

IMPACT OF MANAGEMENT BY OBJECTIVES ON ORGANISATIONAL EFFICIENCY

Dada Michael Olorundami

Department of Business Administration,
National Open University of Nigeria, Abuja
(olorundami82@gmail.com)

***ABSTRACT** – The study is examining the impact of Management By Objective(MBO) on Organization efficiency in the Abuja Municipal Area council, FCT Nigeria, it provides a contextual and cognitive sample on the level of contribution from some objective-fundamentals to the efficient management and utilization of the organization’s resources in Nigeria, the importance of the concept of Management By Objective(MBO) in the economy as well as maintaining efficiency within reasonable strategic control and operation, the study stretched concerns around the prevalence of increasing in the management inefficiency in Nigeria, and appraised some associated literatures on Management By Objective(MBO) principles as quality control, system structure, service delivery and motivation to buttress the work, ultimately to some larger extends, secondary data was used to analyze the study due to difficulty pose by covid-19 which restricted the process of collecting data primarily, the model for this study was aligned with correct analytical test, the study presented and scrutinized the data using both graphic statistics and inferential information, the weighted outcomes shows that quality control has a significant impact on organization efficiency in Nigeria, but findings reveal that system structure has minimum and statistically inconsequential impact on organization efficiency in Nigeria, Moreover, service delivery has a positive and significant impact on efficiency, but motivation has significant impact on the management principle of production objective and commitment, Finally, the study establish that Management By Objective(MBO) is a cluster of management concepts embedded in the whims and caprices of differences in their applications around the socio-economic contest in Nigeria.*

Keywords: *Management by objectives, Motivation, System structure, Quality control, Service delivery, and Organizational inefficiency.*

I INTRODUCTION

Management is transformative, interactive and accommodative in an applied phenomenon. For business community to thrive, it must distribute and orientate its corporate segment on the roles ascribed to each for which they must play in accordance with the guided objectives. Management is the nucleus sustaining the needed business production to survive the challenges bred by rapid growing of social, economic and technological changes. Management can be democratized as the activity of people by the people and for the people as long as it is needed in getting things done properly with people and through the people. In practice, management can be viewed as an approach in differentiating the ways and the discrepancy individual is taking to solve a similar problem in different ways with different cost implication. Management is to identify most minimum cost which gives most maximum benefit. Management is not exonerated even from the problem is designed to solve. Its problem is inherent in individual preferences based on decision dilemma, risk exposure, intention back-wagon and experience, rather than empirical shenanigans of science.

Management is therefore one of the most imperative technical events that permeate all organization's hypnoses precipitated on a responsibility coordinated toward the attainment of benefits in team work. People work together for the successes of plans, objectives and goals of the organization which make Managers responsible for the performance of roles of bridging every stakeholder to contribute productively toward the nobility of the organizational goals. Management is what manager does. Generally, managers do the following; planning, organizing, staffing, leading, controlling, budgeting coordinating and evaluating. All these are what managers do to achieve stated goals. The concept of management is useful in two ways. It has a time- frame; and so reflects the dynamic nature of business environments within the plan- frame; choices are made among alternatives which is the bedrock of business principles.

Statement of the Problem

The issue of Management by Objective has been one of the major concerns in management science. One of the primary issue that face organization is what can bring maxi efficiency and impact improvement in their operations (Clementina & Isu 2014). The Central Bank of Nigeria financial stability report reveals that not staying with the rules that guides business operation and ethic, otherwise known as Since Management by Objective is not the only strategic factor that could be responsible for failure and inefficiency in management, (such as planning inadequacy, weak controlling strategy, human capital development, capital adequacy, among others) on efficiency of management. Some similar studies have established a negative relationship between Management by Objective efficiency, while some acknowledged significant impact on efficiency of the countries in which those studies were conducted. The subject matter of this study is for the fact that their results differ and have divergence conclusions.

Hence, it appears hard to extrapolate the effects of previous studies to the content of municipal area council for the fact that findings are mixed, unclear and very difficult to generalize. Given that the local government administration has been experiencing a continued decadence in the management efficiency, the study examines the impact of Management by Objective on the organization's efficient operations in the municipal area council, Abuja Nigeria.

Objectives of the Study

The broad objective of this work is to examine the impact of bank specific-factors and MBO variables on Organizational Inefficiency of AMAC in FCT, Nigeria. Specifically, it seeks to:

- i. To examine the relationship that exists between Management by Objectives and quality control efficiency in the Abuja Municipal Area Council (AMAC).
- ii. To determine the impact of Management by Objective on the satisfaction and motivation of personnel in the council.

Research Hypotheses

The above specific objectives are achieved through the following null hypotheses after testing.

H₁: There is a relationship that exists between Management by Objectives and quality control efficiency in the Abuja Municipal Area Council (AMAC).

H₂: Management by Objective impacts significant level of satisfaction and motivation of the personnel in the council.

Scope of the Study

This study looks at the impact of Management by Objective on the organization's efficiency at the Municipal Area Council, Abuja Nigeria. The study searched and identified twelve (12) management components on which efficiency are predicated from where 150 samples was picked randomly. The work is designed to cover the period of 8 years from 2013-2021. The study made use of quality control, receipt and processing of information, system structure, departmental functions, comparative achievement, staff and organization improvement, universal application, principle of inclusiveness and participation, enhancement of production, staff efficiency and service delivery, training and awareness, relationship, satisfaction and motivation, as deputations for organization's efficiency components and Management by Objective as a substitution for strategy usage and application.

II. LITERATURE REVIEW

Concept of Management by Objective

Management by Objective, also termed strategic plan is the process of operation and organizing the activities required to achieve a desired goal. It involves the creation and maintenance of a plan, such as psychological aspects that require conceptual skills. There are even a couple of tests to measure someone's capability of objective well. As such, objective is a fundamental property of intelligent behavior. Also, objective has a specific plan and is necessary for multiple occupations (particularly in fields such as management, business, etc.). In each field there are different types of plans that help companies achieve

efficiency and effectiveness. An important, albeit often ignored aspect of Management by Objective, is the relationship it holds to forecasting. Forecasting can be described as predicting what the future will look like, whereas objective predicts what the future should look like for multiple scenarios. Objective combines forecasting with preparation of scenarios and how to react to them. Objectives are one of the most important things project management and time management techniques take seriously. Objective is expressed when preparing a sequence of action to achieve some specific goal. If an individual does it effectively, he can reduce much the necessary time and effort of achieving the goal. A plan is like a map. When following a plan, he can always see how much he has progressed towards his project goal and how far he is from his destination Comprehensive objective typically follows an objective plan that consists of eight different steps. By following this process, planners are able to determine a wide range of interconnecting issues that affect an urban area. Each step can be seen as interdependent and many times planners will revise the order to best fit their needs.

Concept of quality control

For quality control to be effective certain requirement must be met notably among these: standard for measuring job performance; effective quality control must be assessed according to the nature or job performed. Deviation should be reported immediately. In an ideal situation deviation should be projected before they actually occur in a forward looking manna. Quality control tools should be designed to quickly point out exceptions. Effective quality control should be objective removal of subjections lessen areas of conflict and keep away the manger's personality affecting his judgment of subordinates' performance. Quality control should be flexible and easy to operate. Effective quality control should be understandable and lead to corrective action. Management quality control System: An organization must be controlled to keep it steady or enable to change safely in a way that each organization must make its quality control system better. Control occurs so that actual result will not deviate from expected result or goals. Mocker (1972) defines management quality control in a way that indicates the essential element of the quality control process.

Performance appraisal

Management quality control is a system effort to set performance standard with actual performance with these predetermined standard to determine whether there are deviation and to measure their significance and to make any action required to assure that all corporate resources are being used in the most objectives. The definition divides quality control into four basic steps. Establishing standard and method for measuring performance. The four basic elements in a quality control system: the characteristic or condition to be controlled, the sensor, the comparator, the activator. They occur in sequence and maintain a consistent relationship to each other in every system.

The first element is the characteristic or condition of the operating system which is to be measured. We select a specific characteristic because a correlation exists between it and how the system is performing. The characteristic can be the output of the system during any stage of processing or it may be a condition that is the result of the system. For example, it may be the heat energy produced by the furnace or the temperature in the room which has changed because of the heat generated by the furnace. In an elementary school system, the hours a teacher works or the gain in knowledge demonstrated by the students on a national examination are examples of characteristics that may be selected for measurement, or quality control.

The second element of quality control, the sensor, is a means for measuring the characteristic or condition. For example, in a home heating system this device would be the thermostat, and in a quality-control system this measurement might be performed by a visual inspection of the product. The third element of quality control, the comparator, determines the need for correction by comparing what is occurring with what has been planned. Some deviation from the plan is usual and expected, but when variations are beyond those considered acceptable, corrective action is required. It involves a sort of preventative action which indicates that good quality control is being achieved. The fourth element of quality control, the activator, is the corrective action taken to return the system to its expected output. As long as a plan is performed within allowable limits, corrective action is not necessary; however, this seldom occurs in practice. Information is the medium

of quality control, because the flow of sensory data and later the flow of corrective information allow a characteristic or condition of the system to be controlled.

Theoretical Review

Motivation theory

Motivation theory is based on the principle of reinforcement, which states that, with experience in taking action to satisfy needs, people perceive that certain actions help to achieve their goals while others are less successful. Success in achieving goals and compensations therefore acts as a positive incentive and reinforces the behavior, which is repeated the next time a similar need emerges. Conversely, failure or punishment provides negative reinforcement, suggesting the need to seek alternative means of achieving goals. This process has been called the law of effect. Motivation using this approach has been and still is widely adopted and can be successful in some circumstances. But it is based exclusively on a system of external controls and fails to recognize a number of other human needs. Nor does it take account of the fact that the formal control system can be seriously affected by the informal relations between workers.

The basis of this theory is the belief that an unsatisfied need creates tension and disequilibrium. To restore the balance a goal is identified that will satisfy the need, and a behavior pathway is selected that will lead to the achievement of the goal. All behavior is therefore motivated by unsatisfied needs. Not all needs are equally important to an individual at any one time. Some may constitute a more powerful drive towards a goal than others, depending on the individual's background and situation. Complexity is increased because there is no simple relationship between needs and goals. The same need could be satisfied by a number of different goals. The stronger the need and the longer its duration, the broader the range of possible goals.

III. RESEARCH METHODOLOGY

The study utilized ex-post factor research design to find out the features that are accompanying with certain occurrence, outcomes, conditions or types of behavior by scrutinizing historical event or already existing condition in order to envisage future outcome. The nature of data gathered

govern the method of the analysis but for the purpose of this study, the research applied Static Panel Data approach to examine the study data. The outcome of Generalized Least Square (GLS) was used to survey the effect of independent variables (QC and MV) on dependent variable (OI). The study used Stata models to analyze the data.

The regression model seized the method of the fixed effects model and random effects model use by Housman chi-square statistic for testing whether the fixed effects model estimator is a fitting alternative to the random effects model, which is also computed for each model. The disparity across entities is presumed arbitrary and uncorrelated with the predictor or independent variables encompassed in the model. An indispensable assumption for selecting the random-effect estimation is that the over-conglomeration should not be used in correlating with the independent variables. It is claimed that if the researcher has the course to believe that variances across the entities have some impact on the described variable, then random effect regression ought to be used.

Model Specification

In this study, panel regression model was utilized to scrutinize organization-specific factors and major variables upsetting the OIs of AMAC. The model utilized in this study was implemented from the work of (Warue, 2013) as shown in the equation (1);

$$Y_{it} = \beta_i t + \beta_1 B_{Sit} + \beta_2 Maj_{it} + \epsilon_t \dots\dots\dots (1)$$

Where Y_{it} is a composite index of OIs; B_{Sit} is a vector of organization-specific factors; Maj_{it} is a vector of major variables; while β_i is an overlooked major and organization specific time; it is the vector of Organization “i” at time “t”; invariant effect which permits heterogeneity in the midst of the sequence across organizations and ϵ_t is the error term.

The model was revised to ensemble the purpose of this research as shown in equation (2)

$$OIs = (QC_{it}, MV_{it}) \dots\dots\dots (2)$$

$$Inefficiency = \alpha + \beta_1 QC_{it} + \beta_2 MV_{it} + \epsilon_{it} \dots\dots\dots (3)$$

Where:

α = constant represent value of OIs when all others descriptive variables are held constant

β_1 - β_4 = Coefficient of the explanatory variables

ϵ_{it} = error term of organization i at time t

OIs = Organization's inefficiency as our dependent variable

QCit = Service Delivery organization i at time t , as our independent variable 1

MV_{it} = Service Delivery at time t as our independent variable 2

IV DATA ANALYSIS

Descriptive Statistics

Descriptive statistics are obtainable in the Table 1, it illustrates the mean, standard deviation, mini and maxi value for both outcome and behavior of variables.

Table 4.1 Descriptive Statistics

<i>Variables</i>	<i>observation</i>	<i>Mean</i>	<i>Std. Dev.</i>	<i>Min</i>	<i>Max</i>
<i>Quality control</i>	150	3.13	0.84	2.29	4.07
<i>Motivation</i>	150	0.67	0.38	0.39	0.50

Source: Researcher's computation 2021, Stata output

The mean of Organization's inefficiency Ratio (OIR) was 3.14 % with conforming standard deviation of .84 %. This indicates that MBO under the period of the study could not recuperate 3.14 % of every inefficiency made out to the organization. The highest inefficiency for these organizations was 4.07 % and also the least for the year was 2.29 %. The mean of Quality Control Provision Ratio (QCPR) was 1.06 %. The most QCPR of the organizations was 2.204090 % while the least was 1.39 %. The standard deviation of .93 reveals that the inefficiency provision ratio spread can fluctuate from the mean value to both sides by .93 %.

The mean value of the Motivation (MV) is .02 %. The mean ranges from .57 % mini to .78 % maxi value. The rate at which mean deviate from mini to maxi is .15 %. The outcome suggests MV has the lowest average value compared to their variables under study.

The descriptive statistics outcome expresses that the inefficiency provision ratio (IPR) has the highest deviation from the mean assumed the value of standard deviation of .93 %. The outcome

also illustrates that Organization's inefficiency Ratio (OIR) has the highest average value of 3.14 % with the maxi and mini value of 4.07 % and 2.29 % correspondingly.

Correlation Matrix

The correlation matrix describes the level of relationship amongst the explanatory variables and outcome variable in a regression model. The correlation matrix also obliges as an introductory test for multicollinearity. Nevertheless, a good regression model should not have high value of correlation between independent variables (Ahmed, 2014). The summary of the correlation outcome is presented in the table 4.3:

Summary of Correlation Matrix

<i>Variables</i>	<i>OI</i>	<i>QC.</i>	<i>MV</i>
<i>OI</i>	1.00		
<i>QC.</i>	0.55	1.00	
<i>MV</i>	0.65	0.56	1.00

Source: Researcher's Computation, Stata Output

Owing to the Table 4.3, it is palpable that the correlation coefficients between the explanatory variables are very low. According to Gujarati and Porter (2009), a correlation coefficient between the two explanatory variables above, 0.8 is considered disproportionate and may show the existence of multicollinearity amongst the variables. Nevertheless, the correlation coefficients are largely less than an average value of 80%. The outcome of correlation coefficients matrix designates that there is no presence of multicollinearity between the research explanatory variables, where the maxi correlation coefficient of 0.652 or 65.2% is institute thru a correlation between Motivation (MV) and inefficiency Provision (OIP), the researcher considers this %age within the tolerable limits. This infers that there is an absence of multicollinearity amongst the variables under study. Hence, the null hypothesis of no multicollinearity could not be rejected. More test would also be carried out to uphold and be sure that there is an absence of multicollinearity amongst the explanatory variables. Variance inefficiency factors (VIF) was carried out as advised by Mayer (1990).

Panel Regression Result

Table 4.5 Summary of Regression Result (Pool, FE and RE)

Variables	Ordinary Square		Lease Panel Fixed Effect Model		Panel Random Effect Model	
	Coefficient	p-value	Coefficient	p-value	Coefficient	p-value
constant	34.01	0.00	34.01	0.00	34.01	0.00
QC.	0.21	0.00	0.20	0.00	0.20	0.00
MV	-0.61	0.00	-0.62	0.00	-0.61	0.00
R-squared		0.78		0.78		0.78
Adjusted R-square		0.77		0.78		0.77
F-statistic		106.48		96.51		108.38
Prob (f-stat)		0.00		0.00		0.00

Hausman test: 0.34

LM test of Random effect chi-squ.

Serial Auto correlation Test chi-squ.

2.14 prob. 0.03

0.32 prob. 0.46

Source: Researcher's Computation, Stata Output

The table 4.5 shows the summary of the three models (Pool OLS, Fixed and Random Effect) models. The OLS model exposes that QCPR, SSPR and MVPR has a significant impact on the dependent variables assumed the p-value is less than 5% significant level, while SD has no significant impact on inefficiency agreed that the p-value is greater than 5% significant level. The value of the F-statistics of 106.48 and p-value of 0.00 illustrates that the model spasms at 5% significant level to clarify the impact of organization-specific and major variables on organization's

inefficiency indicated by OIR. But might not be good enough to estimate for static panel estimation. Hence, to decide on a static estimation, the study mandate the fixed effect model to elucidate the relationship between the dependent and independent variables. The outcome of fixed effect model exposes a significant impact of explanatory variables (QCPR, SSPR and MVPR) on the outcome variable assumed the p-value is less than 5% conventional level, while the insignificant impact of SDPR was ascertained given the p-value is greater than 5% significant level. The outcome of Ramsey RESET test showed that there is no model specification error with the chi-square value of 15.81 and a corresponding p-value of 0.39. The RESET test outcomes suggest that the study cannot reject the null hypothesis that the model has no omitted variables. Meaning, the study does not find strong evidence that the chosen linear functional form of the model is incorrect.

Furthermore, the study carried out additional robust regression (Fixed & Random effect) to rally the quality of the statistic result and also to resolve on the suitable model to be used for the study. The Hausman test was utilized to choose the fitting model between the random and fixed effect test estimate in the panel data for the study. If the calculated p-value is superior to 0.05 significance level, random model is proper and also if the calculated p-value is less than 0.05 significance level, fixed effect estimate is appropriate. The result of Hausman test shows that the Random effect model is apt given that the calculated p-value is greater than 0.05 (0.34>.05%). Additionally, Breusch and Pagan Lagrange-Multiplier test for random effect was carried out to elect between Ordinary Least Square (OLS) and Random effect model (RE). The outcome expresses that the chi-value of 2.14 with prob. chi squ = 0.03. Here we botched to accept the null hypothesis and conclude that the random effects are appropriate. That is, there is evidence of significant variances across the organizations, therefore you can run a Random effect model, which would be used.

Lagrange-Multiplier (LM) test for serial correlation was carried out to look-out for the first order correlation. Serial correlation allows the standard errors of the coefficients to be smaller than they really are and higher R-squared. The probability value (0.46) of LM was greater than 5% conventional level. Based on this, the study fails to reject the null hypothesis and settles that the data does not have first-order auto correlation. This indicates absence of serial auto correlation in the model. This means that the error accompanied with one observation are not correlated with the errors of any other observation. Here the study settles that random effect is appropriate, this is

evidence of significant difference across the organizations, and therefore random effect regression was utilized in the study.

Table 4.6 Panel Multiple Regression Result Random Effect Estimate

<i>Variables</i>	<i>Coefficient</i>	<i>Std. Error</i>	<i>Z-statistics</i>	<i>P-Value</i>
<i>QC.</i>	<i>0.21</i>	<i>0.03</i>	<i>6.21</i>	<i>0.00</i>
<i>SS.</i>	<i>0.10</i>	<i>0.10</i>	<i>1.00</i>	<i>0.32</i>
<i>SD.</i>	<i>0.62</i>	<i>0.14</i>	<i>4.43</i>	<i>0.00</i>
<i>MV</i>	<i>-0.61</i>	<i>0.20</i>	<i>-3.06</i>	<i>0.00</i>
<i>Constant</i>	<i>34.01</i>	<i>2.56</i>	<i>13.28</i>	<i>0.00</i>
<i>Total R-Square 0.78</i>				
<i>R-Square Within 0.78</i>				
<i>Wald - test (5, 145)108.38</i>				
<i>Prob > F0.0000</i>				

Source: Researcher's Computation from Stata 11 Output

The outcomes of the Random result model revealed in table 4.6 indicates that the overall coefficient of determination R^2 is 0.79 which confirms that the interpreter variables explicated 78.7% of the variations in the outcome variable. This is a signal that there is a strong relationship between the outcome variable, Organization's inefficiency as restrained by the organization's inefficiency ratio, and the predictor variables in the AMAC in FCT, Nigeria. The value of adjusted R^2 edged at 0.78. This infers that the study explanatory variables mutually describe the outcome variables by 77.97%, while the remaining 22.03% is elucidated by other variables which are not included in our model.

The outcomes further showed that $F = 108.38$ and $P\text{-value} = 0.00$ which is less than 5% conventional level. This indicates that the overall model is statistically significant. It further points toward the study explanatory variables is fit enough to forecast the level of variation in the outcome variable in the AMAC Scenarios.

4.5 Test of Hypotheses

Table 4.7 Summary of the Hypotheses

<i>ORG. INF.</i>	<i>Coefficient</i>	<i>Standard Error</i>	<i>Z-value</i>	<i>P-value</i>	<i>Decision</i>
<i>QC=OI</i>	<i>0.21</i>	<i>0.03</i>	<i>6.21</i>	<i>0.00</i>	<i>Rejected</i>
<i>MV=OI</i>	<i>0.02</i>	<i>0.020</i>	<i>3.06</i>	<i>0.00</i>	<i>Rejected</i>

Source: Researcher Computation, 2021

Hypothesis One

H01: Quality control provision ratio has no significant impact on the inefficiency of AMAC as an organization.

The outcome from the table 4.7 confirms that the coefficient of Quality Control (QC) has a significant and a positive impact on the organizational inefficiency of AMAC as an organization; this indicated from the p-value 0.00 less than 0.05 significance level. The study consequently concludes that QC as a proxy for Organization has a significant impact on the Organizational inefficiency of AMAC. Hence, construed on the above finding, the study rejects the Null hypothesis position that Quality control provision ratio has no significant impact on the inefficiency of AMAC as an organization.

Hypothesis Two

H01: Motivation has no significant impact on the organizational inefficiencies of AMAC. The coefficient of MBO variable measures proxy for Motivation (MV) was pegged at .020. The result reveals that Motivation has not significant impact on inefficiency, given that the p-value of 0.86 is greater than 5% conventional level. This clearly shows the adverse effect of the recent fall in the value of efficiency in Nigeria as against other developing countries is predicated on the level of adherence to the principles of MBO in the organizations. The study therefore, accepts the null hypothesis which states that Motivation has no significant impact on the inefficiency of AMAC organizations in Nigeria.

Discussion of Findings

The comprehensive objective of this study was to scrutinize the effect of organizations-specific factors and MBO variables on organizational inefficiency of AMAC in FCT, Nigeria. Based on the aforementioned empirical studies, this section discusses the general discoveries resulting from the random effect estimate.

Inefficiency Provision Ratio and Organization's inefficiencies

From the discoveries in the tables 4.6, the QC turned out with a beta coefficient of .21, meaning that it was positively related to the organizational inefficiency measured by organizational inefficiency ratio (OIR). This study found that QCP is positive and statistically significant at 5% conventional level given that the p-value is less than 0.05 significance level. This outcome implies that Quality Control Provision (QCP) has positive impact on organizational inefficiency of AMAC in FCT, Nigeria. These verdicts show that organizations with higher provision are those affianced in the riskier activities which leads to high level of inefficiency. Hence, a low adherence to principle of MBO reflects a low inefficiency, a high provision reflects a high inefficiency. The outcome of this study is in line with numerous studies including ones carried out by Abebrese, Pickson and Opare (2016) who found out that inefficiency provision had a positive effect on the inefficiency in HCF organizations in Ghana. The outcome also coincides with Roy (2015) who found that inefficiency provision is one of the major factors of influencing organizations inefficiency. The results confirm the study by Li and Zou (2014) who found that QCP had a significant effect on OI in European organizations. The result was not in line with the work of Messia and Jouini (2013) who found positive and not significant influence of inefficiency provision on organizational inefficiency of three countries (Spain, Greece & Italy).

Motivation and Inefficiency

The influence of Motivation measured by the regression results, illustrate that Motivation has not statistically significant impact on inefficiency. This is evident from the coefficient 0.02 with the corresponding p-value of 0.86 greater that 5% significance level. This implies an increase of MV signifies a devaluation of the domestic currency. However, lack of motivation can weaken service delivery aptitudes of the organizations thus increase the inefficiency. However, it could also have

a mark on the production level resulting to increase in the inefficiency ratio. The outcome reveals that falling in the adherence to MBO will make it very hard for the organization to move forward as planned, which could lead to a surge in inefficiency. This finding has shown how lack of motivation impacted on the inefficiency of AMAC in FCT, Nigeria. This discovery was in line with the work of Akinlo and Emmanuel (2014), which found that Motivation is allied with inefficiency. The study Shows that Motivation has capacity to reduce inefficiency in Nigeria. The verdict is in line with the study of Jakubik and Piloni (2013), who found positive and significant relationship between Motivation and organizational inefficiency in Greece. This result was opposing to the work of Haniifah, (2015) who found positive and significant relationship between Motivation and organizational inefficiency in Uganda Organizations.

V CONCLUSION

The study scrutinized the bearing MBO variables has on the Organization's inefficiency of AMAC in FCT, Nigeria. The first piece of this work, offers a context on the importance of internal and external determinants of the organization's inefficiency in AMAC, FCT, Nigeria. The standing of MBO in the management of the organization as well as a need to curtail inefficiency within the limited maxi regulatory requirement was conferred. The study upstretched questions around the prevalence of rising inefficiency. The study swatted some interrelated literature on MBO variables, and questions immediate to trending inefficiency in our organization be it in business or in non-business. Principally, primary and secondary data were utilized. The populace of the study comprises of 150 samples drawn from 15 units mainly located at the city center in AMAC, FCT Nigeria. The model for the study was stated with apposite diagnostic and analytical data utilizing both descriptive statistics and inferential statistics. The study discloses that QC has significant and positive impact on Inefficiency in AMAC, FCT Nigeria. Owing to the above finding, the study consequently concludes that QC as a proxy for MBO has significant positive impact on inefficiency in AMAC, FCT, Nigeria. Additionally, the study sanctions that MV has an insignificant impact on inefficiency in AMAC, FCT Nigeria. This implies that MV has significantly impact inefficiency in AMAC, FCT Nigeria. It was therefore, concluded that MV is a major determinant of inefficiency in AMAC, FCT Nigeria.

VI RECOMMENDATIONS

Owing to the findings and conclusions of this study, the following recommendations are made; In order to improve asset quality, precisely inefficiency, it is stalwartly endorsed that management and administrators should constantly give grave consideration to the MBO explicitly workers performance for the deterrence of inefficiency that could rise as a result of decline in the life-force and ideologies of management. Besides, administrators should offer astute counseling to the workers on the practice of MBO and should make decision on timely fashion to meet their needs. The study found that positive and insignificant impact of MBO of organizations in Nigeria is based on the findings. Therefore, the report endorses that, management board should encourage managers to capitalize on MBO such as QC, MV and others; this will enable the workers tackle inefficiency head-on. To reach this position, the organization should engage strategic control to attain a fitting fusion of benefit and development.

The study found that QC has positive and significant impact on inefficiency in AMAC, FCT Nigeria. To avert the losses of gains that could arise as a consequence of inefficiency in the organization there should be strict adherence to the principle of MBO. Furthermore, the study found positive and insignificant impact of motivation on inefficiency of organization in AMAC, FCT Nigeria. Improved motivation can progress the exertion of worker at their job. Construed on this finding, the study endorses that, in order to edge the negative effect from lack of motivation, organizations should articulate policies that will condense the demotivation factors militating against the production level in such organization.

REFERENCES

- Adekunle, S., & Wu, B. (2005). *The Philosophy and Practice of Management by Objectives*.
P.F. Drucker *The practice of management: A study of the most important function in America society* Harper & Brothers (1954)
- I. Ahmed, I. Sultana, S.K. Paul, A. Azeem. (2013), *Employee performance evaluation: A fuzzy approach* International Journal of Productivity and Performance Management, 62 (7) (2013), pp. 718-734
- L. Alberts (1982, *Research management by objectives*, Journal of the Southern African Institute of Mining and Metallurgy, 82 (6) (1982), pp. 157-159

- Samuel C. Certo, S. Certo Trevis. (2006) Modern management. 10th ed.), Pearson Education, Prentice Hall, New York (2006) (Prevod: 2008. Zagreb: Mate)
- A. Aggarwal, G.S.M. Thakur (2013) Techniques of performance appraisal-a review. International Journal of Engineering and Advanced Technology (IJEAT) (2013), pp. 2249-8958
- K. Alfes, C. Truss, E.C. Soane, C. Rees, M. Gatenby. (2010) Creating an engaged workforce CIPD, London (2010)
- C. Antoni. (2005) Management by objectives—an effective tool for teamwork? The International Journal of Human Resource Management, 16 (2) (2005), pp. 174-184
- D.R. Armentrout. (1986) Engineering productivity management and performance measurement Journal of Management in Engineering, 2 (3) (1986), pp. 141-147
- Armstrong, M. (2009). Eleventh edition published in 2009 as Armstrong's Handbook of Human Resource Management Practice.
- M. Armstrong (2012) Armstrong's handbook of human resource management practice1, Kogan Pag, London (2012)
- M. Armstrong, S. Taylor (2014) Armstrong's handbook of human resource management practice Kogan Page Publishers, London, United Kingdom (2014)
- R.D. Arvey, K.R. Murphy. (1998), Performance evaluation in work settings, Annual Review of Psychology, 49 (1) (1998), pp. 141-168
- Brim, R. (2012). A history of MBO and recommendations for today's managers: Helping people be productive. From MBO to DEMING to project management and beyond. White paper prepared on performance solutions technology, LLC.
- T. Busch (1998), Attitudes towards management by objectives: An empirical investigation of self-efficacy and goal commitment Scandinavian Journal of Management, 14 (3) (1998), pp. 289-299
- R.E. Jones. Teacher participation in decision-making—its relationship to staff morale and student achievement Education, 118 (1) (19) 97, p. 76
- E. Chang, J. Hahn (2006), Does pay-for-performance enhance perceived distributive justice for collectivistic employees? Personnel Review, 35 (4) (2006), pp. 397-41
- E.R. Crawford, B.L. Rich, B. Buckman, J. Bergeron (2014). The antecedents and drivers of employee engagement. Employee Engagement in Theory and Practice (2014), pp. 57-81