**CHAPTER ONE**

**INTRODUCTION**

* 1. **Background of study**

Management need is a lot of tools to be able to administer effectively in the daily running of the business. Management by objective is one of the tools. It is a way of getting improved result in managerial action. Management by objective can be describe a managerial method where by the superior and the subordinate in an organization identify mob or area of responsibility, in which they will work, set some standards for the good or bad performance and the management of results against those standards Derek (2005).

However, there have been certain individuals who have long placed emphasis on management by so doing have impetus to its development as a system management by objective referred to a structured management for setting goal for any organization unit.

George S. Ordione (1981) in his book of management by objective defined this concept as system of management whereby the superior and the subordinate jointly identify objective and expected result as guide for separating the unit of assessing the contribution of each member. Besider Odiorne points out that management by objective is a system of management and overall wused to guide the organization unit and outline its direction. He went further to point that the superior and the subordinate jointly identify objective, in other words, it is a participative management procedure that requires commitment and cooperation.

The definition deals with identifying the results that are expected. Thus, management by objectives concentrate on the output of the organization evaluating people by assessing their contribution to this output.

Management by objective is a strategy wherein the management sets specific goals for the employees to accomplish within a fixed time period, management by objective is a dynamic system which seeks to integrates the company needs to clarify and achieve the profit and growth with the managers need to contribute and develop him. It is a demanding and rewarding style of managing a business.

Management by objective can work in any size of the organization if the procedures are understood and management are patient in letting the system set in first. Management by objective is an effective planning, controlling and development system. Management by objective was defined by koontz and O’Donnell (1968) as a technique system or method of management where by the superior and subordinate managers of an organization agreed on its brood goals, translate these goals, defined each expected individual major areas of responsibility in terms of result expected, continually reviewing the accomplishment sole basic of assessing and rewarding them. Management by objectives gives the employee have been properly selected and trained and will be responsible for achieving the desired result in the organization.

The underlying belief is that this involvement of employee leads to commitment and if an employee is committed, he can be directed to perform in a manner that positively contributes to the achievement of the organization objective. The MBO afford both the superior and the subordinate the opportunity to sit together and jointly identify common goals of enterprise to define management problems. It is on these trends that the research intends to find out the impact of MBO and its effect on organization performance in Federal Polytechnic Mubi.

**1.2 Statement of the Problem.**

There has been an increasing challenge in many organizations to archive corporate organizational objective due to mobility to maximally utilize its human resources.

Many firms have focused on control management with total neglect and lack of integration of low-level employees in the corporate plan and objective. The resultant effect has been that of luck of understanding interpretation and implementation of such plans and objectives leading to poor organization performance in Federal Polytechnic Mubi.

**1.3 Objective of the Study**

The general objective of the study is the study is to find out the impact of management by objective and its effect on organizational performance in federal Polytechnic Mubi. The specific objectives of the study are:

1. To examine the factors mitigating against the effective utilization of management by objective.
2. To measure the extent to which employees are given authority and responsibilities for effective management by objective.
3. To measure the relationship between employee performance and management by objective.
4. To find out the impact management by objective performance in federal polytechnic mubi.

**1.4 Research Question**

In review of the problem associated with this topic the following research question are vital in-depth analysis of this topic are:

1. What are factors militating agent against effective implementation of management by objective in an organization?
2. To what extent are employee’s productivity in an organization performance in federal polytechnic mubi?
3. Does MBO have effect on employee’s productivity an organization?
4. What is the impact of management by objective on organization performance in federal polytechnic mubi?

**1.5 Scope/Limitation of Study**

Over the years the concept of limitation of management by objective has been considerably within. But for the purpose of this study, this research work will be narrowed to cover the period of 2014-2016. This limitation comes about as a result of the following factors.

Time: - time was a limitation to the researcher because the researcher also has to attend lectures, read his notes as well as carry out his research.

Financial Independency: - due to the present economic hardship the researcher faced challenges of inadequacy to carry out the research appropriately.

Inadequacy of Research Material: - the researcher found it difficult to access some material related to the topic.

**1.6 Significance of the Study**

These study when successfully undertaken, its finding will be of great significance to the organization under study, the researcher and future researcher well as students.

The organization especially will benefit because it will expose to them the benefit of proper management by objective.

The employees will appreciate the concept of management by objective as well as its impact on the day to day running of the the activity in the organization.

The researcher will take the overall benefit of the study because it is one of the requirements that needs to be fulfilled for the award of national diploma in Business Administration and Management.

**1.7 Definition of Terms**

**Management by Objective (MBO):** it is the process of defining objective within an organization so that management and employees agrees to the objective and understand what they need to do in the organization in order to achieve them.

**Management:** the organization and coordination of the activities of a business in order to archive defined objectives.

**Manager**: a manager is a person who oversees employees or department in a business.

**Employers**: an employer is a person or an institution that hires employees or worker.

**Subordinate**: A person under the authority or control of another within an organization.

**Superior**: something which is higher in a hierarchical structure of any kind.

**Objective**: A specified result that a person or system aim to archive within a time frame and with available resources.

**CHAPTER TWO**

**2.0 Literature review**

This helps to examine the related literature on the impact of MBO method on employee’s performance in Federal Polytechnic Mubi, as propounded by different authors.

**2.1 Conceptual Review of Management**

Erick (2011) stressed that management by objectives is traceable to the period prior to the middle of this century but it was not until 1954 that it was well articulated and publicized by one of the world’s leading management thinkers in person of peter Ducker. Management by objective goals for individual employees (Stoner, 2000). Management by objective has become a great deal of discussion, evaluation and inspired many similar programs.

According to leena (2010). Management by objectives refers to a formal set of procedures that begins with goal and continues through performance review managers and those they supervise act together to set common goals. Each person’s major area of responsibility are clearly defines in terms of measurable expected results or objectives, used by staff members in planning their works, and by both staff members and their managers for monitoring progress, performance appraisals are conducted jointly on a continuing basis, with provision for regular periodic reviews (Ejiofor, 1999).

Vincent (2006) stated that the heart of a management by objective is the objectives, which spell out the individual actions needed to fulfill the unit functional strategy and annual objectives. Management by objectives provide a way to integrate and focus the efforts of all organization members on the goals of higher management and overall organization strategy.

**2.2** **Element of Management by Objective**

Stoner (2000) listed out the following six elements of management by objective system:

**Commitment to the program**: at every organizational level, manager commitment to archiving personal organization objectives and to the management by objective process required for an effective program.

**Top-Level goal setting:** Effective management by objective programme usually starts with the top managers, who determine the organization’s strategy and set preliminary goals that resembles annual objecting in their contents and terms.

**Individual Goals:** in an effective management by objective program, each manager and staff members have a clearly defined job responsibilities and objectives. The purpose of setting objective in specific terms at every level is to help employees understand what they are expected to accomplish and help every individual plan effectively to achieve his or her targeted goals.

**Participation:** as a general rule, the greater the participation of both managers and employees in the setting of goals, the more likely the goals will be achieved. One of the hallmarks of a successful quality management programs is the joint participation in setting goals.

**Autonomy in implementation of plans:** one of the objectives has be agreed upon and the individual enjoys wide discretion in choosing the mean for achieving them, without being second guessed by higher manager.

**Performance review:** manager and employees periodically meet review progress towards the objectives.

2.3 **Characteristics of objective**

Management by objectives starts with the development of overall goals, which are parceled through the organization in the top down sequence until middle managers and employees have been assigned can be developed through a systematic MBO type system. Each organization can Modify MBO to suit its own needs but most system involves some characteristics.

Firstly, management by objective helps to develop effective control, as measuring activities and to ensure desired accomplishment.

Secondly, there is better identification of training needs. Many managements at times makes mistakes by sending their subordinates out for training courses just for the case of training without knowing the type of training needed by the subordinate and which will be benefit to the company.

Thirdly, there should be a periodic discussion between the superior and the subordinate so as to have a mutual understanding of each other. This may highlight or reveal abnormalities in the organization structure from corrective measures to be taken. It therefore helps them to work harmoniously and cooperative towards the accomplishment of the cooperate goals.

Fourthly, overall performance is appraisal at the end of a specific time period generally one year which after new goals are established. Lastly, action plan for achieving these objectives should be specified and agreed upon by managers and subordinates and the progress towards achieving these should also be revealed.

**2.4 Factors That Influenced Management by Objectives**

Leena (2010) identified the following factors that influenced the flow of management by objective in an organization as follows;

1. **The dynamic nature of the environment in which the business operates:**

the environment is never static but dynamic and, therefore, any change in it requires change in the policies and programme of the business, i.e., the management should be adaptable to change or else it will be out of existence very soon. MBO is suitable for activities that are not reflective but where changes are desired to accomplish the goals.

1. **The changes in the objective of business from “profit maximization to growth and survival”:** this has necessitated that the objective can be better accomplished if MBO is practiced, which aims at better utilization of material, human and physical resources of the organization.
2. **The realization of the fact that the aspiration of individuals should be fulfilled and satisfied if the best is to be drawn out of them:** the MBO ensures accommodation of organization objectives with those of the individual objectives.
3. The current thinking that the appraisal of the personal against the set objectives and in which the person concerned has participated is a more reliable and positive assessment, for it leads to the improvement in the performance of the person concerned.
4. The development of the concept of corporate planning, which is concerned with the top management largely because it requires ability, experience, and need for maintaining by involving everyone in fixing the goals of the organization.
5. MBO has been the result of various supportive concept, such as Maslow’s hierarchy of needs; McGregor’s theory of motivation (theory X and theory Y); and Herzberg’s hygiene theory. These theories have played an important role in the development of the MBO concept, since they recognize that desires of most managers are to satisfy their higher-level needs on the job and to assume responsibility. Management are achievement-oriented and desire a degree of control over their jobs.

From the point view of the subordinates, MBO placed great emphasis on participation by directly involving in their jobs. The underlying assumption is that involvement leads to commitment and if employees are consulted, they will be motivated to perform the job in a manner that will that will directly contribute to the achievement of organization objective. Hence, management by objectives develop a framework for participation, since dictions that affect individual jobs are made jointly by the individual and the superior.

**2.5 The Problem Associated with Management by Objective on Organizational Performance**

The principle of management by objective is for employees to have a clear understanding of their roles and the responsibilities expected of them so that they can understand how their activities relate to the achievement of the organizational goals. The problems associated with MBO are as follows.

**Time-consuming:** MBO is time-consuming process. Objective, at all levels of the organization, are set carefully after considering pros and cons which consumed a lot of time. The superior is required to hold frequent meeting in order to acquaint subordinates with the new system. The formal, periodic progress and final review sessions also consume time.

**Review-punishment approach:** MBO is pressured-oriented programme. It is based on reward-punishment psychology. It tries to indiscriminately force improvement on all employees. At times, it may penalize the people whose performance remains below the goals. This puts mental pressure on staff. Reward is provided only for superior performance.

**Increase paper-work:** MBO programs introduce ocean of paper-work such as training manuals, newsletter, instruction booklets, questionnaires, performance data and report into organization. Managers and information feedback, in order to know what is exactly going on in the organization. The employees are expected to fill in a number of works thus increasing paper-work. In the works of Howell. “MBO effectiveness is inversely related to the number of MBO forms”

**Creates organization problems:** MBO is far from a panacea for all organization problems. Often MBO creates more problems than it can solve. An incident of tug-of-war is not uncommon. The subordinates try to set the towards possible targets and superior the highest. When objectives cannot be restricted in subordinates. Added to this, the programme is used as a “whip” to control employees.

**Develop conflicting objectives:** sometimes, an individual’s goal for high scales turnover may find no support from the production manager’s goal for production with least cost. Under such circumstances, individual follow paths that are best in their own interest but which are detrimental to the company.

**Problem of co-ordination:** considerable difficulties may be encountered while coordinating objectives of the organization with those of the individual and the department. Managers may face problems of measuring objectives when the objectives are not clear and realistic.

**Lack of durabi**lity: the first go-ground of MBO are motivating. Later it tends to become old hat. The marginal benefit often decreases with each cycle. Moreover, the programme is deceptively simple. New opportunities are lost because individual adhere too rigidly to establish goals.

**Problems related to goal-setting:** MBO can function successfully provided measurable objectives are jointly set and it is agreed upon by all. Problems arises when: (a) verifiable goals are difficult to set (b) goals are inflexible and rigid (c) goals tend to take precedence over the people who use it (d) greater emphasis on quantified and easily measurable result instead of important results and (e) over-emphasis on short-term goals at the cost of long-term goals.

**Lack of appreciation:** lack of appreciation of MBO id observed at different levels of the organization. This may be due to the failure of the top management to communicate the philosophy of the MBO to entire staff and all department. Similarly, managers may not delegate adequately to their subordinates or managers may not motivate their subordinates properly. This creates new difficulties in the execution of MBO progremme.

**2.5 The Benefit of Management by Objectives to an Organization**

The principle of MBO is for employees to have a clear understanding of their roles and the responsibilities expected to them, so they can understand how their activities relate to the achievement of the organization’s goals. MBO also places importance of fulfilling the personal goals of each employee. The benefits of MBO to an organization include;

**Motivation:** involving employees in the whole process of goal-setting and increasing employee empowerment. This increase employee job satisfaction and commitment.

**Better communication and coordination:** frequent reviews and interactions between superiors and subordinates help to maintain harmonious relationships within the organization and also to solve problems.

**Clarity of goals:** subordinates tends to have a higher commitment to objectives they set for themselves than those imposed on them by another person.

Managers can ensure that objectives of the subordinates are linked to the organization’s objectives.

Common goal for whole organization means it is a unifying, directive principle of management.

Corporate objectives are achieved by focusing manager and employee effort on specific activities that will lead to attainment. Performance can also be improved at all organizational level because employees are committed to attaining objectives. Departmental and individual objectives are aligned with organizational objectives. Objectives at lower level enable the attainment of objectives at the top levels. The involvement of employees in setting objectives gives psychological satisfaction and ultimately gingers them to be more committed to achieving the objectives which they take part in setting than the one imposed on them. (increased motivation) relationships between management and employees are improved by having explicit discussions about objectives’ defining activities that will help them and also assigning responsibilities.

**2.6 Concept of Employee’s Performance**

Employees performance can be described to job related activities where executed. Many business directors access the employee performance of each staff member on an annual quarterly basis in order for them to identify suggested areas for improvement. (Business Dictionary) Wilson R (2003) opined that employee performance is a system used in most corporations to determine the abilities and output of an employee. Performance is divided into five components: planning, monitoring, developing, rating and rewarding. In the planning stage, goals are looked at to see how well one is doing well to meet them. This can be feedback stage in which employers determine if progress is the phase in which the goals are goals are set to help measure the employee’s work time to see if they are able to maintain the goals set or reach new goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. This can be feedback stage in which employers determine if progress is been seen or not. During the development stage an employee is suppose to improve any poor performance that has been seen during the time frame one has been working in the company. Generally, employee’s performance ratings are giving out each year. The rating is to summarize the performance base on a number system to determine where on a scale a person is. At the end of a cycle is the rewarding stage. The stage is designed to recognize outstanding behavior such as that which is better expected Gbadamosi (1997) sees employee’s performance as a way to appraise the employee for their effectiveness rather than group performance meaning you are looked at for strength and weakness to where you might improve. Any issues that might hinder the improvement such as a physical limitation is taken into account and access the performance given.

Performance evaluation is looked at for which employees to keep. The one true is that evaluation performance can lead to promotion, remaining in the same position, or termination base on what you did in your job. (Kootz 2006).

**CHAPTER THREE**

**RESERCH METHODOLOGY**

**3.1 Research Design**

This research is descriptive and it is general overview in which information will be obtained from a representative sample of the population to describe the situation as they exist. The information obtained would be used to analyze the impact of management by objectives and its effect on employee’s performance in Federal Polytechnic Mubi.

**3.2 Population of the Study**

Asika (1991) defines a population as all the conceivable elements, subjects or observation relating to a particular phenomenon of interest to a researcher. The population consist of employees of Federal Polytechnic Mubi which is two thousand three hundred and seventy-four (2,374) both academic and non-academic.

**3.3 Sample and Sampling Techniques**

According to Vincent, O. M., Olaegbe, B. A., Sobona, A. L (2006), sample is a representative portion or part of the population and they also define sampling techniques as the process of selecting a portion of the population for investigation or research work. The sampling technique is base on random sampling which 80 employees were chosen from various department.

**3.4 Sources of Data**

For the process for this research, two main type of data were collected and used, namely;

**Primary Sources**

Primary data are data collected from the original source, particularly for the purpose of the study, primary data consist of questionnaire and information gathered from the case study.

**Secondary Sources**

This refers to published work that has already being executed in the form of textbooks, journals, newspaper, periodicals etc.

**3.5 Instrument of Data Collection**

The researcher used questionnaire. The researchers prepared the questionnaire to be responded by the sampled employees of the organization. The questions were designed to make the purpose of the study successful after the results have been ascertained. This instrument gave expected information about the recruitment and selection procedures or practices.

**3.6 Validity and Reliability of the Instrument**

The fact and content validities of the instrument will be determined by the supervisor. The questionnaire will be presented to the supervisor. His corrections and observation shall be incorporated to make the instrument valid.

Reliability of an instrument refers to the degree of stability of consistency with which an instrument measures what it is expected to measure.

**3.7 Instrument of Date Analysis**

The method of data analysis employed in this research is the analytical techniques where statistical tools were used such, as table for easy illustration and simple percentage for data presentation. The primary aim of this analysis is to manipulate and summarize the numerical data and compare the results obtained with chance exceptions. The total mark of 100% is assigned to each question, the response to each question is counted as a score percentage are used to summarize the frequency of the responses to each finding, the percentage of each answer are determined using formula:

X ˣ 100

N 1 = Y%

Where X = Total score for each question

N = Total size of the sample

Y = percentage arrived at.

**CHAPTER FOUR**

**4.0 Data Presentation and Analysis**

**4.1 Data Presentation**

This chapter focused on data analysis and interpretation, the data collected on assessment of the impact of management by objective and its effect on organizational performance in Federal polytechnic, Mubi. Therefore, research questions and answers would be analyzed and interpreted for clearer understanding.

**4.2 Data analysis and interpretation**

A total number of 96 questionnaires was administrated to the respondents, only 80 questionnaires were filled and returned which are divided into section A and B. Section A consist of background inforn1ation of the respondents while B consist of statement of variables on the research topic:

**Research question I:** Gender of respondent.

|  |  |  |
| --- | --- | --- |
| **GENDER** | **FREQUENCY** | **PERCENTAGE (%)** |
| Males | 50 | 71.4 |
| Females | 30 | 28.5 |
| **Total** | **80** | **100%** |

**Source: field survey, 2023**

The table above indicates that 471.4% of the respondents were male while only

28.4 are female. This clearly means that male is the highest number of respondents in this research.

**Research question 2:** Marital status.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| Single | 40 | 50 |
| Married | 30 | 38 |
| Divorce | 10 | 12 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

The table above shows that 50% of the respondents are single, 38% are married men and women. This implies that most of the respondents are single.

**Research question 3**: Age of respondent.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| 18-31 | 20 | 28.4 |
| 31-45 | 40 | 57.l |
| 45 and above | 20 | 28.5 |
|  | | |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

The table above indicates that 51.1% of surveyed employees are in the range of 31- 45 years of age, 14.2% are in 18.31 years, 28.5 percent are also in the age range of 45 and above. This shows that most respondents are 31-45 years of age.

**Research question 4:** Academic qualification.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| SSCE | 10 | 14.2 |
| NCE/OND | 20 | 28.4 |
| HND/BSC | 37 | 52.8 |
| MSC and above | 13 | 18.5 |
| **Total** | **80** | **100%** |

**Source: field survey, 2023**

From the table above, 46.3 percent the total respondents possess HND/DEGREE qualification. 14.2 of the total respondents also possess National Diploma Certificates. This implies that majority of the respondents have the necessary qualifications that can prompt an objective opinion on the subject matter, as majority of them are HND and BSC holder.

**Data Analysis Section B**

**Research question 1:** Non commitment of top managers could hinder the success of management by objective?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| Disagreed | 1 | 1.3 |
| Undecided | 2 | 2.5 |
| Agreed | 40 | 57.1 |
| Strongly agreed | 37 | 3.8 |
| **Total** | **80** | **100%** |

**Source: field survey, 2023**

Table above indicated 1 respondent (1.3%) of the total respondents disagreed and 2 respondents were undecided with the statement that non commitment of top managers could hinder the success of MBO. 40% agree, 38.5 strongly agreed while none strongly disagree. This signifies that non commitment of top managers could

hinder the success of MBO as above 90% agreed and strongly agreed with the statement.

**Research question 2:** inappropriate remuneration of employees may mitigate the effective utilization of MBO.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| Disagreed | 5 | 6.3 |
| Undecided | 5 | 6.3 |
| Agree | 40 | 71.4 |
| Strongly agreed | 20 | 14.2 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

It is revealed above that 6.3% of the surveyed respondents disagreed that inappropriate remuneration of employees may mitigate the effective utilization of MBO, 6.3% undecided, 71.4% agreed, 14.2% strongly agreed while none is strongly disagreed. This finding supported the information on table 4.2.9 as inappropriate remuneration of employees may mitigate the effective utilization of MBO.

**Research question 3:** Non commitment of top managers could hinder the success of management by objective?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| Disagreed | 2 | 2.5 |
| Strongly disagreed | 10 | 14.2 |
| Undecided | 4 | 5.0 |
| Agreed | 41 | 51.3 |
| Strongly agreed | 23 | 32.8 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

Table 4.2.7 revealed that 2.5% of the surveyed respondents disagreed that resistance of change by employees may limit the success of MBO, 5% undecided, 51.3% agreed, 32.8% strongly agreed while none is strongly disagreed. This finding supported the information on table above as resistance of change by employees may limit the success of MBO.

**Research question 4:** The success of MBO could be hindered by non-participation of employees

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| Disagreed | 1 | 1.3 |
| Strongly disagreed | 3 | 3.8 |
| Undecided | 7 | 8.8 |
| Agreed | 40 | 57.1 |
| Strongly agreed | 29 | 27.1 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

Table 4.2.8 revealed that 1.3 percent of the surveyed respondents strongly disagree that the success of MBO could be hindered by non-participation of employee, 3.8% of the surveyed respondents disagreed also that the success of MBO could be hindered by non-participation of employees, 8.8% were undecided, 57.1% agreed,

27.l % strongly agreed. These findings supported the information on table above as the success of MBO could be hindered by non-participation of employees.

**Research question 5:** My level of authority and responsibilities are commensurate

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)**  **0/o** |
|  |
| Disagreed | 11 | 1.3 |
| Strongly disagreed | 1 | 1.3 |
| Undecided | 6 | 7.5 |
| Agreed | 35 | 43.8 |
| Strongly agreed | 7 | 38.5 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

Table 4.2.9 above revealed that 1.3% of the surveyed respondents strongly disagreed that their level of authority and responsibilities are commensurate, 1.3% of the surveyed respondents also disagreed that their level of authority and responsibilities are commensurate, 7.5% were undecided, 43.8% agreed, 38.5% strongly agreed. This means that 85 percent of the respondents have agreed to the statement above.

**Research question 6:** high level of authority given to employees is a hallmark of management by objective.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
| Disagreed | 1 | 1.3 |
| Strongly disagreed | 1 | 1.3 |
| Undecided | 6 | 7.5 |
| Agreed | 35 | 43.8 |
| Strongly agreed | 37 | 46.3 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

The above table revealed that 1.3 percent of the surveyed respondents strongly disagreed that high level of authority given to employees is a hallmark of management by objective, also another 1.3% disagrees that high level of authority given to employees is a hallmark of management by objective, 7.5% undecided, 43.8 agreed, 46.3% strongly agreed.

**Research question 7:** Total decentralization makes management by objective more effective.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |  | |
|  | |
| Disagreed | 1 | 1.3 | |
| Undecided | 4 | 5.0 | |
| Agreed | 45 | 56.3 | |
| Strongly agreed | 30 | 37.5 | |
| **Total** | **80** | **100.0** | |

**Source: field survey, 2023**

Table 4.211 revealed that 1.3% of the surveyed respondents disagreed that total decentralization makes management by objective more effective, 5% undecided, 56.3% agreed, 37.5% strongly agreed while none is strongly disagreed. This finding supported the information on table 4 .2.11 as total decentralization makes management by objectives more effective.

**Research question 8:** Good relationship with management increase employees' performance.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)**  **0/o** |
|  |
| Disagreed | 1 | 1.3 |
| Strongly disagreed | 5 | 6.3 |
| Undecided | 5 | 6.3 |
| Agreed | 33 | 41.3 |
| Strongly agreed | 26 | 37.14 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

Table 4.2.12 revealed that 1.3% of the surveyed respondents strongly disagreed that good relationship with management increase employees' performance, 6.3% of the surveyed respondents disagreed that good relationship with management increase employees' performance, 6.3% undecided, 41.3% agreed, 37.4% strongly agreed. This finding supported the information on table above that good relationship with management increase employees' performance.

**Research question 9:** recognition of achievement is a factor that promotes employees' performance.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)**  **0/o** |
|  |
| Disagreed | 1 | 1.3 |
| Undecided | 4 | 5.0 |
| Agreed | 26 | 32.5 |
| Strongly agreed | 36 | 55.7 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

It is revealed that 1.3% of the surveyed respondents strongly disagreed that recognition of achievement is a factor that promotes employees' performance, 6.3% of the surveyed respondents disagreed that recognition of achievement is a factor that promotes employees' performance, 5.0% undecided, and 32.5% agree, 55.7% strongly agreed. This finding supported the information on table above as recognition of achievement is a factor that promotes employees' performance.

**Research question 10:** effectiveness and efficiency of workers is achieved through a system of management by objective.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)** |
|  |
| Strongly disagreed | 1 | 1.3 |
| Disagreed | 2 | 2.5 |
| Undecided | 1 | 1.3 |
| Agreed | 40 | 50.3 |
| Strongly agreed | 16 | 22.8 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

It is revealed that 1.3 percent of the surveyed respondents strongly disagreed that effectiveness and efficiency of workers is achieved through a system of management by objective, 2.5% of the surveyed respondent disagreed that effectiveness and efficiency of workers is achieved through a system of management by objective, 1.3% were undecided, 50% agreed, 22.8% strongly agreed. This finding supported the information on table above as effectiveness and efficiency of workers is achieved through a system of management by objective.

**Research question 11:** the feeling of being well informed gives me a sense of belongingness.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **FREQUENCY** | **PERCENTAGE (%)**  **0/o** |
| Strongly disagreed | 2 | 2.5 |
| Disagreed | 3 | 2.8 |
| Undecided | 2 | 2.5 |
| Agreed | 35 | 43.8 |
| Strongly agreed | 28 | 40.0 |
| **Total** | **80** | **100.0** |

**Source: field survey, 2023**

It is revealed that 2.5 of the surveyed respondents strongly disagree that the feeling of being well informed gives me a sense of belongingness, 3.8% of the surveyed respondents disagree that the feeling of being well informed gives me a sense of belongingness, 2.5% undecided, 43.8% agreed, 40% strongly agreed. This finding supported the information on table above as the feeling of being well informed gives employee sense of belongingness.

**4.3 Research Findings**

The following below are the findings of the research based on the respond gotten from the respondents.

1. It was founded that non commitment of top management could hinder the effectives utilization of management by objectives method in an organization.
2. Also, inappropriate remuneration of employees may mitigate the effective utilization of management by objective.
3. Resistance to chance by employees can limit the success of management by objectives.
4. The success of management by objectives could be hindered by non- participation of employees.
5. Good relationship with management also increases employee's performances in an organization.

**4.4 Discussion of Findings**

This section discusses the major findings of the research which were listed above:

It was shown and observed that respondents do agree that non commitment of management in an organization can hinder the success of management by objectives in the organization. This implies that in every organization, it is being expected that the top management should show adequate commitment to their subordinates to achieve management by objectives.

It was also discovered that inappropriate remuneration strongly effects the performance of employees. Employees in an organization believes in the power of remuneration because it motivates them to be active in their duties. Management by objectives can only be achieved if the employees are being well motivated by the management.

Most employees resist change by all means, and this resistance of change can affect in achievement of management by objectives. Employees are being admonished to accept change in other to achieve management by objectives.

It was also discovered that employees put in their best if they are given a sense of belongings. Employees in organization act as the life blood of that organization and in line with that employee are to be given a sense of belonging by carrying them along in terms of decision making regarding the success of organization.

Good relationship with the top management encourages management by objective to be achieved easily in an organization. Whenever there is good relationship between the management and the subordinate management by objective will be achieved easily.

**CHAPTER FIVE**

**5.0 SUMMARY, CONCLUSION AND RECOMMENDATION**

This is the final chapter of this research work and it entails the summary of findings, conclusion and recommendation as this is on the purpose of evaluating "the impact of management by objective method on employee's performance in federal polytechnic, Mubi". This section seeks to give a brief and clear-cut discussion on the study from the proceeding chapter and a suggestive solution to the problem identified in the study based on the response gathered and the findings in the research work.

**5.1 Summary**

The research work evaluates the impact of management by objective method on employee performance in federal polytechnic, Mubi. The study however comprises of five chapters. Chapter one comprises of the introductory part which also consists of the statement of the problem research question of the purpose of the research in mind.

Chapter two deals with several important textbooks and journal articles consulted in order to examine the method of management by objective on employee performance of the survey institution.

A descriptive survey design was adopted with the aid of five-point like scale close-ended questionnaire distribution to the staff of selected institution and the survey were selected through random and purposive sampling technique.

In chapter four, data collected analyzed through the adoption of simple percentage method with the aids of a table.

**5.2 Conclusion**

This study revealed a lot of positive implication and revealed of management by objective method on employees' perfo1mance in federal polytechnic, Mubi. It is clearly visible from the research findings of the whole study that there is significant relationship between by objective and employee performance. This was however from opinion of the employees of the federal polytechnic, Mubi.

**5.3 Recommendation**

The following recommendations were put forward;

1. There should be good inter-relationship between the top management of the organization and their workers in order to enhance employees' performance.
2. Managers should pay attention and monitor the employees, especially relationships with colleagues to better have a high responsibility in the completion of joint tasks.
3. The institution should be more active in considering the welfare of their employees to get a higher managerial performance so that productivity and loyalty to the institution will be higher.
4. The management should ensure that the salaries of employees are paid due; making the working conditions convenient for the employees and appropriate performance appraised policies.
5. To increase the level of employees’ belongingness management should employ the strategy of management by objective or decentralization.