action derived from past precedent) to 'zweckational' (technocratic) thinking and he believed that civilization was changing to seek technically optimal results at the expense of emotional or humanistic content. [4] suggests that the main focus of this theory is organizational structure stating that Weber focused on dividing organisations into hierarchies and establishing strong lines of authority and control. Weber looked at organisation as a whole and suggests that organisations should develop comprehensive and detailed standard operating procedures to perform pre-planned work through division of labour. He also believes that workers should respect the right of the managers to direct activities dictated by the rules and regulations of the organisation which serve to insulate its members against the possibility of personal favouritism, [5]. Bureaucracy according to him is indispensable for large and complex organizations. The key elements in the 'ideal' bureaucratic organisation are: -

1. Written rules and procedures to guide all decisions and situations – All organisational activities should be rationalised to the point where standard operating procedures are developed to provide certainty and facilitate coordination. This means maintaining complete files containing accurate documents regarding all activities which serve as organization memory. Writing all activities in the organisation down helps every system run systematically
2. A well-defined hierarchy of legitimate authority – All positions within a bureaucracy are structure in a way permitting the higher positions to supervise and control the lower positions. This provides a clear chain of command facilitating control and order throughout the organisation.
3. Promotion and selection based on technical competence – Competence should be the basis for all decisions made in hiring, job assignments and promotions. This would eliminate personal bias and the importance of 'knowing someone' in central personnel decisions and at the

same time fosters ability and merit as the main features of a bureaucratic organisation.

4. Division of labour based on functional specialization – All responsibilities in an organisation are rationalised to the point where each employee will have the necessary expertise to master a particular task. This ensures each worker has the requisite authority to complete all such tasks.
5. A clear statement of the rights and duties of personnel – There should be clear identified duties of every worker. Everyone must know what he/she has to do and who he/she reports to.
6. Impersonal relationships between managers and workers – Weber believes it is necessary for managers to maintain an impersonal relationship with employees because of the need to have a rational decision making process rather than one influenced by favouritism and personal prejudice. Also, this will facilitate rational evaluation of employee outcomes without personal prejudice.
7. Specialized training – Workers are to be trained according to their assigned tasks
8. Fair evaluation and reward – There should be a well- established system of evaluation so that reward is given according to commitment and competence.

Weber's bureaucratic principles have been widely adopted in organisations around the world, yet there are many critics of the study.

### 2.4 Administrative Management Theory

This is another well- known classical management theory developed by Henry Fayol in 1916 and it was the first comprehensive theory of management, [3]. Other contributors to this theory are Mary Parker and Chester Barnard. Fayol was a senior manager and he developed this theory on his experience in a mining company. He was concerned with staff management and worker satisfaction and the focus was on the coordination of the workers collectively, that is, on the total organisation rather than on the individual. This made him to turn his attention to management which he felt had been most neglected in business organisations, [2]. Fayol's administrative theory proposed that every organisation has six components namely: - technical (production of goods), commercial (buying, selling and

exchanging activities), financial (raising and using capital), security (protection of property and people), accounting and managerial (coordination, control, organisation, planning and command of people). [4]; [2]; [3] also adds that Fayol described the distinctive functions of management that makes it different from other functions of business. These functions are: (i) forecast and plan – an act of anticipating the future and acting accordingly; (ii) organize – development of institutional resources, both material and human; (iii) command – keeping the institution's actions and processes running; (iv) coordination – alignment and harmonization of group effort; and (v) control – ensuring that all activities are performed in accordance with appropriate rules and procedures.

Fayol also developed fourteen (14) principles to go along with management's five primary roles, these are to advise managers to mandate and fulfil their responsibilities. They include division of work/specialization, authority with responsibility, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, stability of tenure, equity, order, scalar chain, centralization, remuneration, initiative and esprit de corps. Fayol clearly believed personal effort and team dynamics were part of an ideal organisation. Fayol's five principles roles of management are still actively practiced today. Unfortunately, his principles of unity of command and unity of direction are consistently violated in matrix management which is the structure of many organisations today.

### **2.5 'Wait For Your Time' Concept in Management Practice in Nigeria**

Having critically examined the various theories under the classical management model, it is important to examine its application in the Nigerian context. Wait for your time concept is a concept that has become part of the management practice in Nigeria especially in the public sector where the classical management theories have been practiced for years. For instance, in the classical management theory, the manager is the boss, he/she operates purely autocratic leadership style; and what he says must be obeyed, he commands at will and he has the prerogative to choose who will be trained, who will be recommended for promotion, who will be sanctioned, who will be hired or fired. Because this theory emphasises training for specialisation, the manager chooses or selects who goes for which training and the result is that many workers have had to wait for a long time to

be able to go for one training or the other. Too many times ethnicity, religion, gender, the type of occupation/profession or even organisation among others has played out in the choice of who to train, promote, hire or dismiss from service. Moreover, 'wait for your time concept' differs from the features of autocratic leadership style highlighted above; many who have had opportunity to go for training to enhance performance were not allowed to share with management new ideas, methods or better ways of achieving goals among others, learnt during the training. However, in cases where they were allowed to share their new ideas with management, they were told to wait for their time to become the boss before they can implement whatever ideas they have. They have either been tagged as looking for favours or promotion. Examples are giving below to buttress the points raised above:-

1. A female striker of the national team for women's football was not nominated for training for an international match but was told to wait for her time. She was told not to worry but to wait for another time when she will be picked even though no reason was given for her non-nomination.
2. Governor Kayode Fayemi of Ekiti state when still in office told the Governor elect, Ayodele Fayose to wait till he officially assumes office as Governor and have access to all information necessary to implement whatever he wants instead of meddling in government policies unnecessarily saying he does not require any approval from Fayose to perform his duties as Governor.
3. A civil servant (Yushau Shuaib) in the Ministry of Information was fired/sacked for writing an article considered critical of the Finance Minister, Ngozi Okonjo-Iweala. In his article titled, "Still on Okonjo-Iweala over Controversial Appointments" published, March 6, 2013, he called on the minister "to ensure that appointments into important positions should be done in credible and transparent manners that can withstand public scrutiny". He only appealed to her to be fair in her choice of people to important positions, however, angered by the article, it was gathered that the Minister asked the Minister of Information, Labaran Maku to discipline Mr Shuaib who was thereafter demoted, his salary suspended and eventually sacked from office.

4. Federal character – In order to foster unity between the north and south and be fair to all parts of the country, the 1979 Constitution of Nigeria enacted the principle of the Federal Character and made provisions for the creation of the Federal Character Commission, thereafter the quota system was introduced. However according to [7], this new system was abused because the northerners who were not educationally and professionally qualified were brought in or the post offered to an expatriate on contract while a northerner was trained as quickly as possible. Therefore, in some cases, the less qualified northerner (exposed to only Islamic education) ended up being the boss of a more qualified southerner (exposed to western education and Christianity). All these are experienced in the Judiciary, Foreign Service and every arm of the government. Today every tribe in Nigeria is complaining of being marginalised and this informs why ethnicity plays out in organisations. It is now who you know and not what you have in your head (contribution to knowledge).
5. The issue of 'wait for your time' is also evident in some academic institutions. For instance, when workers apply for a sponsorship, training, higher studies, sponsorship of research or for further studies among others, only a selected few are usually granted permission while others are told to wait for another time especially if they are not the favourites of top management or not of the same tribe.
6. Another example of ethnicity playing out is when the chief of staff to Governor Kayode Fayemi singlehandedly picked 12 out of 16 nominees as local government caretaker chairmen and unfortunately they were all approved by the governor.

The above are but a few examples of how the 'wait for your time' concept in management has played out in different establishments in the country. Many times one hears such remarks (even among managers) like "there is no doubt that the civil service reform is for people to gain wider experience but that does not immediately mean that you're automatically entitled to promotion", "the people that have stayed have also been doing tough and demanding jobs, so there is no sense that anyone coming back after training is better than those who have been inside the organisation", so let him/her wait for

his/her time to come. Such comments kill innovation and initiatives; it stiffens knowledge sharing in organisations and prevents flexibility.

## 2.6 Appraisal and Critique of Classical Management Theories

This theory's emphasis is on structure, line of authority and control of production methods. Also, one can equally say they were developed to predict and control behaviour in organisations. The contributors/proponents viewed the organisation as a machine and tried to prescribe universal principles that can guide the activities of the machine. The principles of the theory include, chain of command, autocratic leadership, unity of command, predicted behaviour, span of control, specialisation, scalar/hierarchical principle. The theory consists of three sub-theories: Scientific management theory, Bureaucratic theory and Administrative theory. In this theory, innovation is very difficult to achieve because of rigid rules.

- A. Scientific Management theory: -This theory was pioneered by Frederick W. Taylor. He observed working processes and made recommendations on how to minimize input, maximise efficiency and achieve specialisation and standardization. His strongest legacies was the concept of breaking a complex task down into smaller sub-tasks and optimise performance. The work of Taylor was appreciated by industrialists of that time and from an economic standpoint, it was an extreme success. His contributions to management include: -

1. Measurement of tasks and processes
2. Piece-rate pay system which was intended to provide individual employee productivity incentive because he believed the way to get an employee to work harder was to pay by the piece. Also worker incentive schemes
3. Facilitate job specialization and standardization in the design and use of tools.
4. Organisational influences in the development of the fields of industrial engineering, personnel and quality control.

However, though Taylor's principles are still been practiced today, his work has been criticised by several researchers:-

1. The theory overlooked human's perception and senses, it turned people to automations. The emphasis on increase in efficiency and productivity led the managers to be more autocratic and exploitative to workers, the use of stop watch and piece rate system looks dehumanising as it subjects workers to stains and unfair practices.
2. Theory is based on the belief that human beings are only motivated by economic benefit; higher needs of workers did not matter.
3. Introduction of systems of tight control over work and workers which means lack of initiative because their ideas were ignored as they were classified as uninformed.
4. It was also said that undue pressure was being placed on workers to work even more than their capabilities while ignoring variance among them.
5. It laid emphasis on rigid application of scientific principle to work.

Many people have criticised Taylor's theory for its inflexibility, authoritarianism, lack of human face, lack of innovation and knowledge sharing.

**B. Bureaucratic Management Theory:** - This was developed by Max Weber to describe an organisational structure where duties are specialized under a given set of rules and hierarchy of authority. Here, tasks are assigned through division of labour and are accomplished based on a set of well-defined procedures. Weber's theory is still in use today around the world though other theories have built on it. His contributions include: -

1. Weber believed that bureaucracy is indispensable for large and complex organisations
2. His view for bureaucratic organisations is necessary in modern business practice as a prerequisite for efficiency.
3. He also postulated that the rules and regulations of a bureaucracy serve to insulate it's members against the possibility of personal favouritism.
4. Written rules and procedures, well-defined hierarchy, division of labour, well defined rights and duties of workers, workers and managers training, punish and reward system, promotion and selection based on competence are all contributions of this theory and all used around the world in organisations.

However, this theory has its flaws among which are:-

1. Rigid rules and procedures leaves no room for innovation, creativity, knowledge sharing and change. This is to say that rigidity has the capability of not allowing organisations to seek that which will enable it take proactive decisions for greater productivity.
2. Decision making is slow and cumbersome - Those that criticise this theory according to [2], argue that the typical response to any new problem in a bureaucratic system is to create new rules and procedures. Therefore, instead of finding creative solutions to problems, the people spend valuable time following rules and procedures. This can lead an organisation to become obsolete or close down because everything has to be done by the books.
3. Routinous tasks reduce incentive for extraordinary performance and limit the growth potential of employees.
4. Relationship between superiors and subordinates are depersonalized, based on only roles and duties.

Despite these flaws the Bureaucratic management theory is still been practiced in certain parts of the world today.

**C. Administrative Management Theory:-** The contributors to this theory are Henry Fayol, Mary Parker and Chester Barnard. Fayol is regarded as the father of management as he is the main representative of this theory.

His contributions are: - He was interested in the total organisation and focused on management which he felt was most neglected in organisations. Also, he believed that sound management practice falls into five functions namely, forecast and plan, organize, command, coordinate and control. Likewise, he developed fourteen principles to go along with these functions among which are specialization/division of labour, authority, initiative, order equity and esprit de corps, unity of command and unity of direction. However, his principles of unity of command and unity of direction are not used in some organisations because matrix management is the structure of choice for many of today's organizations.



## 2.7 'Wait for Your Time' Concept and Classical Management Theory in Nigerian Terrain and Its Shortcomings

Having critically examined the various theories under the classical management model, it is important to examine its application in the Nigerian context. From the arrival of the colonial masters into the country, the use of management theories to manage business organisations have been in place in many business enterprises and also in the public sector. The first set of theories developed were the classical management theories and many organizations in Nigeria have used and are still using them in the management of people and resources both in the private and public sector but most especially in the public sector like the ministries and other parastatals under them. Even though the classical management theories have helped organisations to improve productivity through specialization by training workers to be experts in their different jobs, the theory has been criticised by many researchers because it ignores human perception, it is rigid and practises authoritarianism.

The classical management theory were developed in three streams namely, scientific, bureaucratic and administrative management theory and they were founded on similar assumptions and mostly concerned with increase in efficiency and production with little or no concern for human relations. These theories state that there is only one best way to organize for production and that production is maximized through specialization which can only be achieved through training. Though several factors such as ethnicity, religion, gender issues among others often play out in the selection of workers for training in the Nigerian context, flaws found in these theories does not allow for sharing of ideas even after undergoing training. Training is meant to open up new ideas but the rigidity, authoritarian behaviour of managers and lack of human face (impersonality) of these theories, prevent knowledge sharing, innovation, idea generation, and introduction of major changes in organisations which can lead to organisations becoming obsolete in this information age.

Also, even with emphasis on training in bureaucratic organisations, instead of finding creative ways to solve problems, time is wasted following rules and procedures because it has to be according to the books. [8], also agree when they add that 'Nigeria as a developing country is

said to be poor because its economy has refused to grow and the problem of growthlessness or development distortion can be attributed to lack of basic requirements'. This means rigidity has the capacity of not allowing organisations to seek that which will enable it take proactive decisions for greater productivity. Therefore, organisations using classical management theories for management of human and material resources needs to have a rethink if they want to grow and be productive in this information age.

## 2.8 Determinants of 'Wait for Your Time' Concept

Wait for your time concept has taken its root in the Nigerian management practice and if not checked, will continue to cause serious damage to the management practice. The use of the classical management theory in various establishments in Nigeria has helped in achieving specialisation through training on the job even though it has its own defects. However, several factors has affected the fair use of this theory in bringing about the needed outcome thereby resulting in the wait for your time concept which has become an unpleasant slogan used in many organisations (public and private), Such factors include:

One major factor which has contributed to the development of the wait for your time concept is the federal character issue. The origin of the federal character principle in Nigeria according to [9-12], among others is similar. It was first popularised under Murtala/Obasanjo regime (1975-1979) when the Constitution Drafting Committee was created to promote the federal character. The principle was first enacted in the 1979 constitution of Nigeria thereby making provision of the creation of the federal character commission [9]. Also, [10] states that the federal character principle which was introduced to consolidate on the gains of the quota system earlier introduced into the public service was to give opportunities in education and employment, usually at the point of entry to disadvantaged groups/areas to enable them compete and catch up with the more advanced sections of the country. Also, the principle was to act like a legal weapon put in place to regulate appointments, promotions, security of tenure and severance in all government departments.

According to [10], disadvantaged groups in the area of educational opportunities means special consideration should be given to candidates from

the north and other areas where educational facilities were more backward than elsewhere. [9], also agrees with this by saying that when the British left after independence, the Nigerian civil service was dominated by the southerners who were exposed to Christianity and western education while the northerners were exposed to only Islamic education could not be recruited. However, the awkward/ unfair application of the principle poses challenges to the administrative effectiveness in the Nigerian public service because merit was compromised casting aspersion on the management practice in Nigeria. Thus employment was based on state of origin rather than according to merit. Therefore in the civil service, northerners who were not educationally and professionally qualified were brought in or the post offered to an expatriate on contract while the northerners were quickly trained to take up the expatriate roles thereby in several cases, becoming the boss or the more qualified southerners, [9,4].

This has been and is still the order of the day in every arm of government. This management practice thus negates/violates the main objective of the classical theory of training for specialization because selection for training was unfairly done due to the lapses in the federal character principle which results in the concept 'wait for your time'. In other words, the principle which was established to promote distribution of amenities, foster national unity and loyalty and give every citizen of Nigeria a sense of belonging to the nation, correct practices of the past especially in the conduct of public management which tended to exploit the diversities of the nation has now become a weapon of national disunity and disloyalty in all rank and file of the nation.

Ethnicity and culture is another major socio-cultural issue which contributes to 'wait for your time' concept. Due to the perceived notion that only people from the certain states or regions of the country are employed, using ethnicity rather than merit to give people employment or selection for training became the order of the day. [9] is also of the opinion that merit has now given way to ethnicity as it plays a major role in 'board politics', that is, state of origin has become the basis for employment rather than merit. Africa and Nigeria in particular has a high degree of ethnic, cultural and linguistic pluralism than other countries [9] and these differences has made it difficult idea in the area of development of an acceptable management practice.

Ethnicity can be referred to as a people of common culture defined by language or religion or customs or a mix of the three, a connection with a geographical homeland or a sense of common root/commonality among some members of the population [13]. He also adds that it is concerned with the hereditary realities of common ancestry. Ethnicity in Nigeria means considering oneself first as belonging to a particular ethnic group, then to a state and then as a Nigerian. This means each ethnic group thinks of themselves first before considering others. While the existence of cultural differences such as customs, language, religion among others already creates challenges for national unity, the misuse of these factors by managers in organisations, the political class, community leaders of different groups creates additional challenges. Therefore the result is promotion of socioeconomic benefits of one ethnic group over others in an atmosphere of continuous inter-ethnic for ethnic and political dominance which often results in conflicts and communal clashes. Agreeing to this, [14,15] said that the bid to gain relative advantage in competitive access to goods catalyse the struggle or conflict. Therefore in ethnically plural societies like Nigeria, the issue of ethnicity usually play out in management practices in both private and public sectors. As typical Nigerian manager coming from an extended family system where everyone is expected to be his/her brother's keeper will be involved in favouritism/nepotism in recruitment, promotion or even selection for training to enhance specialization as specified by the classical theory.

Another factor is corruption which has obviously become the bane of Nigeria's development. As [16] puts it, it has ravaged the country and destroyed most of what is held as cherished national values. He adds that the political class saddled with the responsibility of directing the affairs of the country are the ones perpetrating this act. Corruption has established itself in all the agencies of the public service and has even spread to the private sector. Corruption is a problem that confronts all countries of the world but the prevalence, gravity and persistence varies from country to country. According to the World Bank and Transparency International, a leading global anti-corruption watchdog, corruption is the abuse of public office or trusted power for private gains for the benefit of the holder of the office or some third party, [16]. Abuse of public office is when an official/manager accepts, solicits or extorts a

bribe or when private agents actively offer bribes to circumvent public policies and processes for competitive advantages or profits [17]. [17] also adds that public office can also be abused for personal benefit even if no bribery occurs through patronage and nepotism, theft of state assets or the division of state resources.

Therefore, one can say that corruption is a behaviour that deviates/changes from an accepted norm, that is, it goes against recognised/established/accepted rules, procedures and regulations for selfish gain, [17]. In summary, it is a behaviour which breaks the law or aids and abets breaking the law thereby bestowing undue or unmerited advantage on the culprits. It also expresses the notion of a betrayal of trust especially in a democracy where public office is held in trust for the people. In the view of [18], a large number of people and corporate citizens believe that it was practically impossible to enjoy any public service or patronage without one form of gratification or another. From the above, one can conclude that when managers are engaged in corruption, they tend to be bias in their decisions for selection of personnel for employment, training, promotion, incentives for personnel among others as suggested by the classical management theory and therefore all sorts of practices like favouritism, nepotism, embezzlement, fraud play out to the detriment of other people in the organisations or the public sector.

There is also the culture of silence which is a powerful force and has been found to pervade organisations and little research has been conducted on it by researchers. In organisations, employees are regarded as major sources of change, creativity, learning and innovation which are important factors to the success of any organisation. However, in organisations where there is injustice, nepotism and favouritism and all types of corrupt practices, where workers feel their opinions/suggestions are not valued, the worker chooses to maintain his/her silence to prevent negative consequences. Silence can be defined as withholding ideas, information, opinions or concerns, [19]. [20] defines silence as the intentional withholding of any form of genuine expression about an individuals' behavioural, cognitive and/or affective evaluations of organisational circumstances to those who are assumed to be capable of effecting change. There are many cases when employees choose not to communicate important issues to their colleagues or supervisors because

of the manager's attitude. [21], state that silence is an outcome of manager's attitude and belief. Manager's fear of feedback, belief that workers are lazy or should only work and not contribute to decision making which is centralised and lack of formal upward feedback mechanisms all contribute to silence. Also managers often use several tactics that encourage silence such as telling workers that they are not old enough to know some things, they lack authority to act and so on. Therefore, workers see no point in speaking to an unresponsive, unfair or uncaring supervisor and to an organisation that fosters such behaviours. Also, they see no point in speaking up so as not to be characterised as trouble maker and suffer negative consequences that may affect their professional life [21].

## **2.9 Consequences/Challenges of 'Wait for Your Time' Concept**

From the discussions above, it is very clear that the concept of wait for your time has become a household name in the Nigerian management practice which if unchecked will continue to prevent growth and development of the country as a whole. The classical management theory is known for its rigidity and authoritarianism because managers do the thinking while the workers only do the job. In situations where there is ethnicity, corruption, nepotism, silence and abuse of the federal character, there will be increase in level of dissatisfaction and disengagement among employees which manifest itself in absenteeism and turnover and other undesired behaviours, [19]. Employee silence causes communication to suffer and harms the overall functioning of the organisation. The concept causes low motivation and commitment, it kills innovation and encourages poorly planned projects which lead to defective products. For the employee, it causes low morale, discouragement and stress which can lead to depression or other health issues. They become indifferent to their jobs, employers and quality of work, [19]. Rigidity has the capacity of not allowing organisations to seek that which will enable it take proactive decisions for greater productivity. Other consequences are retardation of economic growth by lowering investment, misallocation of talent, limitation of Aids (donor agencies) flow, and negative impact on quality of infrastructure and public service among others.

## **3. CONCLUSION**

This paper has addressed a very familiar concept 'wait for your time' in management practice which

has become a slogan in most organisations in Nigeria and especially in the public sector. The classical management theory has been used to explain this concept in the Nigerian terrain and the shortcomings of this theory has also been reviewed. Based on the foregoing, we conclude that given the present scenario (wait for your time) in the Nigerian context, more needs to be done in the way the classical management theories are applied so that workers will be more motivated to perform in a conducive work environment which will go a long way to increase efficiency, effectiveness and productivity.

#### 4. RECOMMENDATIONS

The following recommendations are made: -

1. The use of classical management theory in Nigerian institutions/organisations should be reviewed (if it will still be used) to reflect new ways of thinking in this information age.
2. In applying these theories, management should recognise individual motivation, group behaviour and interpersonal relationship within the work environment. That is, organisations must understand, accommodate, embrace and promote people dynamics in terms of needs, values, cultural differences, nature, etc. These will create an understanding and encourage the workers to work for the achievement of organisational objectives from where their own objectives will be achieved.
3. As training is the basis for specialization to improve productivity, ideas generated from such trainings should be welcomed by managers/top management, knowledge sharing and innovation should be encouraged, allow workers to participate in management and needed changes should be also allowed to enhance organisational learning.
4. The use of ethnicity, religion, gender among others to favour some workers while others are relegated to the background should be discouraged both in the public and private sector rather selection should be on merit.
5. Also training of workers should not be monotonous, that is, training on their jobs alone, rather, they should also be exposed to other forms of training to enhance better productivity.
6. Nigerian organisations should move ahead to using modern management theories to enable workers to participate in the management of organisations so as to be able to create and innovate in today's information and knowledge age.

#### COMPETING INTERESTS

Authors have declared that no competing interests exist.

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