

A MANAGER AND THE ORGANIZATION: AN OVERVIEW

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Abstract

This study examined the relationship between the manager and the organization. The paper underscored the manager as a person who executes management functions of planning, organizing, directing, coordinating and controlling the affairs of an organization for optimum productivity and profit maximization. Literature was reviewed on the concept and typologies of the roles of a manager and function of a manager in an organization. It was discovered that the manager and organization are systematically related that the absence of one certainly affects the existence of the other. Also, managers are saddled with the responsibility of planning, organizing, directing, and controlling the available inputs in the organization and convert them into outputs in form of products. Based on findings and conclusion, it was recommended that managers should be flexible, be able to adapt themselves into different situations and even create roles for themselves because the functioning roles of an organization are constantly changing.

The relationship between a manager and an organization is so significant to the extent that none of these variables can effectively and efficiently survive without the other. Thus the two variables work as a system towards achieving the stated goals and objectives of the organization. If one introduces somebody as a ‘manager’, there will certainly be a question such as: in which organization? This shows that in any form of organization, there is a manager. A manager needs an organization so that he can execute the contracted conditions as agreed upon between the organization and the staff, customers and other related stakeholders. A contract according to Essien (2012) is an agreement which is binding on the parties thereto and which may be enforced by the court against the defaulting party. This is an aspect of the directing and controlling function of the manager.

Managers are trained for organizations are for established for the manager to show case their expertise and put into practice the managerial functions of planning, organizing, directing, coordinating and controlling. An organization consist of people, finance, machines, and equipments and the environment. These cannot work in isolation until somebody in position of the ‘manager’ will determine how may people (labour) will be required, and their different roles, task and responsibilities; how much will be

used and what type of equipments and machines will be required for optimum productivity, customers sales factor and profit maximization.

A manager according to Devesky (2008) is seen as a person whose responsibility is to plan, organize direct, coordinate and control the entire affaire of an organization. This clearly explains that managers are made for organizations, be it public or private, although the names may be used differently. Manfred (2003), highlights that failure in organizations and low productivities are dependent upon poor or ineffective and inefficient management. Managers are the community that stands apart in present-day business organization because they are concerned with the process of ownership and managements' separation (Nwachukwu 2009; Gomez-Mejia, Luis Balin and Cardy, 2008). This paper therefore attempts to examine the extent of relationship that exists between a manager and the organization optimum's productivity and profit maximization and corporate existence.

Stamen of the Problem

This study was informed by and incessant collapse of organizations and how productivity in both private and public business organizations in Nigeria and West African countries as experienced and complained by the government, stakeholders of business organization, staff, customers and even the entire public. This had been attributed to the manager ineffectiveness and inefficiency in the course of discharging their duties. The study therefore sought to answer the question: do manager's contribute to the survival and level of productive of an organization?

Objectives of the Study

The main objective of this study was to examine the relationship between a manager and organization.

Specially, the objectives include;

- (i) To examine the concept and typologies of managerial roles.
- (ii) To examine the functions of a manager in an organization.
- (iii) To make recommendations on how managerial role should be improved for optimal productivity.

Literature Review

This chapter dealt with the review of literature based on the subject matter. To make this literature more comprehensive and reliable, the researcher consulted relevant textbooks, journals, and internet information. The chapter was subdivided into the following headings;

- (i) The concept and typologies of managerial roles.
- (ii) The function of a manager in an organization.
- (iii) Summary of literature review.

The Concept and Typologies of Managerial Roles

According to Devesky (2008) the notion of manager is indefinite. This particular issue is expanded in economic, organization and management sciences. Tremendous heterogeneity of administration and personnel is the reason that there is no universal and commonly accepted definition in the given human term. Griffin (2000) holds the view that management is the profession which essence is the management - the art of teaching goals by proper using the finance, materials and human resources.

In another dimension, Bin Score, Schular and Claus (2009) conceived a manager as the person, employed for managing, fulfilling all his functions and making use of some or all organizational resources in order to achieve goals of the whole organization or its given part. In his comment. Templar (2008) summarized that manager is the person employed in the administrative position, who has comprehensive knowledge necessary to leading people to achieve optimal realization of their task in their confirmed conditions. Azhar (2008) opined that a manager is a specialist who is able to find solution in complicated conjecture, who is not afraid to take risk, who can draw the visions of the future; formulate the strategy of welcome changes and knows how to use the resources for optimal realization of his visions. This definition identifies the variable 'risk' as one of the characteristics surrounding managership.

In their views Gomez-Mejia, Balkno and Cardy (2008) saw the manager as playing a supervisory role because his positions or knowledge is responsible for work contribution which physically influence organization's achievement's capacity. Most of managers are supervisors, but not all of them, because there are many managers who-inspite of being supervisors to other employees do not impact on organizations achievement capability. Managing personnel could be divided into many groups depending on the undertaken criterion. The most often referred criterion is the position of the manager in the organization structure, (Stoner, Freeman and Gilbert 2011). Based on this point of view, one can distinguish;

- (a) **Top management:** This includes managers occupying postposition in origination's central administration or in branch establishments. They are responsible for planning and strategic decisions.
- (b) **Middle management:** These include managers of departments and services in organizations of central and its branch establishments. They control the implementation of the decisions made by top management.
- (c) **First line management:** This consists of supervisory managers or junior managers including supervisors of production departments. They are responsible for the implementation of made decisions and direct control of tasks realization's process.

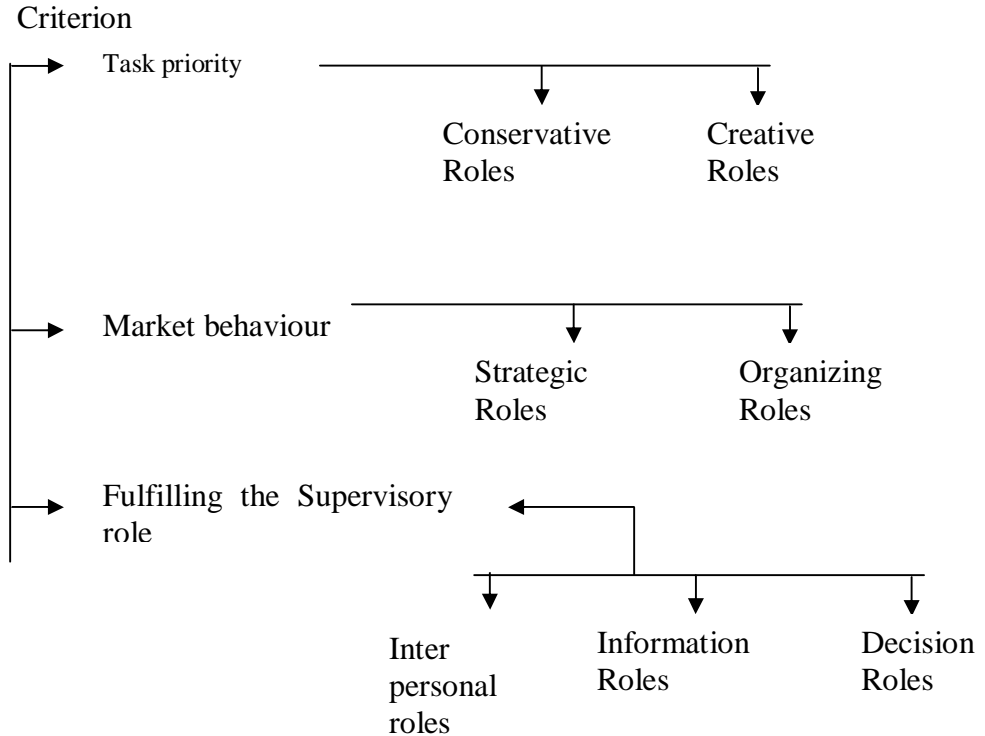
According to Listwarn (1993) administration personnel could also be divided based on manager's sphere of activity and job description as:

- (i) **Functional managers:** Responsible for one kind of activity in a given business organization (e.g. production, marketing, sales or finance).
- (ii) **Overall managers:** The functions include supervising for whole economic unit like enterprise, branch establishment and responsible for a whole unit.

Managers roles according to Nelson and Eunomy (2005) were being changed in the time distance because the content of organizations activity were also being changed. Managers acted as supervisors and they can concentrate on resolving problems rather than on discipline. At this point their managerial styles becomes more autocratic. Managers are made for organizations because they have the right, depending upon the enabling law, to employ and dismiss workers, specify the quality of their work, specify the correct quality of their product and other related matters. The status of managers in organization changes in line with the changes in the external and internal conditions of the organizations. Internal changes may be due to technological development which may require the employment of experts. External changes may occur because of improvement of subordinates situations as a result of more expanding labour rights.

Nowadays managers' conceptions are concentrated rather on directives than on tight control although the level of knowledge necessary for effective job processing remain the same. That is, managing in such a way that hitherto prevailing quantity and quality of production could be sustained by keeping good interhuman relationships in the organization (Mosley, Miggison and Petri (1985).

Manager performs many various roles in organizations which may often arise as a result of existence of certain behavior patterns which function in internal and external environment of the organization. According to Nogalski and Sniadecki (1998) the different typologies of managerial roles in an organization is presented in figure 1.



Sources: Author’s elaboration on the basis of Nogalski and Sniadecki (1998).

According to task priority criterion one can present:

- (i) **Conservation roles:** Arising from day-to-day problems and as role leading to fixation of conservative attitude; manager such orientation would – in the name of “survival at any price”– avoid any conflict in the company, restrain its development aspirations and their own self-realization.
- (ii) **Creative roles:** Directed on company’s expansion, its adaption to changing environment and managers self-realization, which makes possible to provide the policy of the long term dynamic development.
- (iii) **Strategic roles:** Identified most often with the program of general defining and realization of organizations aims and fulfillment of its mission.
- (iv) **Organizing roles:** Make possible for manager to accurate organization of the enterprise and its functioning according to expectations.

More precisely managers are divided by a Canadian specialist of management Mintzberg (1975). According to his work managers of all levels of hierarchy behave in the same way, carry intoeffect similar activities and therefore fulfill similar roles. Author group’s theses activities and defines them as “organized set or behaviours”. The

ten roles are divided into three groups: interpersonal (creating and maintaining of interpersonal relationship), informational (concerned with the information aspects of interpersonal relationship), information (concerned with the information aspects of managerial work – resumption and transmission of information) and decisional (coming to decisions).

1. Interpersonal roles include;

- Figurehead role – manager represents the business organization in all matters of formality, legally and socially to those inside and outside of the organization (it depends on his position in the enterprise's structure) and he is like company symbol for external environment.
- Leader roles – he reaches the organization's aims by using specified type of motivation oriented on employee's needs satisfaction.
- Liaison role – manager interacts with peers and people outside the organization. He enters it agreements, contracts gain the orders and therefore perform activity (ies) essential for the company.

2. Information role include:

- Monitor role – manager searches for the information concerned with the company's activity (problems with selling, taxes production etc) which are necessary for making decision: he read professional magazines connected with specificity and selling market of his enterprise.
- Disseminator role – transmits and propagate s special information to the organization; he works up and sends reports. letters etc.
- Spokesperson – disseminates the organization's information into its environment (central government, local government, different offices, media etc) and into the organization (e.g. organized labour).

3. Decision roles include:

- Entrepreneur role – manager analyzes possibilities of company's development and implements systematic changes, initiates different programs and scientific research, encourage employees to make contribution and present individual ideas for developing the organization.
- Disturbance handler role – manager improves the organization's structures, responds to conflicts, all types of criticism and complaints that appear in the company, solve them and counteracts new ones, eliminates disturbance and negative events in the enterprise.

Functions of Manager in an Organization

Each manager's role usually influences the bigger mark for the internal or external context of functioning of the company. Its appears that the proposal of Mintzberg is the most interesting here. His ten manager's basic roles could be split into those which to a bigger or smaller extent influence the internal land external environment of the companies. So, influence for internal context have the allocator role

however remaining manager roles influence the external context i.e. figurehead role, liaison role, spokesperson role and negotiator role. Two last parts having influenced external context, also influence internal context.

One of the most important manager's roles is the leader's role. which influences a lot of the internal and indirectly also external functioning of the company. The lead is variously defined in literature of the subject. According to the definition of R.M. Stogdilla (1975) the lead is both the process and the property. The process of the lead consists in unconstrained guiding and co-coordinating of work members of the organized group of reach group purposes (Stogdill, 1975).

This definition appears to defy whole essence of the lead. Leader will be evaluated before everything for one's effectiveness in reaching intended purposes. This understanding of lead is based on four pillars which provide the leaders' efficiency. (Zielnicki, 1997).

- i. Creating the vision of what an organization should become in future and this vision should take into consideration the business of all parties concerned.
- ii. Creating the strategy which takes into consideration significant chances and threats in the environment and strong and weak sights of the organization.
- iii. Creating the supporting coalition, whom participants are followers and people committed to the realization of the vision and the strategy of the company.

It is necessary to point out also here, the leaders' name is often called a person that has the ability to exert influence on other people and win people and its does not matter if it is being determined by right of the position occupied in the hierarchy of the organizational structure, knowledge, and interpersonal contacts (Duda-Nowak, 1998). It means that a leader does not have to be a person formally appointed to this role (Arnold et al, 1995) but of course, the best effect is certainly giving connection of authority legal with charisma power, because then formal (because of one's place in the organizational structure) the leader is the leader whom a crew would choose if they had such a possibility. To shape the internal context of the company for such a leader is most easily this way so that the best effects were being reached. A role of the leader-manager in the face of the need to modify the internal context of the company is important especially within a period of economic transformation. In difficult periods, when restructuring is being carried out the manager should be supporting subordinates sketch this way and point new purposes of the company in order to impel them to put the suitable effort on to the realization of these purposes.

A manager needs an organization in which he may enter into some contracts between his organization and other organization, employers, or contracts as stated by

Essien (2012). A contract is an agreement which is building on the parties thereto and which may be enforced by the court against the default part. For an organization to exist and achieve its set goals, the manager either directly or indirectly enters into so many agreements. Eteng (2009) opined that organization located in an environment and the society determines the success of the business. Accordingly, the environment is made up of economic forces, political forces, legal, socio-cultural, market/competitors, technological and other forms of natural forces.

According to Inyang (2008), managers need organizations because they are the only people to plan, organize, direct, coordinate, and control all the available inputs within an organization in order to achieve set goals, and objectives. He sees an organization as a structure by means of which activities of the enterprises are distributed. Thus it is a framework within which people act to achieve predetermined goals/objectives.

In addition, Inyang (2004) highlighted that manager need organization so as to enable them practicalize and show case their skills of management and leadership. An organization is made up of groups of people with different areas of specialization and backgrounds. Inyang (2004) asserted that the group typology, structure, process, development and cohesion greatly affect organizational life. The manager needs to understand group dynamics to be able to give effective direction to the organization. The reason is that groups are facts of organization life, ubiquitous and have different structure develop unique norms, role relationship behaviours and attitudes all of which the manager must understand and consider during task assignme

Eteng (2008) on the other hand viewed that a manager sees to it the process of production of goods and services is achieved which is the primary goal of a business. Production manager satisfies the main objective of making available goods and services that are of the right quantity and quality and of the price that will guarantee optimal satisfaction. For this to actualize, the manager must take care of customer's needs, market competition as well as distribution problems. He added that for this to be effective, the manager must take care of all managerial functions of planning, organizing, directing (leading), coordinating and controlling.

Johnson (1996) emphasized that managers need organization and organization achieves success strictly based on the manager. He commended that managers should get workers to work smarter, not harder. He added that effective delivery of output, in an organization demands time management which is the responsibility of the manager.

Nelson & Economy (2005) commenting on why managers need organizations identified that managers are suppose to plan, organized, lead, control and communicate.

He added that managers should energize employees, give them support and motivate them to work. Ikpe (2011) highlighted that manager need organization just as organization need managers. He summarized that this is so because of the prominent role played by the managers which include planning, organizing, coordinating and controlling. He added that it is the manager that is in charge of division of labour, discipline, unity of command, unity of direction and subordination of personal interest to general interest.

According to Udoayang (2012) explain that organization exist to serve the society under the supervision and coordination of the manager. Organizations exist because people need to work together to achieve or accomplish the identified goals. By working together, people can achieve more and better goods and services. According to him, the main purpose of accounting in an organization is to provide information to the manager and other interested parties regarding the nature and significance of their economic transactions within a given period. Therefore organizations need these financial statements or information to exist and the manager needs the said information to make decisions for the organization.

Dwivedi (2009) concluded that one of the parameters that affect the existence and growth of an organization is the economic environment. Economic contributes a great deal toward the performance of managerial skills, duties and responsibilities, the basic function of the managers in an organization is to achieve the objectives of the firm to the maximum limited extent with the limited resources placed at their disposal. Had the resources been unlimited, the problem of economizing on resources or resources management would have been never arisen. But the resources at the disposal of the environmental or firm, be it finance, men or material, are by all means limited. Therefore the basic task of the manager is to optimize their use, so managers need to perform these obligation for organizational survival organization survival. Dwivedi (2009) added that economic thus provides analytical tools and techniques that managers need to achieve the goals of the organization they manage. Therefore a working knowledge of economics, not necessarily a formal degree, is essential for managers. In other words, managers are essentially 'practically economics'. The manager needs managerial economics to demine the basic tolls of economics analysis and optimization techniques methods of estimating a function, market system and market equilibrium, demand forecasting and analysis of consumer demand among others. Lecicero (2007) highlighted that the relationship that exist between the manager ad the organization is dependent upon the communication process. Accordingly, is the business world which are made up of organization mastering art of communication goes beyond sparkling conservation or a well-worded memo. It involves such pivoted situations as laying out the road map for the manager to accomplish the organization goals, delivering clear

messages to employees for peak performance and reading another person for successful negotiations.

According to Kotler and Keller (2007), the financial success of an organization often depends on the marketing ability. finance, operations, accounting and other business functions will not really matter if there isn't sufficient demand for products and services so the company can make a profit. There must be a top line so as to be a bottom line. This task is that of the manager in any given organization, otherwise the business liquidates at any given time. According to Torrington, Hall, Taylor and Atkinson (2011), organizations are made up of people and the manager's task includes recruitment, selection and placement of staff, towards the optimal realization of set goals. Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees/ there is a need for replacement of employees and those with new skills for the growth of the business. It is the manager that determines the vacant positions, the organization's design and feasibility, workforce planning, development process, selection methods and decision, staff retention, leadership and all other related management functions.

Robbins, Jude and Vohra (2012), defined the terms 'manager' and 'organization' as the place where managers work. The authors emphasized that managers get things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals. Managers do their work in an organization, which is a consciously coordinated social unit composed of two or more people that function in a relatively consciously basis to achieve a common goal or set goals. This shows that manufacturing and service fixing are organizations, and so are schools, hospitals, churches, military units, retail store, police. etc.

Stoner, Freeman & Gilbert (2011), commenting on organization and the need for managers opined that all organizations have some program or methods for achieving goals-a plan. The man might be to practice playing skills, to rehearse a certain number of times before each performance or to manufacture and advertise a product. Whatever it is, without some plans for what it must do, no organization is likely to be very effective. All these must be directed by the manager. Organizations must also acquire and allocate the resources necessary to achieve their goals. According to Inyang and Aupara (2002), an organization is expected to know in advance the number of workers needed which is referred to as 'personnel planning focus'. It is the responsibility of the manager to educate, train and develop staff already recruited, compensate them, maintain a good labour relations as well as cater for their health and safety needs. All these are the parameters that keep the organization in existence and must be performed by the manager. It is also the responsibility of the manager to discipline and control the staff in a given area. Templar (2005) asserted that the manager is in charge of directing

the effects of an organization because they manage people who come together to form an organization. He said that these people are those who are paid to do the job. He therefore warned managers to do something because it is good, not just because it stands a chance to succeed. Omini (2005) stressed the relationship between the manager and organization on the issue of financial intelligence. He concluded that the manager is the custodian of finance, the continuous and never ending acquisition of it and the application of the knowledge which is the surest way of creating wealth for the organization. According to Kazmi (2008), decision making is the most important function of the manager in an organization. Strategic decision-making is the primary task of the manager. Most people agree that decision-making is the process of selecting alternative course of action. The manager is supposed to:

- i State the objectives to be achieved in an organization.
- ii identify alternative ways of achieving the objectives.
- iii State the process of evaluating the objectives.
- iv Choose the best alternative way of doing the job.

Summary of Literature Review

The summary of the literature review revealed that no organization can exist without the services of the manager ranging from the family, churches, clubs, business organizations, non-profit making organizations and even the public organizations. The foundations of any organization is the manager/management. It is the manager that plans, decides, organizes, directs, coordinates and controls the affairs of any existing organizations worthy of achieving the set goals and objectives. It is the manager who is the number one risk bearer and all organizations exist on risk. It is the manager who determines the location of the organizations; decides on the required quantity and quality of man power; and the acceptable customers satisfaction. Managers determine the source of capital and the quantity and quality of materials, equipments and machines to be utilized for optimal productivity. Available literature has also revealed that managers need organizations to practice their skills and techniques as acquired at their professional and academic training and education. Thus, managers are representatives of organizations in line with the factors of production. It is the entrepreneur, otherwise called the 'organizer' which root-word is taken from organization that is the 'manager' this means that without the 'manager', there will be no organization. The literature review has also revealed that a manager is referred to as a 'practical economist' 'a marketer' a managerial accountant' and a 'leader'. It is discouraging to discover that most of the authors in the subject matter are foreign, therefore this research shall add to the dearth of the indigenous authors on the subject matter.

Findings

Based on the data collected from the available literature reviewed, from related studies and personal observations, it has been discovered that managers and organizations are systematically and significantly related to the extent that none can exist without the other,

Specifically, it has been found out that

- i. it is the manager who plants, organizes, directs, coordinates and controls the entire affairs of an organizations.
- ii. It is the manager who makes the organization to exist since the organization is dependent upon the managerial functions.
- iii. It is the manager who leads the organization to achieve the stated goals and objectives.
- iv. It is the manager who bears the risk of an organization.
- v. It is the manager who uses available data to make decisions for the organization for optimal productivity.
- vi. The manager prepares an enabling environment for the survival of the organizations.

Conclusion

Based on the findings, it was concluded that there exist a strong relationship between the manager, and the organization. Manager's need organizations so that they can plan, organize, direct, coordinate and control the entire affairs of an organization for an enhanced productivity. It has also been concluded that the organization is dependent upon the skills and functions of the manager. Moreover, the manager makes decision and prepares an enabling environment for the survival of the organization.

Nowadays, the managerial roles have been widened, becomes more complicated, active and creative. Managers who want to administrate organization in an appropriate way must be up to the task and fulfill more and more functions. Manager's should be flexible, be able to adopt themselves to different situations and play many roles, adapt them and even create the roles. This is because the internal and external contexts of the organization are constantly changing. Who is not to keep up with it, will lose the game called 'management art'.

Recommendations

The following recommendations were made based on the findings.

- i. Managers should be effectively trained with adequate programmes and technologies that will improve on their planning, organizing, directing, coordinating and controlling skills in line with the goals and objectives of the organization.
- ii. Organizations should cooperate with the manager and the board of directors of any other accredited body to appoint an effective and efficient manager since the survival of the organization is dependent upon the management functions.
- iii. Managers should appreciate the leadership style that mostly befits the staff of the organization.
- iv. The manager should try as much as possible to minimize the chances of risk occurrences in the organization since its presence can jeopardize the set aims and objectives of the organization.
- v. To achieve optimal productivity, the manager should use correct processed data to take wise decisions for the betterment of the organization.
- vi. The manager should ensure that environment is conducive for the organization functions.

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