

UNIVERSITY OF ILORIN



THE TWO HUNDRED AND THIRTY-SEVENTH (237TH) INAUGURAL LECTURE

**“MOTIVATION MAKES MONITORING AND
SUPERVISION EASY”**

By

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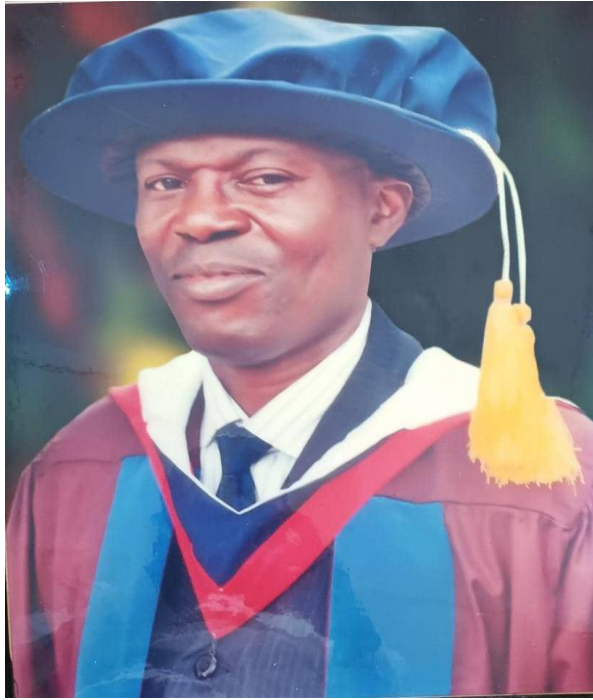
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Preamble

Bismillahi Rahmani Raheem. In the name of Almighty Allah, the Merciful and Compassionate. I am very grateful to you for sparing my life to date and for allowing me to present my inaugural lecture to this unique gathering. It is beyond the hand of any mortal, but the mercy of Almighty of Allah that I am here today. This inaugural lecture is the 237th edition in the University of Ilorin; the 4th from the Department of Business Administration, and 3rd from Faculty of Management Sciences. Mr. Vice-Chancellor Sir, I am standing before you today by the

special grace usually reserved for men of destiny by the Almighty Allah. The reason will soon be unfolded.

To start with, my university education is by destiny. I sat for the Unified Tertiary Matriculation Examination (UTME) in 1983. During that time, admission letters were usually posted. So, I kept on checking the mail box at the post office. The day I got the admission letter to read Accounting, I quickly reported to the University, Mini Campus where I was directed to the Dean's office. There, I was given the Student Registration Kit, and asked to proceed to the Department of Accounting, where I was prevented from being registered by the then Head of Department who said that I was late in showing up in the Department. The then Dean of the Faculty, strongly disagreed with him, because registration was still on. The HOD insisted that as far he is concerned, admission has closed. There is nothing the Dean could do. The HOD then said that "forget this admission and go and sit for the next UTME, once you score not less than 200, you will be given admission regardless of what the cut-off will be". Mr. Vice-Chancellor Sir, what I have narrated is just an abridged version, because there is more to it. I wonder why people deliberately want to block or actually blocked one's progress.

Immediately after that scenario, I secured employment with Ministry of Commerce and Industry, Ilorin as a Clerical Officer. That singular act kept me away from the University until 1988 that is after 5 years when I sat for another UTME and got admission to read Business Administration, since destiny is at work.

Mr. Vice-Chancellor Sir, as an academic, I started my career as a Lecturer III, at Department of Business Administration, Kwara State Polytechnic (1997-1999). I joined the services of University of Ilorin in 1999 as an Assistant Lecturer and rose to the rank of Professor in 2019. Less than six months after the receipt of the letter of promotion, I was involved in ghastly motor accident that nearly claimed my life. We were two in the vehicle, but Almighty Allah saved us. A dangerously speeding vehicle crossed the road divider and

crashed into my vehicle. Mr. Vice-Chancellor Sir, you can see that I enjoyed the special mercy of the Almighty Allah for being alive. At this point, I appreciate Dr. W. O. Sarumi, the Medical Director of Med Care Hospitals. In fact, I was later informed that Dr. Sarumi did not leave the hospital till the following day, that he was sure that I have stabilised. Mr. Vice-Chancellor Sir, you will agree with me that my inaugural lecture today, is indeed, by the special grace and mercy of the Almighty Allah.

Introduction

Business administration is the process of organising the business's personnel and resources to meet business goals and objectives. Degrees in business administration would generally prepare the graduates to become active members in any business. It is a broad field relevant to many top industries including finance/economics, human resources, marketing, operations management, information systems, food service management, office management and healthcare administration.

Business administration in the view of Gustavsen (2023, p.2), is a broad field that includes many different roles, professional settings and opportunities for growth. In simple terms, business administration is the work of managing an organisation's resources, time and people. In the same vein, Black (2023, p.1), sees business administration as the process of managing a business or non-profit organization so that it remains stable and continues to grow. This consists of a number of areas, ranging from operations to management. There are many different roles related to business administration and these include business support, office manager, and chief executive officer, among others.

Indeed, business administration is the work of managing an organisation's resources, time and people. This is a balancing act that requires knowledge and skills in a range of disciplines. These are reasons why areas of specialisation in Ph.D. Business Administration include, Operation Research, Operations and Production Management, General Management, Public Management, Health Planning and Management, Human

Resource Management, and Decision Sciences. Business administration is indeed relevant to virtually all professions. The more reason many people from all disciplines coming for our MBA programme. We have graduates from Law, Medicine, Technology, Pure Science, Engineering, Agriculture, and Religious Studies, who are on the programme.

The Place of Monitoring, Supervision and Motivation in Business Environment

Mr. Vice-Chancellor Sir, I wish to stress the importance of motivation on monitoring and supervision of employees at the place of work; which is the main theme of this inaugural lecture. A worker can be made more productive on the job through monitoring by cutting down on the number of mistakes made while also allowing for greater, efficient use of one's time. "Motivation Makes Monitoring and Supervision Easy", is thus preferred and is suggested as my research interest. It offers various avenues for business and organisation's development. In all we do, we need motivation by making the place of work safer. Through monitoring, employers more easily recognise an employee's positive abilities. Employee monitoring, therefore, refers to the methods employers use to survey their workplaces and their staff members' whereabouts and activities. Monitoring involves observing and recording the activities of employees in the workplace. There are various methods of monitoring employees in the workplace, and these are through the use of cameras, software, tracking devices and so on. There are drawbacks to monitoring employees in the workplace. These include decreased trust, invasion of privacy, and negative impact on morale. Employers must be aware of these drawbacks and take steps to mitigate them.

In this lecture, monitoring is related to experienced employees who understand the work, but are just refusing to perform to expectation if not monitored and this is due to lack of appropriate motivation. That is, we monitor experienced employees whose performance fall below expectation, despite the

creation of a positive work environment, effective communication with employees, and provision of training and support.

An essential part of any workplace is supervision. A workplace activity in which a manager oversees the activities and responsibilities of employees he manages is referred to as supervision. That is a vital role for managers and leaders in any organisation. It is a pivotal role played by supervisors, in ensuring that employees are productive, motivated, and engaged in their work. For managers, it is an important job function at all levels in the company. Workplace supervision is critical to the success of any organisation. It helps to reduce the risk of accidents and injuries, as well as protecting company's assets, creating a safe and productive work environment for employees. Supervision involves overseeing and guiding employees. Supervision can either be direct or indirect. Direct supervision involves close oversight and guidance. Indirect supervision involves less oversight and more autonomy. Benefits of supervision in the workplace, include improved communication, increased job satisfaction, and better employee development. These benefits can help improve the overall performance of the organisation. Drawbacks to supervision in the workplace include micromanagement, lack of autonomy, and potential for abuse of power. Employers must be aware of these drawbacks and take steps to mitigate them. Supervision is necessary, particularly on new employees, but it can be reduced to the barest minimum if appropriate motivation is put in place. In this lecture, supervision is related to employees who are either new on the job or just learning new assignment. These are categories of employees that are highly supervised.

Motivation is a Latin word which means 'to move'. Human motives are internalised goals within individuals. Thus, motivation can be defined as those forces that cause people to behave in certain ways. Motivation is the process of channeling a person's inner drives so that he can accomplish the goals of the organisation. It concerns itself with the will to work. It seeks to know the incentives for the work and tries to find out the ways

and means whereby their realisation can be helped and encouraged. Motivation as a study is concerned with why people behave in a certain way or choose a particular course of action in preference to others. People manifest a variety of economic, social and intrinsic needs and expectations in the work place. The importance of employee motivation arises from its relevance in the determination of employee productivity. Employee motivation, in the words of Ajayi (2009), is reflected in the inner drive which makes an employee to work hard and conscientiously along with others for his employer, with minimum control or pressures from outside. The importance of motivation in the workplace assists in attracting employees, retaining employees, and increase productivity. From the above, it is realised that motivation has a positive effect on monitoring and supervision, which is the bedrock of Business in our world today. See Fig.1 and 2.



Fig. 1: Motivated employees without Monitoring nor Supervision

Source: Townsen (2019)



Fig. 2: Unmotivated employees despite Monitoring and Supervision

Source: Saul (2014)

There are many theories that attempt to explain motivation at work. These can be grouped into three and they are the content theories, process theories, and reinforcement theories.

The content theories place emphasis on what motivates employees and are concerned with identifying peoples' needs and their relative strengths and the goals they pursue in order to satisfy those needs. Main content theories include Maslow's needs hierarchy model, Herzberg's two-factor theory, the ERG (Existence, Relatedness and Growth) theory and McClelland's theory of achievement motivation.

Process theories place emphasis on the actual process of motivation. They are concern with the relationships among the dynamic variables that make up motivation, and with how behaviour is initiated and sustained. Process theories include expectancy theory, equity theory and goal theory

Reinforcement theories support the notion that our behaviour can be explained by consequences in the environment. There are four major types of reinforcement, and these are positive reinforcement, Negative reinforcement, extinction reinforcement, and punishment.

Monitoring, Supervision, and Motivation at the place of work are positively related. Monitoring and supervision of

employees at the workplace are very important, but it can be drastically minimised if appropriate motivation is put in place. High motivation promotes dedicated service and commitment to work, which enable employers to obtain maximum output or the best performance possible from employees. Employees also typically attain a level of self-control and self-direction, which enable them to work effectively with minimum monitoring or supervision as the case may be. They also tend to stay on the job and grow with it. Similarly, creative energies can be unleashed, leading to new discoveries as a result of high motivation in employees. Highly motivated employees according to Ajayi (2009, pp.76-88) are usually noted to show interest in improving their job performance and output. High motivation is beneficial to both employees and employers. Reverse is the case with low motivation. **Isiaka (2013)** examines the impact of motivation on employees' attitude to work and monitoring of employees in the Nigeria work environment. The main finding is that inappropriate motivation leads to undue monitoring of employees as a result of negative attitude to work in a Nigerian work environment. Attitude displayed in the workplace directly affect the atmosphere and productivity within an organisation. The study recommends that appropriate motivation be given to employees. This will eliminate or reduce unnecessary monitoring of employees in the place of work. A positive attitude toward work will also be exhibited by employees. A motivated workforce is typically a more productive workforce, with less absenteeism and turnover. Human dignity in dealing with employees is very important. Overall performance according to **Isiaka (2011a)** is apt to be strong and sustained when employees are well motivated. It has come to the fore that motivation has positive impact on employee performance in the banking industry. In the work of Verma and Mohan (2011), motivation is seen as a psychological act which attracts the workers to do more and instigates other workers to do more than the standard work and earn more for themselves which increases their living standard. Managers should, therefore, make sure they motivate

the workers so that the objectives of the organisation are fulfilled to a large extent.

However, we should note the generally accepted fact that people are with individual differences. Gender, age, marital status, and level of employees are some issues that bring about the differences. We may have identical twins, but with different needs, preferences, and motivation, no two people think and act alike. We equally have the same scenarios in organizations with individual differences in needs, preferences, and motivation. It is, therefore the job of the manager to appreciate the difference in people, and treat them appropriately, the way we are treated at the cafeteria and restaurant. A manager will fail to achieve his objectives, if he neglects the motivation of those responsible to him. Hassan (2009) opines that people work in organisations because they expect that their performance will correlate with the rewards they receive. That, people are also more willing to work and work harder, if they feel their work will have an impact on the organization.

Therefore, motivation, according to Daft and Marcic (2007) refers to the forces within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Employee motivation affects productivity, and part of a manager's job is to channel motivation towards the accomplishment of organisational goals. The study of motivation helps managers understand what prompts people to initiate action, what influences their choice of action, and why they persist in that action over time. Creating a positive work environment, communicating effectively with employees, and providing training and support, many times do not lead to reduction in monitoring and supervision. Appropriate motivation is, therefore, required to serve as a strong backup to achieve the expected results. That is, monitoring and supervision of employees at the workplace are very important, but it can be drastically minimised if appropriate motivation is put in place. However, motivation has its other side that must be closely taken note of. High motivation has its consequences on health of

employees if they are not properly observed. Employees that are sick will prefer to come to work because of the high motivation instead of attending to their health.

Mr. Vice-Chancellor Sir, appropriate and timely motivation has positive influence in all human endeavours. The following is an interesting scenario that confirms this statement. When we were in the mini campus, year a go, a female student that I have never met, came to my office one day, greeted me and said the husband said she should greet me. I asked who the husband was, she then brought out the picture of the husband, and handed it over to me. Truly, the husband is my friend and immediately I put a call to the husband, it was a real re-union. The relationship between I and the husband made lady to relate with me like a sister. Anytime the lady was travelling, she had a small deep-freezer in the hostel that she keeps in my office. She normally appealed to me to allow for the use. This, the students were aware, because as a Staff Adviser, my office was always busy. Students were allowed free access to the freezer. They cleaned it and always filled it with water from the bore hole which they drank water freely without any hindrance unless I am not in the office.

One day two of the boys that usually drank the water from the deep freezer entered office and said in Yoruba language “Oga edide bayi” meaning “Oga stand up”. I quickly complied without any argument. More so it was the period when “the good boys” were much around. I was the only person in my office, and as soon as I stood up, I started reciting Aya-tal Kurisiyu. One of the boys then said please we have urgent information for you, and you need to act very fast. I intensified the recitation of the Aya-tal Kurisiyu. The boy continued by saying, I should quickly move to the office of a colleague, and see what is happening there. I quickly moved out as advised by the students. Truly, on getting to the office of the Lecturer, a lady has already blocked the Lecturer, pretending to be begging, whereas she had a hidden devilish agenda. At that point, I asked the Lecturer to stand up, and move out, as well as directing the lady to clear from the way.

The Lecturer stood up and three of us left the office, I was the one that locked the door, and we all went in different directions. At that point, I didn't understand what was going on. Immediately, I entered my office those two boys entered again, and informed me that two ladies will visit me now, that I should not give them audience by allowing them to stay. As informed, two ladies came in and said that their friend has a problem with the Lecturer that I should intervene as the Staff Adviser of Students' Association. I just left my office without responding. I went straight to the HOD's office; I know knew they cannot follow me there.

It was later that I discovered their motive. The plan was that, the lady found in the Lecturer's office was to remove her cloth, go naked and started shouting. The other two ladies, who were standing outside, will then echo, by screaming. In a nutshell, the deep freezer water was the appropriate and timely motivation that saves the Lecturer from unnecessary embarrassment. This short narration is to tell us the relevance and influence of appropriate motivation in all human endeavours.

Area of my Research

Mr. Vice-Chancellor Sir, human resource management and general management have been the focus of my research. It is necessary to learn about specific issues such as administration, when it comes to starting a business or managing one, since the success of the company will depend on it. To become an administrator it is advisable to study the degree in business administration at a university and polish the knowledge and skills on administration. This becomes important, since the administrator is responsible for conducting the administration of a company, in creating and executing relevant knowledge about the correct way to use and optimise the resources that are available to operate an organisation. Relevant information on the correct way to deal with operating resources is generated, especially by the human resources that are an indispensable element in any organisation and should be taken care of, due to

their reflection and possible migration to other organisations. All businesses need managers and administrators to handle daily operations. Managers and administrators are also essential to the growth and profitability of a business venture. Getting a degree in business administration gives you more options when searching for a job. New graduates can qualify for a number of entry-level positions.

There are many theories in Business Administration. The popular ones are Frederick Taylor's Scientific Management Theory, Henri Fayol's Principles of Administrative Management Theory, Max Weber's Bureaucratic Management Theory, Elton Mayo's Human Relations Theory, Ludwig von Bertalanffy's Systems Management Theory, Fred Fiedler's Contingency Management Theory, and Douglas McGregor's Theory X and Y. These are a collection of ideas that recommend general rules for how to manage an organisation or business. Management theories address how supervisors implement strategies to accomplish organisational goals and how they motivate employees to perform at their highest ability. Managers can choose from the theories to identify the strategies that will work best for them and their teams.

Contribution to Knowledge

My Vice-Chancellor Sir, as stated earlier, human resource management and general management have been the focus of my research. These have contributed in tackling human resources and general management challenges. To the glory of Almighty Allah, I have graduated eight (8) Ph.D. while five are ongoing. More than 15 M.Sc., and a number of B.Sc. Holders, have also been successfully supervised by me. Also supervised by me, are projects on the Professional programmes of the Department. These programmes are Master of Business Administration (MBA), Master in Health Planning and Management (MHPM), and Postgraduate Diploma in Strategic Management (PGDSM). In the two decades and above, my research works and teaching activities have focused on two main areas as follows:

- i. Human Resource Management Research works and
- ii. Research works in General Management

To date, I have published over sixty manuscripts comprising of journal articles, chapter in books and conference proceedings. As time will not permit, some of these publications are presented as part of my contribution to knowledge.

Mr. Vice-Chancellor Sir, permit me to identify my contributions to scholarship in my areas of specialisation.

i. Human Resource Management Research works

My first few years of research focused on how motivation had become an effective method of success in managing businesses. My work on the Impediments to Successful Training in Selected Firms in Ilorin Metropolis (**Isiaka, 2002**). It examines the factors that serve as impediments to successful training in selected firms in Ilorin Metropolis. In many documents and comments, There is the assumption, that all issues can be put right by means of training. This is not always the case. There are factors that affect the success of training in organisations. These factors include work environment, motivational problems, poor leadership, lack of required skills, interest of senior management staff, incorrect target setting, and poor recruitment and selection efforts. Some of the recommendations are that work environment should be made conducive, the top management support is required, and there is need for correct target-setting cannot be over emphasized.

In the same vein, **Isiaka (2003)** examines the role of corporate culture in management development programmes in an organisation. Every organisation has a culture, that is, its set of beliefs, values and learned ways of managing. The study reveals that corporate culture plays a vital role in influencing an organisation's management development programmes. It is recommended that management development programmes need to be re-assessed to avoid a situation whereby the knowledge gained is only theoretically okay but practically impossible when it comes to actual implementation in the work place. The idea

whereby the views of the Management Team are used in shaping the corporate culture needs to be discouraged if this culture is outdated.

Similarly, I ventured in to examining another motivational influence on employee performance as affecting business outfits. This was majorly on Non-financial Compensation and its Impacts on Employee Performance in Selected Nigerian Firms (Adeoti & **Isiaka, 2006**). This study focused on the impact of non-financial compensation on Employee Performance. Nonfinancial compensation elements are seen to have positive impact on employee performance. It concludes with recommendations among which are that the climate of the any organisation should be made friendlier by the management.

In another development, **Isiaka (2008)** investigates “The Effect and Measurement of Workplace Absenteeism in the Banking Industry in Nigeria”. Different forms of absenteeism, effect, measurement, and the likely causes. The findings are that, absenteeism affect business operation and that banks do not often bother to calculate the effect of absenteeism on the job. Further probing shows that even if they want to do so, they seem to have no idea on which formula to use. Ways of measuring the cost of absenteeism are suggested. The study recommends ways to reduce absenteeism in the work place some of which are the promotion of a high performance work culture and emphasizing the importance of the employee fitting into this culture, provision of flexible work practices that meet the needs of a business and employees, introduction of a reward system for any improvement to sick leave rates, and working with employees to develop strategies to reduce absenteeism. These are forms of positive motivation strategies that enhance business enterprises’ success.

In the area of Corporate Downsizing in the Nigerian Business Environment, an Assessment of its Consequences have been researched into by Adeoti and **Isiaka (2009)**.The consequences of downsizing in the nation's business

environment has been assessed. Respondents from the sampled organisations are categorised into downsized employees; retained employees; and owner/management of organisations. Some recommendations for tackling the consequences of downsizing in organisations include the evaluation of impact of downsizing as a form of motivation to enhance business sustainability. Managers must develop a smooth downsizing process: humane treatment of displaced employees send a message to the "survivors" of the downsizing. A deadline for downsizing is necessary, of course, employees will feel unsettled during downsizing until the process is completed.

An Appraisal of Training and Development Constraints in Selected Nigerian Industries, and Productivity as a Driving Force for Investment in Training and Management Development in the Banking Industry by **Isiaka (2010a, and 2010b)** reviewed the factors that interfere with training and management development. Such factors include among others; timing, location, and work schedule. Productivity is also found to be one of the driving forces for investment in training and management development. My recommendations among others are that adequate attention is paid to training and management development in terms of the time it takes, its location, and work schedule. In the same way, it is vital that managers, senior executives, as well as all employees receive training; and that any training/management development which takes place is based on proper analysis of its contribution to the effectiveness and efficiency of an organisation.

Isiaka (2011b) works on Motives for Training and Management Development in the Nigerian Banking Industry reveals that banks see training and management development as important factors, as well as having motives for investing in training and management development. These motives include new technology, productivity, responding to skills deficiencies, moral duty, new hire request, and staff request. Some of the recommendations are that training should be seen as one of the most important strategies for organisations to help employees

gain proper knowledge and skills needed to meet the environmental challenges. It must also be noted that, training and development, though primarily concerned with people, is also concerned with technology, the precise way an organisation does business.

Effect of Increment of Salary on Employee Productivity of Selected Nigerian Banks is another study by Abdulraheem, **Isiaka**, Yahaya, and Salman (2011). It is an assessment of the effects of salary and emolument as a means of enhancing productivity in banking industries. It critically examines the effect that increment of salary and enhanced emolument has on employees' productivity. It is discovered that salary increment and enhanced emoluments have a positive effect on the level of employees' productivity. It is also found out that salary increment and enhanced emoluments is a means to motivate workers. The recommendations are that; salary increment should be promptly effected by management so as to improve the overall performance of the organisation. Also, the conditions of service and work environment should be conducive for employees because productivity increases as a result of good working condition. Finally, a bonus system should be introduced to reward efficient and hardworking employees.

Impact of Work Environment on Employees' Performance in Nigerian Public Service (**Isiaka**, Omolabi and Amosa **2015a**) foregrounds the salient information concerning the work environment factors which have influence on employees' performance. The result indicates that good work environment has bearing on workers performance and that it has great influence on employee's safety and labour turnover in Nigerian public service. It concludes among other things that, poor work environment result in significance losses for workers, their ministries/departments and the national economy in general. It recommends that public authorities create a work environment that attracts, keeps and motivates its workforce towards optimum performance for the good of the nation.

Industrial Relations: Conflicts and Policy Options (**Isiaka** and Salman, **2015b**) reveals that fundamental objective of industrial relations, is to maintain sound relations between employees and employers. A sound industrial relations climate is essential to a number of issues which are critical to employers, employees and the community. Good industrial relations is highly significant. The efficient production of goods and services depends to an extent on the existence of harmonious industrial relations climate. It implies peaceful, harmonious, fruitful relations between labour management. In such a situation, both labour and management realise their mutual obligations toward each other and resort to actions that promote harmony and understanding leading to a productive relationship that bring benefits like industrial peace, industrial democracy, and improved productivity to the organisation. Efficiency and quality depend on a motivated workforce, for which a sound industrial relations climate is necessary. Both developed and developing countries' challenges are changing the problems to be addressed by the actors involved in industrial relations are also dynamics and should be handled through creatively ingenious managers.

Effect of Performance Management System on Employees' Attitude in the Nigerian Banking Sector (**Isiaka, Kadiri, and Aliyu 2016a**) concludes that the implementation of Performance Management System (PMS) is said to be the commencement of changed attitude to work, due to continuous and systematic assessment of employees' performance on regular basis. It is recommended that, management should continue to communicate the importance of Performance Management System (PMS) to employees until the process is entrenched.

Creating A "Greener" Organisation: Call For Green Human Resource Management. (**Isiaka & Abdullah 2016b**) provides theoretical understanding to Green Human Resource Management (GHRM). It further investigates how organisations are making moves to endorse environmental management programmes through the development of human resource

policies and strategies that engenders green consciousness within the workplace. GHRM as a concept does not only include awareness towards environmental issues, it also tends to stand for socio-economic well-being of both the firm and the employees within a wider prospect.

Impact of Statutory Retirement Age on Youth Unemployment in Kwara State, Nigeria. (**Isiaka**, and Woli-Jimoh, 2017), recommends that the Kwara State Civil Service Commission (KWCS) should focus on strict implementation of SRA policies, and Programmes and by this, the State Government can deal decisively with the problems of youth unemployment through the Statutory Retirement Age.

Impact of Information Technology on Human Resource Management Procurement Functions: A Case of a Nigerian University (**Isiaka**, Amosa, and Suleiman, 2018) is on the nexus between IT and HRM procurement process in Nigerian Universities with reference to the University of Ilorin. The finding revealed that IT has a significant effect on HR procurement functions and that IT tools and HR procurement functions are correlated. The study concludes that IT impacts strongly on HR Procurement activities. This study recommends that the management of Nigerian higher Institutions, inclusive of University of Ilorin, should consistently upgrade their HRIT software to cover a significant number of HR activities in line with the best HR practice as its long-term benefits exceed the pains of its initial cost.

Patriarchal hegemony: Investigating the Impact of Patriarchy on Women's Work-life balance. (Adisa, Abdulraheem, and **Isiaka**, 2019), investigates the impact of patriarchy on women's work-life balance in a non-Western context: Nigeria. The findings of the thematic analysis reveal the impact of patriarchy on women's work-life balance in Sub-Saharan Africa, specifically Nigeria. Women's aspirations to achieve work-life balance in this part of the world are often frustrated by patriarchal norms, which are deeply ingrained in the culture. The findings of this study reveals that male

dominance of and excessive subordination of females, domestic and gender-based division of labour and higher patriarchal proclivities among men are the ingredients of a patriarchal society. These issues make the achievement of work-life balance difficult for women. The insights gleaned from this research suggest that there are still major challenges for women in the global south, specifically Nigeria, in terms of achieving work-life balance due to the prevalent patriarchy and patriarchal norms in the society. Strong patriarchal norms and proclivity negatively affect women's work-life balance and in turn may impact employee productivity, organisational effectiveness, and employee performance and employee punctuality at work. However, an Australian "Champion of Change" initiative may be adopted to ease the patriarchal proclivity and help women to achieve work-life balance. It provides valuable insights by bringing patriarchy into the discussion of work-life balance. This issue has been hitherto rare in the literature. It therefore enriches the literature on work-life balance from a patriarchal perspective.

Impact of Organisational Culture on Employees' Performance in Selected Pharmaceutical Companies in Nigeria. **Isiaka**, Kadiri, Adeoti, Saka, Suleiman, and Jimoh (2019), examines the impact of organisational culture on employees' performance with reference to selected Pharmaceutical Companies in Nigeria conclude that organisation culture has a significant relationship as well as a good influence on employees' performance. Also, significant differences exist in the level of adherence to the identified cultural dimensions. It is, therefore, recommended that the Pharmaceutical Companies in Nigeria should promote organisational culture, especially by paying more attention to detail so as to yield positive and significant contribution to employees' performance.

ii. Research in General Management

Mr. Vice-Chancellor Sir, another area of my research works over the years has been in the area of General Management.

Isiaka (2001) examines Management Problems in Government Parastatals: The Kwara State Experience. Some of the management problems militating against efficiency and high productivity in government parastatals in Kwara State, include, lack of funds, undue government interference, lack of qualified staff, poor training facilities, and lack of required equipment. These are part of negative motivations. Recommendations of ways to solving these problems include, abiding by rules and regulations of the edicts establishing the parastatals, provision of adequate fund and facilities, and free hand to employ qualified staff. Managing Public Investments in an Ailing Economy is another area I examined in Kwara State. It is a research work carried out to determine how efficient and effective the Kwara State Government has been, in the management of its investment. Based on the findings, the paper recommended ways to tackle the problems (**Isiaka, 2004**).

An Appraisal of Usefulness of Break-even Analysis to Business Managers in Decision Making was examined by (**Isiaka and Abdurraheem 2009**). It was an appraisal of usefulness of break-even analysis to business managers in decision making. The results of the analysis showed that Break-Even Analysis is useful to Business Managers in-Decision Making. The recommendations are- breakeven analysis can be used not only for manufacturing companies, but also for companies that provide services; in using breakeven analysis in decision making all the information which is relevant must be available; and to effectively use break-even analysis in decision making all the data must be expressed in monetary value and relate to costs and revenues as measured by the management accountant.

Management Development and Succession Planning: An Exploratory Study of Selected Firms in Kwara and Niger States, Nigeria. (**Oni and Isiaka 2015**), reveals among others, that many organisations have succession plans. That, management development assists in the implementation of succession planning. Recommendations include the fact that management

development should be accorded the necessary attention in terms of quality and modernisation; succession planning should be regarded as an issue that involves everybody in an organisation and also seen as life planning.

Subscribers' Complaints and Response of the Global Satellite Mobile (GSM) Network Operators in Nigeria (**Isiaka, 2010c**) examines how the GSM Network operators respond to the complaints of the Subscribers. Implications and consequences of the subscribers' complaints on the providers are discussed. It recommends various ways to tackle subscribers' complaints. These recommendations were categorised into four which are to the GSM Providers, the Government, GSM regulatory body in Nigeria, and to the Subscribers.

GSM Providers: Effective complaint management requires well-trained staff that must be given incentives. Wherever possible, efforts should be made to resolve a complaint at the initial stage. Given the consensus that consumer dissatisfaction is emotional, staff must be prepared to deal with customers who are emotionally aroused.

The Government: There is an urgent need for the Nigerian Government to address the epileptic power supply in the country.

GSM regulatory body in Nigeria: the Nigerian Communications Commission (NCC) should ensure that the GSM subscribers are not exploited. While commending NCC, we expect the body not to rest on its oar. Much is expected from the body. The NCC should not allow to be compromised in the discharge of its duties. The NCC should make sure that these GSM operators addressed the problem of poor network service which appears to be the greatest problem with all the GSM providers.

GSM Subscribers: The GSM subscribers in Nigeria should bear with the GSM providers going by the challenges these GSM providers have to surmount in Nigeria. As earlier enumerated, these problems include epileptic power supply and inadequate telecoms infrastructure to mention but few. We all

want value for our money, however, it would be appropriate for GSM subscribers to be guided about what they want to complain about and how they want the complaint resolved. They should not be agree and unnecessarily aggressive.

Complaining in person can be more effective and there is no point in losing temper or getting angry, especially if the person is not in position to authorise a refund or offer a solution. If you complain on the phone, make sure you politely ask of the name of person you spoke to, keep records of who you spoke to, when the call took place and what was said. Consider getting an expert's opinion or second opinion to back up your complaint. It may be a minor problem that could be solved by with the help of somebody next to you.

An Assessment of Microfinance Banks in Entrepreneurial Development in Selected Rural Areas in Kwara State (**Isiaka, Abdulraheem, and Salman, 2012**) is an assessment of the role of Microfinance banks in relation to entrepreneurship development in rural areas of Kwara State. It indicates that there is an impact of microfinance on the development of entrepreneurship in selected rural areas of Kwara State. It recommends that; practitioners in the microfinance industry must appreciate that financial sustainability is important for cash flow requirements of the entrepreneur in the rural areas.

Challenges of Small and Medium Enterprises: A Case Study of Lagos State, Nigeria (**Isiaka and Salman, 2012**) examines some challenges of SMEs in Lagos State in Nigeria. It indicates that contribution ignorance, inability to acquire adequate capital, lack of requisite knowledge, fear of loss of control are some of challenges of SMEs. Some of the recommendations to uplift the sector are- introduction of loan facility, making technology available and affordable, tax rebate for SMEs that put effort on local sourcing of raw materials, and provision of effective marketing and distribution channels.

Managerial Issues in Small and Medium Enterprises (**Isiaka, Salman, and Yusuf, 2013**) explores the issues managers of small and medium companies are facing in managing the

affairs of their organisations. Managerial problems identified include; lack of managerial education and training, strategic vision and awareness, human resources management, organisational development, and competitive strategy. It is recommended that the designing and implementation of small business assistance programmes should be based on the identification and prioritisation of critical success factors, the design, operationalisation, and conceptualisation of success factors which are expected to be reevaluated. A strong need on the part of practitioners to think and act strategically with a view to achieve sustainable competitive advantage in the long run is also recommended.

Competitors Analysis: Predicting Future Behaviour of Competitors (**Isiaka**, 2014) appraises the important challenge when predicting future behaviour of competitors in working out how to obtain competitors information that is reliable, up to date and available, legally. What a competitor is saying about his or her strategy as revealed in the recorded data often differs from what the competitor is actually doing. Guidelines were provided to all ventures on how to analyse competitors irrespective of the motives behind setting them up. In analysing competitors, some of the recommendations are: change strategy, supply products or service that your competitors cannot deliver, track everything about them, from their products and service to marketing and advertising, and getting feedback from your customers.

Inculcating Values, Organisational Ethics and Corporate Social Responsibility into the Small and Medium Sized Enterprises (**Isiaka**, Abdullahi, and Abogunrin, 2015) foregrounds the fact that, most SMEs owners are aware of ethical standards but in most cases, decide to find a way around for profit purposes. It concludes that SMEs is a complex process that is only attainable over time by a series of decisions, each of which gradually contributes to the ethical framework of the business. It is recommended that when prospective entrepreneurs are starting business, organisational values should always reflect

founders' values. This will further spur a strict awareness of responsible business entrenched with values and ethics.

Administrative Contribution and Community Services

Mr. Vice-Chancellor Sir. Apart from my contribution to knowledge in the academics, I have also contributed to public services in following capacities- Academic Level Adviser, Screening Committee, Final Year Students Screening Exercise, Faculty Representative, Staff Adviser, Departmental Students' Association, Acting Head, Department of Business Administration, Pioneer Acting Head, Department of Industrial Relations & Personnel Management, Programme Coordinator, Master of Business Administration (MBA), Departmental Examination Officer, Member, University of Ilorin Quality Assurance Committee, Examination Commissioner, Member, Academic Planning and Curriculum Committee, Member, Business Committee of the Senate (BCOS), Member, Committee to review the University of Ilorin Strategic Plan titled "Scaling the Heights", 2008 – 2013, Member, Sub – Committee of University of Ilorin Senate Estimate Committee, Member, Committee on Review of the Strategic Plan: Beyond the Frontiers (2019-2023), Treasurer, Academic Staff Union of Universities (ASUU), University of Ilorin Branch 2003-2007, Course Coordinator, Health Planning and Management; Health Information Management, University of Ilorin Collaborating Centre; (Collaborating with Federal Ministry of Health, Abuja). I have also served and still serving as Internal and External Examiner for both M.Sc. and Ph.D. in many universities as well professorial Assessor to different universities and one of these universities is a foreign University. I am a certified Accreditor to National Universities Commission (NUC). In my community, where I live, I make myself available and interact freely with people, and this makes it easy to uplift the quality of lives of our people through participatory development.

Conclusion

Mr. Vice-Chancellor Sir, in my over two decades in research activities, I have discovered that monitoring and supervision of employees at the workplace cannot be stopped but can drastically be minimised if appropriate motivation is put in place. It is this motivation in various forms that can guarantee sustainability and workplace friendliness and this will be to admiration, and delight of the employers. An employee's performance can manifest on the organisational effectiveness, with a well-motivated workforce. Employees, who are highly motivated and excited about their jobs, carry out their responsibilities to the best of their ability with little or without monitoring or supervision. This will also enhance growth and profitability. Organisations where efficient motivational programmes of employees are made, can achieve efficiency as well as developing a good organisational culture and the attainment of organisational goals at large.

Recommendations

1. In the business environment, managers should make sure they motivate the workers so that the objectives of the organisations are fulfilled to a large extent.
2. Human dignity should be upheld and maintained in dealing with employees. Employees should not be treated as a factor of production in the real sense. The concept of human dignity is the belief that all people hold a special value that's tied solely to their humanity. It has nothing to do with their class, race, gender, religion, abilities, or any other factor other than being human.
3. An organisation should not implement a motivation that could not be sustained. That is, motivation once put in place must not be stopped or reduced at least if not increased.
4. In motivating employees, the implementation should not be generalised because of individual differences. In this regard we recommend cafeteria or restaurant approach. If you enter any cafeteria or restaurant, you always meet

people taking varieties of meal. Even, if two friends or couples visit a cafeteria or restaurant for food you will notice they will likely not take the same food. The more reason, if you enter any cafeteria or restaurant, you are asked of what you wish to take before you are served. In motivating employees, this must be taken into consideration. What will motivate A might not motivate B. If it cannot be done on individual basis, it could be in groups.

5. Constant watch on employees is necessary. This is to identify sick employees who are sick and refuse to seek for medical attention, because they don't want to lose benefits of motivation on the job. High motivation has its consequences on health of employees if they are not properly observed. Some may even tell you that, change is his eye is hereditary. Employees will prefer to come to work despite being sick. Unless a sick employee is noticed and invited for chat, as well as assuring him or her that he or she will not lose anything, if he should take one or two days to attend hospital for medical attention. This assurance will make him or her to open up and confirm of being sick.
6. Monitoring and supervision of employees at the workplace are very important, but it can be drastically minimised if appropriate motivation strategies are put in place.

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- Never write yourself off
- Never write anybody off
- Never nurse vengeance.
- Be nice to all

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