

# AN EMPIRICAL ANALYSIS OF NEEDS DIVERSITY AMONG CHILDREN FROM POLYGAMOUS AND MONOGAMOUS HOMES

*Adebayo Y. K. and Dr. K.U. Omoyibo*

## **Abstract**

African culture has been a very good source of explaining the life styles of Africans. The impact of culture can be felt in different areas, including matrimonial life. African culture supports a man to marry more than one wife, if he so desires. This lifestyle has caused series of social problems, most especially in polygamous homes. There have also been a lot of associated problems affecting people from polygamous families. Jealousy, hatred, enmity, hostility, envy, back-biting, etc are some of the problems experienced in polygamous matrimony. This study tries to examine the differences, if any, between the desire for needs for power, financial reward, security, achievement, maturation and self actualization between children from monogamous and polygamous homes using Ghiselli's self-description inventory questionnaire. The study shows that children from polygamous families have higher needs for these than children from monogamous families. The reasons are due to harsh experiences they had at the earlier stage of life.

## **Introduction**

From time immemorial, there had been series of problems that are associated with a polygamous family. Since the time that Adam and Eve ate the forbidden fruit and they were subsequently driven from the Garden of Eden, it has been an important act to give birth to children for continuous existence of the human race. Due to inability of Sarai, Abram's wife, to give birth to a child, she eventually gave Hagar, her maid to Abram to bear Abram a child, (GEN 15 - 17). The associated problems of Sarai's action can be seen in the above bible reference. Sarai's action led Abram to having more than one wife (Polygamy). Series of problems followed this singular action of Sarai.

1Sam 1: 1-28, also gave an account of a polygamous home where a certain man called Elkanah had two wives namely: Hannah and Peninah. The senior wife Hannah could not give birth to a child early enough and this situation became a source of worry to her. Even the younger wife used to tease the senior wife because of her condition.

Though within the African culture polygamy is allowed, but over the years, we have seen that many polygamous houses used to experience problems. There used to be jealousy among the wives and the children. Love is not mostly shared among the children of different mothers in the polygamous family. Even in many polygamous homes, it is a common thing to see a mother taking the name(s) of another child or children from different mothers to native doctors either to kill or render the person(s) useless. The mothers in polygamous house will not want the children from another mother to be better off than their children. These and many more are the beliefs of many people. The competing nature of interaction among mothers in polygamous homes later impacted on the lives of children from such homes as competition also is reflected in their latter lives.

In this study, we wish to explore whether children from monogamy and polygamy homes have the same level in the quest for the following needs:

1. Need for self actualization;
2. Need for achievement motivation;
3. Need for power;
4. Need for financial reward;
5. Need for security.

Because managing involves the creation and maintenance of working together in groups toward the accomplishment of a common objective, it is obvious that a manager cannot do this job without knowing what motivates people. The necessity of building motivating factors into

organizational roles, the staffing of these roles, and the entire process of directing and leading people must be built on knowledge of motivation. The job of a manager trying to know what motivates employees does not attempt to manipulate people but rather to recognize motivating factors in designing an environment

for performance.

The basic element of all human behaviour is some kind of activity, whether physical or mental. We can look at human behaviour as a series of activities. The question arises as to what activities human beings will undertake at any point of time, and why? We know that activities are goal-oriented i.e. people do things that lead them to accomplish something. But individual goal can be elusive. Sometimes, people know exactly why they do things. Often, however, individual drives lie buried in the subconscious. For example, do you know why you did what you did today and what all your various activities were designed to achieve?

The primary task of managers is to get people to contribute activities which help to achieve the mission and goals of an enterprise or of any department or other organized units within it. Clearly, to guide people's activities in desired directions requires knowing to the best of any manager's ability, what leads people to do things, what motivates them.

### **The Need Theories**

Gareth, George and Hill (2000), defined a need as a requirement or necessity for survival and well-being. They went further to say that the basic premise of need theories is that people are motivated to obtain outcomes at work that will satisfy their needs. Need theories are complements to expectancy theory as they explore in depth which outcomes motivate people to perform at a high level. Need theory suggests that in order to motivate a person to contribute valuable inputs to a job and perform at high level, a manager must determine what needs the person is trying to satisfy at work and ensure that the person receives outcomes that help to satisfy those needs when the person performs at a high level and helps the organization achieve its goals.

The following four need theories will be examined:

- David McClelland theory;
- Abraham Maslow's hierarchy of needs theory;
- Clayton Alderfer ERG theory;
- Frederick Herzberg's two-factor theory.

Koontz et al (1980), wrote on the contribution of McClelland to the need theories. McClelland identified three types of motivating needs. These are need for power, need for achievement and need for affiliation. McClelland and his associates conducted a substantial research on methods of testing people with respect to these three needs. They found out as reported by Koontz et al (1980), that people with a high need for power have a great concern for exercising influence and control. Those people seek positions of leadership; they are outspoken, hardheaded and demanding

They went further to assert that, people with a high need for affiliation usually derive pleasure from being loved and tend to avoid the pain of being rejected by a social group. As individuals, they are likely to be concerned with maintaining pleasant social relationships, to enjoy a sense of intimacy and understanding, to be ready to console and help others in trouble and to enjoy friendly interaction with others.

People with high need for achievement have an intense desire for success and an equally intense fear for failure. They want to be challenged, set moderately difficult but not impossible goals for themselves, take a realistic approach to risk. They also prefer to assume personal responsibility to get a job done, like specific and prompt feedback on how they are doing. They tend to be restless, like to work long hours, do not worry unduly about failure if it does occur and tend to like to run their own shows.

Gareth et al (2000), gave the submission of Abraham Maslow in his hierarchy of needs theory. This theory according to Maslow, proposed that all people seek to satisfy five basic kinds of needs. These are physiological need, safety need, belongingness need, esteem need and self actualization need. He suggested that, these needs constitute a hierarchy of needs, with the most basic or compelling needs i.e. physiological and safety needs at the bottom. Maslow argued that these

lowest level needs must be met before a person will strive to satisfy needs higher-up in the hierarchy, such as self-esteem needs. Once a need is satisfied, he proposed that it ceases to operate as a source of motivation. This means that the lowest unmet needs in the hierarchy now becomes the prime motivator of behaviour.

Mullins (1999) gave an account of how Clayton Alderfer, modified Maslow's five levels of need into only three levels. These are existence needs, relatedness needs and growth needs. Like Maslow, Alderfer suggests that individual's progress through the hierarchy from existence needs, to relatedness needs, to growth needs, as the lower level needs become satisfied. However, Alderfer suggests that these needs are more a continuum than hierarchical levels. More than one need may be activated at the same time. Individuals may also progress down the hierarchy. There is a frustration-regression process for example, if

an individual is continually trusted in attempting to satisfy growth needs, relatedness needs may reassume most importance. The lower level needs become the main focus of the individual's efforts.

Alderfer, made a number of basic propositions relating to the three need relationship. Series of studies carried out to test these propositions revealed that the lower level needs do not have to be satisfied before a higher level need emerges as a motivating influence. The results, however, do support the idea that lower-level needs decrease in strength-as they become satisfied. The ERG theory stated that an individual is motivated to satisfy one or more basic sets of needs. Therefore, if a person's needs at a particular level are blocked, then attention should be focused on the satisfaction of needs at the other levels.

Kreitner (2002), narrating the contribution of Herzberg in his two-factor theory revealed how Herzberg adopted different approaches from Maslow and Alderfer. Frederick Herzberg focuses on two factors:

1. Outcomes that can lead to high levels of motivation and job satisfaction
2. Outcomes that can prevent people from being dissatisfied.

According to Herzberg's motivator - hygiene theory, people have two sets of needs or requirements. These are motivator needs and hygiene needs. Motivator needs are related to the nature of work itself and how challenging it is. Outcome such as interesting work, autonomy, responsibility, being able to grow, and develop on the job, a sense of accomplishment and achievement helps to satisfy motivator needs, [n order to have a highly motivated and satisfied workforce, Herzberg, suggested that managers should take steps to ensure that employees' motivator needs are being met.

Hygiene needs are related to the physical and psychological context in which work is performed. Hygiene needs are satisfied by outcomes such as pleasant and comfortable working conditions, pay, job security, good relationship with coworkers and effective supervision. According to Herzberg, when hygiene needs are not met, workers will be dissatisfied. Satisfying, hygiene needs, however, will not result in high levels of motivation or even high levels of job satisfaction. For motivation and job satisfaction to be high, motivation needs must be met. Workers in organizations are motivated by different needs. These needs influence their decisions to work for the organization. In addition, these needs are influenced by different factors, among which is the family background. Early life experience within the family has a tremendous impact on what constitutes someone's needs in the future. A child that grows in a polygamous home where jealousy, hatred, etc among the competing mothers is likely to have different needs propelling his behaviour in the later life compared with a child from monogamous homes.

### **Polygamy and its Effects**

Polygamy, though is commonly used for a situation where a man has more than one wife, this meaning will be subscribed to in this work as it has been the generally accepted view. While polygamy is seen as a situation of having more than one wife, monogamy refers to a situation where a man has only one wife.

The practice of polygamy and monogamy can be seen in many cultures across the world. According to Al-krenawi, Graham and Al-krenawi (1997), polygamy is frequent in cultures or societies that allocate social status based on hereditary and inheritance. Polygamy can be seen in middle Eastern Asian, African and Oceanic cultures where human resources are vital to sustainable

living. Large extended families holding polygamous households occur most often in societies which have to rely heavily on agriculture to provide subsistence.

The practice of polygamy is viewed differently from culture to culture and even within cultures. Some societies have made polygamy acceptable through the use of intense social pressures, (Ware, 1979).

Regardless of its acceptance in many cultures, polygamy has many of its distinctive problems. According to Al-Krenawi and Lightman (2000), problems of polygamy arise from situational factors specific to polygamous households. These may include high number of siblings, a higher number of parental figures, the absence of a father or an authoritative father, jealousy and competition of family members over resources and emotional relations with one father. Despite the fact, that some cultures gave room for family, AL-krenawi et al, (2001), reported that polygamous marriages had caused harmful psychological effects to a significant number of senior wives causing many of them to seek psychiatric out-patient mental health treatment. AL-krenawi (1999), also reported that several psychological disorders seen widely among wives in polygamous houses include depression, anxiety and somaticized symptoms and lower self-esteem.

Children born into polygamous and monogamous homes show different behaviour. Comparing the level of academic achievement, amount of conflicts within the family and ability to adjust to social status, Al-krenawi and Lightman (2000) discovered that children from polygamous families have lower levels of scholastic achievement, face more difficulty adjusting to the procedures and norms of the

school and classrooms, and a higher number of conflicts in their homes. They also found out that children from polygamous families were found to have had a higher number of problems in their home lives which in turn affected their scholastic lives.

Owuamanam (1984) and Oyefeso and Adeyoke (1992), also discovered that polygamy can have detrimental impacts on the children because children from these homes have negative perceptions of themselves as compared to those from monogamous families. After administering questionnaires and analysing the data, they were of the view that the lower self concepts could have been due to the fact that children from polygamous households struggle harder amongst other siblings to obtain a rightful place within the family. The sibling's competition made Pela (1984), to conclude that children from polygamous families are more susceptible to drug use and abuse as well as lower levels of adjustment.

Oyefeso and Adegoke (1994), while testing for psychological adjustment between children from polygamous and monogamous houses discovered that male children from polygamous families fared for worse at adjusting than those from monogamous families. They concluded that the maladjustment seen in the males may have been due to early exposure to a chaotic life where the child was responsible for protecting his mother and sisters from a dysfunctional stress of living in a polygamous household.

### **Test of Hypotheses**

In the course of this study, we will try to test the following hypotheses

#### **Hypothesis I**

Children from polygamous families do not have higher needs for power, security, achievement motivation, financial reward and self actualization than children from monogamous families.

### **Methodology**

The method used to establish the truth or otherwise of the above hypothesis involves administration of Ghiselli self-description inventory questionnaire where respondents are requested to choose from the options available. The questionnaire is divided into two parts. The first part requests the respondents to choose the options that best describe them and in the second part the respondents are asked to choose the options that least describe them. The essence is to come out with the trait characteristics that define children from both monogamous and polygamous homes.

A total of 150 questionnaires were distributed out of which 140 collected. The respondents consist of 65 males and 75 females. This sample size was taken through the use of convenience non-

probability sampling method. The analysis of the result shows that 29 out of the male respondents came from monogamous families while 36 were from polygamous homes. The total of 41 female respondents came from monogamous families while 34 were from polygamous homes. Therefore, we have a total of 70 respondents from monogamous families while a total number of 70 respondents were from polygamous families.

The total number of 65 samples were taken from male while 75 females were taken because of the fact that T-distribution test is what we intend to use to carry out our hypothesis testing. T-test can be used when the sample size is less than or equal to 30 i.e.  $< 30$  and even when it is more than 30 i.e.  $> 30$ . The samples were selected through convenience sampling technique.

**Table I: Descriptive Statistics for Male (Monogamy)**

	Minimum	Maximum	Mean	Std Deviation
Age	23	36	17.72	9.38
Self actualization	3	26	11.53	8.77
Achievement motivation	6	33	14.14	10.51
Power	3	17	10.52	7.55
Financial reward	4	12	11.66	9.01
Security	5	18	14.24	9.10

Table I, shows the descriptive statistics of male respondents. From the table, we can see that the minimum age of male respondents who come from a monogamous house is 22 years while the maximum is 36 years with the mean and standard deviation ages to be 17.72 and 9.38 respectively. The table also shows the minimum and maximum points earned by male respondents in the variables under consideration. In the self actualisation, the minimum point earned is 3 while the maximum is 26 with 11.53 while the maximum is 26 with 11.53 and 8.77 being the mean and standard deviation respectively.

In the area of achievement motivation, we can see that the minimum points and maximum points earned were 6 and 33 respectively with the corresponding mean and standard deviation to be 14.14 and 10.51.

The need for power of male respondents from monogamous family earned 63 and 17 points as minimum and maximum with corresponding mean and standard deviation of 10.52 and 7.55 respectively. In the area of need for financial reward it was discovered that the minimum and maximum points earned by male respondents are 4 and 12 with mean and standard deviation of 11.66 and 9.01 respectively.

Need for security has minimum and maximum points of 5 and 18 with corresponding mean and standard deviation of 14.24 and 9.10 respectively.

**Table 2: Statistics for Female (Monogamy)**

	Minimum	Maximum	Mean	Std Deviation
Age	21	33	29	10.55
Self actualization	7	41	15.09	9.41
Achievement motivation	5	31	10.45	7.63
Power	3	21	6.18	5.15
Financial reward	5	26	8.73	6.15
Security	4	28	7.73	6.93

Table 2, shows the descriptive statistics of female respondents from monogamous families. The table shows that the minimum age of the female respondents from monogamous families is 21 while their maximum age is 33 with mean of 29 and standard deviation of 10.55. The table also shows that the needs for self actualization, achievement motivation, power, financial reward and security have minimum scores of 7, 5, 3, 5, 4 and 41, 31, 21, 26, 28 respectively. Their corresponding mean and standard deviation are 15.09, 10.45, 6.18, 8.73, 7.73 and 9.41, 7.63, 5.15, 6.15, 6.93 respectively.

**Table 3: Statistics for Monogamy (Male and Female)**

	Minimum	Maximum	Mean	Std Deviation
Age	21	36	13.31	8.72
Self actualization	3	26	12.30	9.16
Achievement motivation	5	31	11.44	7.75
Power	3	17	8.36	5.31
Financial reward	4	12	16.02	10.07
Security	4	18	10.99	8.14

Table 3, shows the descriptive statistics for both male and female respondents from the monogamy family. Their minimum age of them is 21 while their maximum age is 36 in the mean of 13.31 and standard deviation of 8.72. The minimum points obtained minimally and maximally by the aggregate respondents in the needs for self actualization, achievement motivation, power, financial reward and security are 3, 5, 3, 4 and 4 respectively for minimum while the maximum points respectively are 26, 31, 17, 12 and 18. Their corresponding mean are 12,30, 11.44,8.36, 16.02 and 10.99 while their correspondent standard deviation are 9.16, 7.75, 5.31, 10.07 and 8.14.

**Table 4: Correlation Coefficient Table of Needs (Monogamy)**

	Self actualization	Achievement motivation	Power	Financial reward	Security	Mean
Self actualization	1.00	0.56	0.21	0.70	0.63	0.62
Achievement motivation	0.56	1.00	0.35	0.77	0.56	0.65
Power	0.21	0.35	1.00	0.14	0.28	0.40
Financial Reward	0.70	0.77	0.14	1.00	0.42	0.61
Security	0.63	0.56	0.28	0.42	1.00	0.58
Mean	0.62	0.65	0.40	0.61	0.58	0.57

**Table 5: Descriptive Statistics from Male (Polygamy)**

	Minimum	Maximum	Mean	Std Deviation
.Age	25	38	10.45	7.63
Self actualization	2	26	9.55	7.15
Achievement motivation	2	12	10.16	8.46
Power	6	19	12.41	10.66
Financial reward	8	29	14.78	11.51
Security	12	31	12.15	9.92

Table 5, shows the descriptive statistics of male respondents from the polygamous family. The table shows, that the minimum and maximum ages of male respondents from polygamous families are 25 and 38 respectively with a mean of 10.45 and standard deviation of 7.63. The table also shows, the maximum and minimum points earned by male respondents from polygamous families. On the needs for self actualization achievement motivation, power, financial reward and security, minimum points earned were 2, 2, 6, 8, 12 while the maximum points earned were 26, 12, 19, 29 and 31 respectively. Their corresponding means were 9.55, 10.16, 12.41, 14, 78 and 12.15 and their corresponding standard deviations were 7.15, 8.46, 10.66, 11,51 and 9.92 respectively.

**Table 6: Descriptive Statistics for Female (Polygamy)**

	Minimum	Maximum	Mean	Std Deviation
Age	22	29	11.26	8.34
Self actualization	2	13	8.77	6.25
Achievement motivation	5	16	14.12	9.55
Power	8	15	12.99	10.11
Financial reward	11	21	14.81	12.31
Security	14	29	14.96	11.22

Table 6, shows the descriptive statistics for female respondents who were from polygamy families. The data show that the minimum age for female respondents from polygamous family is 22 while the maximum age is 29 with mean and standard deviation of 11.26 and 8.34 respectively. Also the table shows, the minimum and maximum points earned by the various needs under consideration with their corresponding means and standard deviations. From the table, we can see that needs for self actualization, achievement motivation, power, financial reward and security have minimum points of 2, 5, 8, 11 and 14 while it has 13, 16, 15, 21 and 29 respectively as maximum points.

Furthermore, the variables also have 8.77, 14.12, 12.99, 14,81 and 14.96 as their corresponding means respectively and 6.25, 9.55, 10.11, 12.31 and 11.22 as their standard deviations.

**Table 7: Descriptive Statistics for Both Male and Female (Polygamy)**

	Minimum	Maximum	Mean	Std Deviation
Age	22	29	10.44	8.12
Self actualisation	2	13	9.72	8.44
Achievement motivation	2	12	8.41	7.21

Power	6	15	7.52	7.11
Financial reward	8	21	7.14	6.58
Security	12	29	14.58	9.12

Table 7, shows the aggregate data of both male and female respondents who came from polygamous families. The data showed that the minimum and maximum ages 22 and 29 respectively with mean of 10.44 and standard deviation of 8.12. Also the points earned by the variables under examination. We can see that needs for self actualization, achievement motivation, power, financial reward and security have 2, 2, 6, 18, 12, as their minimum score while they have 13, 12, 15, 21 and 29 as their maximum score. The corresponding means and standard deviation are 9.72, 8.41, 7.52, 7.14 and 14.58 as their means and 8.44, 7.21, 7.11, 6.58 and 9.12 as their standard deviations respectively.

**Table 8: Correlation Coefficient Table of Needs (Polygamy)**

	Self Actualization	Achievement motivation	Power	Financial reward	Security	Mean
Self actualization	1.00	0.723	0.288	0.520	0.454	0.597
Achievement	0.723	1.00	0.252	0.588	0.435	0.60
Power	0.288	0.252	1.00	0.379	0.373	0.64
Financial reward	0.520	0.588	0.379	1.00	0.666	0.63
Mean	0.454	0.435	0.373	0.666	1.000	0.59
	0.60	0.65	0.46	0.63	0.586	0.58

### Hypothesis Testing

The hypothesis formulated for this work will here with be tested through the use of T-distribution test

$$T\text{-test formula} = \frac{\bar{x} - \mu}{s/\sqrt{n}}$$

$\bar{x}$  = sample mean  
 $\mu$  = population mean  
 $s$  = standard deviation  
 $n$  = no of samples

### Calculation for Polygamous Families

$\bar{x} = 47.37$   
 $\mu = 47$   
 $n = 70$   
 $s = 38.47$   
 test at 0.05

$$\frac{47.37 - 47}{38.47 / \sqrt{70}} = \frac{0.37}{38.44 / 8.37} = \frac{0.37}{4.59} = 0.081$$

To test at 0.05 with degree of freedom on 69 i.e. (n - 1) where n = 70 = 1.671. Since t = 0.081 is not greater than t.05 which is 1.671, we cannot reject Ho. i.e. children from polygamous families have needs for power, security, achievement motivation, financial reward and self actualization.

### For Monogamous Families \*

= 49.11

$$\begin{aligned} \mu &= 49 \\ n &= 70 \\ s &= 31.43 \\ \frac{\bar{x} - \mu}{s/\sqrt{n}} &= \frac{49.11 - 49}{31.34\sqrt{70}} \\ &= \frac{0.11}{3.76} = 0.03 \end{aligned}$$

To test at 0.05 with degree of freedom of (n-1) where n = 70. we have 1.671 since t = 0.03 is not greater than 10.05, then we cannot reject Ho i.e. children from monogamous families also have needs for security, power, financial reward, achievement motivation and self actualization.

But from the calculation above we can see that t calculated for polygamous children is higher than t calculated for monogamous families i.e. 0.081 > 0.03, then we can conclude that children from polygamous families have higher needs for security, power, financial reward, achievement motivation and self actualization than children from monogamous families.

### Summary of Finding and Conclusion

The essence of this study is to examine if there is a significant difference between the children from polygamous and monogamous homes for the needs for Power, Financial Reward, Security, Achievement Motivation and Self actualization. From the data generated from the use of GHISELLI questionnaire and analyzed, we can see that there is no doubt, that both children from polygamous and monogamous homes are desirous of different types of need especially those under study. The result of the statistical test shows that children from polygamous homes have more needs for power, security, financial reward, self actualization and of course achievement motivation. Though, the extent or desire for each variable is not tested here, it is expected that further study will do this. What need to be stressed here is that further studies as revealed in the literature review showed that there are many problems associated with polygamous homes. Problems like fight, quarrel, jealousy, etc. among the wives can be a source of motivation for the children from polygamous homes to strive to excel in terms of wealth creation, autonomy and other good things of life. The competition among the children of polygamous homes can be responsible for their desire for security, power, achievement motivation, self actualization and financial reward. Due to factors inherent in polygamous homes, children from these homes may desire more needs in the variables under examination than children from monogamous homes.

### References

- Al-Krenawi P. (1999). Psychology and Motherhood in Polygamous Settings: *Journal of Applied Behavioural Science* Vol. 99, No 1 pp. 142- 167.
- Al-krenawi P. and Lighlman I. (2000). *Inherent Problems in Polygamy*. Free Press, Illinois. Al-Krenawi P.,
- Graham D. and AL-Krenawi W. (1997). *Culture and Inheritance*. Free Press, Illinois.
- Al-krenawi, P, Graham D. and Izzeld I. (2001). Psychological Implications of Polygamy: *Journal of Applied Behavioural Science*, Vol. 109, No 3. pp. 239 - 247.
- Bowerman Bruce and O'Connell Richard T. (1997). *Applied Statistics, Improving Business Processes*. McGraw-Hill Companies Incorporated U.S.A.
- Gareth R. Jones, Jennifer M. George and Charles W. L. Hill (2000). *Contemporary Management* Second Edition McGraw-Hill Companies U.S.A.
- Harold Koonlz and Cyril O'DonnocI (1976). *Management A Systems and Contingency Analysis of Managerial Functions* Sixth Edition. McGraw-Hill Inc. Tokyo Japan.



- Koontz Harold, O'Donnell Cyril and Weihrich Heinz (1983). *Management .Seventh Edition*. McGraw-Hill Book Company: Japan.
- Kreitner Robert (2002). *Management Seventh Edition* A. 1. T. B. S. Publishers and Distributors J -516 Krishan Nagar: Delhi- 110 051 India.
- Morgan Clifford T, King Richard A, Weisz John R. and Schopler John (1993). *Introduction to Psychology* 7<sup>th</sup> Edition. McGraw-Hill Companies Inc. New York,
- Mullins Laurie J. (1999). *Management and Organizational Behaviour 5<sup>th</sup> Edition*. Pearson Education Limited Edinburgh Gate Harlow Essex CM2025E England.
- Owuamauam U. (1984). Effects of Polygamy on Children. Du Bey D.L. et al (eds.). *In the Sociology of Nigerian Education*. The Macmillan Press Ltd London:
- Oyefeso O. and Adegoke I. (1992). A Comparative Analysis of Later Life Achievement of Children from Polygamous and Monogamous Homes. *Journal of Applied Behavioural Science* Vol. 93, No3pp 123-136.
- Pela W. (1984). Youth Involvement in Drug: A Paper Presented in a Seminar Organized to Assess the Level of Youth Involvement in Hard Drug, Lagos Nigeria.
- Stoner James, Freeman Edward and Daniel Gilbert Jnr (1995). *Management 6<sup>th</sup> Edition*. Prentice Hall International Inc. Engle Wood Cliffs N.J.: U.S.A.
- The Holy Bible (KJV) Oxford. University Press, New York.
- Ware A. (1979). Polygamy Practices among Different Cultures: An Historical Perspective in Adesina et al (eds): Nigerian Education: *Trends and Issues*. Ile-Ife. University of Ife Press p. 256.
- Weihrich Heinz and Koontz Harold (1994). *Management: A Global Perspective* A Tenth Edition, McGraw-Hill Inc. Singapore.

