AN INVESTIGATION OF MANAGEMENT BY OBJECTIVE AND ORGANIZATIONAL PERFORMANCE IN THE NIGERIAN BANKING SYSTEM (A CASE STUDY)

BY

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A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, COLLEGE OF ARTS, SOCIAL AND MANAGEMENT SCIENCES, IN PARTIAL FUFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELORS OF SCIENCE DEGREE (B.Sc.) IN BUSINESS ADMINISTRATION OF CALEB UNIVERSITY,

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DECLARATION

I, ODUSANYA SAMUEL OLAKUNLE, do hereby declare that this project titled "AN INVESTIGATION OF MANAGEMENT BY OBJECTIVE AND ORGANIZATIONAL PERFORMANCE IN THE NIGERIAN BANKING SYSTEM", is entirely my work and composition. has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree.

All references made to works of other persons have been duly acknowledged.

……………………………………..

Signature/Date

CERTIFICATION

This is to certify that this research project titled "AN INVESTIGATION OF MANAGEMENT BY OBJECTIVE AND ORGANIZATIONAL PERFORMANCE IN THE NIGERIAN BANKING SYSTEM" was conducted under my supervision by ODUSANYA SAMUEL OLAKUNLE with Matriculation Number: 017/BUS/3930 and is being approved for the award of Bachelor of Science Degree (B. Sc.) in the Department of Business Administration of the Caleb University, Imota, Lagos State, Nigeria. The research work is considered adequate in partial fulfillment of the requirements for the award of Bachelors of Sciences (B.Sc.).

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DEDICATION

This research project is dedicated to my late mum and Almighty God, who alone is able to keep me from falling and to present me blameless in everything that I do before the presence of his glory with great joy.

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and pray that the wind of time doesn't blow us too far apart and we shall continue to hear good tidings of great joy from one another. Thank you and God bless you.

ODUSANYA SAMUEL OLAKUNLE

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ABSTRACT

This study sought to examine the influence of performance appraisal assessment on staff productivity. The main objective of this study was to examine the ways in which performance appraisal has impacted employees performance, method of performance appraisal and how it enhance employee productivity in Imagine Global solutions Limited and to find out if feedback as a performance appraisal variable influence staff behavior and productivity. Additionally, feedback definitely has an impact positively on employee productivity. Performance appraisal assessment should be taken seriously by organizations because it yields good results that will open multiple opportunities for both Management and employees in an organization.
Keywords: Performance appraisal system, Feedback, Employees productivity

CHAPTERT ONE

INTRODUCTION

1.1 Background to the Study

The survival of any organization requires a deliberate plan for achieving future goals and objectives. Therefore, an organization must be strategic about how it intends to accomplish its objectives and goals (Lively, 2011). Management by Objective (MBO) is one of the processes of management. The Management by Objective (MBO) approach requires most managers to set specific objectives to be achieved in the future and encourages them to continually ask what more can be done to improve organizational performance (Fried and Slovik, 2016).

According to Maguire (2013), organizational performance is a parameter for measuring the success, failure, strength, weakness, manpower capacity, manpower attitude, manpower/employee welfare and quite a number of other sacrosanct determinant components of every organization. Therefore, organizational performance in all ramifications is an integral focus for every organization as it not only measures their determinant component but also determines their achievement of profit and attainment of organizational goal. It is on this note that several attempts are made towards the improvement of organizational performance by organizational managers and scholars using different techniques.

According to Obiajulu and Obi (2018), some scholars have enunciated many different managerial techniques and strategies that would help to improve the performance of the organization and one of these techniques is management by objectives (MBO). Management by objective allows management to focus on achievable goals and to attain the best possible result from available resources. It aims to increase organizational performance by allying firm's goals and subordinate objectives, throughout the organization. Ideally, employees get strong input to identify their objectives and timelines for completion e.t.c. MBO includes ongoing tracking and feedback in the process to achieve objectives. Management by objective (MBO) also focuses on the result, not the activity they delegate the task to subordinates to accomplish specific goals or key results (Hastings & Hawkins, 2009).

According to Hansung and Stoner (2008), all organizations exist for a purpose, and to achieve that purpose, top management sets goals and objectives that are common to the whole organization. Plans and objectives are passed down from one managerial level to another and subordinates are told what to do and what they will be held responsible for (Hansung & Stoner, 2008). The superior conveys specific goals and measures, including subordinates that the supervisor is expected to accomplish. Together they develop a group of specific goals, measures within the time frames to the accomplishment of those goals (Drucker, 1954 cited in Fried & Slovik, 2016).

1.2 Statement of the Problem

Many organizations especially the commercial banks have been facing different challenges in achieving corporate objectives due to mobility to maximally utilize their human resources. But the lack of integration of low level employees in the corporate plans and objectives have affected from achieving them. These actually enable some of the commercial banks in Nigeria to experience low performance, employee resistance, conflict role ambiguity and ill relationship among superiors and subordinate staff, which causes communication breakdown, ineffective employee commitment and declining organisational performance.

Commercial banks must create decision setting goals and objectives to enhance their performance. Organization can only survive and have competitive advantage over its competitors when it develop, improve its performance, policy, programmers, philosophy and practice. This study therefore is confronted with the problem of determining the impact of management by objectives (MBO) in United Bank for Africa Plc.

1.3 Objectives of the Study

The general objectives of this study is to examine management by objectives (MBO) and its effect on organisation performance. The specific objectives are to:

i. examine the effect of management by objective on financial performance of United Bank for Africa Plc.

ii. assess the effect of management by objective on non-financial performance of United Bank for Africa Plc.

1.4 Research Questions

i. What is the effect of management by objective on financial performance of United Bank for Africa Plc?

ii. What is the management by objective on non-financial performance of United Bank for Africa Plc?

1.5 Research Hypotheses

Hypothesis 1

i. There is no significance relationship between management by objective and financial performance of United Bank for Africa Plc.

Hypothesis 2

ii. There is no significance relationship between management by objective and non-financial performance of United Bank for Africa Plc?

1.6 Scope of the Study

This study focused on the use of MBO and organization performance of United Bank for African Plc. Thus, the study focuses on three variables; organizational performance (dependent variable) is measured by the input, the activities and the output (as the sub-variable) and management by objectives (independent variable).

1.7 Significance of the Study

This study will broaden firms’ knowledge about the impact of MBO as a steering device of MBO. The overall importance is to increase understanding of the effects of the implementation of MBO in organisation especially in the banking sector. This study will also add to the previous and existing literature on this discourse. Another significance is the understanding of the subject matter by the investor or business owners. Through this study it, the managements will also recognize the need to systematically learn how to indicate goals and how to manage their subordinates, towards it accomplishment. Furthermore, this study is an eye opener for companies to involve their subordinates in setting objectives as it will elicit higher productivity, profitability growth, sustainability of the organization as well as customer and employee satisfaction.

1.8 Definition of Operational Terms

i. **Communication:** Communication is a process of transmitting information from one person to another either verbal or inverbal medium.

ii. **Performance** is referred to as being about doing the work, as well as being about the results achieved.

iii. **Feedback:** Technical term from system theory used primarily, to describe outcome of attractive or operations.

iv. **Goal:** is a future state that an organization or individual strives to achieve.

v. **Values**: are defined as a group of attitudes about a concept that contains a moral quality of like or dislike and acceptable or unacceptable.

vi. **Job Satisfaction:** This is the degree to which individuals feel positive or negatively about their jobs.

vii. **Management by Objectives:** is a management model that aims to improve performance of an organization by clearly defining objectives that are agreed to by both management and employees. **Management**: it refers to getting things (activities) done through with people by planning, organization, coordinating, directing and controlling.

viii. **Objectives:** This an end goal toward which all activities should be aimed.

ix. **Organization:** An organization can be described as a planned coordination of the activities of a number of people in the service of mutual harp for the achievement of a common goal through division of labour and function through hierarchy of authority and responsibility

x. **Productivity:** Is a measure of employee performance or outputs

xi. **Strategy:** A term that deals with organization goals and objectives it could be long terms or future terms.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter critically review management by objectives and organizational performance. This chapter deals with review of theoretical review and empirical review on management by objectives and organizational performance were thoroughly done.

2.1 Conceptual Review

2.1.1 Concept of Management by Objectives

Management by objectives (MBO) is a systematic and organized approach that allows management to focus on achievable goals and to attain the best possible results from available resources. Management by Objectives (MBO) is a theory of management proposed by Drucker (1956). It relies on the defining of objectives for each employee and then comparing and directing employee performance against the objectives that have been set. Greenwood (2001) defined MBO as a broader term that encompasses managerial decisions and actions that help to ensure that an organization formulates and maintains a beneficial fit with its' environment consistent with its objectives and goals. Performance is understood as achievement of the organization in relation with its set goals. It includes outcomes achieved, or accomplished through contribution of individuals or teams to the organization's strategic goals. The term performance encompasses economic as well as behavioural outcomes.

Tahir *et al.*, (2008) described MBO as involving the establishment and communication of organizational goals, the setting of individual goals in line with the organizational goals, the periodic and final review of performance in relation to the organizational goals. Drucker (2006) highlighted the principles of MBO as consisting of cascading of organizational goals and objectives; specific objectives for each member, participative decision-making, explicit time period and performance evaluation and feedback. Nwosu (2008) described MBO as a technique of management that attempts to relate organizational goals to individual performances and development through the involvement of all levels of management. MBO is thus a management technique that involves the application of collective objectives, action, vision, insight, and inspiration in organisations in such a way that fundamental changes in direction, development, productivity, perceptions or beliefs occur in both followers and the organisation. Studies have shown that the application of MBO to organizations leads to a transformation of the resources of the organisation in order to bring about realization of organizational objectives (Bottoms and O'Neil, 2001; Carr, 2005).

There are two major organisations of thought on how management by objectives should be implemented to enhance organizational performance, although there is an agreement on its usefulness. The first school of thought, which follows the Drucker analysis, looks at management by objective as an administrative planning tool. The second school of thought, which follows the Gregory emphasis, views management by objective as a method of employee participation, development and supervision (Williams, 2007). The Drucker School bases their appropriate goals in light of the demands of its client and the needs of a changing world. The Mcgregor school views the implementation of management by objective as a way to provide participation, direction and motivation to employ there reasons include providing for improvement in supervision. Management by objective is a systematic approach to management planning and supervision that establishes common goals and objectives that must be achieved the objectives to those who must do the work. The two major interpretations of management are the human relations and the systems orientations are at least three subsets: Management by objectives as a result-oriented administers development approach and unique sensitivity training programme (Ogbo et al., 2014).

The systems-oriented conceptualization of management by objectives, but sees this as only one compound incomplete organization. The entire organization is perceived as being a goal-seeking mechanism. It is important that all such out-comes be identified, classified and expressed in measurable terms. Management by objectives becomes the main device in the overall planning and control of all dimensions of the organization (Rho, 2009). The relevance, clarity, measurability and feasibility of the statement of objectives are all important to such management systems. It is not only top management that operates in this mode but also the commitment extends to all administrative levels, from organization goals to division objectives to operational objectives down to the very specifically targeted objectives. Management by objectives is a participative management style. The manner in which objectives are arrived at can be as important as their quality and reliance. Objectives can and should be jointly determined with full participation from all administrators and other appropriate professional at all levels in the hierarchy (Williams, 2007).

2.1.1.1 Application of Management by Objective

To understand how management by objectives can be applied, it is necessary to look at the parts of the process. Management by objective can be divided into multiple steps in many combinations, but three main one will be discussed. Organization objective setting, manager objective setting and objective review (Mullins, 2005 cited in Rho, 2009).

2.1.1.2 Organization Objective Setting

According to Rho (2009), setting objectives is the most difficult step in management by objective. Objective answers the question "what are we trying to accomplish? This step requires the top managers of an organization to review, the purpose for which the organization exist. In the military, this may require the view of the mission statement and a discussion of its meaning. This is an important requirement, for periodic review re-emphasizes, the continuing need for the existence of the organization. With this mission in mind, the commander or supervisor and his staff must then set organizational objectives in areas where the unit will concentrate its efforts during the approaching objective setting period. These objectives are: i) To provide direction to the entire organization and ii) To provide guidelines for subordinate - level managers to formulate their objective. As a result of this organizational objectives setting step, air force managers showed, realized that a mission statement is a goal that defines the continuing purpose of an organization. That mission statement, however, does not define specific methods accomplishing the goal stated. Management by objectives helps formulate these specific methods that are necessary to accomplish the mission (Peter, 2015).

2.1.1.3 Manager objective Setting

Each individual manager in the organization must now determine the objectives for his business. This procedure takes place in three general steps: Identifying key result areas, writing objectives, and negotiating with the boss. First the manager must identify the key result areas of responsibility that are assigned to this unit. In other words, just as the commander reviewed the whole organization in order to set organization objective, the manager reviews his part of the organization in order to set his objectives. It is important for the individual business manager to identify the areas of his unit where most of the results are obtained (Williams, 2007). Williams (2007) find that 20 percent of his area of responsibility will produce 80 percent of his results. It is important that he identify and zero in on these key result areas for management by objective to be effective. After a manager has identified his key areas of responsibility, he is ready to sit down and write his objectives. The main criteria that he should remember in writing objectives are that they should be specific, measurable, realistic and result oriented. They should be specific in that there can be no confusion about what is expected. According to Williams (2007), employees must be realistic but still challenging. The objectives should be result-oriented, concentrating on the output of the organization and not on its internal activities or procedures. After the managers objectives have been written he enters the participative management phase of this technique.

The subordinate manager sits down with his boss and they agree on the subordinate's objective. This requires a realistic commitment on the part of both individuals. The agreement on the objective signifies the approval of the expected results (output) required of the subordinate. Progress towards these results can now be pursued by the subordinate until the requirement is reached or the goal is changed (Rho, 2009).

2.1.1.4 Objective Review

After the setting of objectives has been agreed upon by the subordinates, managers, and its boss, the stage is set for managing by these objectives. This managing process is responsibility of the subordinate manager, and it is interrupted only by mutually arranged, formal review sessions with the commander In order words, management by objective requires that each individual have the freedom to perform a well-defined task without interference. There are two types of objective reviews according to (Mullin, 2005 cited in Rho, 2009). Intermediate and final progress and identifying problems that stands in the way of accomplishing objective. Most problems are not foreseeable at the time objectives are written; they appear only when action is taken to accomplish the objectives.

The result of this intermediate session should be either the agree on a plan that resolves the blockage of objective accomplished or change the objectives. The final review is to determine objective accomplishment in this session the subordinate's objectives are reviewed for the entire period. In addition, the session concentrates on the renewal of the objective setting cycle by establishing a basis from which to plan the objectives for the next period. The superior gains an additional benefit from this session since it provides him with input on which to evaluate the subordinates and organizational performance. If the focus of the session is on the objectives and it does not breakdown into personal recrimination of the individual, then the review will be true appraisal of performance not personality (Rho, 2009: Upadhaya, Munir, and Blount, 2014).

2.1.2 Concept of Organisational Performance

Ogbo, Onekanma and Ukpere (2014) views performance more comprehensively by encompassing both behaviors and results. Ogbo et al., (2014) further stated that behaviors as outcomes in their own right‘, which can be judged apart from results‘. Performance has great impact on organisation through Being, Doing and Relating. Being is concerned with the competencies of the manage that are relevant to orgamnisation performance. It is preparedness of the mind of the manager. Doing focuses on the manage activities that are variably effective at different levels in the organization: that affect performance of other roles dependent on the manage output, and the organizational performance as a whole. Performance has a linkage with the individual potential and how best it is realized by the individual. With regard to manage, his/her potential becomes the input to the productive process and performance is the output.

Manager's Potential is determined when a set of tasks are assigned to him. It is also related to performance standards set. Task-related activities refer to manager‘s or supervisors involvement to achieve the allocated task or meet expectations in the given task environment.

Performance is what the manager's actually achieve. Performance in a role refers to the extent to which the manager‘s achieve the purpose for which the role is created (Ogbo et al., 2014).

Task-related activities refer to managee‘s or supervisors involvement to achieve the allocated task or meet expectations in the given task environment. Performance is what the manager's actually achieve. Performance in a role refers to the extent to which the managers achieve the purpose for which the role is created. Choice, not chance‘, they say, determines destiny‘. The actual performance of a manager is a function of several forces, internals as well as external to the organization-some of choice, some of chance. Most organizations do not take these forces into account-either systematically or intuitively-while building expectations from a manager. A manager in her task environment could be subject to some of the influences and factors shown in Exhibit (Ogbo et al., 2014).

The benefits of MBO include: focusing managers and employees' efforts on goal attainment; improved performance, motivation of employees, encouragement of innovation and enhancement of communication. In essence, MBO has several elements that promote change in the workplace. Cunningham et al. (2002) cited in Okoye (2014), a range of studies, have identified workplace contributions to readiness for organisational change, including feeling empowered in one's job, believing that one possesses the skills, attitudes and opportunities to manage change, which in turn affect work-related self-efficacy, and social support. Dobby, Anscombe and Tuffin (2004) cited in Okoye, (2014), found that objective setting and employee empowerment as implied in the MBO are relevant to leadership.

2.1.3 Role of Management by Objectives in Organization Performance

Management by objectives was initiated by Peter cited in Upadhaya, Munir and Blount (2014), and it has been tested by many scholars about how useful and appropriate it is as the managerial tool. At the beginning management by objective tool was only a simple approach that make use of goal setting to be a guideline. A goal is a statement of a desired future an organization wishes to achieve. It describes what the organization is trying accomplish. Goals may be strategic (making broad statements of where the organization wishes to be at some future point) or tactical (defining specific short-term results for units within the organization).

Goals serve as an internal source of motivation and commitment and provide a guide to action as well as a means of measuring performance. Defining organizational goals helps to conceptualize and articulate the future direction of the organization, thus allowing those responsible for setting that direction to develop a common understanding of where the organization is heading. Goals provide a way of assuring that the organization and individuals within the organization will get where they want to go (Locke and Latham, 2012).

Management by objective helps communicate between managers and subordinates, which will lead to the goal achievement. Also the higher commitment in management by objective from top management will generate the significant gain in both public and private sectors. As for extra-role behaviour, participation in management by objective gives higher performance and creates

self -efficacy from workers as the study shows the result that "people who know that they have effective ways of performing a task will be more confident than people who are unsure of how to perform effectively" (Lathem, et al, 1994 cited in Williams, 2007).
Management by objective is useful. This managerial tool gives positive effect on job satisfaction, team performance, performance appraisal, self-efficacy and organizational performance. By setting reasonable and challenging goals, not looking at the subordinates as tools and rather applying participation in decision making, the use of management by objective is an organization is a powerful tool in management (Weimann et al., 2010).

Management by objectives (MBO) is a management model that aims to improve performance of an organization by clearly defining objectives that are agreed to by both management and employees. According to the theory, having a say in goal setting and action plans should ensure better participation and commitment among employees, as well as alignment of objectives across the organization. Management by objectives (MBO) has been advocated as a tool to improve management effectiveness for over twenty-five years.

Drucker (1954) cited in Yeh and Taylor (2008) first advocated MBO as a systematic approach to setting objectives that would lead to improved organizational performance and employee satisfaction. A multitude of private sector business organizations and public sector organizations have implemented some form of MBO. A number of descriptive articles provide testimonials to the effectiveness of MBO, but few comprehensive studies have tested these claims. Most of the MBO literature has focused on describing the technique, suggesting the steps for implementation, and listing the advantages and disadvantages of adopting an MBO program. It is claims that MBO improves employee motivation and commitment, and ensures better communication between management and employees. However, an oft-cited weakness is that MBO unduly emphasizes the setting of goals to attain objectives, rather than working on a systematic plan to do so. Management by objective helps improve performance (Yeh and Taylor, 2008)

According to Drucker (2006), objectives of MBO are determined with the employees and are challenging but achievable. There is daily feedback, and the focus is on rewards rather than punishment. Personal growth and development are emphasized, rather than negativity for failing to reach the objectives. Drucker (2006) believed MBO was not a cure-all, but a tool to be utilized. It gives organizations a process, with many practitioners claiming the success of MBO is dependent on the support from top management, clearly outlined objectives, and trained managers who can implement it. Performance in these studies measured only subjects' *perceptions* of performance improvement; no objective measures of performance were made.

Rho (2009) indicated that MBO improved satisfaction and performance, but no tests of significance were made and the definition of the criterion for performance was not indicated. The second study found participative goal setting to be important to satisfaction and performance improvement if the respondent had a high need for autonomy. Steers (1975) found, through questionnaire data acquired from 133 female first level supervisors, that satisfaction and job involvement were enhanced by an MBO program. Steers (1975) identified goal specificity and need for achievement as important components of the improvement process (Weimann, Hinz, Scott, and Pollock, 2010). MBO has influence on employee's satisfaction and performance. Several of these studies, however, did not statistically test performance changes (Tosi and Carroll, 1968, 1969, and 1970) and none of the studies used a control group or examined changes longitudinally (Weimann et al., 2010).

Studies that have used objective measures of performance include Raia (1965, 1966), Ivancevich (1974), and Muczyk (1978). Raia's studies reported a performance improvement but no statistical tests were used. Ivancevich (1974) used archival records to measure performance for two experimental groups and a control group. He found a statistically significant improvement in performance in one of the experimental groups but only directional support in the other. Ivancevich measured satisfaction through the use of the grievance rates at each of three plants. A significant increase in grievances was experienced. Muczyk (1978) evaluated MBO in a bank setting and over several performance measures found no statistically significant differences between the experimental and control groups.

2.2 Theoretical Framework

2.2.1 Goal-setting Theory

Goal-setting theory was propounded by Ryan (1970). This has strongly influenced organizational behavior ideology and practice since the late 1960s (Latham & Yukl, 1975; Locke, 2019), noted how goal clarity and goal difficulty positively affect formal job performance. The Management by Objectives (MBO) doctrine further highlighted these principles and suggested a clear strategy for practical applications of goal setting theory in the workplace (Drucker, 1974). MBO is a motivating tool that uses goal setting theory to enhance personal, and ultimately, organizational performance. MBO follows four main principles: The manager and employee establish the employee's performance goals; These goals are consistent with the organization's objectives; Benchmarks or targets are established to measure the employee's progress, and; Periodic meetings are held to review the employee's progress toward the goals and to provide feedback. At several points in time, the performance is evaluated and reported to managers and employees alike.

During the ensuing decades, many studies examined the relationship between goals and performance in organizations, with most of them focusing on formal job duties and responsibilities (Audia, Brown, Kristof-Brown, & Locke, 2019). However, studies have paid only scant attention to the relationship between MBO, goal setting, and the general psychological contract that employees may have with the organization (Katz & Kahn, 2017). They also largely overlooked the effect of goals on contextual performance (Organ, 1997) such as pro-social behavior or Organizational Citizenship Behavior (OCB). The primary goal of this study is to contribute to the goals-performance literature in several ways: by testing other aspects of OCB that have not yet been tested in relation to goal setting theory; by examining the possible effect of job feedback on various aspects of employees' OCB; by comparing the contribution of the independent variables to the explanation of the outcome variables across two points in time (T1 and T2) using a longitudinal, four-stage research design.

MBO and goal setting theory became a prominent field of study in organizational behavior because many studies empirically confirmed that goals are key in setting up a positive organizational climate, enhancing team spirit, providing social support, improving job attachment, and enhancing performance (Locke & Latham, 2019). Locke (1968) suggested two main concepts in this context: goal difficulty and goal specificity. Later studies have suggested that difficult goals, if well accepted by organizational members, may lead to greater individual effort and persistence. Locke's basic premise is that an individual's conscious intentions regulate his=her actions, and a goal is simply what the individual is consciously trying to accomplish. Thus, ambitious goals result in a higher level of performance than easy goals, and specific, ambitious goals result in a higher level of performance than no goals or a generalized goal of ‘‘do your best’. Goals are therefore associated with enhanced performance because they mobilize effort, direct attention, and encourage persistence and strategy development (Locke & Latham, 1990).

2.2.2 Stress Theory

The point of departure for role stress theory is that there are organizational expectations about individuals’ behaviour based on the roles that they hold. These role expectations are supposed to coincide with the expectations that individuals have about how they are to act given the role they hold. When these expectations do not coincide, when there is a lack of consensus about appropriate behaviour, problematic interactions are likely. When role expectations are unclear, individuals do not know what to do or how to act in order to behave role-appropriately.

The role theory literature emphasizes the dysfunctional impact that role stressors – i.e. role ambiguity, role conflict and role overload – can have on individuals and how they are connected to, and can have harmful influence on, role performance. The impact of role stressors has often been seen as negative and the relationship as linear (Gilboa et al, 2008). Role ambiguity exists when norms adhering to a specific position are vague, unclear or ill-defined. The problem arises when employees are unclear about their responsibilities or when other role-related information is unclear (King and King, 1990 cited in Braunstein et al., 2016).

Role conflict arises when individuals experience divergent role expectations and/or conflicting demands (Kahn et al., 1964). Role overload occurs when an individual accepts an increased workload in order to live up to role expectations, but time and resources available to do so are inadequate. Khan *et al.,* (1964) defines role overload as the perception that one lacks the resources necessary to meet role expectations and the distraction and stress caused by trying to cope with this situation. There are many studies of role conflict and role ambiguity and their influence on different types of chronic stress (Gilboa *et.al.,* 2008; Jackson and Schuler, 1985 cited in Braunstein et al., 2016). Role overload has also been extensively researched (Bolino and Turnley, 2005; Briggs, 2005; Gilboa et al., 2008; Selmer and Fenner, 2009 cited in Braunstein et al., 2016). Several studies on role overload have explored the relationship between overload and commitment (Brown and Benson, 2005; Glazer and Beehr, 2005; Coetzee and Rothman, 2005 cited in Braunstein et al., 2016).

Jones *et al.,* (2007) cited in Braunstein et al., (2016) argues that individuals accept role overload because they have strong commitments. Brown et al., (2005) argues that significant role overload decreases the effect of setting ambitious goals. It also tends to lower performance, which illustrates the connection between role theory and goal setting theories. From this perspective, the impact of role stress is negative and the negative consequences increase as levels of stress go up (Braunstein et al., 2016). In contrast to this, there are a growing number of scholars who have a different view of the effects of role stress. Kemery (2006) cited in Ogbo (2014), makes his position clear in the title of his studies "Role stress is not always bad." This alternative perspective can be traced to Selye's (1975) distinction between two types of stress: distress and eustress. The latter takes its name from the Greek "eu," which means good or well and focuses on the positive influences that stress can have. Some studies show that the three role stressors are beneficial at certain levels (Ogbo, 2014).

Above and below these optimal levels, role stressors are detrimental. Influenced by Yerkes and Dodson (1908) cited in Ogbo (2014), research based on this view of the impact of role stressors shows that their influence can be represented by a linear curve, which makes it possible to estimate an optimal level of stress. Gilboa et al.'s (2008) cited in Ogbo (2014) meta-analysis concluded that the view that stress has a linear impact on performance has been seriously called into question. They also call for further research about the relationship between stressors, suggesting that different stressors may have different relationships, some adding to and some diminishing the overall stress experienced by an individual. Ogbo (2014) argues that further exploration of the potential non-linear effects of stressors is warranted. The research presented here has been influenced by these recommendations and should be seen as an extension of the work of Gilboa et al. Role stress theory has recently been used in a wide variety of empirical settings, and researchers have focused on both employees and management at different organizational levels.

Some recent examples are Hansung and Stoner (2008), who studied social workers, Thomas and Lankau (2004), who examined healthcare professionals and Onyemah (2008) and Conley (2009), who studied sales people and teachers. Leung el al, (2008) focused on managers, while O'Driscoll and Beehr (2007) studied how supervisors influenced the role stress experienced by their employees. With the current interest in the role stress theory, it can be argued that it is appropriate to study the manager's management role and role performance when MBO becomes implemented. It has previously been described how the change of the managers working situation involve many factors that can be highlighted by choosing this theory. A more diffuse role provides a basis for conflicting interpretations, different expectations and the influence of role stress. Role stress theory creates opportunities both to increase the understanding of the managers' new situation in the role and how important factors influence role performance.

2.3 Empirical Review

Several studies have tested the effects of MBO upon satisfaction without examining performance. Akter and Moazzam (2016) evaluated the effect of compensation (CN) on (JP) in Chittagong, Bangladesh. Using survey research, the quantitative analysis demonstrated that there is a strong and positive relationship between compensation and job performance. Okolocha (2020) determined the extent organizational structure and Employee welfare affects organizational performance of selected banks in Enugu State. Survey design was adopted for the study. The data collected was analyzed and tested using regression analysis with aid of SPSS version 20. The outcome of the analysis revealed that organizational structure and employee welfare have effect on organizational performance of selected banks in Enugu State and this effect is statistically significant. Odunlami and Asabi (2014) studied the effect of compensation management on employees Performance in a reputable food and beverage industry. Using inferential and descriptive statistics Analysis of Variance (ANOVA), it revealed that there is a significant relationship between good welfare service and employees performance.

Onuorah, Okeke and Ibekwe (2019) examined the effect of compensation management and employee performance in Nigeria organization. The instrument was trial-tested on a representative sample of 20 employee randomly selected of Anambra State. In analyzing the data for the null hypotheses, Z-test was be used to test the hypotheses at 0.05 level of significance. Equity based compensation has no negative significance effect on employee performance in Nigeria organization. The study concludes that compensation management has significance effect on employee performance in Nigeria organization. Adewale, Adenike, Hezekiah and

Heirsmac (2019) ascertained the effect of compensation packages on employees' job performance and retention in a selected private University in Ogun State, South-West Nigeria. The results showed strong relationship between compensation packages and employees' performance and retention. Using simple percentage, the summary of the findings indicates that there is strong correlation between the tested dependent and independent variables (salary, bonus, incentives, allowances, and fringe benefits). Sadiya (2019) established the relationship between understanding the objectives by employees/managers on one hand and employee productivity on the other hand in Vodafone Ghana. A total of 36 employees responded to the questionnaires/interviews granted. Questionnaires and oral interviews were used as sources of primary data. The result shows that the relationship between the managers and employee in objective setting was seen to be crucial in the productivity of both the employees and the organization. Felix (2018) examined Management by Objectives (MBO) as an instrument for organizational performance of deposit money banks in Nigeria, Yola metropolis in particular. Data for the study was sourced through the use of structured questionnaires distributed to the selected deposit money banks (Diamond, Fidelity and Access banks). Correlation coefficient was also used to test the extent to which MBO relate to organizational performance of deposit money banks. The study revealed that involvement of employees in Goal Settings (GS), Delegation of Authority to the employees (DA) and Motivation to the employees (M) were positively affecting organizational performance of the deposit money banks in Yola metropolis.

Dinesh and Palmer (1998) cited in Weimann, Hinz, Scott, and Pollock (2010), compares management by objective with the Balanced score card and indicated that both of them focus on "goal cognisance as a means of improving performance". But management by objective had two significant flaws "identified as partial implementation of the system and non-recognition of the need to adopt a human-relations view". Management by objective helps improve performance. Three studies examine this relationship. Rogers and Hunter (1992) cited in Weimann et al., (2010) conducts the meta-analysis of management by objectives applications in both public and private sectors resulting that 100 percent of the public sector studies reported performance gain after the introduction of management by objective.

Their findings pointed out that high commitment to management by objectives from top management will create the significant gain, and management by objective in both public and private sectors was equally effective. Smith, et al (1996) cited in Weimann et al., (2010) examines current performance appraisal methods. Two hundred and fifty managers in the U.S. were asked through questionnaires about performance appraisals. The responses revealed that management by objective has remained a popular format. In the literature on the relationship between participation in decision making and performance, Tuijl, et al (2004) cited in Weimann et al., (2010)conducts a quasi-experimental field study campaigning participation and tell-and-sell strategy. The result indicated that participation in the design of performance management systems gave the higher performance from individual technicians than tell-and-sell strategy did. Researchers also explored the relationship between management by objective and team performance, and the result demonstrated that management by objectives is the powerful tool to develop group efficiency. Although some studies gave negative feedback, management by objective is still widely accepted in most organizations.

2.4 Conceptual Framework

Independent Variable

Management by Objective

Dependent variable

Organisational Performance

-Financial Performance
-Non-Financial performance

Source: researcher model

MBO is a collaborative process whereby the manager and each subordinate jointly determine objectives for that subordinate. To be successful, MBO programs should include commitment and participation in the MBO process at all levels, from top management to the lowest position in the organization. MBO begins when the supervisor explains the goals for the department in a meeting. The subordinate takes the goals and proposes objectives for his or her particular job. The supervisor meets with the subordinate to approve and, if necessary, modify the individual objectives. Modification of the individual's objectives is accomplished through negotiation since the supervisor has resources to help the subordinate commit to the achievement of the objective. Thus, a set of verifiable objectives for each individual are jointly determined, prioritized, and formalized (Adewale *et al*., 2019).

According to Drucker 1954, managers should avoid the activity trap of getting so involved in their day to day activities that they forget their main purpose or objective. Instead of just a few top-managers, all managers should: participate in the strategic planning process, in order to improve the implement ability of the plan, and implement a range of performance systems, designed to help the organization stay on the right track. Management by Objective goes beyond setting annual objectives for organizational units to setting performance goals for individual employees (Stoner, 2000 cited in Adewale *et al*., 2019).

It has become a great deal of discussion, evaluation and research and inspired many programs. It also refers to a formal set of procedures that begins with goal setting and continues through performance review. Managers and those they supervise act together to set common goals. Each person's major areas of responsibility are clearly defined in terms of measurable expected result or objectives, used by staff members in planning their work and by both staff members and their managers conducted jointly on a continuing basis, with provisions for regular periodic reviews (Adewale *et al.*, 2019).

2.5 Historical Background of the UBA

1948 The British and French Bank Limited (BFB) commenced business in Nigeria. BFB was a subsidiary of Banque Nationale de Credit (BNCI) Paris, which transformed its London branch into a seperate subsidiary called the British and French Bank, with shares held by Banque Nationale de Credit and two British investment firms: S.G. Warburg and Company and Robert Benson and Company. Following Nigeria's independence from Britain, UBA was incorporated on 23rd, February 1961 to take over the business of BFB. UBA eventually listed its shares on the Nigerian Stock Exchange (NSE). Today's UBA emerged from the merger of the dynamic and fast growing Standard Trust Bank, incorporated in 1990 and UBA, one of the biggest and oldest banks in Nigeria. The merger was consummated on August 1, 2005; one of the biggest mergers done on the Nigeria Stock Exchange (NSE). Following that merger, UBA went ahead to acquire Continental Trust Bank in the same year, further expanding the UBA brand. UBA also subsequently acquired Trade Bank in 2006 which was under liquidation by the Central Bank of Nigeria (CBN).

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study will adopt cross sectional survey design. A cross-sectional study is also known as observational research which is used to analyze data of variables collected at one given point in time across a sample population (Young & Hagerty, 2007). Cross-sectional surveys can be repeated periodically; however, in a repeated cross-sectional survey, respondents respond to the survey at one point in time and it is not intentionally sampled again, although a respondent at the could be randomly selected for a subsequent one (Yauch & Steudel, 2003).

3.2 Population of the Study

The population of this study encompassed the employees of United Bank for Africa Plc in Lagos State. The population size (contract and full staff) in Lagos State only is sixteen thousand and twenty five (16025) according to department of human resources of UBA Plc.

3.2.1 Sample Size Determination

The following format will be used to determine the sample size. It will be determined from the population unit using Taro Yemeni's formula cited in Barbie (2011),

Given as n = $\frac{N}{1 + N(e) \wedge 2}$

Where n= desired sample size

N = Population size

E= Maximum acceptable margin of error 5% (0.05)

1= A theoretical constant

Therefore

$$n=\frac{16025}{1+(16025)0.05^2}$$

$$n=\frac{16025}{40.0625}$$

400

3.4 Technique and Sample Size

Convenience sampling technique will be used to select 400 staff of UBA. This sampling technique will be used because the respondents can be access easily.

3.5 Data collection Instrument

This study will employee questionnaire as the tool of collecting data from the respondents. Questionnaire is useful method to investigate.

3.6 Research Instrument

The research instrument used in this study will be questionnaire. Asika (2000) defines a questionnaire as consisting a set of questions designed to gather information or data for analysis, the result of which are used to answer the research questions or used for the test of relevant hypotheses. The questionnaire will be carefully designed to accommodate two sections. The questionnaire will be structured on a 6 Likert Scale of Where, SA = Strongly Agree; A = Agree; FA = Fairly Agree; FD = Fairly Disagree; D = Disagree; SD = Strongly Disagree; The questionnaire will be divided into two sections. The section 1 will comprise of respondents' demographic while the second section will comprise of statements relating to research questions.

3.7 Research Reliability and Validity

The questionnaire will be subjected to face and content validity by given it to the supervisor. His comments will be taken into consideration in amending the questionnaire. Subsequently, the questionnaire will be given to twenty staff of UBA PLC to assess its reliability. Cronbach's

Alpha will be used and the value revealed the instrument is reliable with Cronbach's Alpha exceeding < 0.7 and above for the variable.

3.8 Method of Data Analysis

An analysis tools to be use in this study will be descriptive and inferential statistics. The descriptive statistics will consists of frequency and percentage tables while the inferential statistics will be Kendall rank correlation coefficient. The data analysis computer programme (SPSS Version 26.0) will be used.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSES

4.1 Introduction

This study talks about **effect of management by objectives on organization performance. The section a focuses on demographic characteristics of respondents, while section b focuses on research questions. The questionnaire administered was 400. The data were modelled into coded categories to facilitate analysis with the aid of statistical package for social sciences (SPSS) and Microsoft excel was presents as the final data.** The descriptive statistics will consists of frequency and percentage tables while the inferential statistics will be Correlation coefficient**.**

4.2 Presentation of Data according to Demographic characteristics

The table 4.2.1 to table 4.2.5 shows the demographic characteristics, which consist of gender, marital status, age, academic qualification, and employee cadre.

Table 4.1: Demographic characteristics of Respondents (table 4.2.1 – table 4.2.3)

	Response variable	**Frequency**	**Percent**
Gender	Male	179	44.8
	Female	221	55.3
	Total	**400**	**100.0**
Marital Status	Single	35	8.8
	Married	129	32.3
	Widow	137	34.3
	Divorced	99	24.8
	Total	**400**	**100.0**
Age	15-20 years	67	16.8

	21-25 years	59	14.8
	26-30	34	8.5
	31-35 years	55	13.8
	35 - 40	51	12.8
	41-45	69	17.3
	46 and above	65	16.3
	Total	**400**	**100.0**
Academic Qualification	WAEC	59	14.8
	OND	57	14.2
	NCE	39	9.8
	HND	42	10.5
	B.Sc	44	11.0
	M.Sc	60	15.0
	Ph.D	63	15.8
	Others…...	36	9.0
	Total	**400**	**100.0**
Employee cadre	Junior Level	101	25.3
	Senior level	106	26.5
	Management Level	101	25.3
	Executive Level	92	23.0
	Total	**400**	**100.0**

Table 4.2.1 shows that, 44.8% of respondents were male, while 55.3% were female. Table 4.2.2 shows that, 8.8% of respondents were single, 32.3% were married, 34.3% were widow, while

24.8% were divorced. It is reveal that 16.8% of respondents were 15-20 years, 14.8% were 21-25 years, 8.5% were 26-30 years, 13.8% were 31-35 years, 12.8% were 35-40 years, 17.3% were 41-45 years, while 16.3% were 46 and above. On the education, respondents, had WAEC, 14.2% had OND, 9.8% had NCE, 10.5% had HND, 11% had B.Sc., 15% had M.Sc., 15.8% had Ph.D., while 9% had other academic qualification. On employee cadre, 25.3% of respondents, were junior level, 26.5% were senior level, 25.3% were management level, while 23% were executive level.

4.3 Analyses of Research Objectives

Table 4.2: Management by Objective and Financial Performance

	Statement	**SA**	**A**	**FA**	**FD**	**D**	**SD**
1.	Developing the objectives of the organization in line with new technologies improve intellectual capital.	20.8%	10.3%	19.3%	15%	15.3%	19.5%
2.	Creating objectives for achieving a life-long banking service enhance firm return on assets (ROA)	47.8%	10%	12%	7.8%	8%	14.5%
3.	Motivating staff for continuous improvement in achieving organization objectives improve capital structure.	39.3%	17.3%	9.5%	12.8 %	13%	8.3%
4.	Providing supportive instructional supervision encourage customer actions.	32.8%	35.3%	10%	6.8%	9%	6.3%
5.	Unleashing the potential capacities that already exist in staff promote annual revenue	35.3%	31.3%	11.3%	6.3%	5.3%	10.8%

Table 4.2 shows that, In statement 1 it shows that 20.8% of respondents strongly agreed that, developing the objectives of the organization in line with new technologies improve intellectual capital, 10.3% agreed, 19.3% fairly agreed, 15% fairly disagreed, 15.3% disagreed, while 19.5% strongly disagreed. In statement 2 it shows that 47.8% of the respondent strongly agreed, that creating objectives for achieving a life-long banking service enhance firm return on assets

(ROA), 10% agreed, 12% fairly agreed, 7.8% fairly disagreed, 8% disagreed, while 14.5% strongly disagreed. In statement 3 it shows that 39.3% of the respondent strongly agreed, that motivating staff for continuous improvement in achieving organization objectives improve capital structure, 17.3% agreed, 9.5% fairly agreed, 12.8% fairly disagreed, 13% disagreed, while 8.3% strongly disagreed. In statement 4 it shows that 32.8% of the respondent strongly agreed, that providing supportive instructional supervision encourage customer actions, 35.3% agreed, 10% fairly agreed, 6.8% fairly disagreed, 9% disagreed, while 6.3% strongly disagreed. In statement 5 it shows that 35.3% of the respondent strongly agreed, that unleashing the potential capacities that already exist in staff promote annual revenue, 31.3% agreed, 11.3% fairly agreed, 6.3% fairly disagreed, 5.3% disagreed, while 10.8% strongly disagreed.

Table 4.3: Management by Objective and Non-Financial Performance of United Bank for Africa Plc.

	Statement	**SA**	**A**	**FA**	**FD**	**D**	**SD**
1.	Resolving complex management problems	22%	12.8%	21.5%	12.8%	22%	9%
2.	Solving complex problems and making decisions	36.5%	20.3%	9.3%	20%	6.5%	7.5%
3.	Building consensus and negotiating conflicts	44%	5.8%	9.3%	19.5%	11.8%	9.8%
4.	Setting community involvement objectives and determining outcomes	28.7%	20.3%	11%	10.5%	10%	19.5%
5.	Designing, implementing, and evaluating attainment of company objectives	36.8%	24%	7.8%	11%	12.8%	7.8%

Table 4.3 shows that, In statement 1 it shows that 22% of respondents strongly agreed that, resolving complex management problems, 12.8% agreed, 21.5% fairly agreed, 12.8% fairly disagreed, 22% disagreed, while 9% strongly disagreed. In statement 2 it shows that 36.5% of respondents strongly agreed that, solving complex problems and making decisions, 20.3% agreed, 9.3% fairly agreed, 20% fairly disagreed, 6.5% disagreed, while 7.5% strongly disagreed.

In statement 3 it shows that 44% of respondents strongly agreed that, building consensus and negotiating conflicts, 5.8% agreed, 9.3% fairly agreed, 19.5% fairly disagreed, 11.8% disagreed, while 9.8% strongly disagreed. In statement 4 it shows that 28.7% of respondents strongly agreed that, setting community involvement objectives and determining outcomes, 20.3% agreed, 11% fairly agreed, 10.5% fairly disagreed, 10% disagreed, while 19.5% strongly disagreed. In statement 5 it shows that 36.8% of respondents strongly agreed that, designing, implementing, and evaluating attainment of company objectives, 24% agreed, 7.8% fairly agreed, 11% fairly disagreed, 12.8% disagreed, while 7.8% strongly disagreed.

4.4 Analyses of Research Hypotheses

4.4.1 Research Hypothesis One

iii. There is no significance relationship between management by objective and financial performance of United Bank for Africa Plc.

Table 4.4: Correlations

		Management by objective	Financial performance
Management by objective	Pearson Correlation	1	.301**
	Sig. (2-tailed)		.000
	N	400	400
Financial performance	Pearson Correlation	.301**	1
	Sig. (2-tailed)	.000	
	N	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

The results on the table 4.4.1 above indicate that there is correlation between management by objective and financial performance ($r = .301^{**}$, $N = 400$, $p<0.000$). This is because the P value is smaller in magnitude than the level of significance of 0.05. Therefore, the null hypothesis is rejected which stated there is no significant relationship between management by objective and financial performance.

4.4.2 Research Hypothesis Two

i. There is no significance relationship between management by objective and non-financial performance of United Bank for Africa Plc?

Table 4.5: Correlations

		Management by objective	Non-financial performance
Management by objective	Pearson Correlation	1	.213**
	Sig. (2-tailed)		.000
	N	400	400
Non-financial performance	Pearson Correlation	.213**	1
	Sig. (2-tailed)	.000	
	N	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

The results on the table 4.4.1 above indicate that there is correlation between management by objective and non-financial performance ($r = .213^{**}$, $N = 400$, $p<0.000$). This is because the P value is smaller in magnitude than the level of significance of 0.05. Therefore, the null hypothesis is rejected which stated there is no significant relationship between management by objective and non-financial performance.

CHAPTERR FIVE

SUMMARY, RECOMMENDATION, AND CONCLUSION

5.1 Introduction

This chapter explain the summary of the whole chapters, the conclusion and recommendation are written based on the findings.

5.2 Summary

The chapter one of this study comprises background of the study, statement of the problem, objectives of the study, research questions, research hypotheses, significance of the study, and scope of the study. The chapter two critically review management by objectives and organizational performance. This chapter deals with review of theoretical review and empirical review on management by objectives and organizational performance were thoroughly done. This chapter three adopted a cross sectional survey design. A cross-sectional study is also known as observational research which is used to analyze data of variables collected at one given point in time across a sample population. The study focus population of the study, sample size determination, technique and sample size, data collection instrument, research instrument, research reliability and validity, and method of data analysis.

5.3 Conclusion

Corporate objectives are achieved by focusing manager and employee efforts on specific activities that will lead to their attainment. Performance can be improved at all company levels because employees are committed to attaining objectives. Employees are motivated because they know what is expected and are free to be resourceful in accomplishing their objectives. Departmental and individual objectives are aligned with company objectives. The relationships between managers and subordinates are improved by having explicit discussions about objectives, defining activities that will help achieve them and assigning responsibility. The involvement of employees in setting objectives gives them psychological satisfaction and ultimately gingers them to be more committed to achieving the objectives which they take part in setting than the ones imposed on them (increased motivation). It helps in the identification of training needs. The periodic review of performance may highlight inadequacies or lag in subordinate's performance. So that appropriate training programs is designed to help him acquire the relevant skills for thorough job performance.

5.4 Recommendations

1. There is need for commercial banks to develop objectives of the organization in line with new technologies to improve intellectual capital.
2. There is need for commercial banks to create objectives to achieve a life-long banking service to enhance return on assets.
3. Commercial Banks should provide supportive instructional supervision to encourage customer actions.
4. Commercial banks should consider setting community involvement objectives when designing, implementing, and evaluating attainment of company objectives.

5.5 Area for Further Study

Several areas in which MBO needed to play a role but were not yet working to fulfill the need and in which MBO was already playing significant role but there was still gap in which organization should consider.

1. Scope of this study covers only employees of UBA, for future, this study could be conducted on customer of the bank.
2. The comparative research can be conducted between UBA and others banks.

3. This study is conducted only in the banking industry, for research could be conducted on other industries.

QUESTIONNAIRE

COLLEGE OF ARTS, SOCIAL AND MANAGEMENT SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION, TAXATION & FINANCE

CALEB UNIVERSITY, IMOTA

LAGOS STATE, NIGERIA

Dear Respondent(s),

REQUEST FOR INFORMATION

I am an undergraduate student of the above-named university. As part of the requirements for the award of an undergraduate degree, I am conducting a study on the topic **Effect of Management by Objectives on Organization Performance: A study of United Bank for Africa Plc.** Kindly complete the questionnaire attached. All information provided by you will be treated with the utmost confidentiality and all responses will be used for academic research only.

Thank you.

Yours faithfully,

Odusanya Samuel Olakunle

SECTION A

DEMOGRAPHIC INFORMATION

Instruction: Please tick (x) as appropriate

1. **Gender**: Male [ ] Female [ ]
2. **Marital Status:** Single [ ] Married [ ] Widow [ ] Divorced [ ]
3. **Age:** 15-20 years [ ] 21 - 25 years [ ] 26-30 [ ] 31-35 years [ ] 35 - 40 [ ] 41-45 [ ] 46 and above [ ]
4. **Academic Qualification**: WAEC [ ] OND [ ] NCE [ ] HND [ ] B.Sc [ ] M.Sc [ ] Ph.D [ ] Others…………………………………………….
5. **Employee Cadre:** Junior Level [ ] Senior level [ ] Management Level [ ] Executive level [ ]

SECTION B: MANAGEMENT BY OBJECTIVE AND FINANCIAL PERFORMANCE

In this section there is no right or wrong answer, you are requested to put your opinion on a "6 Point Scale." Where, SA = Strongly Agree; A = Agree; FA = Fairly Agree; FD = Fairly Disagree; D = Disagree; SD = Strongly Disagree

	STATEMENT						
6.	Developing the objectives of the organization in line with new technologies improve intellectual capital.	SA	A	FA	FD	D	SD
7.	Creating objectives for achieving a life-long banking service enhance firm return on assets (ROA)	SA	A	FA	FD	D	SD
8.	Motivating staff for continuous improvement in achieving organization objectives improve capital structure.	SA	A	FA	FD	D	SD
9.	Providing supportive instructional supervision encourage customer actions.	SA	A	FA	FD	D	SD
10.	Unleashing the potential capacities that already exist in staff promote annual revenue	SA	A	FA	FD	D	SD

SECTION C: MANAGEMENT BY OBJECTIVE AND NON-FINANCIAL PERFORMANCE OF UNITED BANK FOR AFRICA PLC.

In this section there is no right or wrong answer, you are requested to put your opinion on a "5 Point Scale." Where, SA = Strongly Agree; A = Agree; FA = Fairly Agree; FD = Fairly Disagree; D = Disagree; SD = Strongly Disagree

STATEMENT							
12.	Resolving complex management problems	SA	A	FA	FD	D	SD
13.	Solving complex problems and making decisions	SA	A	FA	FD	D	SD
14.	Building consensus and negotiating conflicts	SA	A	FA	FD	D	SD
15.	Setting community involvement objectives and determining outcomes	SA	A	FA	FD	D	SD
16.	Designing, implementing, and evaluating attainment of company objectives	SA	A	FA	FD	D	SD

Thank You