Management By Objective As An Operative Instrument For Improving Administrative Efficiency

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Abstract: **This study investigated Management by Objectives (MBO) as an instrument for organizational performance of deposit money banks in Sunyani municipality in particular. The study revealed that the coefficients of Goal Settings (GS), Delegation of Authority (DA) and Motivation (M) were positively affecting the performance of deposit money banks in Sunyani municipality and they were rightly signed, implying that they were consistent with the theoretical priority expectation of this study. The coefficients of goal settings, delegation of authority and motivation were obtained as 0.048401, 0.222027 and 0.466888 respectively. This result implied that as involvement of employees in Goal Settings (GS), Delegation of Authority (DA) and Motivation (M) increase. by one unit Organizational Performance (OP) increase by 0.048401, 0.222027 and 0.466888 units respectively. The coefficients of DA and M were found to be statistically significant at five per cent and one per cent respectively as indicated by their probability values of 0.0137 and 0.0049 respectively, while the coefficient of GS was found statistically insignificant at five per cent significance level as indicated by its probability value of 0.5448. The F-statistics 12.598352, which measured the joint significance of the parameter estimates, was also found statistically significant at one per cent level as indicated by the corresponding probability value of 0.007402. however, this implies that all the variables of the model were jointly and statistically significant in affecting organizational performance in the deposit money banks in Sunyani municipality. Finally, this result revealed that Management by Objectives (MBO) was positively and significantly affecting the performance of deposit money banks in Sunyani municipality.**

***Keywords*: Management, Management by Objective, Organization, Organizational productivity, Sunyani municipality.**

I. INTRODUCTION

Organizational productivity is a parameter for measuring the success, failure, strength, weakness, manpower capacity, manpower attitude, manpower/employee welfare, and quite several other sacrosanct determinant components of every organization. Therefore, organizational productivity in all ramifications is an integral focus for every organization as it not only measures their determinant component but also determines their achievement of profit and attainment of organizational goal. It is on this note that several attempts are made towards the improvement of organizational productivity by organizational managers and scholars using different techniques. According to Obiajulu and Obi (2016), some scholars have enunciated many different managerial techniques and strategies that would help to improve the performance of the employees towards organizational productivity and one of these techniques is management by objectives (MBO). One may wonder what management by objective (MBO) is; to explain this, Onah (2005) opined that it is a kind of participative management that is geared towards employees' understanding and acceptance of the change. Often, employees fail to live up to expectations in the performance of their tasks because they are left in the dark. They are not clear about what the managers expect of them; in other words, they do not understand the changes in their behavior and activities that are necessary to meet the standards expected of them by their managers. The consequence of this is undoubtedly a problem of poor organizational productivity. In the words of Onyishi (2018), communication is the life-wire of every organization; it is to an organization what blood is to human life. Hence, the inability of employees to understand what is expected of them by the managers lies within the spheres of communication problems; and as a human with a shortage of blood is functionally sick and productively inefficient, an organization with such a communication problem is doomed to fail in productivity. At the bridge of such manager-employee gap lies management by objective which advocates for the communication of organizational goals and objectives to the employees by the managers, defining managerial responsibilities in terms of expected results, measuring performance and productivity against the communicated goals and objectives; in essence as a medium of making the employees: understand their purpose and duties in the organization, shape their attitude and behavior accordingly to the job, motivate them and make them highly productive.

Minological Conceptualizations

To facilitate a comprehensive understanding of the content of this paper, a conceptual clarification and terminological familiarization are undertaken underneath. Among the terms operationalized and clarified are Management, Management by Objective, Organization, Organizational Productivity, Organizational Objectives, and Communication.

Management: Management as a term does not enjoy a consensus definition from writers and scholars as the term has been approached from different standpoints. According to Drucker (1974), it is that managerial action having a synergetic effect in which a productive entity is created, that turns out more than it receives as inputs. Ogunna (1999) in his purview conceives management as the process of utilization of financial, material, and manpower resources of an organization for the accomplishment of its set objective. In the words of Onwubiko and Kemjika (2014), management refers to those who are at the apex of the organization’s hierarchy saddled with the responsibility of the planning, staffing, organizing, directing, and controlling on one hand, and those at the shop floor (workers) whose responsibility is to implement decisions made by those at the apex of the organization. Approaching from another perspective, Obiajulu and Obi (2016), viewed management as a discipline or body of knowledge concerned with how to reach organizational goals by working with and through people and other resources. Deductive from the assertions of the above scholars is that management can be seen as a process, a body of people, and an academic discipline (field of study). But no matter how it is conceived, it has its focus on the combination and utilization or of allocation of organization’s inputs (human, material, and financial resources) by planning, organizing, directing, and controlling to produce outputs (goods and services or whatever the objects are) desired by customers so that the organizational objectives are accomplished. In contextualization of this term in this paper, however, it is considered as a process and as a body of people who work with and through others to achieve organizational objectives.

Management by Objective: Management by Objective is a process whereby the superior and the subordinate managers of an organization jointly identify its common goals, define each individual’s major areas of responsibility in terms of the results expected of him, and use those measures as guides for operating the unit and assessing the contributions of each of its members (Odione, 1965). It is a new style in organizational management that is geared towards employee effectiveness. Little wonder, Ademolekun (2020) defined the term as a system that seeks to improve the performance of an organization and motivate, assess and train employees by integrating their personal goals with the objectives of the organization. Inferable, management by objective is a human resource management exercise concerned with involving managers and their subordinates jointly in developing specific goals and objectives to achieve the ends of employee effectiveness and organizational productivity. In the practice of management by objectives, organizational goals and targets are united with that of its managers, the managers (superior and subordinate) identify objectives in major areas of responsibility in which the men (employees) will work, the manager's design an action plan to achieve expected results in those areas and set performance standard for acceptable work, and they consequently measure actual results achieved against those projected plans and standards. Hence, this managerial style links the performance of the managers to the objectives of their units/sections and through them, to the overall/corporate goals of the organizations.

Organization: Organization in the words of Edgar (1970) is the rational coordination of the activities of several people for the achievement of some common explicit purpose or goal through the division of labour and function and a hierarchy of authority and responsibility. In this sense, the organization is seen as a managerial principle and process which focuses on the combinational utilization of human, material, and financial resources to attain a set objective/goal. From another perspective, Hodge and Anthony (1984) conceived an organization as a group of two or more people working co-operatively towards a common objective. Implicitly, in their conception, the organization is viewed as a group of people or as represented by the institutional structure in which administration or management takes place.

To maintain an operational framework with contextual significance, the organization is conceived in this paper as an established formal structure comprising of people with cooperative interactional ability, harmonized under one rule and goal (though with different personal/sectional objectives) to achieve the ends of a collective effort.

Organizational productivity: Alan (2008) asserted that productivity is the rate at which an employer, company, or country produces goods and the amount, produced compared with how much time, work, and money is needed to produce them. The implicit of this is that productivity is concerned about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability, and financial capital to produce goods and services. It is a measure of the capability or performance of a person, machine, organization, etc., in converting inputs into valuable outputs. In cognizance of the afore-stated, productivity in the context of this paper tows this line and is nothing but the capability of an organization to achieve both its objective and satisfy its client through transforming its available resources into valuably desirable output.

Communication: Communication is simply a process of exchanging understandable information between two or more persons or parties using a specifically known medium (Eze, 2015). In the words of Chester (1938), it is how people are linked together in an organization to achieve a common purpose. Concluding the assertions of the two scholars, one can say that communication is both a tool for connecting people and a process of exchanging ideas and information with others. Instead of this, this paper contextually conceives communication as a social instrument that links two or more people (parties) together in a process of interactive exchange of comprehensive ideas, knowledge, feelings, and information geared towards the achievement of a social, personal, or group goal.

Objectives of the study

i. To find out the elements and pratical processes in Management By Objective
ii. To understand the organizational performance of depositing money in the banks in Sunyani municipality

iii. To find out the level of employees participation in goal settings in enhancing the achievement of corporate objectives of depositing money in the banks in sunyani municipality
iv. To find out what extent employees delegation of authority to employees ensure the attainment of corporate objectives of depositing money in the banks in sunyani municipality

Research Questions

i. What are the elements and pratical processes in Management By Objective
ii. What are the organizational performance of depositing money in the banks in Sunyani municipality
iii. What are the level of employees participation in goal settings in enhancing the achievement of corporate objectives of depositing money in the banks in sunyani municipality
iv. To what extent does employees delegation of authority to employees ensure the attainment of corporate objectives of depositing money in the banks in sunyani municipality

II. LITERATURE REVIEW

Conceptual Framwork

Define organization goals

Setting objectives is not only critical to the success of any company, but it also serves a variety of purposes. It needs to include several different types of managers in setting goals. The objectives set by the supervisors are provisional, based on an interpretation and evaluation of what the company can and should achieve within a specified time.

Define employee objectives

Once the employees are briefed about the general objectives, plan, and the strategies to follow, the managers can start working with their subordinates on establishing their personal objectives. This will be a one-on-one discussion where the subordinates will let the managers know about their targets and which goals they can accomplish within a specific time and with what resources. They can then share some tentative thoughts about which goals the organization or department can find feasible.

Continuous monitoring performance and progress

Though the management by objectives approach is necessary for increasing the effectiveness of managers, it is equally essential for monitoring the performance and progress of each employee in the organization.

Performance evaluation

Within the MBO framework, the performance review is achieved by the participation of the managers concerned.

Providing feedback

In the management by objectives approach, the most essential step is the continuous feedback on the results and objectives, as it enables the employees to track and make corrections to their actions. The ongoing feedback is complemented by frequent formal evaluation meetings in which superiors and subordinates may discuss progress towards objectives, leading to more feedback.

Performance appraisal

Performance reviews are a routine review of the success of employees within MBO organizations.

III. THEORETICAL FRAMEWORK

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

According to Okoye, J. C. (2017), managers should avoid the activity trap of getting so involved in their day to day activities that they forget their primary purpose or objective. Instead of just a few top-managers, all managers should: participate in the strategic planning process, in order to improve the implement ability of the plan, and implement a range of performance systems, designed to help the organization stay on the right track. Management By Objective goes beyond setting annual objectives for organizational units to setting performance goals for individual employees Okoye, J. C. (2017). It has become a great deal of discussion, evaluation and research and inspired many programs. It also refers to a formal set of procedures that begins with goal setting and continues through performance review. Managers and those they supervise act together to set common goals. Each person's significant areas of responsibility are clearly defined in terms of measurable expected result or objectives, used by staff members in planning their work and by both staff members and their managers conducted jointly on a continuing basis, with provisions for regular periodic reviews.

Communication is the key factor in determining MBO's success or failure. The supervisor gives feedback and may authorize modifications to the objectives or t heir timetables as circumstances dictate. Finally, the employee's performance is measured against his or her objectives, and the employees are rewarded accordingly. It includes: emphasis on results rather than activities, objectives for specific managerial positions, participatory or joint objective setting, identification of key result areas, and establishment of periodic review system. MBO is a supervised and managed activity so that all of the individual goals can be coordinated to work towards the overall organizational goal. You can think of an individual personal goal as one piece of a puzzle that must fit together with all of the other pieces to form the complete puzzle: the organizational goal. Goals are set down in writing annually and are continually monitored by managers to check progress. Rewards are based upon goal achievement. Management by Objectives (MBO) is a personnel management technique where managers and employees work together to set, record and monitor goals for a specific period of time. Organizational goals and planning flow top-down through the organization and are translated into personal goals for organizational members.

Theoretical Foundation

There is no scintilla of doubt in the fact that any idea not subjected to theoretical support is a disgrace to philosophical truth. In line with this, this paper adopts the principles of management by objective as its' theoretical framework. The principle of management by objective was theorized by Peter. F. Drucker in 2018. The principle emphasizes the need to establish objectives in all areas where performance affects the health of the enterprise (organization). It focuses basically on the achievement of results or organizational goals as well as management in line with goal accomplishment. The principle of management by objective advocates for the integration of the employees and subordinates in the managerial and work functions of the organizations to give room for innovation and creativity. It emphasizes the fact that organizations that produce quality output and accomplish their goals are the ones that have a good communication system and as such advocated for the establishment of a strong information flow system within the organization.

In applying the theory to this discourse, the theory justifies that the reason for the poor performance of many organizations in the achievement of organizational productivity is because they lack the requisite managerial mechanism needed to foster enhance organizational productivity. Organizations are not productive because organizational policies are imposed on the employees, autonomy is taken away from them, the only channel of communication is the command from superior to subordinates, and the employee's psyche is affected which makes them complacent towards organizational work. This is the benchmark upon which organizational productivity is low among various organizations. However, should organizations follow the overlying assumptions of the management by objective principle, there is a high probability percentage that their productivity will be enhanced to the maximum desired.

Empirical Review

Historical Development of Strategic Management

The introduction of strategic management to the businesses market originates in the 1950s and 1960s. Among the numerous early contributors to the relevant literature, the most influential and notable pioneers of strategic management were Chandler (1962), Selznick (1957), Ansoff (1965) and Drucker (2018).

According to Chandler (1962) the importance of coordinating the various aspects of management under one all-encompassing strategy was pointed out. Since then, the various functions of management were separate, having little overall coordination or strategy. The determining mechanism of Chandler’s (1962) theory was the occurring interactions between functions or between departments. These interactions were typically handled by a boundary position, where there were one or two managers that relayed information back and forth between two departments. Moreover, Chandler also stressed the significance of taking a long-term perspective when looking to the future Ademolekun, L. (2020). The idea of matching the organization’s internal factors with external environmental circumstances was introduced by Selznick (1957). This fundamental idea was developed into the wellknown Strengths-Weaknesses-Opportunities-Threads (SWOT) analysis; the latter were introduced by Learned, Andrews, and his colleagues at the Harvard Business School General Management Group. Strengths and weaknesses of the firm are assessed in light of the opportunities and threats from the business environment (Selznick, 1957). Ansoff’s (1965) work is built on Chandler’s (1962) approach by adding a range of strategic concepts and inventing a whole new vocabulary. He developed a strategy grid that compared the following marketing types: market penetration, market development, product development, diversification, as well as horizontal and vertical integration.

In the classic Corporate Strategy, published in 1965, he developed the gap analysis, in which the key-factor is the understanding the gap existence between where we are currently and where we would like to be. Based on gap analysis Ademolekun, L. (2020). consequently developed what he called "gap reducing actions". Finally, unique placement in the contemporary strategic management is deserved to Drucker (2018), who was a prolific strategy theorist and author, plentiful of management books. Among Drucker's (2018) contributions to strategic management, the following two are considered utmost importance. Firstly, the Management-By-Objectives (MBO) theory, that is systematically presented and evaluated in the present paper. His other seminal contribution was in predicting the importance of the so called intellectual capital. Particularly, Drucker (2018) predicted the rise of what he called the "knowledge worker" and explained the consequences of this for management. According to him, knowledge work is non-hierarchical. Conclusively, work would be carried out in teams; each team would have its temporary leader, the person who is most knowledgeable and skilfully implementing the task at hand (Drucker, 2018).

Management By Objectives (MBO)

The MBO theory has been introduced to the business science at the mid of 1950s. Drucker's (2018) concept idea of the MBO introduction was the apparent importance of businesses' clear objectives to their profitability productivity, share market increase and concurring reputation. According to Drucker (2018), the procedure of objectives' setting and progress' monitoring are determining factors towards the function of organizations, thus these factor should permeate the entire organization, from top to bottom.

MBO theory is spanning over five decades. The present study aims at revealing the impact of the MBO theory in business market, using a succinct and concise methodology. Particularly, the following extended Table 1 presents all the relevant references involving the MBO theory in a variety of (mainly) business-based operations. The identification of these studies was implemented through three search avenues. First, computerized database searches from 1970 to 2010, using the key words "management by objective", and "MBO" were conducted. Second, manual searches of those journals that featured prominently in both ISI Web of Knowledge and Scopus databases search were also conducted. Finally, the reference lists in several meta-analyses were examined. To the reader convenience, these research studies of the MBO theory, being spanned over the second half of 20th century, are concentrated in the Table 1. According to the structure of Table 1, the studies are firstly categorized according to their publication year within the above references' period, from the latest to the earliest; and secondly in alphabetical list of authors' surname, for studies being published within the same year. Moreover, the "Area of Application" and the "Scope – Method – Results" traits of each study are presented, thus revealing the worldwide strengths, weaknesses, opportunities and threads (SWOT) evaluation of the MBO theory itself. In Table 2, the presented references of Table 1 are further grouping into 15 main areas of application. The structure of Table 2 is based firstly on the MBO area of application in accordance to each application reference plethora, and secondly in alphabetical list, in the cases of existence the same subtotal references' number, among two or more of these 15 main groupings.

Management By Objective: Elements, Objective And Practical Process

Management by objectives as a process entails the identification, clarification, setting of goals and objectives, making of decisions, setting of priorities and post-priorities, and integrating of the workers into the organizations and directing them towards the organizational goals and purpose (Okoye, 2017). From the above assertion, it is visibly clear that it is not devoid of the constituent components otherwise referred to as elements. In the words of Sayles and Strauss (1981), the elements of management by objective include goal setting, participation, and appraisal. This means that for efficient practice of the process of management by objectives, the goals and or objectives of the organization must be established and conveyed to both the managers and the employees; this will ensure the joint participation of both the managers and the employees in the attainment of the organizational objective. It also expresses that the participation of the managers and the employees will pave way for easy assessment of the performance of the managers, the employees, and the organization in general.

Koontz and Weihrich (1980) on their own opined that the elements of management by objective are five in number and are:

1. The preliminary set of objectives at the top; which emphasizes the establishment of organizational targets and goals by the management from whence it will be communicated to the employees for implementation.
2. Classification of the organizational role; which hinges on the division and assignment of the functions that every member of the organization is to play to achieve the set objectives.
3. The setting of subordinate objectives; which advocates for the establishment of the objectives of the functions assigned to every member of the organization in specificity.
4. Relating goals with resources; this emphasizes the matching of organizational goals with the available organizational resources to ensure that it is capable of producing output especially in regards to the attainment of organizational goal.
5. Recycling objective; this hinges on rolling over the organizational objectives which were not achieved unto another productive year so that it will be worked on again.

The above elements form the practical step-by-step process of practicing management by objective in the organization. From another dimension, Okoye (2017) discussed the elements concerning the practical process of conducting management by objective under four headings:

1. Establishing or setting objectives: This has to do with having the key people affected by the objectives to agree on the major objectives for a given period, usually one year. Hence, the objectives to be set must be attainable, unambiguous, and verifiable.
2. Development of action plans: This requires a sequential listing of specific duties that must be accomplished, who to accomplish them, how and when to accomplish them. This helps to clearly define the responsibility of each worker in achieving the organizational goal and the procedure to evaluate the accomplishment of these goals.
3. Progress review and feedback: This requires monitoring the progress of the organization in the achievement of its goal. This is to determine whether difficulties are inhibiting the accomplishment of the set objectives according to time, target, and standard specification. In the end, organizational goals establish to evaluate actual results to determine the objectives to establish for the next period.
4. Self-control: this requires inculcation into the employees the spirit of self-discipline, commitment, and hunger to contribute their best towards the achievement of the organizational goal. This can be achieved through motivation, discipline, and rule and will help to coordinate and control the efforts of employees towards goal attainment and productivity.

Management By Objective And Organizational Productivity: The Nexus

Management by objective according to Eminue (2005) is the predetermination of objectives to be fulfilled or targets to be achieved and the establishment of definite time tables for the achievement of each process in pursuit of the attainment of the ultimate objectives; and the assessment of performance by the degree of success in meeting the targets or objectives within the predetermined timetables. Inferable, management by objective has an element of establishing objectives ahead of other organizational management functions. It also has the doctrine of providing strategies for the achievement of the objectives. However, the most striking component of it is that both the objective establishment and the provision of goal achievement strategy is done through a collaboration of the managers and the employees whereas the employees are responsible for the execution of the strategies and the movement towards the achievement of both positional objectives and the organizational goal in entirety. Practically, one can argue that management by objective which connotes collaborative planning and execution is more productive than any other forms of management especially those that resort to organizational imperialism on the employees. Hence, management by objective connects itself to productivity through its elements and constituents. This might invariably be the rationale upon which Ademolekun (1980) saw management by objective as "an organizational approach aimed at enhancing the overall performance of an organization…" since organizational productivity is measured by the overall performance of an organization both in turning inputs into desired valuable outputs and in the competence, effectiveness, and commitment of organizational managers and employees.

Strengths And Weaknesses Of Management By Objectives

Virtually every idea, event, concept, assumption, phenomenon, presumptions, suppositions, etc have the notable two sides of a coin. Hence, they all have positive and negative values especially as regards impacts or consequences. Instead of this, management by objective is no sacred cow as it shares in this universal characteristic. Management by objective therefore possesses the underlying advantages to any organization where it is adopted and practiced:

1. Strong and continuing collateral relationship and co-ordination: it helps to build the working relationship between the management and the workers since it assumes that managerial behavior is better than managerial personality and that this behavior is defined in terms of specific results to be achieved against established goals rather than in terms of common goals for all managers or common method of managing.
2. Efficient planning and innovation: it helps to foster efficient and effective planning in an organization. This is because objectives and strategies for the achievement of objectives being established under management by objective as a plan comes through joint brainstorming from both the managers and the employees. Hence, alternatives are well scrutinized before the best is selected. The joint involvement of the managers and the employees also paves way for employee's innovative contributions through technical ideas based on specialization.
3. The direction of work activities towards the organizational goal: Management of objectives helps to direct work activities towards the dimension of achieving organizational goals. This is possible through the division of function among employees and the assignment of a specific objective to each of the functions shared among employees. The achievement of these objectives collectively is geared towards the achievement of the organizational goal as the objectives form the goals themselves.
4. Timely organizational goal achievement: it helps to ensure that organizational goals are achieved on time. This is possible since the immediate and long-term needs of the employees and the managers are earlier known in terms of their work demand. Hence,

management by objectives prepares talent upon targets ahead of time.

5. Obliteration of paucity in organizational communication: it helps to ensure an open channel of communication in an organization. This is possible as communication flows collegially lateral between employees and managers during objective establishment in management by objective, downwardly to the subordinates from the superiors in form of communication of objectives and upwardly from the subordinates to the superior in form of feedback.

Other meritocratic (positive) features of Management by objective include: improvement of motivation among employees and managers, making organizational goals clearer and increasing its awareness, better use of human resources, the clear standard of control, reduction in role conflict and ambiguity, encouragement of goal commitment, easy and accurate identification of problems, provision of more objective appraisal and reward criteria, more effective delegation of function, integration of task and human orientation, personnel development, easy alteration of objectives to meet changing circumstances and time, ensure that objective are realistic, development of result-oriented managers, improvement of quality of work because of periodic performance review, ensure employee participation, etc.

On the other hand, management by objective's other side of the coin (negative side) which complements its characteristic as a social science phenomenon hinges on the underlying facts expressed here:

1. There's always a great difficulty in the achievement of organizational objectives due to vagueness, ambiguity, and unoperationalizability, especially in public sector organizations.
2. It creates room for sub-optimalism (sub-optimization) which makes most organizational goals unachievable. This is usually seen in a scenario where managers set arbitrary, undemanding, and easily attainable objectives or goals.
3. Since management by objective uses a qualitative managerial instrument, it is always very difficult to measure its' achievement of a set goal usually in a quantifiable manner especially where there is a difference in perception and value orientation.
4. There is always an error in performance appraisal standards when management by objective is used. This is because it uses standards that are inapplicable to all workers and which oftentimes is devoid of the consideration of situational and environmental influences (factors).
5. Management by objective is also time-consuming as it adopts a systematic procedure that has at its' core the operationalization of bureaucratic processes which is in all ramifications marked by red-tape (unnecessary delay).

Other negativities of management by objective include lack of support of top management, undue emphasis on qualitative goals, unwillingness to work out goals, no valid measure for achievement, etc.

Management by objective as a tool for enhancing organizational productivity: the best practices.

There is an unequivocal relationship between management by objective and organizational productivity. Whereas the former advocates for a symbiotic work relationship between the management and the employees rather than the conventional "superior-subordinate" status-quo that has been in existence from time immemorial, the latter focuses on the output of the performance of the management and employees when combined with other work-related resources like finance and materials. Deductively, organizational productivity is a function of management vis-à-vis management by objective. This simply infers that when management by objectives has lapsed, the organizational output becomes poor and vice versa. Therefore, to ensure organizational productivity is enhanced, management by objective should be implemented in line with the criteria below:

1. There should be integration and enlightenment of all members of the organization (management and employees) on the system and processes of management by the objective programme.
2. The organizational board or top management team must set the corporate objective that it seeks to pursue. This objective must be definite, specific, well-redefined, realistic, attainable, measurable, limited in time, finite in number, accurate, and consistent with the overall goal of the organization.
3. There should be measurability of objective in any work situation which must low the line of defining objectives in terms of organizational results, output, or achievement rather than activities.
4. There must be a strong multi-dimensional communication system with at least a vertical-reciprocal (top-down and bottom-up) flow of information in defining and implementing organizational objectives to integrate all organizational actors in organizational productivity.
5. There must be diversification of organizational objectives in such a way that it forms an interconnected system of individualistic objectives to ensure its accomplishment within a limited time.
6. The organization must ensure maximum participation of employees and subordinates in goal setting to give room for creativity and innovations and foster a higher sense of belonging, responsibility, hard work, and commitment among them.

7. Every organizational position must be made autonomous and interdependent to reduce unnecessary interference in work activities.
8. Continuous cum periodic review of organizational productivity in the dimension organizational objective and feedback must be embarked upon to create opportunities for taking necessary steps to adapt to any unanticipated organizational events in the environment.
9. There must be constant periodic evaluation and appraisal of management-employee performance concerning organizational productivity. This should be done in a two-way feedback mechanism where employees self-appraise themselves and are thereafter appraised by the management, and in the same vein, the management self-appraise itself and thereafter is appraised by the employees.
10. Management by objective should establish a work-related reinforcement such as reward, monetary bonus, or other incentives as a means to propel motivation within the system.

IV. MATERIALS AND METHODS

Research Design

For the purpose of this study, the researcher adopts the survey research design. Survey research design is one in which relative elements of the population with a common attributes are chosen with a view to representing the entire population. Survey method normally paves way for a researcher to make use of interview, questionnaire and observation or any combination of them.

Population of study

The population for this study consists of all permanent and contract staff of Consolodated Bank Ghana, Fidelity Bank, and Stanbic Bank in Sunyani Municipality as indicated thus: Consolodated Bank Ghana 75, Fidelity 60, Stanbic Bank 70 making the total of 205 as at 2021.

Sampling technique

The study adopts stratified random sampling technique which gave all the respondents equal chance of representation, taking into cognizance the characteristics of the respondents. A proportionate stratified sampling method was adopted so as to give a proper representation to the designated banks in the ration. The method of data collection was questionnaire. The researcher administered structured and closed ended questionnaire to the respondents. The study used self-administered questionnaire. Ademolekun, L. (2020) observed that, questionnaires are frequently used in quantitative social research. The data gathered was analyzed by both descriptive and inferential statistics. The data for this study was organized using statistical package for social sciences (SPSS).

Validity and Reliability

Akyina & Alubokin (2018), state that validity and reliability are two features which any quantitative researcher should focus on while designing a study, analyzing the results and judging the quality of the study. According to Akyina & Alubokin (2018), in a research work, all the right things must be measured. Care should be taken such that, the appropriate item is measured (validity); in addition, careful attention should be paid to how the measurement is being made (reliability). This study, therefore, took into consideration these two key factors during the course of the research.

V. RESULTS/DISCUSION

Table 1: Data Presentation and Analysis

	OP	GS	DA	M
Mean	3.922609	3.946957	3.890435	4.503478
Median	4.000000	4.000000	3.800000	4.600000
Maximum	5.500000	5.500000	4.500000	5.000000
Minimum	2.000000	2.000000	3.000000	3.600000
Std. Dev.	0.615025	0.706774	0.329533	0.359564
Skewness	-0.630184	-0.991191	0.036029	-0.264916
Kurtosis	3.818976	3.602473	2.958306	1.975819
Jarque-Bera	10.82557	20.56974	0.033210	6.371332
Probability	0.004459	0.000034	0.983532	0.041351
Sum	451.1000	453.9000	447.4000	517.9000
Sum Sq. Dev.	43.12122	56.94643	12.37948	14.73861
Observations	115	115	115	115

Source: Computer Output from E-views 9

Where OP is organizational performance, GS is goal setting, DA is delegation of authority and M is motivations. A priori expectation

Descriptive Statistics Results

Table 1: above is the descriptive statistic of the management by objectives (MBO) as an instrument for organizational performance of deposit money banks in Sunyani municipality . The mean value of organizational performance (OP) is 3.922609 percent, while the minimum and the maximum values are 2.00000 and 5.50000 respectively. The standard deviation of 0.615025 indicates that the data deviates from the mean value from both sides by 0.615025 per cent, which implies data there is no wide dispersion of the data from the mean value because the standard deviation is less than the mean value. The skewness value of -0.630184 and jarque-bera probability value of 0.004459 shows that the data of OP is negatively skewed but not normally distributed. The mean value of goal setting (GS) is 3.946957, this implies that on average 1 percent increase in goal setting (GS) enhances the organizational performance (OP) by 3.946957 per cent. The minimum and the maximum values of GS are 2.000000 and 5.500000 the standard deviation of 0.706774 percent shows the extent to which the data deviate from the mean value. The skewness value of -0.991191 and the probability value of

0.000034 indicate that the data for GS is negatively skewed but not normally distributed.

The mean value of delegation of authority (DA) is 3.890435 percent; this indicates that on average 1 percent change in delegation of authority (DA) by 3.890435 percent. The minimum and the maximum values are 3.000000 and 4.500000 respectively. The standard deviation of 0.329533 shows a little deviation of the data from the mean value. The skewness value of 0.036029 and the Jarque-Bera probability value of 0.983532 shows that the data of DA is positively skewed and normally distributed. The mean value of motivation (M) is 4.503478 this indicates that on average 1 percent change in motivation (M) by 4.503478 percent. The minimum and the maximum values are 3.600000 and 5.00000, the standard deviation of 0.359564 shows that the data deviates from the mean value from both sides by 0.359564 which implies that there is no wide dispersion of the data from the mean value. The value of skewness of -0.264916 and the probability value of Jarque-Bera statistic 0.041351 indicate that the data is negatively skewed but not normally distributed.

Table 2. Data on the level of employees participation in goal settings in enhancing the achievement of corporate objectives of deposit money banks in sunyani municipality.

	Strongly	Agreed	Strongly	Undecided	Disagreed	Total
Employees participation in the	69	20	10	10	6	115
Management by objectives helps to	70	22	8	8	7	115
Participation is used to create	68	23	9	5	10	115
Recognition of achievement	89	10	6	7	3	115
Total	296	75	33	30	26	460
Percentage response	64.35	16.31	7.18	6.5	5.66	100

Source: Field Survey, 2021.

Table 2: shows the response of the people on the employees participation in goal setting to enhance achievement of corporate objectives of deposit money banks in Sunyani municipality . Its revealed that 64.35 per cent of the respondents strongly agreed that employees participation in goal setting will enhance the achievement of the corporate objectives of deposit money banks in Sunyani municipality , 16.31 per cent agreed, 7.18 per cent strongly disagreed, 5.66 per cent disagreed while 6.5 per cent remain undecided. This implies that majority of the respondents strongly agreed that employees participation in goal setting can enhance the achievement of corporate objectives of deposit money banks in Sunyani municipality and Sunyani municipality in particular.

Table 3. Data on to what extent does employees delegation of authority to employees ensure the attainment of corporate objectives of deposit money banks in sunyani municipality.

	Strongly	Agreed	Strongly	Undecided	Disagreed	Total
Employees are given appropriate authority and responsibility for effective management by objectives	58	32	15	4	6	115
Employees are actively involved in the objectives setting process.	80	20	2	6	7	115
Employees understand how management by objectives can be applied.	49	21	37	5	3	115
Management by objectives provides a way to integrate and focus the efforts of members.	38	33	19	15	10	115
Deposit money banks achieved its objectives because it adopted management by objectives	68	23	9	5	10	115
Both the Employees management by objectives can be applied	69	20	10	10	6	115
Total	362	149	92	45	42	690
Percentage response	52.46	21.59	13.33	6.53	6.09	100

Source: Field Survey, 2021.

Table 3: shows the response of the people on the extent of employees delegation of authority to ensure the attainment of corporate objectives of deposit money banks in Sunyani municipality . The table revealed that 52.46 per cent of the respondents strongly agreed to the assertion, 21.59 per cent agreed, 13.33 per cent strongly disagreed, 6.09 per cent disagreed while 6.53 per cent remain undecided. This implies that majority of the respondents strongly agreed that delegation of authority to the employees will ensure the achievement of corporate objectives of deposit money banks in Sunyani municipality and Sunyani municipality in particular.

Table 4: Regression Results for the MBO as an Instrument for Organizational Performance

Dependent Variable: OP

Method: Least Squares

Date: 01/01/2021 Time: 11:33

Sample: 1 115

Included observations: 115

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.948634	1.046497	2.817624	0.0057
GS	0.048401	0.083817	0.577454	0.5448
DA	0.222027	0.177547	1.250528	0.0137
M	0.466888	0.164409	2.839796	0.0049
R-squared	0.615914	Mean dependent var		3.922609
Adjusted R-squared	0.510683	S.D. dependent var		0.615025
S.E. of regression	0.618302	Akaike info criterion		1.910483
Sum squared resid	42.43497	Schwarz criter		2.005959
Log likelihood	-105.8528	Hannan-Quinn criter.		1.949236
F-statistic	12.598352	Durbin-Watson stat		2.017607
Prob(F-statistic)	0.007402			

Source: Computer Output From E-views 9

Regression Results

Table 4: contains multiple regression results for the effects of goal setting, delegation of authority and motivation which were used as proxy for management objectives (MBO) on organizational performance in deposit money banks in Sunyani municipality. The coefficient of goal setting (GS) was found statistically insignificant at 5 per cent significance level as indicated by its high probability values of 0.5448. The constant and coefficients of delegation of authority (DA) and motivation (M) were found statistically significant at 1 per cent, 5 per cent and 1 per cent significance levels respectively as indicated by their probability values of 0.0057, 0.0137 and 0.0049 respectively. The coefficients of Goal Setting (GS), delegation of authority (DA) and Motivation (M) were all found to be positive implying that one unit increase in Goal Setting (GS), Delegation of Authority (DA) and Motivation (M) will lead to an increase of 0.048401, 0.222027 and 0.466888 unit in organizational performance in th deposit money banks in Sunyani municipality respectively. This is consistent with the theoretical apriori expectation of this study. The F-statistics 12.598352, which measured the joint significance of the parameter estimates of the variables of the model, was also found statistically significant at 1 per cent level as indicated by the corresponding probability value of 0.007402. This implies that goal setting, delegation of authority and motivation were statistically and significant affected organizational performance in deposit money banks

The R2 value of 0.615914 (61.59%) implied that 61.59 per cent total variation in organizational performance in deposit money banks in Nigeria was explained by Goal Setting (GS), Delegation of Authority (DA) and Motivation (M) while the remaining 38.41 per cent was explained by those variables that affect the performance of deposit money banks in Nigeria but were not captured in this study. This further indicated that the performance of deposit money banks in Nigeria was significantly explained by Goal Setting (GS), Delegation of Authority (DA) and Motivation (M). Coincidently, the goodness of fit of the regression remained high after adjusting for the degree of freedom as indicated by the adjusted R2 (R2 = 0.510683 or 51.07%). The Durbin-Watson statistic 2.017607 in table 6 was observed to be higher than R2 0.615914 indicating that the model is non-spurious (meaningful). The Durbin-Watson statistics 2.017607 shows that there was no serial correlation among the successive error terms thus making it possible to use the result of this study for policy purpose.

Table 5: Correlation Results

	OP	GS	DA	M
OP	1.0000			
GS	0.53657	1.0000		
DA	0.610146	0.102506	1.0000	
M	0.719871	0.175391	0.07967	1.0000

Source: Computer Output From E-views 9

Discussion of Correlation Results

Table 5: contains the correlation coefficients which show the extent to which organizational performance of deposit money banks in Nigeria relate to goal settings (GS), Delegation of Authority (DA) and Motivation (M). The simple correlation between organizational performance (OP) and Goal Settings (GS), Delegation of Authority (DA) and Motivation (M) was found to be positive as indicated by their correlation coefficients of 0.53657, 0.61015 and 0.719871 respectively. This implies that as Goal Settings (GS), Delegation of Authority (DA) and Motivation (M), performance of deposit money banks in Nigeria (OP) increases. This also confirmed the regression results in table six and corroborated theoretical expectation.

Table 6: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.932	.913	19
	Source:SPSS Version 20	

Cronbach Alpha Reliability Test Discussions

Table 6: presents the estimate of the reliability test of the relationship between management by objectives (MBO) and organizational performance in deposit money banks in Sunyani municipality in Nigeria. From the Summary of the results of the scale, Cronbach's Alpha is 0.932, which is excellent. This suggests that collectively, all the items (questionnaire) that constitute the test are a random sample from a large universe of items and also adequate in addressing the research problem. The coefficient of the Alpha Cronbach revealed a very good relationship because is above 70 percent, which is the bench mark for reliability of an instrument.

VI. CONCLUSION

The focus of every organization is to achieve its' objective. This is usually done through the enhancement of organizational productivity. However, with trends in the failure of many managerial practices to yield positive output or enhance the productive outcome of organizations, there has been a need to develop a fool-proof managerial mechanism that will not only increase the performance of organizational management but that of the employees and the organization in its entirety. This has resulted in the adoption of Management by Objective by Peter .F. Drucker in 2018. Though with lapses, management by objective seems a veritable mechanism to enhance organizational productivity, and if there is strict adherence to the best practices stipulated above, then, organizational productivity and the attainment of the organizational goal fall within realms of certainty. Based on the findings of this study it is concluded that involvement of employees in goal settings will lead to attainment of corporate objectives of deposit money banks in Sunyani municipality . The study recommends that in order to achieve the corporate objectives of deposit money banks in Sunyani municipality , effort such as involvement of employees in the goal settings of the deposit money banks should be enhance. This if done will lead to the achievement of more corporate objectives of deposit money banks in Yola and that more authorities should be delegated to the employees in order that their performance will improve hereby improving the performance of deposit money banks in Nigeria and Sunyani municipality in particular.

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