A CONCEPTUAL REVIEW OF THE HISTORY OF MANAGEMENT: A NIGERIAN PERSPECTIVE

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ABSTRACT

This study presents an outline of the history of management and his contributors'. It covers the early philosophical standpoint that set the framework for the development of management ideas from the pre-industrial evolution through the era of fast economic growth. It looks at the early philosophical position that served as the starting point for the construction of management ideas from the time before the industrial evolution up until the period of quick economic growth. The paper is solely qualitative and a review of instant literature. However, with the ever-rapid globalisation and the increasing importance of scientific and technological know-how, which is necessary in current management practices, management has become more diverse in recent years. The emphasis has evolved from behavioural science to organisational architecture, quality assurance, and the most recent contingency strategy. The findings revealed evidence of the practice of western management theories in Nigerian businesses. The study found that management practice in Nigeria can be enhanced if peculiar socio-cultural elements are given appropriate consideration in the implementation of management approaches.

Keywords: Evolution, Management practices, management approach.

INTRODUCTION

The purpose of this study is to go through time to examine the growth of the field of management Iguisi (2021). One of the key goals of historians is to give historical stories that concentrate on differences throughout time and help people appreciate how things have evolved within a larger context. Tosh (2010) In order to appreciate where a subject under discussion originated from, where it is today, and where it is headed, it is necessary to have some knowledge of its history; management is no exception.

New management tactics were required as a result of the nineteenth-century industrialization era and the consequent emergence of big company enterprises. However, genuine management in Abedi (2001) can be described as the formation of non-human resources through effort.

Operations research, organizational behaviour, human resources, marketing and strategic management are just a handful of the diverse disciplines that management has emerged from over time. It is a subject of study that is as old as civilization, and this is seen in the history of man itself (George, Onokala, Dawodu, & Olayemi, 2012).

As a result, management has evolved in both industrialized and developing nations' social, political, economic, and military domains. In the study of management strategies in Sub-Saharan Africa, as contrasted to practically any other region of the world before the colonial invasion in the early 18th century, Western theories and commentaries on management and management dynamics have been stressed in the bulk of studies (Blunt & Jones, 1997). However, these studies will investigate the historical background of management in an effort to trace the development of management theory.

Pre-Classical Management School (Scientific Management)

The term "per-classical management" often refers to the oldest and most commonly respected school of thought among management practitioners. Between 1800 and 1940, this management philosophy arose in an effort to give firms' management a rational and scientific foundation. Its beginnings can be traced back to the Industrial Revolution, which promoted the handicraft system in which people worked in local enterprises or at home rather than bringing people together to work in factories (Wolfgang, Sandra, & Pan, 1995).

Scientific management and administrative management are integrated into the school of thought, as was already mentioned. Utilising a scientific method to achieve maximum output, minimal input, eliminate waste, and reduce inefficiency is known as scientific management (Agogbua, Anekwe, & Abugbum 2017); administrative management, in contrast, focuses on the application of management principles in organizational structuring and management. Major contributors are Robert Owen (1771-185), Fredrick Taylor (1856-1915), Henry L. Gantt (1861-1919), Frank and Lillian Gilbert (1868-1924:1878-1972)

Robert Owen (1771-1858)

Management academics like Robert Owen, who is widely considered to be the father of contemporary people management, experimented with improving working conditions in factories, raising the minimum age for working children, and giving meals at the factories to on-duty employees. He also built up company stores to sell needs at cost and worked to develop the town by building houses and streets and making the community and factory attractive (Ivancevich, Lorenzi, & Skinner 1994).

Robert Owen was a Welsh social reformer and utopian socialist who is most remembered for his work at the New Lanark cotton mills in Scotland. He was a pioneer in the subject of industrial relations, and he felt that the workplace might be a place of cooperation and peace. However, his views were not without their opponents.

Some of the most common criticisms of Robert Owen include:

1) His ideals were excessively utopian. Owen felt that it was feasible to establish a utopian society, and he often neglected the actual difficulties of social transformation.

2) His ideals were overly paternalistic. Owen believed that he understood what was best for workers, and he often pressed his beliefs on them without their agreement. This led to some workers feeling disgruntled and exploited.

Despite these objections, the theories have had a lasting impact on social thought. He was a pioneer in the field of industrial relations, and his views introduced about the necessity of education and cooperation have impacted many later, think Gregory (1991).

Frederick Winslow Taylor (1856–1915)

Frederick Winslow Taylor is one of the founders and is also regarded as the father of scientific management (the other two are Max Weber and Henry Fayol) in classical thought and management theory. He introduced scientific methods to management, also called scientific management theory. Frederick Winslow Taylor (1856–1915) is justifiably treated as the father of scientific management. He suggested the idea of scientific management. His concept of scientific management developed into a movement that dominated industrial management for several decades after him. Taylor's employment at the Midvale and Bethlehem Steel Companies inspired his interest in enhancing efficiency (Iguisi, 2012). Frederick Winslow Taylor identified, in the early 1880s, the need for labour and management cooperation, cost control, and work practice analysis. He realised the notion of better production gained by worker participation, which he called "systematic soldiering." Essentially, he enlisted the management of Midvale to research what constitutes a "good day's work." His differential piecework plan followed the conclusions of his time studies and called for high wage rates for performance regarded as above standard and low rates for work that fell below the mark as determined by the corporation (Agogbua *et al.,* 2017)

Some criticisms of Frederick Winslow Taylor's work,

1) His work is excessively focused on efficiency; Taylor's work focused on finding the most efficient way to complete a task, and he often overlooked the human issues involved in work. This can lead to workers feeling anxious, bored, and dehumanised.
2) It is too mechanistic. Taylor's work regarded workers as machines, and he neglected the notion that workers are also humans with emotions, needs, and desires. This can lead to conflict between management and workers.
3) It is not always applicable. Taylor's approach was based on the notion that all work can be broken down into small, repetitive processes. However, this is not always the case, and his methods may not be helpful in all forms of labour.
4) His work has been used to legitimise exploitation. Taylor's theory has been exploited by some managers to justify exploiting workers by changing their salary and working conditions. This is a misuse of Taylor's work, and it is crucial to be aware of this when considering his ideas Daniel, (2001).

Classical Management School (Administrative Approach)

Whereas scientific management focused on employees as individuals and their tasks, general administrative management theory focuses on the entire organisational development and deals

also with the administrative approach to management, which is a theory of management that emphasizes the importance of structure and planning in organizations. It was established in the early 20th century by Henri Fayol, a French industrialist and management thinker (Iguisi, 2012).

Henri Fayol (1841–1925)

Henri Fayol (1841–1925) is appropriately considered the creator of the current theory of general and industrial management. The credit for suggesting the basic principles of administration in an organised manner goes to Henry Fayol. Henry Fayol came to be acknowledged as the pioneer of modern management theory. His study of management processes functions as the cornerstone of the complete management theory and the present superstructure of management has been developed on it.

Henry Fayol outlined important attributes of managers and stressed the need for raising such qualities. He created fourteen principles of management out of his actual experience. These concepts are universal in character and relevant to all types of organisations. Each principle offered by him has special value and significance. According to him, managers in all organisations need to follow these principles and guidelines when managing the affairs of their business units. These principles of management are Iguisi (2012

1) Division of work: Divide work into specialised tasks and allocate tasks to certain personnel.
2) Authority: Delegate authority together with responsibilities.
3) Discipline: Make expectations clear and punish breaches.
4) Unity of command: Each employee should be allocated to only one supervisor.
5) Unity of direction: Employees' work should be focused on accomplishing organisational objectives.
6) Subordination of individual interest to the greater interest: The general interest must predominate.
7) Remuneration: Systematically reward efforts that support the organisation's direction.
8) Centralization: Determine the relative importance of superiors and subordinates' tasks.
9) Scalar chain: Keep communication with the size of the command.
10) Order: Order jobs and supplies so they support the organisation's directives.
11) Equity: Fair discipline and order improve employee commitment.
12) Stability and duration of personnel: Promote employee loyalty and longevity.
13) Initiative: Encourage employees to act on their own in support of the organisation's direction.
14) Espirit the corps: Promote a unity of interests between personnel and management.

Some of the most common objections to Fayol's work include:

1) His principles are too wide. Fayol's 14 principles of management are typically criticised as being excessively wide and unclear. This makes them difficult to apply to specific situations.
2) His work is outmoded. Fayol's work was written over a century ago, and some of his concepts may be outdated. For example, his emphasis on hierarchy and authority may not be as pertinent to current companies as it was to his own period.
3) His job is excessively management-oriented. Fayol's approach focuses on the demands of management and thus neglects the needs of workers. This can lead to conflict between management and workers.
4) His work is not always experimentally substantiated. Fayol's work is often based on his personal observations and thoughts rather than on empirical facts. This can make it difficult to verify his assertions.

Overall, Fayol's work has been both important and controversial. His theories have had a lasting impact on management theory and practice, but they have also been critiqued for a number of reasons (Bateman & Snell, 2004).

Max Weber (1864–1920)

Max Weber, the father of bureaucratic management, Max Weber identified six principles of bureaucracy: rationality, hierarchy, expertise, rules-based decision-making, formalisation, and a specialisation system in which the individual was granted a series of primary occupations and responsibilities within an office (Bateman & Snell 2004). Each subordinate office was accountable to the next higher one, following a methodical division of labour that pursued organisational goals and objectives. People working in each office were picked for their roles based on their qualifications. Their exclusive responsibilities were the principal jobs or classifications allocated to them when they were hired. Promotions were designed to reward seniority, achievement, or both. According to Weber's concept, promotions were not affected by political maneuvering. Workers were also urged to segregate personal business from official responsibilities (Okolie & Oyise, 2021).

Max Weber is one of the most prominent sociologists of all time, but his work has also been challenged for a number of reasons. Some of the most common criticisms of Weber's work include:

1) His idea of rationality is excessively narrow. Weber's idea of rationality is generally criticised as being excessively restricted, as it concentrates on instrumental rationality, or the use of means to attain ends. This neglects other forms of rationality, such as communicative rationality, which emphasises the need for discussion and understanding.
2) His analysis of bureaucracy is excessively negative. Weber's study of bureaucracy is frequently seen as being unduly negative, as he claims that bureaucracy is inherently

inefficient and repressive. This ignores the fact that bureaucracy may also be efficient and beneficial, and that it can be used to achieve positive aims.

3) His methodology is overly utopian. Weber's methodology is sometimes criticised as being too idealistic, as he claims that social research should be value-free. This ignores the fact that all social science is impacted by the values of the researcher and that it is impossible to totally eradicate values from the study process.

4) His work is Eurocentric. Weber's work is typically considered to be Eurocentric, as it concentrates on Western society and cultures. This neglects the fact that there are many other societies and cultures around the globe and that Weber's theories may not be applicable to all of them.

Overall, Weber's work has been both important and controversial. His views have had a lasting impact on sociology and other social sciences, but they have also been critiqued for a number of reasons.

The Neo-Classical School (Human Relation Approach)

The need for group dynamics, complex human motivation, and styles of leadership was underlined during the major social and cultural transformations that happened in the 1920s and 1930s. The human relations school of management emerged to address these difficulties. The major figures in this discipline include: Elton Mayo (1880–1949); Mary Parker Follett (1868–1933); Chester Barnard (1886–1961); Abraham Maslow (1908–1971); and Douglas McGregor (1906–1964), Rensis Likert (1903–1981), Frederick Herzberg (1923–2000), and David McClelland (1917–1998).

Elton Mayo (1880–1949)

Mayo was a Harvard professor who recommended that managers should become more "people-oriented" (Smith & Cronje, 2002). He was famous for his ground-breaking study of Western Electric Company's Hawthorne plant in Chicago, which he undertook in cooperation with Fritz Roethlisberger and William Dickson between 1924 and 1933. Based on the Hawthorne experiment, Mayo concludes that "logical factors were far less important than emotional factors in determining productive efficiency. Mayo's management theory claims that employees are motivated considerably more by relational elements such as attention and camaraderie than by monetary rewards or environmental factors such as lighting, humidity, and more. Also, membership in social groups and group pressure, as opposed to organisational structures or expectations from management, had the largest impact on workers' productivity (Smith & Cronje, 2002).

The role of managers in businesses was transformed through Mayo's Hawthorne results. He stated that managers should focus on the work group rather than individuals, and workers should be considered in their particular context in order to comprehend each employee's unique needs and happiness. In practice, managers are expected to consult workers about change, take note of their views, and show concern for their physical and mental health (Bateman & Snell 2004).

Some Criticisms of Elton Mayo's work:

1) His work is too focused on efficiency. Mayo's work centred on finding the most effective way to encourage workers, and he often overlooked the human issues involved in employment. This can lead to workers feeling anxious, bored, and dehumanised.

2) It is too mechanistic. Mayo's approach regarded workers as machines, and he neglected the idea that they are also humans with emotions, needs, and desires. This can lead to conflict between management and workers.

3) His research methodologies were poor. Mayo's research methods were not always thorough, and he often relied on anecdotal information. This has led some people to dispute the validity of his conclusions.

4) His work has been used to legitimise exploitation. Mayo's work has been utilised by some bosses to justify exploiting workers by influencing their emotions. This is a misuse of Mayo's work, and it is crucial to be aware of this when considering his theories. (Daniel & David, 2017).

However, it is crucial to highlight that Mayo's work has also been recognised for its insights into the nature of organisations and for its practical consequences for managers. His work has had a tremendous impact on the field of organisational behaviour, and it continues to be studied and contested today.

Chester I Barnard (1886-1961)

Barnard studied sociology and philosophy extensively that he used the knowledge to formulate theories about organizations. He became president of New Jersey Bell in 1927 and authored "Functions of Executives", an influential twentieth century management book which presents a theory of organization and the functions of executives in organizations. He asserts that manager's main roles are: firstly, to communicate with employees; secondly, to motivate them to work hard to help achieve the organization's goals; and thirdly, successful management depends on. However there are some criticisms of Chester Barnard work:

1) His work is too idealistic; Barnard's work is often seen as being too idealistic, as he argues that it is possible for organizations to achieve a high degree of cooperation and coordination. This ignores the fact that organizations are made up of people with different interests and goals, and that conflict is a natural part of organizational life.

2) His work is too theoretical; Barnard's work is often seen as being too theoretical, as he does not provide many concrete examples of how his ideas can be implemented in practice. This can make it difficult for managers to apply his ideas in their own organizations.

3) His work is not always applicable. Barnard's work was developed in the early 20th century, and some of his ideas may not be applicable to modern organizations. For example, his emphasis on cooperation may be difficult to achieve in organizations that are highly competitive or that are facing difficult economic conditions William (1992).

Contemporary Approaches

Contemporary management theory is not a single theory. It is a loosely knit amalgamation of several approaches. The focus, the questions, the methodology, and the analysis are various. Management theory cannot be portrayed as an ordered series of ideas or a cohesive body of knowledge in which each improvement builds on and advances the one before it. By its very nature, management is a complicated process and, thus, a diverse topic of study.

Management is a blend of science, art, philosophy, the social sciences, psychology, and industrial psychology. Contemporary approaches to management acquired attention in the 1990s when it was understood that complex and constantly changing businesses included a system approach, a quantitative approach, a contingency approach, a Japanese style of teamwork, an excellence approach, and a bailout and recovery approach. Contemporary approaches have emerged at various periods since World War I, and they continue to constitute the cornerstones of modern management ideas, according to Bateman and Snell (2004).

The Systems Approach

The two main types of systems are closed and open. Closed systems are not influenced by and do not interact with their environment. Open systems sense and respond to their surroundings. Senge (1990): Frederick Taylor's view of people and organisations as machines was essentially a closed system. The closed model includes Taylor's scientific management, Weber's bureaucratic theory, and Gulick's administration or principles school. As early as the 1930s, Barnard asserted that organisations were open systems that interacted with themselves and with the environment. The open model encompasses the human relations school, organisational growth, and organisations as a unit in the environment. Both open and closed models are interested in production and efficiency. (Agogbua *et al.,* 2017).

The systems approach to management is regarded as a phenomenon of the mid-1960s, although its antecedents were much earlier. Von Bertalanffy is the best-known of the systems theorists. Von Bertalanffy described a "system," which consisted of connected pieces integrated to form a whole in which the coordinated and combined impact of the subsystems produced synergy. Systems theory describes the behaviour of organisations both inside and externally. Internally, it reveals how and why people inside organisations do their individual and group activities. Externally, it combines organisational transactions with other organisations and entities.

Quantitative Approach

The "quantitative management movement" centres on adapting mathematical models and methods to management challenges. There are three significant areas:

1) Management science
2) Operations management
3) Management information systems

Management science focuses primarily on the development of mathematical models to assist in decision-making and issue-solving (Bateman and Snell, 2004). Operations management focuses

more on the application of management science to companies. Management information systems are complicated communication systems meant to offer information to management. Quantitative management originated as a result of the development of mathematical and statistical techniques to solve military challenges during the Second World War.

Quantitative management encompasses the use of statistics, optimisation models, information models, and computer simulations. For example, managers can utilise linear programming to optimise resource allocation decisions. Scheduling projects can be more efficient using critical route scheduling analysis. Optimum inventory levels can be calculated by the economic order quality model. The major contribution of the quantitative approach to management is in the area of decision-making, particularly as it relates to planning and control. The methodology employs mathematics to quantify planning problems into mathematical models and manipulate them to maintain the purity of specific programmes, track inventories, and complete schedules Agogbua *et al.*, (2017).

The Contingency Approach

Contingency theory is a problem-solving strategy that evaluates all significant elements in a situation before making a choice. It has been employed in recent years to replace the simplistic ideas of management with more integrated ones. Simplistic principles provide knowledge regarding management and personnel within the organisation, although they are typically incomplete. Agogbua *et al.,* (2017). Many of the early management ideas and organisational theories were considered to be universal. Through the years, research has revealed that there are instances and conditions that support the need for a more integrated strategy. The contingency management underlines the necessity for appraisal and analysis of the complete managerial environment within the firm Agogbua *et al.,* (2017).

The Process Approach

In 1961, Koontz released an article in which he concluded that there existed a "management jungle theory." Koontz argued that each identified management technique offered something to management theory. He stated that human resources and quantitative techniques were tools rather than management approaches. He then demonstrated that a procedural approach might include the discrepancies. Koontz, who propounded the process approach originally proposed by Fayol, views management as a process of getting things done through and with people who are acting in organized groups. Managers plan, organise, lead, and control. This process is a circular loop, with control leading back to planning, indicating that it is continuous. The management process, which has been explored in numerous contexts, is primarily a decisional and informational activity. Agogbua *et al.* (2017).

Modern Management Movement

The "modern management movement" continues to evolve by merging theories. The methods of modern management include the process approach, the systems approach, the contingency approach, the strategic management approach, the Japanese-style management approach, and the excellence approach. It is a synergistic product. The classical, behavioural, and quantitative

movements, along with systems and contingency management theory, combine to form the framework of the modern management movement (Agogbua *et al.,* 2017).

Japanese-Style Management Approach/Teamwork Approach

In the early 1950s, Deming established a comprehensive management system, which is the paradigm for Japanese-style management, or total quality management (TQM). TQM employs statistics to assess variability in manufacturing processes in order to continually enhance product quality. Quality is whatever the consumer needs and wants, and because the client's needs are always changing, the solution to defining quality in terms of the customer is to focus continually on customer research. Deming's primary idea of quality is that productivity improves as variability reduces. Walton (1986), as cited in Wolfgang *et al.* (1995),

In the early 1980s, Ouchi conducted research on American companies and found numerous qualities that were generally connected with successful Japanese corporations. Ouchi developed the phrase "theory Z" to characterise their unique management approaches. Theory Z firms built deep relationships with their employees and even made long-term employment pledges to the new hires. They also nurtured their employees' abilities and emphasised teamwork through lateral job rotations and joint decision-making (Ouchi, 1981).

Pre-Colonial Management Practice in Nigeria

Nigeria is a sub-Saharan country located in the Gulf of Guinea in West Africa and shares borders with Cameroon, Chad, Niger, and the Republic of Benin. It is Africa´s most populated nation and the tenth largest country in the world, with a population of roughly 200 million and a total land area of 356,669 square miles (Fashoyin, 2020). Nigeria came into existence as a result of the 1914 amalgamation that linked the North and South together to become Nigeria, and it secured its independence in 1960 from Britain. Management in Africa in general appears to follow the evolutionary developments in western management techniques (Kamoche, 1992), as Nigerian firms duplicate the western management theories and practices and also the criteria of success. Olusoji and Oogunkoya (2014) claim that management thinking and practice in Nigeria were shaped by colonization, culture, socio-economic views, and technology. Culture strongly determines organisational behaviour and managerial practice (Hofstede, 1980; Peng, 2001; Triandis, 1995). As observed in Inyang (2008), Nigerian management practices are modelled using cooperative and communal features. Hofstede (2001) demonstrates the influence of culture on theoretical development and indicates that two components of culture are particularly important: firstly religion and secondly customary knowledge. These two cultural characteristics made people appreciate the vital importance of traditionalism in many aspects of life in Nigeria. For instance, the extended family system and reverence for the elderly affect relationships and clarify the vital role of traditionalism in many parts of life in Nigeria. Western scholastic conceptualization has often claimed that indigenous African and Nigerian management ideas and philosophies are at worst nonexistent and at best merely 'Underdeveloped'. Thus, there has been an influx of 'established' management theories into Nigeria, which has been damaging to the development of indigenous Nigerian management theories (Gbadamosi, 2003).

Many Nigerian scholars believe this postulation is ridiculous and have attempted to set the record straight by giving details of pre-colonial management practices in Nigeria (Yesufu, 1982; Ubeku, 1983; Ifechukwu, 1994, 2010; Eze, 1995; Osuntokun, 2001; Gbadamosi, 2003; Fashoyin, 2005; Inyang, 2008; George *et al.*, 2012). Prior to the coming of the colonialists, there was a paternalistic work-relations system in place that was largely based on the traditions, culture, and agrarian economy of the people. This shows that managerial practice in Nigeria was powerful and growing (Ubeku, 1983; George *et al.*, 2012). It is therefore entirely inaccurate to assert that there was no management practice in Nigeria in the pre-colonial era, as the destruction of African and Nigerian management thought systems was owing to the colonial adventure (Osuntokun, 2001).

Management according to Values and Culture

Ifechukwu (2010) claimed that management practice in Nigeria reflected decision-making by consensus, and managerial style demonstrated a real care for people and output. This was achievable because philosophy and practice were based on Nigerian core values, which are respect for elders and tradition, consensus, co-prosperity or societal mutual care, extended family, paternalism, competition, human connection orientation, and hero worship (Ifechukwu, 2010). These essential Nigerian values, including religion, as stated by (Oghojafor, George, & Owoyemi 2012), are visible among all the more than 250 Nigerian ethnic groups, especially the major tribal groups of Hausa/Fulani, Yoruba, and Igbo. Effective management and administration could not have been possible in the Egba Kingdom, Sokoto Caliphate, Benin Kingdom, or Oyo Empire, for example, if there was no application of these key concepts Ifechukwu, (1994).

Pre-Colonial Era Management Thought and Practice in Nigeria

During the pre-colonial era, Nigerians were largely involved in agriculture, and they practiced management through settled agriculture. At this point, the management style adopted is strongly embedded in their ideas and traditions (Fashoyin, 2005). The pre-colonial era was predominated by the communalism management philosophy, which entails the method of handling management problems collectively by being one's brother's keeper, most prominently practiced in trade and agricultural operations. Inyang (2008) believes that Nigeria is a multi-cultural nation imbued with varied business and management concepts before colonialism and has indigenous managerial principles of communality, father figure, hard labour, clan, loyalty, teamwork, and integrity. Many notable philosophers came from Benion and Ife in Nigeria, where there existed a powerful governing elite known as the Obas. This ruling elite gave the world the most renowned example of applied management as a hierarchical, large-scale organization. Because of the Obas' famed scalar chain in the hierarchy, their ideals of authority and delegation of power remain worthy of emulation. (Fashoyin, 2005). From top to bottom, their chain of command depicts the Oba having the topmost position, followed by the Oba's cabinet, the cabinet's front-runner, down to the average man at the head of the household. The difficulty areas were communication, staff selection and workforce development, organisation structure, and logistics. Africa's ancient dynasties, such as Ghana, Mali, Songhai, and Oyo, are known to have possessed complex economic infrastructures and large-scale militaries, which

developed some current management concepts. These traits were broken by the commercial slave trade of the 18th century, which stopped the intellectual capacity of Nigeria to create indigenous management theory (Olusoji and Ogunkoya, 2014). The entrance of the Europeans in the late 15th century, the expansion in the degree of slave trade from the 16th century through the 19th century, and formal colonisation by Britain at the end of the 19th century modified this management system drastically. The next section explores the indirect rule-management practices of the colonial period.

Transfer of Management Practice: From Colonial Masters to Africans

It cannot be emphasised enough that management in Africa, and certainly Nigeria, is closely tied to and rooted in cultural ideas and customs. Needless to mention, colonialism in Nigeria affected the people's cultural beliefs and customs, as well as its management philosophies and practices (Eze, 1995; Fashoyin, 2005). Every human is a product of a certain culture, system, and beliefs, and such an individual will have patterns of thought, feelings, and conduct that have been acquired or learned by being a member of a community. This acquisition or learning is done in early childhood because of the tendency to observe, learn, and act at that age (Hofstede, 2001). While attempting to explain the meaning of culture, Hofstede and Hofstede (2005) suggested that culture is comparable to the way computers are coded and labelled it as the 'software of the mind' or, according to Hofstede (2001), the communal programming of the mind. Hofstede (2001) and Hofstede & Hofstede (2005) concluded that these particular patterns of ideas, feelings, and actions, which are well 'programmed' in an individual's mind, will have to be unlearned before learning a new and wholly different subject. Such was the destiny that befell Nigerians when the Colonialists arrived. This forced absorption over many decades led to the transfer of foreign management methods and the progressive collapse of indigenous management thinking and practices (George *et al.* 2012).

Management: The Nigerian Experience

The proliferation of many imported ideas and approaches to management in Nigeria has been significant, and casual look at most Nigerian organisations would demonstrate adherence to the precepts of one foreign approach or another. However, it is highly conceivable, and often times the case, to see two or more foreign management styles being blended to attain organisational goals in Nigeria.

Bureaucracy Approach: The Nigerian Work Organisations

Nowhere in Nigeria is this technique more prominent than in government ministries, departments, and agencies, referred to as civil or public service. All the criteria suggested by Max Weber are present in the public sector, including "maintenance of formal written documents and extensive filing systems," as reported by Adebakin, Gbadamosi, and Akpor-Robaro (2010).

Criticisms of the Bureaucracy Approach in the Nigerian Work Organisations

Bureaucracy helps with the specialisation of structures and ensures the predictability and stability of an organisation. Many of the huge and complicated modern companies have had an

increasing need for Weber's bureaucratic principles (Lawal, 2012). There is no significant organisation in Nigeria that does not practice one form of bureaucracy or the other, notably government parastatals. The reason a government ministry may run efficiently despite the frequent changes of ministers and commissioners is owing to its bureaucratic structure. Green (1997) contends that there is still a place for bureaucracy in areas of most major enterprises. The application and implementation of tried-and-tested procedures serve to ensure necessary ideals and ethics and that necessary functions are implemented on a consistent and fair basis.

Perhaps the most revered of all the classical methods of management is the bureaucratic school. Argyris (1964) says that bureaucracies confine the mental evolution of the person and produce feelings of failure, dissatisfaction, and conflict. Employee initiative may be inhibited, and there may be a lack of flexibility or adaptation to changing conditions when a situation is not covered by a complete set of rules or procedures (Mullins, 2011). What else will cause a high-ranking official of a state security agency to refuse to reveal basic information on national television, if not for bureaucracy? Insisting on such basic information as an organisational website cannot be provided without clarification of 'my oga at the top' (boss), which strikes as a deep-rooted bureaucratic problem particular to public service. In the work of Olarewaju and George (2014), bureaucracy means an organisation that cannot modify its behaviour by learning from its faults due to its rigidity, inflexibility, and unchanging format. In his own criticism of Weber's beliefs, Olarewaju and George (2014) argued it fostered 'bureaupathology' in organisations. He believes that bureaucratic institutions cause counterproductive personal insecurities to emerge and that the same managers try to maintain their authority and position through detached, destructive behaviour.

Contingency Approach: The Nigerian Work Organisations Experience

Most Nigerian firms that deal in fast-moving consumer goods (FMCGs) rely on the contingency approach, which depends on the conditions. The majority of these organisations take so many variables of the present situation into account (contingencies) before making a choice. Until Promasidor Nigeria Limited produced Cowbell milk entered the Nigerian market with sachet packaging, milk was in tins. Most milk companies like Cadbury Nigeria PLC, PZ Cussons Nigeria PLC and others had to respond to such competitive situations if they were to survive. Amoah-Mensah (2013) agrees and clearly concludes that 'the dynamism and complexity of the external environment are driving enterprises not to rely on their internal resources for competitive advantage' (Amoah-Mensah, 2013). This means organisations can no longer rely on internal resources but must consider the variables of the external environment if they are to remain competitive and relevant. Apart from sponsoring reality TV programming, businesses such as Gulder, MTN, Star, Globacom, First Bank, Coca-Cola and Maltina have all embraced social media, which is a developing technological contingency in Nigeria and staying with the old or usual tradition.

Relevance and Criticisms of the Contingency Approach in Nigeria

The fundamental importance the contingency approach offers to management is that it emphasises that there are no universal or simplistic standards for managers to adhere to and that management is fully situational (Robbins and Coulter, 2009). A key benefit of this theory is

that it makes managers considerably more dynamic and flexible in their approach to problem-solving and managing organisations, since possibilities for management acts are dependent upon internal and external factors. Until Globacom entered the communications industry in Nigeria, MTN made its consumers believe per-second paying was impossible. Competitive contingencies convinced MTN, Airtel, 9Moble otherwise, and we now know better. Today, the trend is evolving to reflect the ever-dynamic commercial environment.

One of the key criticisms of the contingency strategy is that it is reactive rather than proactive in character. It just proposes what managers and supervisors should do in a particular scenario instead of what they must accomplish before hand. MTN, Airtel, 9moble responded to per-second billing is only reactive in nature owing to competition. Another shortcoming of this strategy is that it does not present a specific or step-by-step action to take when faced with diverse scenarios. Since there are always a great number of variables or components to examine in any given situation, this strategy becomes complex and arduous.

From the instances above, it is necessary to highlight that many Nigerian organisations have absorbed these ideologies or approaches to management, mistakenly or deliberately. Suffice to say, before interaction with the colonialists, many sections of what is now Nigeria had diverse indigenous management practices that understood the importance of culture, values, and peculiar environmental conditions. The dispersion or near-elimination of native management methods through the entrance of foreign management approaches has had its implications. Many workers still cannot apply these ways perfectly because a lot of the ideas directly collide with their natural culture and heritage.

CONCLUSION AND RECOMMENDATIONS

This research investigated the evolutionary trend of management thinking, which gives weight to the influence of the prevailing business environment on management theories as the theories evolved throughout time in order to suit the internal needs of companies and their external environment. It is crucial to recognise that these theories are not mutually incompatible, since a good "mix" can always see an organisation going, and there is no optimal approach to managing, as underlined by the contingency theory.

Colonialism, culture, technological development, and socio-economic philosophy were believed to have affected management theory and practice in Nigeria. It was also determined that management was being done in Nigeria throughout the pre-colonial era and that communality, consensus, and unanimity (Inyang, 2004) was the prevailing traits. The report demonstrated that the evolution of management theory is not stunted but continues. This was shown by the recent government bailout of airing organizations during the recession that started in America in 2007.

It might be claimed that as management genuinely entails the handling of human resources, financial resources, time resources, and material resources, the numerous approaches to management are actually looking at the same issue but from different viewpoints. This might be stated to be the conceptual complexity connected with management. Whether it is managing people to build a pyramid in ancient Egypt or managing a complex, dynamic organisation in the

21st century, if it involves planning, organising, motivating, leading, and coordinating, then it is management. A rigorous awareness of the numerous approaches to management as outlined above, as well as each theory's limitations and significance and how it affects the fulfilment of organisational goals is vital for managers. However, due to the fact that every human group in Nigeria has evolved different indigenous management practices that are suitable to its environment based on culture, such foreign theories must be placed in the Nigerian perspective, that is, consideration for intrinsic socio-cultural factors, if they are to be complied with religiously by workers and accurately effective in achieving set organisational objectives.

Irrespective of the acceptance of these western practices by most Nigerian businesses, effort must be made, like the Japanese, to borrow western technology to speed development while keeping traditional and cultural values in management (Ifechukwu, 2010). Indigenous management systems, which are founded in Nigerian culture and a blend of foreign management approaches, should be developed to bring out the best in Nigerian workers.

This research has tried to identify the numerous management approaches from evolution and how they are being performed in Nigerian businesses, and it is impossible to acquire an objective judgement without empirical data and analysis. A study of this sort should go beyond books, papers, journals, online research materials, informal group discussions, and casual face-to-face interviews. Instead, the use of surveys and questionnaires given to chosen businesses, professional managers, and workers would have yielded quite an intriguing outcome. It will also be acceptable to add selected organisations from both private and government-owned organisation to future investigations and find out if one or more Nigerian organisations employ all the indicated management approaches. The study has tried to look at the issues objectively; nevertheless, the use of an interpretive approach gives potential for bias because the observation and construction of phenomena are mostly reliant on the opinions of the presenters, with a review of instant literature. Thus, irrespective of the fact that the presenters have tried to be neutral, a little prejudice owing to patriotism for one's nation (Nigeria) could be observed in a patriotic Nigerian.

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