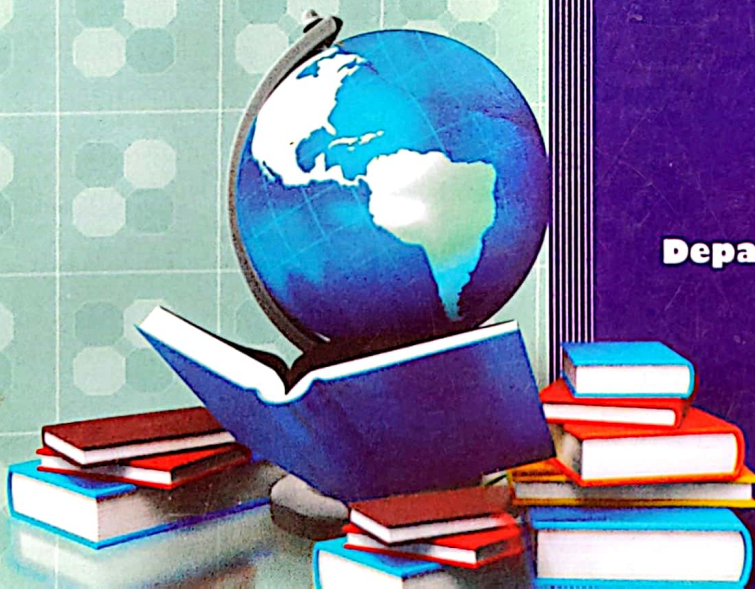




**Vol. 1, No. 1,
2017**

ILORIN JOURNAL OF BUSINESS EDUCATION (IJBE)



A publication of
Department of Educational Management
*Faculty of Education,
University of Ilorin,
Ilorin, Nigeria.*

ILORIN JOURNAL OF BUSINESS EDUCATION (IJBE)

*A Publication of
The Department of Education Management
Faculty of Education
University of Ilorin,
Ilorin, Nigeria.*

MAIDEN EDITION

VOLUME 1, NO. 1 (2017)

EDITORIAL BOARD

Editors - In - Chief

Prof. (Mrs.) A. T. Alabi

Dept. of Educational Management, University of Ilorin, Ilorin, Nigeria.

Tel.: 08072636327 Email.: alabifausat@yahoo.com

Managing Editor

Prof. N. B. Oyedeji

Dept. of Educational Management, University of Ilorin, Ilorin, Nigeria.

Tel.: 08065106259 Email: oyedejinb@gmail.com, nboyedeji@unilorin.edu.ng

Asst. Managing Editor

Dr. H. A. Umaru

Dept. of Educational Management University of Ilorin, Ilorin, Nigeria.

Tel.: 08033098454

Editors

Prof. A. O. Sofoluwe

University of Ilorin, Ilorin, Nigeria. Tel.: 08056636105

Dr. T. O. Umoru

Kwara State University, Molete, Nigeria. Tel.: 08033819030

Dr. M. A. Aremu

University of Ilorin, Ilorin, Nigeria. 08036718531

Consulting Editors

Prof Titi Oladunjoye Albany State University, USA.

Prof. Aina Olaiya California State University, USA

Prof. L. E. Ekpenyong University of benin, Nigeria.

Prof. B. O. Nwosu Abia State University, Nigeria.

SUBSCRIPTION INFORMATION

NIGERIA		FOREIGN		
	Naira	Dollars	Pounds	Deutschmarks
Individual	N1200	\$30	£25	35
Library	N1500	\$35	£30	40
Students	N1000	\$25	£20	30

Subscription Procedures:

All Subscribers should send certified bank cheques or bank draft to
Ilorin Journal of Business Education (IJBE)
Unilorin Microfinance Bank Accounts No. 1100032835.
For people outside the campus, they can use Unilorin MFB operation Acc 2.
Zenith Bank No. 1012950712.

Paper should be directed to:

Managing Editor
Prof. N. B. Oyediji
Department of Education Management
Faculty of Education
University of Ilorin,
Ilorin, Nigeria.
08065106259
08073806596

NOTE FOR FUTURE SUBMISSION OF MANUSCRIPTS

1. Ilorin Journal of Business Education (IJBE), publishes articles in any area of Management.
2. Article should normally be about 4000 to 5500 words. Book reviews or review articles should not be more than 1000 words.
3. An abstract (in English) not exceeding 200 words should be included.
4. Two hard copies and a disc copy are to be submitted. The disc copy should be produced using Microsoft Word or Word Perfect for Windows programme. Please keep a copy of your paper.
5. The cover page should indicate the title, author's name and address to which proof are to be sent
6. As much as possible, footnotes should be avoided. Very crucial note should be numbered consecutively and placed at the end of the article.
7. References should be arranged alphabetically and placed at the end of the article. The preferred format is exemplified below.
Hostage, O.M. (1975): "Quality Control in a Service Business" HBR. July-Aug. pp. 98-106.
Green, P. E. & Carmone, F. I.: Multidimensional Scaling and related Techniques. Boston: Allyn & Bacon 1970.
Liechty, M.B. & Churchill, O. A., (1979): Conceptual insights into consumer satisfaction with services, AMA proceedings pp. 509-515.
8. Author publishers are invited to send any book they would like the Journal to review
9. All contributors will receive a free copy of the issue number in which their article appears. They should therefore endeavour to inform the Managing Editor of any change in their address.
10. All manuscript for publication consideration should be sent to,

The Managing Editor

Ilorin Journal of Business Education (IJBE)

Department of Education Management

Faculty of Education, University of Ilorin,

P.M.B. 1515, Ilorin, Nigeria.

For advertisement rate please contact:

The Managing Editor

Department of Education Management

Faculty of Education University of Ilorin,

P.M.B. 1515, Ilorin, Nigeria.

CALL FOR PAPERS

The Editorial Board of Ilorin Journal of Business Education, (IJBE), hereby calls for scholarly articles on current issues of Business Education for publication. Articles relevant to the following areas are accepted:

- ◆ Business Education
- ◆ Human Resource Management (Personnel Management)
- ◆ Accounting Education
- ◆ Marketing Education
- ◆ Computer Education
- ◆ Computer Science Education
- ◆ Entrepreneurship Education
- ◆ Home Economics Education
- ◆ Office Technology and Management Education
- ◆ Gender Education in Business
- ◆ Other Relevant Fields

Guidelines for Contributors

1. Articles for the Journal must be original works not already accepted for publications
2. All articles must be computer-typed, double line spaced and not more than 15 pages of A4 sheets
3. Contributors are required to send two hard copies of their articles to the Managing Editor at first instance.
4. The cover page of each article should include the title of the work, name(s) of the author(s), Institution(s) of affiliation, status, e-mail and phone number(s).
5. All references must conform to the latest American Psychological Association (APA) style.

6. Submission of Article should be accompanied with a vetting fee of seven thousand Naira only (N7,000). This may be reviewed if the situation demands for it.
7. After acceptance of the paper, the corrected copy should be e-mailed via attachment to the Managing Editor. Soft and hard copies of the corrected paper plus the reviewers' copies should be forwarded to the Managing Editor.

Prof. N. B. Oyedeji

Managing Editor

08065106259

08073806596

oyedejinb@gmail.com

CONTENTS

Page

-
1. Organisational structure and interpersonal relationship
in Ladoke Akintola University of Technology
Ogbomoso in Oyo State
— ***Dr. (Mrs.) Felicia Kikelomo Oluwalola &
Professor Noah Bisi Oyedeji*** 1
 2. Examination Malpractice: The dilemma of Nigeria
Education System
— ***Dr Titus A. Umoru*** 12
 3. Value Re-orientation through entrepreneurship education
in solving unemployment problem among business
education graduates
— ***Mrs. Suliyat Ogungboyega*** 27
 4. Entrepreneurial education and infrastructural development
for poverty eradication in Nigeria
— ***Dr. (Mrs) Ijeoma Charity Ogbudinkpa*** 40
 5. The importance of marketing in school enrolment Progression
— ***Adedapo Adetiba Atolagbe & Dr. Haliru A. Umaru*** 56
 6. Influence of information technology on the teaching and
learning of office technology in tertiary institution in
Kwara State

—	<i>Israel Segun Ogundele, Joshua Sule Mamman & Prof. Ganiyu T. Oladunjoye</i>	69
7.	Integrating the internet into the business education programme in Nigeria: Imperative for quality assurance	
—	<i>Dr. (Mrs) Ngozi Bibiana Nwabufo.....</i>	81
8.	Encouraging entrepreneurial attitude: The roles of parents	
—	<i>Dr. Olayiwola G. Olorisade</i>	94
9.	Effectiveness of personnel management practices in Ijebu North-East Local Government area secondary schools of Ogun State	
—	<i>Dr. Sunday O. Adegbesan & Dr. (Mrs) Florence Bolajoko Ojeniyi.....</i>	104

NOTE ON CONTRIBUTORS

1. **Dr. (Mrs.) Felicia Kikelomo Oluwalola** — Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. doctoroluwalola@gmail.com Tel. 08035997530
2. **Professor Noah Bisi Oyedeji** — Department of Educational Management, Faculty of Education, University of Ilorin, Ilorin.
3. **Dr. Titus A. Umoru** — Department of Business and Entrepreneurship Education, Kwara State University, Malete
4. **Mrs. Suliyat Ogungboyega** — Emmanuel Alayande College of Education, Business Education Department, P.M.B 1010, Oyo. Nigeria
5. **Dr. (Mrs) Ijeoma Charity Ogbudinkpa** — Department of Educational Management, University of Ilorin. Email: ijeomaogbudinkpa90@yahoo.com Tel.: 08033534617
6. **Adedapo Adetiba Atolagbe** — Department of Educational Management, University of Ilorin. +2348060775914 atolagbeadedapo@gmail.com
7. **Dr. Haliru A. Umaru** — Department of Educational Management University of Ilorin, Ilorin. +2348033098454 Email: haumaru_181153@yahoo.com
8. **Israel Segun Ogundele** — Department of Business and Entrepreneurship Education Kwara State University, Malete. israel.ogundele@kwasu.edu.ng
9. **Joshua Sule Mamman** — Department of Business and Entrepreneurship Education Kwara State University, Malete. Mamman.joshua@gmail.com

10. **Prof. Ganiyu T. Oladunjoye** — Department of Counseling and Educational Leadership College of Education, Albany State University, ALBANY, GA 31705 lawaladisa@aol.com
11. **Dr. (Mrs) Ngozi Bibiana Nwabuo** — Department of Business And entrepreneur Education, Kwara State University, Malete, P.M.B. 1530, Ilorin. ngozi.nwabuo@kwasu.edu.ng
12. **Olayiwola G. Olorisade** — Department of Business and Entrepreneurship Education Kwara State University, Malete. 08035765925
13. **Dr. Sunday O. Adegbesan** — Head, Planning & Policy, National Institute for Educational Planning and Administration (NIEPA) Ondo, Nigeria. gbesco2001@yahoo.com 08036783695
14. **Dr. (Mrs) Florence Bolajoko Ojeniyi** — Department of Educational Management, Federal University, Oye Ekiti, Ekiti State,

ORGANISATIONAL STRUCTURE AND INTERPERSONAL RELATIONSHIP IN LADOKE AKINTOLA UNIVERSITY OF TECHNOLOGY OGBOMOSO IN OYO STATE

DR. (MRS.) FELICIA KIKELOMO OLUWALOLA

Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin.

Email: doctoroluwalola@gmail.com Tel.: 08035997530

&

PROFESSOR NOAH BISI OYEDEJI

Department of Educational Management, Faculty of Education, University of Ilorin, Ilorin.

Email: nbayedjei@unilorin.edu/oyedejinb@gmail.com

Tel.: 08065106259; 08073806596

Abstract

This study investigated organizational structure and interpersonal relationship in Ladoke Akintola University of Technology Ogbomosho in Oyo State. A sample of 170 and 80 respondents were selected using stratified random sampling technique for selecting teaching and non-teaching staff respectively. Data collected were analysed using Pearson Moment Correlation Co-efficient Statistics ® to find out the relationship between the selected variables of organizational structure and interpersonal relationship. The result showed that organizational structure, line and staff structure, pattern of communication, decision making, and human relation had significant relationship with interpersonal relationship. Based on the findings, it was recommended that the staff especially the non-teaching staff should be enhanced and encouraged because this will promote interpersonal relationship which will enhance productivity

Keywords: *Organizational Structure and Interpersonal Relationship*

Introduction

An organization is a combination of people, working together in pursuit of certain common purposes called organizational goals. It is made up of two or more people working to achieve a goal or goals. The goals may be to make profit (business organization), to spread knowledge (educational organization), to provide defense (Army), or to provide social satisfaction (social clubs). Examples of organization therefore include, sports club, church, educational institution, business firms, social clubs etc. It is important to understand the nature of organizations because of the tremendous influence they have on our lives. For instance, most people spend the major part of their lives as members or organizations which may be professional, service, or voluntary organizations.

The genesis of organization is the human need for cooperation. This need for cooperation is promoted by the natural desire of human beings to achieve personal goals because they recognize that they have physical, biological, psychological need and social limitations. De Miguel (2008) viewed the word “organization” as connoting (i) an entity, a group and (ii) a process. As an entity Simeon defines an organization as “a group of people bound together in a formal relationship to achieve organizational goals”. As a process according to Simeon “organization is the structuring or arranging of the parts of the organization”. These parts are work, people and systems, which are arranged by pooling efforts together towards designated objectives through definition and division of activities, responsibilities and authority.

Organizational structure can be defined as how individuals and groups are organized or how their tasks are divided and coordinated. In this changing world, many organizations have had to learn how to formulate and implement their strategies through projects and organizational structures in order to successfully face threats and opportunities. Stafford (2005) explained organizational structure as the systematic arrangement of facilities and task so that an institution can work with maximum efficiency. Hofer (2006) affirmed that organization structure can be referred to as the logical relationship of functions and authority arranged to accomplish objectives in an efficient manner. Therefore organizational structure is an orderly management of

authority to ensure effective decision making and control. No organization can survive without effective structure as this involves sharing of responsibilities among managerial and non – managerial staff to ensure effective running of an organization.

There are two major basic of organizational structure that is, line and staff structure. Line structure according to Jones (2004) is authority that flows in a straight line from the Board of Directors to the Managing Director and to lower management levels. Every line executive has identified responsibilities and authority assigned to him and has the supporting staff to execute the functions. Therefore, line authority gives an individual a certain degree of power relating to the performance of an organizational task. Also, two important clarifications should be considered, however, when discussing line authority:

- (1) line authority does not ensure effective performance, and
- (2) line authority is not restricted to line personnel.

The head of a staff department has line authority over his or her employees by virtue of authority relationships between the departmental head and his or her directly-reporting employees. While Staff authority is the right to advice or counsel those with line authority. Staff executives are experts in their fields such as accountants, lawyers, personnel specialists, engineers etc. They advise the line executive who are directly responsible for the immediate attainment of the organizational goals. Therefore, staff authority gives staff personnel the right to offer advice in an effort to improve line operations.

In other words, there are some aspects of organizational relationship that go beyond structure and policies. Obviously, relationships are facilitated if that manager/superior has good communication skills and is even – handed and transparent in his/her decision making.

Interpersonal relationship can be universalistic or particularistic. It is particularistic when the nature of the interaction between the participants is determined by what they mean to each other personally rather than the positions they hold or the roles they perform with the institution.

In pursuit of the research problems and to realize the objective of this study, the following hypothesis were raised and tested.

- i. There is no significant relationship between organizational structure and interpersonal relationship.
- ii. There is no significant relationship between line and staff organizational structure and interpersonal relationship.
- iii. There is no significant relationship between organizational structure and pattern of communication.
- iv. There is no significant relationship between organizational structure and decision making processes.

Methodology

The population for the study consists of the teaching and non teaching staff of Ladoke Akintola University of Technology Ogbomoso in Oyo State. The sample for the study was drawn from teaching and non-teaching staff of tertiary institutions. The sample for the study consists of 250 respondents selected from the teaching staff and non teaching respectively using stratified random sampling technique.

The instrument used to obtain relevant data was questionnaire drawn on organizational structure and interpersonal relationship. The first part of the questionnaire concerned organizational structure and second part focused on interpersonal relationship. The instrument was validated by the experts in the field of education and a reliability coefficient of .80 was obtained using a test-retest method of reliability.

Pearson Product Moment Correlation Coefficient was employed to test the hypothesis formulated at .05 significant level.

Result: The results are presented as they relate to the hypotheses.

Hypothesis 1: There is no significance relationship between organizational structure and interpersonal relation in Ladoke Akintola University of Technology, Ogbomoso in Oyo State.

Table 1: Correlation Analysis of Relationship between Organizational Structure and Interpersonal Relationship

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	20.76	2.77			
				0.36	196	H₀ Rejected
Interpersonal Relationship	236	47.00	5.20			

The data in Table 1 indicates that there is significant relationship between organizational structure and interpersonal relationship. The calculated (r) value (.36) is greater than the critical (r) value (.195) at 0.05 significant levels. The null hypothesis is therefore rejected.

Hypothesis 2: There is no significant relationship between line staff organizational structure and interpersonal relationship in Ladoke Akintola University of Technology, Ogbomoso in Oyo State

Table 2: Corelational Analysis of Relationship between Line and Staff Organizational Structure and Interpersonal Relationship

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	20.36	2.60			
				0.40	.195	H₀ Rejected
Interpersonal Relationship	236	47.96	5.16			

Table 2 shows that there is significant relationship between line and staff organizational structure and interpersonal relationship. The calculated (r) value (.40) is greater than the critical value (r) (.195) at 0.05 significance levels. Thus the null hypothesis is therefore rejected.

Hypothesis 3: There is no significant relationship between organizational structure and pattern of communication in Ladoke Akintola University of Technology, Ogbomoso in Oyo State

Table 3: Correlation Analysis of Relationship between Organizational Structure and Pattern of Communication

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	58.32	4.92	0.17	.195	H_0 Rejected
Pattern of communication	236	13.58	2.54			

Table 3 shows that there is significant relationship between organizational structure and Pattern of communication. The calculated (r) value (0.17) is lesser than the critical value (r) (.195) at 0.05 significance levels. Thus the null hypothesis is therefore accepted.

Hypothesis 4: There is no significant relationship between organizational structure and decision making process in Ladoke Akintola University of Technology, Ogbomoso in Oyo State

Table 4: Correlation Analysis of Relationship between Organizational Structure and Decision making process

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	58.32	4.92	0.41	.195	H ₀ Rejected
Decision Making Process	236	15.56	2.48			

Table 4 shows that there is significant relationship between organizational structure and decision making process. The calculated (r) value (.041) is lesser than the critical value (r) (.195) at 0.05 significance level, showing a very weak positive relationship and the relationship is not significant statistically. Hence the null hypothesis is therefore accepted.

Discussion of Findings

The result if the first two tables that is Table I and II show that there is a significant relationship between organizational structure and interpersonal relationship. Also there is significant relationship between line and staff organizational structure and interpersonal relationship. The researcher is of the opinion that every organization has a set of goals which it strives to achieve, using available human and material resources. And for these goals to be achieved, the administrator would need to maintain some form of interaction with the members of the organization and possibly with the larger community within which the organization situated. The findings agreed with the submission of Adeniyi (2011) that the level of job satisfaction is affected by a wide range of variables relating to:

- (1) Individual (i.e. personality, education, intelligence and abilities, age, marital status and orientation to work);
- (2) Social factors (i.e. relationship with co-workers, group working and

norms and opportunity for interaction);

- (3) Cultural factors (i.e. attitudes, beliefs and values);
- (4) Organizational factors (i.e. nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, supervision and styles of leadership, management systems and working conditions); and
- (5) Environmental factors (i.e. economic, social, technical and governmental influences). This indicates that higher level of satisfaction are often postulated as correlates of organizational outcomes such as higher trust, less job related tension and positive attitude to work by subordinates.

The result of Table 2 indicates that there is significant relationship between line and staff organizational structure and interpersonal relationship that is, there is interpersonal relationship between line and staff in an organization because the staff plays the advisory roles as professionals and the authority rely on their advice. Judge, and Herbert (2006) concluded that line and staff structure is of the straight line organization in which every organization member is in the direct chain of command. Because the line – staff executives provides for differential expertise to be brought to bear on organizational problems, it adds a degree to flexibility to other mechanistic structure. Therefore the line can be viewed as a method of pressing the authority relationship in organizational in the face of primary and secondary goals. Table 3 revealed that there is no significant relationship between organizational structure and pattern of communication. On the other hand, the managements need both upward as well as down-ward communication to be effective because sharing of information with subordinates tend to diminish the fears and suspicion about the top management. It also encourages subordinates to contribute ideas and enables the management to take pulse of the organization. Ijaiya (2000) postulated that communication helps to build relationships and facilitates achievement of goals, because effective personnel management is based on effective communication. Nickelson and

Zengery (2002), Morrison (2009) and Oyedeki (2012) in their conclusion stated that person to person communication in writing should be adopted to enhance correction, clear, misconception and move the organization forward. Song and Olfshki (2008) suggested that organizational cultures which foster informal communication provide more opportunities to form friendships. Specifically, organizational norms and rules encourage communication between immediate superiors and subordinates to have a positive impact on friendship opportunity. Further, friendships at work may form simply because of the close proximity, interactions and shared experiences of co-workers. Moreover, manager must give clear instructions and information to all the people concerned give report periodically on the effectiveness of groups, individual's material methods and their contribution towards achieving the organizational goals.

Table 4 indicates that there is no significant relationship between organizational structure and decision making process. In researchers opinion good administrator should bear it in mind the need to involve all the people under him (or their representatives in decision making process, if good and effective decision are to be made). That is manager/superior should transparent in decision making. Alabi, (2000) and Aiyegoro (2000) were also concluded that decision-making refer to the involvement of all participants in decision making on organization. Peretomode (2001) asserted that intermediary decision refer to decision that do not originate from the school administration, but are delegated to him/her by a superior in the organization.

Conclusion

Organizational structure plays an important role in the day-to-day functioning of the organization. Line structure, staff and employee, reporting framework are some of the factors that determine the organizational structure. An efficient structure facilitates decision making by smoothening the span of control of the scope of the manager.

Conclusively, the structure of administration which is being used is found to be enhanced by the interpersonal relationship existing among the staff. That is, line and staff structure is an adaptation of the straight line organization in which every organizational member is in the direct chain of

command.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. The 'line structure which is currently in use should be maintained and strengthened. This will make it easy for individuals to know and appreciate their responsibilities which would eventually leads to improved productivity of the organization.
2. The staff, particularly the non-teaching staff, should be encouraged to undertake training programme to improve their academic status for self development and improved performance on the job.
3. Communication among staff should be enhanced and encouraged, because this will promote interpersonal relationship which will enhance productivity.
4. The involvement of subordinates in decision making should be encouraged in the interest of team work and cooperation in the organization as a means of promoting their involvement and improving productivity.
5. It is also recommended that the management should design methods of encouraging workers motivation and job performance which will enhance their effective interpersonal relationship in the organizations.

References

- Adeniji, A.A. (2011). Organizational climate and job satisfaction among academic staff in some selected private universities in Southwest Nigeria. Unpublished Ph. D thesis Covenant University Ota, Ogun State.
- Aiyegoro, K.O. (2000). Effects of organizational structure on teachers; feeling of prestige, job satisfaction and participation in decision making in Nigeria. *African Journal of Social Policy Studies* 1 (1).4-8

- Ijaiya, N.Y.S. (2000). Communication in school management. In Femi Durosaro and Segun Ogunsaju (Eds). *The Craft of Educational Management*. Ilorin: Haytee Press and Publishing Company Ltd., Nigeria.
- Morrison, R.L. (2009). Are Women Tending and Befriending in the Workplace? Gender Differences in the Relationship between Workplace Friendships and Organizational Outcomes. *Sex Roles*, 60, 1-13.
- De Miguel, A., & Buss, D.M. (2001). Mate retention tactics in Spain. Personality sex differences, and relationship status. *Journal of personality*, 79(3), 563-586.
- Jones, Gareth R. (2004). *Organizational Theory, Design, and Change*. Upper Saddle River, NJ: Prentice Hall
- Oyedemi, N.B. (2012). *Management in Education Principle, and Practice* Lagos: ARAS Publishing.
- Nickelson, Jack A., & Todd R. Zengery (2002). Being efficiently fickle: A dynamic theory of organization choice *Organizational science Journal* 32(3) 112-119.
- Peretomode, V.F. (2001). *Educational Administration Applied Concepts and theoretical Perspectives*. Lagos: Joja Educational Research and Publishers Ltd.
- Settoon, R. P., & Mossholder, K. W. (2002). Relationship quality and relationship context as antecedents of person- and task-focused interpersonal citizenship behavior. *Journal of Applied Psychology*, 87: 255-267.
- Sacco, J.M., & Schmitt (2005). A dynamic multilevel model of demographic diversity and misfit effects. *Journal of Applied Psychology*, 90(2), 203-231.
- Song, S., Olshfski (2008). Friends at Work: A Comparative Study of Work Attitudes in Seoul City Government and New Jersey State Government. *Administration and Society*, 40(2), 147-169
- Judge, T. A., & Herbert G. H. (2006). *Staffing Organizations*. Boston, MA: McGraw-Hill-Irwin.