



## **Administrative Control and Employee Efficiency of Manufacturing Firms in Rivers State, Nigeria**

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### **ABSTRACT**

The study examined the relationship between administrative control and employee efficiency amongst manufacturing firms in Rivers State, Nigeria. To achieve this objective, administrative control measured by chain of command and discipline, was tested for statistical significance with employee efficiency measured by customer satisfaction and cost reduction. The role of organizational culture as moderating variable between administrative control and employee efficiency was also tested. The study adopting the cross-sectional survey research design and was conducted amongst 24 manufacturing firms in Rivers state. A total of 4 managerial staff was randomly selected from each firm cumulating into a total of 96 managerial staff as sample size for the study. A structured fixed choice questionnaire was utilized as the instrument for data collection, while the Pearson Product Moment Correlation Coefficient (PPMCC) was adopted for test of statistical significance with the aid of SPSS version 20.0. Findings from the study revealed a significant positive correlation between administrative control (chain of command and discipline) and employee efficiency. It also showed a high moderating effect of organizational culture on administrative control and employee efficiency of manufacturing firms in Rivers State. Based on the findings, the study concluded that chain of command and discipline as dimensions of administrative control enhances organizational employee efficiency as evident in customers' satisfaction and cost reduction.

**Keywords:** Administrative Control , Employee Efficiency, Organizational Culture, Chain of Command, Discipline.

### **INTRODUCTION**

The manufacturing sector is pivotal to the economic growth and human development of nations across the world. Manufacturing is a key element of industrialization and the sector has significantly attracted the attention of scholars owing to the fact that the sector has proven to be a potential instrument of modernization, employment generation, and associated positive spill-over effects (Tybout, 2000). Moreover, the growth in manufacturing output has been a key element in the successful transformation of most economies that have seen sustained rises in their per capita income (Soderbom & Teal, 2001).

In developing countries such as Nigeria, the manufacturing sector is however yet to produce these gains as obtainable in developed countries. The sector is bedeviled by several challenges both internal and external within its operating environment which affects the activities and performance of manufacturing firms. Amongst these several inherent factors limiting the output of the manufacturing sector in Nigeria is the problem of employee efficiency. Employee efficiency has been known to guarantee the profitability, and growth of organizations, as well as customer's satisfaction and expansion of their organizations. By working efficiently, more can be produced with the same amount of input (resources), thereby, achieving more for lower costs, a higher return and less pressure (Noordzij, 2013). Employee efficiency is an employee characteristic, which relates to the speed and accuracy of an employee at the job task. The concept also relates to employee productivity, which provides that the more efficient an employee is, the more productive they will be if well-managed

(Fandom, 2017). Moreover, the efficiency of employees is considered as the main indicator in distinguishing between successful and unsuccessful organizations based on the discipline and determination of its human resources functions, which are considered as integral part of an organization. It has been proven that organizations that compete in the form of providing human resources in both quantity and quality have increased their efficiency. The outputs of two competing organizations may be different even though they may be similar in their financial assets as well as information and technological resources due to the differences in the performance of their human resources (Balel & Abu-Sen, 2016 cited in Ganahreh, Bello, & Abdullah, 2018).

In addressing the issue of employee efficiency in organizations, several pathways have offered by scholars ranging from performance management, job satisfaction, motivation, leadership styles, remuneration, teamwork, reward systems, monetary incentives, non-monetary incentives and moral incentives to solve the problems of employee efficiency, yet employee efficiency remains an enduring issue of concern in Nigerian organizations especially in the manufacturing sector. It is in view of these, that this study seeks to address the issue of employee efficiency through administrative control amongst manufacturing firms in Rivers state. Administrative control is adopted for this study because of the fundamental roles that employees play in the organizations. The administrative control system is aimed at checking on the optimal and proper utilization of resources towards achieving the goals of the organization (Bahi, 2013).

It is imperative to note that administrative control is mostly practiced at all levels of management because for any challenge or inefficiency hindering the organizational performance, it is thus rectified through administrative control for its significant contribution towards effective employees' efficiency of the organization. The success of the employee efficiency in an organization may be directly linked to the good use of available resources and policy development, management and efficiency of employees, which are objectives to be achieved, and all these can be actualized through effective administrative control system in organization. A good administrative system enables the organization to face the problems and the hassles based on the significant functions and administrative processes such as planning, directing, and organizational control that the organization employs. These factors facilitate the organization towards achieving its objectives and ensure attaining efficiency and adoption of an organization competent to face competition, (Bloom, 2013).

It is against this backdrop that this study examined the relationship between administrative control and employee efficiency in selected manufacturing firms in Rivers State. Based on the foregoing, the concept administrative control is measured by two indicators namely chain of command and discipline, while the concept employee efficiency is measured by task accomplishment and product quality.

### **Objectives of the Study**

Specifically, the study is guided by the following research objectives:

- i. Examine the relationship between chain of command and employee efficiency in the selected manufacturing firms in Rivers State, Nigeria
- ii. Examine the relationship between discipline and employee efficiency in the selected manufacturing firms in Rivers State, Nigeria
- iii. Examine how organizational culture moderates the relationship between administrative control and employee efficiency in manufacturing firms in Rivers State, Nigeria

### **Research Hypothesis**

The study is guided by the following research hypothesis:

Ho1: There is no significant relationship between chain of command and employee efficiency of manufacturing firms in Rivers State, Nigeria.

Ho2: There is no significant relationship between discipline and employee efficiency of manufacturing firms in Rivers State, Nigeria.

Ho3: Organizational culture does not significantly moderate the relationship between administrative control and employee efficiency of manufacturing firms in Rivers State, Nigeria.

### **Review of Related Literature**

The review of related literature addresses the key research objectives and these are presented within the following thematic considerations:

#### **i. Chain of Command and Employee Efficiency**

An organizational structure, “chain of command” refers to a company's hierarchy of reporting relationships, from the bottom to the top of an organization, who must answer to whom. The chain of command not only establishes accountability, it lays out a company's lines of authority and decision-making power. A proper chain of command ensures that every task, job position and department have one person assuming responsibility for performance. Principles of management play a big role in every organization. The styles of management and the principles adopted by managers seem to largely depend on the kinds of leaders or managers' organization has. The management process of planning, organizing directing and controlling, which leads to realization of organizational vision and mission are dependent on the management principles of managers. More so, leadership has been claimed as an important factor which has a significant influence on the performance of organizations, managers, and employees around the world. The success of the organization is anchored on the efficiency of the leader to uplift and improve individual performance.

The classical management theory pioneered by Henri Fayol is often described as the ‘father’ of modern management. The basic components of management which are planning, organizing, commanding, coordinating, and controlling enunciated by Henri Fayol from the 14 principles of management was established to have been founded on experience and observation of what is greatly applicable in the organization with which he is familiar with. With this, he is considered to be a significant influence to the formation of classical and administrative management principles even today. As organization grow the complexity of work increases and for efficient performance, employees need to take order from one person as to avoid confusion in the goal achievement. Several studies including that of Oyetunde and Oladejo (2012), which was centered on communication approach and firms' performance in Nigerian Bottling Company (CocaCola), Ilorin Nigeria established a positive relationship between communication approach and efficient performance of the company. The study recommended amongst others recommended that (i) more clarity of ideas before attempting to communicate as communication messages that are precise and are of short run often possess long run importance; (ii) all stakeholders should be encourage to be good listeners; (iii) immediate actions must be accompanied and accomplished with communication; and lastly (iv) communication that would be effective require a follow up and effective feedback mechanism process.

#### **ii. Discipline and Employee Efficiency**

Discipline is one strategy that management use to enforce standard of behaviours amongst the organization's employees. The human element of the organization is one very critical productive asset that needs special management attention. A rationally organized social structure involves clearly defined patterns of activity and discipline, which must be functionally related to the purpose of the organization. Organizational leaders are familiar with the complexities that are innate in handling the social structure. Issues that likely arise from the inability to organize the social elements include industrial conflicts, disorder and failure in organizational goal attainment. Ensuring a sound relationship between the management and employees depends upon how it is regulated by management. One of the conditions for maintaining such relationship is that employees should uphold a particular performance and behavioral standards (Jegadeesan, 2008). Should the employees/workers do not comply with these standards, it is assumed that disciplinary measures are enforced to ensure conformity. Standards of conduct must be maintained but they must be realistic so as to contribute to the proper functioning of the workplace. It is believed that the most unpleasant role of an organizational leader is to institute a disciplinary action to an erring worker/employee, (Franklin & Pagan, 2006). Although the goal is to modify the employees' undesirable behaviors, their decisions are often subjected to opposing personal interpretations.

Discipline entails a process of learning and one of the positive contributions which discipline can make in our lives is that it brings about knowledge that is cumulative; knowledge that maintains and knowledge that restructures society when applied. The primary purpose of discipline is to teach responsibility rather than to evoke obedience. This means consistently helping employees/workers to understand that life involves choices and consequences. Discipline in the organization consists of

setting clearly defined limits for employees/workers. The vast majority of workers in crises often claim to not clearly understand organization's limit, because most of them come from places where discipline was not consistent. Employees/workers discipline for undesirable behaviours only tells them what not to do and does not tell them what behaviors are preferred.

The occurrence of organizational misbehaviours is dependent on the opinions of employees/workers towards the organization. When employees/workers believe that their organization is fair, it is unlikely that they will be involved in misconducts, (De Schrijver, Delbeke, Maesschalck, & Pleysier, 2010). Discipline is an action that must be constantly exercised to rehabilitate employees'/workers' misbehaviour due to violation of work policy and standards. Disciplinary guidelines are used for maintaining the work standard that must be imparted to employees through proper communication. According to Franklin and Pagan (2006) culture is an influential factor in making disciplinary decisions. Therefore, management of organizations need to ensure that discipline is a measure thing that they need to implement in the organization to enhanced success and avoid misbehaviour in the organization.

Discipline hence is an action that must be constantly exercised to rehabilitate employees' misbehaviour due to violation of work policy and standards. Disciplinary guidelines are used for maintaining the work standard that must be imparted to employees through proper communication. Atwater, Waldman, Carey, and Cartier (2001) in their study on recipients and observers of disciplinary process, argued that employees may lose respect for the one who instituted the discipline, following development of negative attitudes towards the organization as a result of application of disciplinary measures. They also have the tendency to regard the experience as unfair, when it is used for informal rather than to formal rule violations. In a separate by Rollinson, Handley, Hook and Foot (2007) on disciplinary experience and its effects on behaviour, it was reported that half of those formally disciplined will internalize the rules and the other half have the inclinations of breaking the rules. These behaviors were said to be caused by first; conditioning by punishment' paradigm, where punishment stimuli is ineffective in influencing the behaviour. The second cause is attributed to the managerial styles that have created impressions of motives of retaliation on the disciplined person.

Nwinyokpugi and Robbinson (2019), conducted a study on discipline management strategies and compliance success of civil servants from selected ministries in Rivers State. Findings showed significant relationship between discipline management strategies and compliance success in civil service sector in Rivers State.

Ajumogobia (2007) in a seminar presentation assert that discipline in the work place does not mean strict and technical observance of rules and regulations for the survival of the organizational system. Rather, it implies a situation where workers are expected to cooperate and behave in a normal and orderly way, as any reasonable person would expect an employee to do. This has become imperative since the goal of every organization or establishment is to enhance workers' satisfaction that would lead to higher productivity and profitability. This can only be realized where there are sets of rules and regulations that would govern the conduct of people at work. The absence of these rules and regulations will lead to anarchy, workers dissatisfaction which is antithetical to the basic principles that informed the establishment of such an organization in the first place. Workers who display unethical behaviour are capable of infesting others with bad morals, thereby compromising the efficiency of organizational resources. Based on the foregoing, the studies reviewed have shown that discipline and management strategies enhance sustainability and employee efficiency.

### **iii. Moderating Influence of Organizational Culture on administrative control Employee Efficiency**

The concept of organizational culture first emerged in the 1970s & 1980s and soon became one of the most influential but also most controversial concepts in management research and practice (Jarnagin & Slocum, 2007). The concept has been interpreted very differently and there is lack of consensus regarding a common definition of the term. Culture theorist have suggested a variety of definitions, ranging from notions of accepted behavioural rules, norms and rituals to shared valued, ideologies and beliefs and at an underlying level, shared patterns of meaning or understanding. One frequently cited definition is Schein's (2004) above mention mentioned typology of culture, as it extends through and includes various dimensions. Despite the variety of interpretations and cultured dimensions, a number of common themes and similarities can be identified in organizational culture research.

First, concepts used to identify and defined organizational culture tend to overlap between studies; consequently, several scholars have attempted to defined framework to categorize important dimensions and to provide a conceptual foundation for the study organizational culture. Second, values, ideologies and beliefs are considered to be particularly important for understanding an organization's culture and have been viewed as a reliable representation. The assessment and measurement of organizational culture has therefore, typically focused on organizational values. A third and important aspect of cultural research has been the role of an organization's culture (and its underlying values and ideology of management) in hindering or fostering the implementation of managerial innovations (e.g., reengineering, total quality management) or technological innovation (e.g., flexible manufacturing technologies, enterprise resource planning system). Organizational culture is often cited as the primary reason for the failure of implementing organizational change programs. Researchers have suggested that while the tools, techniques and change strategies may be present, failure occurs because the fundamental culture of the organization remains the same. A number of studies have provided empirical support for these claims (Jarnagin & Slocum, 2007). There findings suggest that the successful implementation of culture change for corporate sustainability might be largely dependent on the values and ideological underpinnings of an organization's culture, and that these in turn affect how corporate sustainability is implemented and the types of outcomes that can be observed.

In order to understand the full complexity of organizational culture, a number of researchers made attempts to recognize and examine the components of the organizational culture. One of the inseparable components of organizational culture is the values that are shared and held by the individuals of an organization. Importance of organizational culture to the success of the organization has been stressed by numerous researchers. For instance, it is a known fact that corporate culture can determine the success of the organization, in other words, good companies are distinguished from bad ones based on their corporate cultures. More so, successfully managed companies usually have distinctive cultures based on which they are responsible for successful implementation of their strategies. Each organization has its unique culture that has powerful influence in the employees of the organization and the management team and therefore, it can be one of the most effective means of improving the overall performance of the organization.

Although it is something intangible, it plays a significant role in shaping the success of the organization and has great influence on the employees. It is difficult to say that the organizational culture guarantees the success of the business but the business with strong corporate culture always has more chances to become successful than their competitors. The importance of the organizational culture is also highlighted by Schein (2004) who stated that, the culture can serve as strength as well as weakness to the organization. For instance, if it serves as strength then it facilitates communication among the members of the organization, facilitates the process of decision making and control and creates commitment and cooperation within the organization. On the other hand, when there are many subcultures exist in an organization and only few values and behavioural norms are shared across the organization and the traditions are rare. In organizations that are characterized with these traits the employees are more likely salary earners rather than being members of the organization and therefore, they have less commitment and responsibility in their performance. The elements of the organization that have weak corporate culture include: bureaucracy instead of entrepreneurship and creativity, unwillingness to adapt best practices from outside of the organization, politicized organizational environment and hostility to change. In addition to that, it is important for the organization to recognize the fact that the organizations do not improve in a vacuum environment and they need human interaction to support the improvement and development which can be achieved only by following the effectively accepted and equally shared values by each individual members of an organization.

## **RESEARCH METHODS**

The study adopted the correlational research design which measures the relationship between two variables without the researcher controlling either of them. The study was conducted amongst 90 employees randomly selected across 24 registered manufacturing firms operating in Rivers state. The fixed-choice questionnaire was used as the instrument of data collection. The simple percentage statistics and frequency tables was used to analyze the socio-demographic and univariate data while

the Pearson Product Moment Correlation Coefficient Statistics formula which measures the strength and direction of relationship between variables was utilized to test the research hypothesis.

## RESULTS

### Socio-Demographic Characteristics of Respondents

The demographic analysis used frequency and percentage in the distribution of the demographic characteristics of the sample employed for this study. These characteristics include; age, gender, marital status, and qualification. Table 1 presents the demographic characteristics of the respondents. The data showed that, the male respondent has a frequency of 75 and a percentage of 83%, while the female respondent has a frequency of 15 and a percentage of 17%. This is an indication that, the manufacturing companies in Rivers State is dominated with Male employees than the female respondents in the target organizations. The age distribution showed that, the respondent between the ages of 40 – 54 years have the highest frequency with the percentage of 44%, the second highest frequency is the age above 54 years. While the ages of 25 – 39 year, occupy the third position with a frequency of 20 and percentage of 22%, followed with ages below 25 years as the lowest with the frequency of 5 and percentage of 6%. This is an indication that, the management level of selected organization has more persons within the ages of 40 – 54 years and above 54 years in the decision-making level of the organization, hence, the organization is classified as mature organization. The marital status of respondents in the management level of the selected manufacturing companies in Port Harcourt is higher than those who are single. The table revealed those who are married are 85 respondents constituting 94% of the sample, while those who are single are only 5 constituting 6% of the respondents. This is an indication that, there are more married employees in the study target organization.

**Table 1: Socio-Demographic Characteristics of Respondents**

Variables	Frequencies	Percentage
<b>1. Gender</b>	<b>90</b>	<b>100%</b>
Male	75	83
Female	15	17
<b>2. Age</b>	<b>90</b>	<b>100%</b>
Below 25	5	6
25 - 39	20	22
40 – 54	40	44
Above 55	25	28
<b>3. Marital Status</b>	<b>90</b>	<b>100%</b>
Single	5	6
Married	85	94
<b>4. Educational Status</b>	<b>90</b>	<b>100%</b>
BSc	5	6
PGD	10	11
MSc.	30	33
MBA	45	50

*Source: Research Data 2021 (SPSS output version 20.0)*

The educational qualification distribution revealed that MBA holders have the highest frequency of 45 constituting 50% of the respondents. This is followed by the M.Sc. holders with a frequency of 30 constituting 33% of the respondents while those with B.Sc., and PGD constitute only 5(6%), and 10 (11%) respectively. This is an indication that, the employees of the selected manufacturing companies are literate.

### Analysis on Administrative Control

The research instrument adopted four-point Likert Scale in our questionnaires, having response categories in the order of VHE = Very High Extent (4); HE = High Extent (3), LE = Low Extent = 2, and VLE = Very Low Extent (1). Administrative control is measured by two indicators, chain of command and discipline.

Table 2 illustrates the response rate and descriptive statistics for chain of command. From the analysis of the responses, all the three items carry a high mean score ( $x > 2.5$ ) which serve as base for moderate agreement levels. Where  $x > 2.5$  represents a substantial agreement level while  $x < 2.5$  represents poor or inadequate agreement levels.

**Table 2 Showing Descriptive statistics for Chain of Command**

S/No	Chain of Command	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	SD
1.	To what extent does your employees usually follow order base on the organization chain of command.	67	18	3	1	4.66	.991
2.	To what extent does your company chain of command enhance task accomplishment?	45	25	15	3	4.2	.559
3.	To what extent does reporting to your superior increase product quality?	68	15	5	2	4.65	.2068

*Source: Research Data 2021 (SPSS output version 20.0)*

Table 3 Illustrate the response rate and descriptive statistics for discipline. From the analysis of the responses, all the three items carry a high mean score ( $x > 2.5$ ) which serve as base for moderate agreement levels. Where  $x > 2.5$  represents a substantial agreement level while  $x < 2.5$  represents poor or inadequate agreement levels. With this in view, the response rates of the three items are high.

**Table 3: Showing Descriptive Statistics for Discipline**

S/No	Discipline	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	SD
1.	To what extent does discipline enhance your company product quality?	72	10	5	3	4.67	.1138
2.	To what extent does your company control cost of production through discipline enhance task accomplishment?	60	25	3	2	4.58	.8508
3.	To what extent does your company maintain product quality through employee discipline?	69	15	6	0	4.7	.0457

*Source: Research Data 2021 (SPSS output version 20.0)*

### Analysis on Employee Efficiency

Employee efficiency is measured by task accomplishment and product quality. Table 4 illustrate the response rate and descriptive statistics for task accomplishment. From the analysis of the responses, all two items carry a high mean score ( $x > 2.5$ ) which serve as base for moderate agreement levels. Where  $x > 2.5$  represents a substantial agreement level while  $x < 2.5$  represents poor or inadequate agreement levels. With this in view, the response rates of the three items are high.

**Table 4: Showing Descriptive Statistics for Task Accomplishment**

S/No	Customers' satisfaction	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	SD
1.	Does the chain of command in your organization enhance task accomplishment?	63	19	8	0	4.61	.5541
2.	Does your organizational discipline and accountability enhance task accomplishment?	67	15	6	0	4.61	.0359

*Source: Research Data 2021 (SPSS output version 20.0)*

Table 5 illustrate the response rate and descriptive statistics for Product Quality. From the analysis of the responses, all the three items carry a high mean score ( $x > 2.5$ ) which serve as base for moderate agreement levels. Where  $x > 2.5$  represents a substantial agreement level while  $x < 2.5$  represents poor or inadequate agreement levels. The response rates of the three items are high.

**Table 5: Showing Descriptive Statistics for Product Quality**

S/No	Cost Reduction	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	SD
1.	To what extent does your organizational disciplinary process enable product quality?	70	15	3	2	4.7	.5254
2.	To want extent does your organization chain of command enhances product quality?	75	15	0	0	4.83	.0860
3.	To what extent does your organization ensure product quality is achieved through the administrative instrument?	57	10	20	3	4.26	.5857

*Source: Research Data 2021 (SPSS output version 20.0)*

**Analysis on Organization Culture**

Organization culture which was the moderating variable was equally analyzed. Table 6 illustrate the response rate and descriptive statistics for organizational culture. From the analysis of the responses, all the three items carry a high mean score ( $x > 2.5$ ) which serve as base for moderate agreement levels. Where  $x > 2.5$  represents a substantial agreement level while  $x < 2.5$  represents poor or inadequate agreement levels. With this in view, the response rates of the three items are high.

**Table 6: Showing Descriptive Statistics for Organizational Culture**

S/No	Organizational Culture	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	SD
1.	To what extent does your organizational culture, enhances task accomplishment?	71	12	5	2	3.69	.6036
2.	To what extent does organizational change culture enhance product quality?	85	5	0	0	3.94	.7332
3.	To what extent does organizational culture shape the behaviour of employee towards employee efficiency?	67	18	2	3	3.65	.5559

*Source: Research Data 2021 (SPSS output version 20.0)*

**Test of Hypothesis**

This section presents the test of research hypotheses. We had proposed three research hypotheses to seek explanation to the relationship between administrative control and employee efficiency. The Pearson Product Moment Correlation Coefficient formula was calculated using the Statistical Package for Social Science (SPSS) version 20 to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while +1.00 represents a perfect positive correlation. A value 0.00 represents a lack of correlation. In testing hypothesis 1 – 3, the following rules were upheld in accepting or rejecting the null hypotheses. All the coefficient values that indicate levels of significance (\* or \*\*) as calculated using SPSS were accepted and therefore, our null hypotheses rejected; when no significance is indicated in the coefficient (r) value, we accept our null hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

**Hypothesis 1**

Ho1: There is no significant relationship between chain of command and employee efficiency of

manufacturing firms in Rivers State, Nigeria.

H<sub>A1</sub>: There is a significant relationship between chain of command and employee efficiency of manufacturing firms in Rivers State, Nigeria.

**Table 7. Correlation Matrix for Chain of Command and Employee Efficiency**

		Chain of Command	Task Accomplishment	Product Quality
Chain of command	Pearson Correlation	1	.951**	.902**
	Sig. (2-tailed)		.000	.000
	N	90	90	90
Task Accomplishment	Pearson Correlation	.951**	1	.971**
	Sig. (2-tailed)	.000		.000
	N	90	90	90
Product Quality	Pearson Correlation	.902**	.971**	1
	Sig. (2-tailed)	.000	.000	
	N	90	90	90

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, 2021

Table 7 shows the correlation of hypotheses one, the result firstly showed a significant correlation at  $r = .951^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ) between chain of command and task accomplishment. This implies a strong and significant relationship between both variables at 95% level of confidence. Secondly, a significant correlation at  $r = .902^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ) was also reported between chain of command and product quality. This implies a strong and significant relationship between both chain of command and employee efficiency at 95% level of confidence. We therefore reject the null hypothesis (H<sub>01</sub>), and upheld the alternate hypothesis (H<sub>A1</sub>) which states that there is a significant relationship between chain of command and employee efficiency in manufacturing firms in Rivers State, Nigeria.

**Hypothesis 2**

H<sub>02</sub>: There is no significant relationship between discipline and employee efficiency of manufacturing firms in Rivers State, Nigeria.

H<sub>A2</sub>: There is a significant relationship between discipline and employee efficiency of manufacturing firms in Rivers State, Nigeria.

Table 8 shows the correlation of hypotheses two, the result firstly showed a significant correlation at  $r = .984^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ) between discipline and task accomplishment. This implies a strong and significant relationship between both variables at 95% level of confidence. Secondly, a significant correlation at  $r = .957^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ) was also reported between discipline and product quality. This implies a strong and significant relationship between both discipline and employee efficiency at 95% level of confidence. We therefore reject the null hypothesis (H<sub>02</sub>), and upheld the alternate hypothesis (H<sub>A2</sub>) which states that there is a significant relationship between discipline and employee efficiency in the manufacturing firms in Rivers State, Nigeria.

**Table 8. Correlation Matrix for Discipline and Employee Efficiency**

		Discipline	Task Accomplishment	Product Quality
Discipline	Pearson Correlation	1	.984**	.957**
	Sig. (2-tailed)		.000	.000
	N	90	90	90
Task Accomplishment	Pearson Correlation	.984**	1	.971**
	Sig. (2-tailed)	.000		.000
	N	90	90	90
Product Quality	Pearson Correlation	.957**	.971**	1
	Sig. (2-tailed)	.000	.000	
	N	90	90	90

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, 2021

**Hypothesis 3**

Ho3: Organizational culture does not significantly moderate the relationship between administrative control and employee efficiency of manufacturing firms in Rivers State, Nigeria

HA3: Organizational culture significantly moderate the relationship between administrative control and employee efficiency of manufacturing firms in Rivers State, Nigeria

In table 9 the zero-order partial correlation between Administrative control and Employee Efficiency shows the correlation coefficient where organizational culture is moderating the relationship; and this is, indeed, both very high (0.901) and statistically significant (p-value (=0.000) < 0.05). The partial correlation controlling for organizational culture however is (0.768) and statistically significant (p-value (= 0.000) < 0.05.).

The observed positive "relationship" between Administrative Control and Employee Efficiency is due to underlying relationships between each of those variables and organizational culture.

**Table 9. Showing Partial Correlation of the moderating effect of organizational culture between administrative control and employee efficiency**

Control Variables		Administrative Control	Employee Efficiency	Organizational Culture
	Correlation	1.000	.951	.901
Administrative Control	Significance (2-tailed)	.	.000	.000
	Df	0	88	88
	Correlation	.951	1.000	.977
-none <sup>a</sup> Employee Efficiency	Significance (2-tailed)	.000	.	.000
	Df	88	0	88
	Correlation	.901	.977	1.000
Organizational Culture	Significance (2-tailed)	.000	.000	.
	Df	88	88	0
	Correlation	1.000	.768	
Organizational Culture	Significance (2-tailed)	.	.000	
	df	0	87	
	Correlation	.768	1.000	
Employee Efficiency	Significance (2-tailed)	.000	.	
	df	87	0	

a. Cells contain zero-order (Pearson) correlations.

**Source:** Field Data, 2021

Looking at the zero correlation, we find that both Administrative Control and Employee Efficiency are highly positively correlated with organizational culture, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.768 and it is significant at  $\alpha = 0.05$ , therefore we reject the null hypothesis and conclude that Organizational culture significantly moderates the relationship between Administrative Control and Employee Efficiency in the manufacturing firms in Rivers State, Nigeria.

**Table 10: Decision Summary**

Hypotheses	Decision	Basis for Decision	Remark
H <sub>01</sub> : There is no significant relationship between chain of command and employee efficiency of manufacturing firms in Rivers State, Nigeria.	The null hypothesis was rejected; alternate hypothesis upheld.	Relationship was significant based on (task accomplishment r=0.951; p= 0.000 <0.05) (product quality r=0.902; p= 0.000 <0.05)	Correlation was high.
H <sub>02</sub> : There is no significant relationship between discipline and employee efficiency in the manufacturing companies in Port Harcourt, Rivers State, Nigeria.	The null hypothesis was rejected; alternate hypothesis upheld.	Relationship was significant based on (task accomplishment r=0.984; p= 0.000 <0.05) (product quality r=0.957; p= 0.000 <0.05)	Correlation was high.
H <sub>03</sub> : Organizational culture does not significantly moderate the relationship between administrative control and employee efficiency of manufacturing firms in Rivers State, Nigeria.	The null hypothesis was rejected; alternate hypothesis upheld.	Moderation was considered significant based on a comparison of associations before and after the control for moderating effect (r <sub>1</sub> >r <sub>2</sub> )	Moderation was significant

## DISCUSSION OF FINDINGS

This study tested the relationship between the predictor variable (administrative control) and the criterion variable (employee efficiency). Firstly, the study revealed that there is a strong positive relationship between chain of command and measure of employee efficiency i.e., task accomplishment and product quality which are significant at  $r=0.951; p= 0.000 <0.05.$ , and  $r=0.902; p= 0.000 <0.05.$ , both at 95% confidence interval leading to the rejection of the null hypothesis 1.

Secondly, the findings showed that there is a strong positive relationship between discipline and measures of employee efficiency i.e., task accomplishment and product quality which are significant at  $r=0.984; p= 0.000 <0.05.$ , and  $r=0.957; p= 0.000 <0.05.$ , both at 95% confidence interval leading to the rejection of the null hypothesis 2. This study findings support the empirical findings of Nwinyokpugi and Robbinson (2019) who conducted a study on discipline management strategies and compliance success of civil servants from selected ministries in Rivers State. The study revealed a significant relationship between discipline management strategies and compliance success in civil service sector in Rivers State.

Lastly, hypothesis 3 showed that, there is a strong positive moderating effect between administrative control and employee efficiency of which the significant is based on  $r=0.901; p= 0.000 <0.05.$ , at 95% confidence interval. Looking at the zero-order correlation, we find that both administrative control and employee efficiency are highly positively correlated with organizational culture, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.768 and it is significant at  $\alpha = 0.05$ , therefore the null hypothesis was rejected. This finding supports the study conducted by Lee and Kim, (2017) who examined the moderating influence of organizational culture on the corporate social responsibility (CSR) and firm's performance in Korea. The results from the study suggests that, some organizational cultures moderate the

relationship between CSR & outcomes, and that organizational culture play an important role in enhancing a positive relationship between CSR and firm's performances.

## CONCLUSION

The study examined the relationship between administrative control and employee efficiency amongst manufacturing firms in Rivers state, Nigeria. The study has shown that administrative control by means of chain of command and discipline has potentials to significantly improve employee efficiency as evident in task accomplishment and product quality. Administrative control hence should be of great concern to senior management in the contemporary institutions, as it is directly related to the human elements and its great contribution to the achievement of the organizational objectives. The study hence concludes that the existence of the administrative control contributes greatly to improving the performance of workers within an organization.

## RECOMMENDATIONS

Based on the findings of the study the following recommendations are therefore put forward:

- 1) Management of organization should ensure the chain of command of their organizations are carefully follow when discharging administrative process, as it is seen to have significant relationship with task accomplishment and product quality.
- 2) Management should ensure discipline is instilled in all employees as it is seen that discipline correlate significantly with task accomplishment and product quality. This is because when discipline is absent in organization, resources suffer and the standard of production are compromised leading to ineffective customers satisfaction and increases the cost of production which negate the core principle of administration of achieving more with less cost.
- 3) Organizational culture also showed strong moderating effect between administrative control and employee efficiency. And removing this controlling variable reduced the effect of this relationship. This is an indication that the culture of the organization plays significant role in the efficiency of the employees.

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