

Employee Perception of Causes of failure of Organization Goal attainment: case Study of Cocin, JOS

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Abstract

This study was undertaken in September, 2012 on the matter of employees perception of causes of failures of organizational goal attainment in COCIN. Of the 85 questionnaires distributed to a sample of leaders and workers at different levels of the Church, 71 were duly filled and returned and 14 were not returned. Varied responses were received, analysed and discussed. A majority response of 67.61% showed that respondents knew of sections of COCIN that were performing poorly while only 28.17% did not know. Another majority, 87.32%, could recall failed projects and programmes in COCIN and listed 28 of them. On the reasons for poor performance and causes of failed projects 37.65% and 33.80% attributed it to leadership problems respectively. Other varied negative factors were also listed. Leadership behaviours and actions that discouraged employee performance and goal attainment included 33.07% non exemplary lifestyle/work, 27.56% autocratic behaviours, 14.96% lack of motivation and 11.02% nepotism. At the end of the study, it was found that employees perceived leadership as the major cause of failure in organizational goal attainment.

Introduction

Every organization, be it social, business, government or religious is established to accomplish certain set goals and objectives (Gannon,1979; Barnat, 2005; Nwachukwu,1988; Integrated Library, 2012). Goals are end results an organization desires and they benefit the organization by serving as guidelines for employee efforts, constraints, source of legitimacy, standards for performance and source of motivation (Organizational Goals 841 notes, 2012). Therefore, an organization's success or performance is assessed on the basis of whether it is accomplishing the purpose for which it was established or not.

However, the different spheres and sectors of the Nigerian experience including that of the Church of Christ in Nigeria (COCIN) shows that many organizations have either just been struggling to attain their set goals and objectives or have out-rightly failed. Ambrose (2008), Yamma (2006), Kunle (2006) and Head of Corporate Affairs Central Bank of Nigeria (2009) variously highlighted on such failures and even attributed them to many causes with the attempts made to salvage them.

In the studies undertaken on failures of organizational goal attainment and causes, it was found that although both leaders and workers believed there were failures and listed many of them, their perspectives of the failures and causes differed.

This article is therefore aimed at investigating employees' perception of the causes of failures in organizational goal attainment in COCIN. It is expected that the findings will help the leadership of COCIN and those of other organizations to understand what employees view as causes of failure to attain organizational goal and find ways of adequately addressing them in order to spur them to greater performance that will not only forestall failure but ginger goal attainment.

2 Materials and Methods

2.1 Study Site

This study was conducted in the Church of Christ in Nigeria (COCIN) with headquarters in Jos. The headquarters of COCIN coordinates the entire activities of all its regions, departments, chaplaincies and mission zones within and outside Nigeria. COCIN headquarters is situated at No. 5 Noad Avenue, Behind Central Bank of Nigeria, Jos. Jos is the capital of Plateau State. Plateau State is located in the Middle Belt Zone. It is within latitude 80° 22' East and 100° North and longitude 80° 32' and 100° 38' East and has a total land area of 26,899 square kilometres. Plateau State is bordered in the North West by Kaduna State, in the North East by Bauchi State, in the South West by Nassarawa State and in the South East by Taraba State (Butswat et al, 2011). The 2006 census figures show that about 3,178,712 million people live in Plateau State (Wikipedia, 2007).

2.2 Sample Size

Eighty Five (85) structured (open and close ended) questionnaires were formulated and administered among Regional Chairmen and Secretaries, Heads of Departments, Heads of Units, Pastors, Staff and Elders of the COCIN. Of the 85 questionnaires distributed, only 71 which is about 84% were duly filled and returned.

2.3 Data Analysis

Data collected was analysed; simple frequencies and percentages were used to describe the data and presented in tables along with discussions as described by Adamu and Johnson (2001).

3 Results and Discussion

Table 1: Distribution of respondents according to knowledge of poorly performing sections

	Opinion	No. of Responses	Percentage %
A	Yes	48	67.61
B	No	20	28.17
C	Not ticked	3	4.23
	Total	71	100

Source: Questionnaire Response 2012.

The distribution of respondents according to knowledge of poorly performing sections is presented on Table1.

Table 1 shows that 67.61% of respondents know some churches, units, local church councils (LCCs), regional church councils (RCCs) or Departments that are not doing well, 28.17% did not know of any, while 4.23% did not respond. This majority knowledge of areas that were not working well was disturbing because it was an indication that immediate and ultimate goal attainment might not be feasible. Could it also be that the 20% that said they did not know of any area not doing well were either dodging or ignorant? What about those who did not respond at all? While summarizing his discussions on the problems of poor performances in government parastatals, Nulu (2008) reported that the problem of poor leadership and managerial skills, high turnover of chief executives, corruption, overstaffing and poor attitude to work was prevalent. This concurs with the results from COCIN workers which show that the causes of poor performance were multidimensional.

Table 2: Distribution of respondents according to recollection of failed projects and programmes in COCIN

	Opinion	No. of Responses	Percentage %
A	Yes	62	87.32
B	No	4	5.63
C	Not ticked	5	7.04
	Total	71	100

Source: Questionnaire Response 2012.

The distribution of respondents according to recollection of failed projects and programmes in COCIN is presented on Table 2.

Table 2 shows that 87.32% of respondents know of failed projects or programmes in COCIN, and 5.63% did not know of any, while 7.04% did not respond. This was throwing more light on whether or not goals and objectives were being achieved. This result corroborates the questions and concern raised on Table 1.

Table 3: List of known failed projects by respondents

S/N	
1	Poultry project (Hatchery)
2	COCIN Economic Empower Programme (CEEP)
3	Health sector (clinics/dispensary) - COCIN Rural Health Programme (CRDP)
4	Empowerment Programme
5	Educational programme
6	District Church Council (DCC)
7	Poor Implementation of Strategic Plan
8	COCIN Investment
9	Faith and Farm
10	Vom (Christian Hospital)
11	Manpower Development
12	Truck Purchase
13	Albishir Bookshops
14	Fencing of Gindiri Mission Compound
15	Mechanical Workshop
16	COCIN Carpentry Workshop
17	COCIN Conference Centre
18	Intended Salary Increase
19	Maintenance Section
20	Organic Manure - Clean World Investment
21	Payment of Percentage from CC, LCC, RCC
22	Karl Kuum University Project
23	Boys' Brigade Training Workshop, Gindiri
24	Top 4 Residence Project
25	Lack of a car for unit mobility
26	Langham Expository Teaching
27	Bad record keeping/poor documentation
28	Discipleship Programme of the church

Source: Questionnaire Response 2012.

The list of known failed projects and programmes is presented on Table 3. Table 3 shows the list of 28 known failed projects by respondents. This gave the perception of respondents of how the church was faring in goal attainment. It is a bad signal. Yamma (2006) cites Obikeze and

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Obi (2003:41) as saying that over the years government has pumped money into public enterprises but instead of improving services, most of their services seemed to be retrogressing and so ended up only as drain pipes. It then appeared like what was happening in government was also happening in the Church. The Church must rise with a will power to arrest this negative trend.

Table 4: Distribution of respondents according to reasons for poor performance.

	Opinion	No. of Responses	Percentage %
A	Leadership problems	32	37.65
B	Lack of fund	15	17.65
	Other negative factors	38	44.71
	Total	85	100

Source: Questionnaire Response 2012.

The distribution of respondents according to reasons for poor performance is presented on Table 4. Table 4 shows that 44.71% of respondents said other negative factors apart from leadership were responsible for their 'yes' on poor performance, 37.65% said it was due to leadership problems while 17.65% said it was lack of funds. This result shows that there were other negative factors that hindered goal attainment but that leadership problem was an important factor. As important as finances are, they ranked lowest in goal attainment. In highlighting the problems of the Nigerian Civil Service, Kunle (2006) cited inefficiency and ineffectiveness, indiscipline, corruption and bribery, ethnicity and favouritism as factors that had brought about poor performance in the service. From the knowledge and list of failed projects and programmes and causes listed as seen on Tables 1, 2, 3, 4, COCIN appeared to have similar problems with the Nigerian Civil Service.

Table 5: Distribution of respondents according to reasons for failed projects and Programmes.

	Opinion	No. of Responses	Percentages %
A	Workers	2	2.82
B	Lack of Funds	3	4.23
C	Leadership	24	33.80
D	Fraud	11	15.49
E	Not Sure	9	12.68
F	Not ticked/ticked multiple options	22	30.99
	Total	71	100

Source: Questionnaire Response 2012.

The distribution of respondents according to reasons for failed projects and programmes is presented on Table 5.

Table 5 shows that 33.80 of respondents held leadership responsible for the failed projects or programmes in COCIN, 15.49% held fraudulent activities responsible, 4.23% said lack of funds was responsible, 2.82% held workers responsible for failed projects and programmes while 12.68% were not sure who is responsible and 30.99% did not respond or ticked multiple options. Again, this result shows that leadership was largely held responsible for failed projects and programs. The large number (30.99%) who either did not respond or ticked multiple options could either be dodging from pinning down anyone responsible for failures or for fear of possible effects. Just as majority of COCIN workers held leadership largely responsible for failed projects, so did Nulu (2008) when he placed poor leadership and managerial skills at the top as reasons besides other organizational deficiencies that lead to poor performance; with effective leadership, most of the other factors could be addressed.

Table 6: Distribution of respondents according to discouraging behaviours and actions of leaders

	Opinion	No. of Responses	Percentage %
A	Autocratic behaviours	35	27.56
B	Nepotism	14	11.02
	Lack of motivation	19	14.96
	Non exemplary life style/work	42	33.07
	Total	127	100

Source: Questionnaire Response 2012.

The distribution of respondents according to discouraging behaviours and actions of leaders is presented on Table 6.

Table 6 shows that 33.07 of responses listed non-exemplary lifestyle/work of leaders had discouraged them from putting in their best, 27.56% said it was leaders' autocratic behaviours, 14.96% said it was lack of motivation, 13.39% said it was leaders' poor interpersonal relationship, while 11.02 listed nepotism (discrimination) as leaders discouraging behaviours. This result shows that the entire life and conduct of the leader both officially and unofficially impact on his subordinates positively or negatively with a multiplier effect on their work output and organizational goal attainment. This concurs

with what D'Souza (1995) said when he was addressing Course 225 in 1995 in Singapore and said 'a leader is one who knows the way, goes the way and shows the way'. 7

Table 7: Distribution of respondents according to ways COCIN can achieve her goal and objectives.

	Opinion	No. of Responses	Percentages %
A	Staff Empowerment	31	31.96
B	Effective leadership	32	32.99
C	Committed workforce	34	35.05
	Total	97	100

Source: Questionnaire Response 2012.

The distribution of respondents on what would help COCIN achieve her goals and objectives is presented on Table 7.

Table 7 shows that 35.05% of respondents suggested that a committed workforce would help COCIN achieve her goals and objectives, 32.99% suggested effective leadership, while 31.96% suggested staff empowerment. This result adds to factors that would enhance goal attainment in COCIN. Winston and Patterson's (2006) definition of leadership shows that the selection, equipping, training and influencing of workers to attain set goals is the responsibility of leadership. Getting a committed workforce starts from proper manpower planning with particular attention to recruitment. On staff empowerment, Nwachuku (1988) said employee training and development are at the heart of employee utilization, productivity, commitment, motivation and growth.

Conclusion

This article set out to ascertain the perception of employees on causes of failures of organizational goal attainment. From the case study of COCIN, employees knew of poorly performing sections of the church, could pinpoint many failed projects and largely attributed both reasons and causes for such failures to leadership. In making suggestions on how COCIN could attain her goals, they suggested committed workforce and staff empowerment which are integral functions of effective leadership.

From the results of these investigations, both success and failure of goal attainment tends to rest on leadership.

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