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Ilorin Journal of Human Resource Management (IJHRM) is an interdisciplinary journal that publishes high quality theoretical, empirical and review papers, covering the broad spectrum of Social and Management Sciences research. Ilorin Journal of Human Resource Management is dedicated to increase the depth of knowledge about Industrial Relations and Human Resource Management and other range of disciplines from scholars across the world.

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1.0 Introduction

2.0 Literature Review

3.0 Methodology

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References: The latest edition of American Psychological Association (APA) i.e. 6th edition reference format should be followed. Examples:

Armstrong, M. & Robbins, S. P. (2009). *Strategic human resource management: A guide to action*. (3rd ed.). United States: Kogan Page Limited.

Kadiri, I. B., Abogunrin, A. P., Aremu, N. S., Abdullah, A. S., & Aliyu, M. O. (2015). A conceptual analysis of global human resource practices: Challenges and prospects. *Covenant Journal of Business and Social Sciences*, 2(2), 31-37.

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**FUNDAMENTAL STUDIES IN INDUSTRIAL PSYCHOLOGY: APPLICATIONS TO
WORK SYSTEMS IN NIGERIA**

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Abstract

This article examines the applicability of some fundamental studies in industrial/organisational psychology to work systems in Nigeria, through a systematic review of relevant literature. This article partly reveals the suitability of some fundamental studies in industrial/organisational psychology for an understanding of work designs in some organisations in the private and public sectors of the Nigerian economy. Also, this article shows the need to exercise some cautions in applying foreign ideas in industrial/organisational psychology to the Nigerian work environment. In conclusion, it is possible to accept or reject foreign knowledge of industrial/organisational psychology in dealing with different aspects of work designs and human resource management practices in the private and public sectors of the Nigerian economy.

Keywords: Human Resources; Industrial Psychology; Organisational Behaviour; Work Systems

1.0 Introduction

Industrial psychology is a subdivision of psychology dealing with the study of human behaviour in an organisation. The American Psychological Association (APA) has upgraded it to industrial/organisational psychology since 1973 (Benjamin, 1997; Dunnette & Hough, 1990; Koppes, 2014). The other nomenclatures of industrial/organisational psychology include: industrial psychology, industrial and business psychology, personnel psychology, economic psychology, vocational psychology, business psychology, employment psychology, and occupational psychology (Landy & Conte, 2016; Muchinsky, 2006; Munsterberg, 1998; Riggio, 2003).

It is interesting to note that the definition of industrial/organisational psychology is similar to that of organisational behaviour, which Moorhead and Griffin (1995) defined as the study of human behaviour in an organisation. The difference between industrial/organisational psychology and organisational behaviour stems from the fact that the latter is somewhat more multidisciplinary than the former. Different disciplines such as psychology, sociology, anthropology, economics, political science, and labour relations provided the bases for an understanding of organisational behaviour (Jex, 2002; Robbins & Odendaal, 2007), whereas industrial/organisational psychology emanated from the application of the principles of psychology to the understanding of human behaviour in the workplace (Muchinsky, 2006; Spector, 1999).

In their observation of an important thing to keep in mind in the study of industrial/organisational psychology, Landy and Conte (2016) noted that work is complex and cannot be reduced to a set of equations or principles because, in the real world, all the components of work interact in complicated ways. The afore-mentioned observation is instructive for an understanding of work systems in Nigeria. For instance, recruitment is a logical step from human resource planning. Also, training, motivation, performance appraisal, and employee development are typically

consistent with employee retention in the Nigerian workplace, like the situations in the western world.

Unfortunately, the applications of the knowledge of industrial/organisational psychology primarily reflect the western cultures, with little or no attention to the non-western cultures (Centre of Advanced Study in Psychology, 2002; Robbins & Odendaal, 2007). This situation reinforces Americanism and Eurocentrism, thereby isolating the development of industrial/organisational psychology from the non-western cultures. Thus, the main objective of this article is to check the applicability of some fundamental studies in industrial/organisational psychology to the work systems in Nigeria.

Therefore, this article focuses on the following research questions: (1) What are the fundamental studies in industrial/organisational psychology? (2) How suitable are some fundamental studies in industrial/organisational psychology to the understanding of the work systems in Nigeria? Answers to these research questions emerged from the use of a secondary research method. According to Muchinsky (2006), industrial/organisational psychologists have used the secondary research methods successfully. This article therefore deals with a critical analysis of some fundamental studies in industrial/organisational psychology to provide a suitable context for an understanding of the work systems in Nigeria.

2.0 An Overview of the Concept of Industrial Psychology

Industrial/organisational psychology deals with a systematic study of human behaviour in an organisation. In dealing with the behaviour of individuals in an organisation, industrial/organisational psychologists typically apply scientific knowledge to enhance organisational effectiveness (Jex, 2002). Moreover, industrial/organisational psychology deals with the study of individual and group behaviour in formal organisations. Some areas of interests in industrial/organisational psychology appear in Table 1 as follows:

Table 1: Some Areas of Interests in Industrial/Organisational Psychology

Industrial Psychology	Organisational Psychology
• Job Analysis • Recruitment • Selection and Placement • Training and Development • Compensation • Performance Measurement • Performance Appraisal • Career Development	• Attitudes, Emotions, and Work • Occupational Stress • Leadership • Motivation • Group Performance • Organisational Development • Job Satisfaction • Organisational Commitment

Sources: Adapted from Jex (2002); Landy and Conte (2016); Muchinsky (2006)

A close observation of the afore-mentioned areas of interests shows that industrial/organisational psychology deals with different aspects of work systems and human behaviour in an organisation. Also, Muchinsky (2006) argued that the scope of industrial/organisational psychology includes the following: (1) explanations of human behaviour in the workplace, (2) why employees are satisfied with their jobs, (3) the behaviour of an effective leader, and (4) motivation.

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Unfortunately, industrial/organisational psychologists have given little or no attention to the work systems and employees' behaviour in the informal economy, which is a source of employment for the majority of the workforce in Nigeria. In the light of the foregoing, there is a need for more studies on industrial/organisational psychology in Nigeria.

2.1 Description of Work Systems

Parker and Wall (1998) described a work system as the contents and structure of jobs in an organisation. The work system typically comprises work design, technology and behaviour of workforce in an organisation. Morgeson and Campion (2003) observed that the design of work has an enormous impact on the wellbeing of employees and organisations. Work design is an integral part of industrial/organisational psychology.

The ideas that underpin contemporary approaches to work design diffused from the views that emerged in Great Britain during the Industrial Revolution from 1760 to around the mid 1830s. The Industrial Revolution fundamentally altered the pattern of work within society. The manufacturing of goods became an increasingly important part of economic activity. The invention of large-scale machinery and the associated development of factories pulled people together in much larger numbers. The concentration of labour prompted the question of how to organise and manage workers (Parker & Wall, 1998).

In his treatise, *The Wealth of Nations*, Smith (1776) put forward the concept of division of labour, which means the process of arranging work into a series of tasks. He argued that division of labour would enhance efficiency and productivity. Some industrialists such as Frederick Taylor and Henry Ford applied and made Smith's ideas highly influential across organisations in the United States of America. This case calls for an examination of the impact of division of labour on employees and organisations. The application of some fundamental studies in industrial/organisational psychology to the work systems in Nigeria is tenable in this context.

Many companies have distributed tasks and responsibilities among their employees. In their analysis of work design, Parker and Wall (1998) examined how choices in the design of jobs affect attitudes and behaviour at work. They described how the redesign of work has affected the human resource information system, supervision, and workplace relations. In their study of change in the workplace, Cappelli et al (1997) observed that the organisations that emerged from a restructuring process were flatter in terms of organisational structure and often more profitable, and they had different relationships with their employees.

The most observable aspect of the new employment relationship was the sharp reduction in job security, as layoffs in the face of declining business were always common in the United States. Similarly, the high rate of unemployment is a function of layoffs or lack of vacancies in many organisations in Nigeria, where 55.4 percent of the youths are unemployed or under-employed (National Bureau of Statistics, 2018). The redesign of work has affected some employees in Nigeria, especially after the privatisation and commercialisation of some state owned enterprises. This situation shows the need to investigate the effects of organisational restructuring on employees in Nigeria.

2.2 Some Fundamental Studies in Industrial Psychology

Several factors including the industrial revolution and the First and Second World War contributed to the emergence of fundamental studies in industrial/organisational psychology. There was an increase in employment opportunities during and after the First World War, hence

the creation of personnel departments for centralization of the hiring and job placement activities in many companies in the USA (Riggio, 2003).

After the First World War, the leaders and managers of corporate organisations primarily focused on finding the right employees for the job. Consequently, research on personnel issues such as selection, placement, fatigue, safety in organisations flourished in the 1920s (Zaccaro, 2007).

Also, research on leadership became prominent during the Second World War, while after the Second World War, psychologists largely shifted their focus to fitting people for the job and fitting the job for the people. Moreover, the development of numerous graduate programmes helped to legitimize industrial/organisational psychology as a discipline during this period, such that by the end of the 1940s, the discipline of industrial/organisational psychology had evolved significantly in Western Europe and North America. The situation was different in Nigeria, where the study of psychology began at the University of Nigeria in 1964 (Gire, 2004; Mefoh, 2014; Nweze, 2007; Onyishi, 2014). Thus, the studies in industrial/organisational psychology started earlier in the western world compared to the situation in Nigeria.

According to Arthur and Benjamin (1999), most of the early 20th century work by business psychologists focused on mental tests for the measurement of advertising appeals, sales strategies, management styles, consumer behaviour, and personnel matters such as selection, job analysis, production, and efficiency. Also, the 1920s witnessed the emergence of the graphic rating scale for performance appraisal.

The fundamental studies in industrial/organisational psychology reflect the experience in the western cultures, with little or no reference to the work systems in Nigeria. This situation makes it necessary to examine the suitability of fundamental studies in industrial/organisational psychology to work systems in Nigeria.

Some fundamental studies in industrial/organisational psychology emanated from the works of the following scholars: Hugo Munsterberg, James McKeen Cattell, Walter Scott, Walter Bingham, Kurt Lewin, and Morris Viteles (Ehigie & Ehigie, 2005). The studies conducted by Frederick Taylor, Lillian Gilbreth, Max Weber, and Elton Mayo have also become prominent in industrial/organisational psychology. An illustration of the main contributions of some of the afore-mentioned scholars is shown in the next sections.

2.2.1 Hugo Munsterberg (1863 – 1916)

Munsterberg extended the areas of his research interests in applied psychology to industrial/organisational psychology, following the tutelage he received from Wilhelm Wundt at the University of Leipzig in Germany and William James at Harvard University in the United States of America (USA)- (Landy & Conte, 2016). His books on the subject matter of industrial/organisational psychology include the following: (1) *Psychology and the Market* (1909), (2) *Vocation and Learning* (1912), and (3) *Psychology and Industrial Efficiency* (1913).

A reading of each of these books clearly shows Munsterberg's immense contributions to the origin and development of industrial/organisational psychology in the USA. He noted that each worker has brought to the workplace a unique pattern of skills, intellectual capacity, attitude, and personality (Koppes, 2014).

This observation applies to many organisations with diverse employees in Nigeria. However, Munsterberg did not explain how to manage workforce diversity in an organisation. An

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understanding of workforce diversity and how to manage it will be helpful to managers of companies in Nigeria.

In their assessment of Munsterger's contribution to the development of industrial/organisational psychology, Landy and Conte (2016) noted that Munsterberg pursued a research on industrial efficiency and persuaded the leaders of the American government and industry to recognise the contributions of industrial/organisational psychology to the nation's economic development.

2.2.2 Walter Scott (1869-1955)

Scott studied psychology at the University of Leipzig under the tutelage of Wilhelm Wundt before his emergence as a Professor of psychology at Northwestern University in the United States of America. He developed the concepts of personnel management and salesmanship (Muchinsky, 2006). He focused on the application of psychology to business problems. Scott's contributions to the development of industrial/organisational psychology include the role of psychology in the management of business problems. Unfortunately, business psychology remains an under-developed area of industrial/organisational psychology in Nigeria.

2.2.3 Walter Bingham (1880 – 1952)

Bingham obtained a doctorate in psychology from the University of Chicago in 1908 after which he made a significant contribution to intelligence testing. He was a member of the group that developed the Army Alpha and Army Beta Tests for the government of the USA. He was the Secretary of the Committee on Classification of Personnel in the American Army during the First World War. His contribution to the army classification methods was a significant development in industrial/organisational psychology. The Carnegie Institute of Technology invited him to create a programme for helping students with career choices. He used psychology as a tool to help clarify the problems of some of the large industries in the Pittsburgh area in the USA.

2.2.4 Kurt Lewin (1890 – 1947)

Lewin introduced the concepts of group dynamics and organisational development. He coined the concept of group dynamics in 1947. He also developed interest in action research, with a focus on the applications of research to solve practical problems in an organisation. The focal points of his studies include the following issues: (1) group dynamics, (2) motivation, (3) leadership, and (4) organisational change management.

These issues have attracted considerable attention from scholars in Nigeria. For instance, Ejere and Abasilim (2013) investigated the impact of transactional and transformational leadership styles on organisational performance in the Nigerian work environment. They found that transformational leadership style had a strong positive impact on organisational performance, while transactional leadership style had a weak positive impact on organisational performance.

2.2.5 Morris Viteles (1898- 1996)

Viteles was a prominent researcher in the field of industrial/organisational psychology. His book, *Industrial Psychology*, which appeared in 1932, was the first comprehensive modern textbook in industrial/organisational psychology. Viteles established the first vocational guidance centre in the world at the University of Pennsylvania in 1921. He was among the first to use the techniques of job analysis. An emphasis on employee welfare during the depression led to the development of personnel counseling as a popular organisational intervention for helping some employees solve problems.

2.2.6 Lillian Gilbreth (1878 – 1972)

Gilbreth obtained a PhD in psychology from the Brown University in the USA in 1915. The focus of her doctoral thesis was on psychology of management with emphasis on the importance of human relations in an organisation (Muchinsky, 2006). She contributed to the development of the concept of time and motion studies, which Taylor (1911) used as a method for the measurement of task performance. She recognised the effects of stress and fatigue on employees' job performance. Similarly, several scholars have examined the effects of stress on employees' job performance in Nigeria (Ajayi & Abimbola, 2013; Osibanjo, Salau, Falola, & Oyewuni, 2016).

2.2.7 Elton Mayo (1880- 1949)

Mayo led a group of researchers to continue the Hawthorne studies under the auspices of the collaboration between the Western Electric Company and Harvard Business School. The Western Electric Company was a large organisation with 40, 000 employees, including men and women of 60 nationalities as at 1929 (Roethlisberger & Dickson, 1939). The Hawthorne studies comprised experiments, interviews and observation concerning the determinants of employees' productivity in the company.

3.0 Methods of Data Collection

The data in this article emanated from a secondary research method through a systematic review of relevant literature on fundamental studies in industrial/organisational psychology. A secondary research method focuses on existing information from studies that used primary methods (Muchinsky, 2006). In support of this method, Ehigie and Ehigie (2005) opined that as the focus of industrial/organisational psychology expands from psychological test development to other personnel functions, there has been an inclusion of qualitative methods in industrial/organisational psychology. The emerging studies in industrial/organisational psychology deal with job analysis, personnel specifications, performance evaluation, employee motivation, job satisfaction, stress management, and human factor at workplace (Ehigie & Ehigie, 2005).

The process of data collection for this article comprised a search for relevant literature from the databases such as Google scholar and EBSCO Host. The databases produced several relevant documents such as books, journals and other scholarly materials on fundamental studies in industrial/organisational psychology. The fundamental studies selected for a systematic review include the following: (1) The Principles of Scientific Management, (2) Hawthorne Studies, (3) Protestant Ethic and the Spirit of Capitalism, and (4) the Two-Factor Theory of Motivation.

4.0 A Critical Analysis of Selected Studies in Industrial Psychology

Owing to their uniqueness and prominence in industrial/organisational psychology, the studies selected for a critical analysis and applications to some aspects of the work systems in Nigeria are as follows:

4.1 The Principles of Scientific Management

In his theory of scientific management, Taylor (1911) proposed a method for determining the content of jobs with a focus on how jobs could be designed to make work more efficient through the application of some scientific principles such as follows: (1) carrying out each aspect of the work in the most effective way, (2) giving each aspect of the work to the most skillful person, and (3) determining the fastest way of doing each aspect of the work. Thus, Taylor (1911) specified how work should be done at a given time. It is interesting to note that some companies

in Nigeria have applied the principles of scientific management successfully in the areas of employee recruitment and performance appraisal.

In *The Principles of Scientific Management*, Taylor (1911) demonstrated his interest in the subject matter of industrial/organisational psychology with a focus on the following issues: (i) Empirical study of the problems in the workplace, (ii) Provision of financial incentives to enhance employees' productivity, and (iii) The use of a piece-rate compensation to enhance employees' productivity. A piece rate is the method of payment according to the output or productivity of each employee. This system of payment is common among daily-paid workers in the building construction industry in Nigeria. Also, piece-rate compensation is common among insurance companies and commercial banks in Nigeria. However, this method of payment does not apply to the public sector of the Nigerian economy, where the measurement of performance remains difficult.

Muchinsky (2006) recalled that Taylor realised the value of redesigning the work situation to achieve both higher output for the company and a higher wage for the worker. However, following many complaints against Taylor's principles, the Interstate Commerce Commission (ICC) and the US House of Representatives eventually investigated Taylor's methods and Taylor replied that increased efficiency led to greater prosperity and that workers not hired for one job would be placed in another that would better use their potential. The arguments persisted until the outbreak of the World War 1 and the controversy faded.

It is noteworthy that the principles of scientific management that apply to the work systems in Nigeria include: empirical study of the problems in the workplace and provision of financial incentive to enhance employees' performance.

4.2 Hawthorne Studies

The first phase of the Hawthorne studies occurred between 1924 and 1927, with involvement of experts from electrical engineering, biology and statistics. It has been noted that Elton Mayo first visited Hawthorne in April 1928 during the Relay Assembly Test Room study. It was in this study that the problem of persistent talking and poor cooperation led to the substitution of two women due to their failure to respond to warnings about excessive talking and lack of adequate cooperation in the study. However, despite the removal of the two women, the talking problem persisted before the involvement of the researchers from Harvard Business School.

When the researchers from Harvard Business School joined the Hawthorne studies, the talking problem reoccurred and the researchers treated it in the context of human situation instead of strict compliance with how individuals should behave in scientific investigations (Cubbon, 1969). In this context, the Hawthorne studies demonstrated the need to understand the rationale behind employees' behaviour in an organisation. The researchers from Harvard Business School carefully told the women why excessive talking would spoil the experiment, with the result that the problem of excessive talking diminished in the study (Roethlisberger & Dickson, 1939).

The Hawthorne studies focused on the impact of the environmental factors and physical working conditions such as fatigue, monotony, and wage incentives on employees' productivity (Cubbon, 1969). The first phase of the studies dwelled on the following issues: (1) the effects of illumination on production, (2) the impact of rest pauses and working hours on employees' productivity, and (3) the influence of wage incentives on employees' productivity.

The second phase of the Hawthorne studies focused on an interviewing programme including a method of nondirective interviewing and over 20,000 interviews (Cubbon, 1969). The

interviewing programme pointed out possible improvements in working conditions and facilities, provided materials for training supervisors in 'human relations', and provided relief to many workers. An intensive observational study of the bank wiring operations followed this approach.

In this case, the researchers directly observed the behaviour of 14 men including the operation of the technical, formal, and informal organisation among them. The bank wiring observation room study made it possible for the researchers to understand the conversations and informal organisation among workers in the company. It was in this light that the researchers described the informal organisation among the workers as a mechanism for meeting human needs in the company.

The Hawthorne researchers discovered that employees' productivity increased regardless of the changes in the levels of the environmental factors. The researchers also discovered that work groups established and enforced production norms. They also discovered that employees responded differently to various methods of supervision.

The Hawthorne studies have contributed to the development of industrial/organisational psychology in different ways, such as establishment of Hawthorne effect, the idea that employees can respond positively to any novel change in the workplace. Also, the Hawthorne studies provided a basis for an understanding of a new approach known as human relations movement in industrial/organisational psychology. Cubbon (1969) noted that Hawthorne researchers introduced some new ideas such as human relations and employee morale to industrial psychology.

Several theories of motivation and job satisfaction became prominent after the Hawthorne studies (Kanfer, 1990; Koppes, 2014). This trend received support in Muchinsky's (2006, p. 3) observation that "industrial/organisational psychologists can use research findings to hire better employees, reduce absenteeism, improve communication, increase job satisfaction, and solve countless other problems."

In his book, *The Human Problems of an Industrial Civilisation*, Mayo (1933, p. 159) noted that: "the failure of workers and supervisors to understand their work and working conditions and the widespread sense of personal futility is general to the civilised world and not merely characteristic of Chicago". He also identified with Myers' (1920) contribution to the establishment of the National Institute of Industrial Psychology.

4.3 Protestant Ethic and the Spirit of Capitalism

Weber examined the relationship between the Protestant Ethic and the Spirit of Capitalism. Protestantism comprises different sects with each one focusing on a vision of proper Christian life and thought. A prominent model of Protestantism emerged from the gospel of John Calvin (1509 – 1564), who made belief in predestination the centerpiece of his theology. The followers of John Calvin believed that their material success in life is an indication of an afterlife of eternal bliss in heaven (Volti, 2008).

Calvinist theology accepted the accumulation of wealth, which they pursued through hard work and frugality. They believed in managing their wealth to avoid unnecessary expenditure, thereby promoting an ascetic lifestyle. They reinvested their profits into productive enterprises. Work took on the qualities of a religious "calling" or vocation. To work hard and prosper was to serve God. Weber established a connection between Protestantism and an ethos favourable to the development of capitalism. Evidently, the countries where capitalism first flourished were

predominantly Protestant (Volti, 2008). Those countries include: England, Scotland, Netherland, France, and Germany. Conversely, traditional economic organisation and slow growth were evident in Italy, Spain, and other countries with a large congregation of Catholics.

Like Taylor, Weber called for an empirical investigation of the problems in the workplace. Weber's writing on the Protestant Ethic and the Spirit of Capitalism is relevant to industrial/organisational psychology but many psychologists have ignored this fact in Nigeria, despite the increasing growth of Pentecostal churches in Nigeria. Considering the linkages between Protestantism and capitalism, there is a need to examine the role of religion in economic growth and development in Nigeria.

4.4 Two-Factor Theory of Motivation

The 1950s to the latter part of the 1970s witnessed major theoretical developments in the field of job design. Several theories of motivation such as the two-factor theory of motivation and job characteristic theory emerged in the USA at that period. In his two-factor theory, Herzberg (1966) distinguished the determinants of job satisfaction from those of job dissatisfaction.

He focused what employees like about their jobs and what they dislike. This refers to a dichotomy of satisfiers and dissatisfiers. According to Herzberg (1966), the determinants of job satisfaction are achievement, advancement, recognition, responsibility, and the nature of work. These factors are intrinsic motivators. In contrast, the determinants of job dissatisfaction are company policy and administration, supervision, interpersonal relations, and working conditions including job security, salary and fringe benefits. These factors are extrinsic to the performance of employees.

5.0 Applications of Studies in Industrial Psychology to Work Systems in Nigeria

Some scholars have applied certain concepts and ideas in industrial/organisational psychology to work systems in Nigeria. For instance, Akinwale (2018) analysed some cases of human resource management practices such as talent management, work-life balance and maternity protection. Among the other issues he addressed are the linkages between cultures and human resource management practices and theories of comparative human resource management.

Also, Solaja and Akinwale (2015) examined the effects of work systems and workplace hazards on employees' behaviour, with a focus on the use of work design to reduce occupational hazards and counterproductive behaviour in the workplace. In this case, they noted that an organisational behaviour is a function of the work system. Unfortunately, the organisational behaviour and attitudes to work are poor in many organisations in the public sector in Nigeria (Onyishi & Ogbodo, 2012). This situation has resulted in poor service delivery in many parastatals, hence the privatisation of some state owned enterprises (SOEs) in Nigeria.

Munsterberg's assertion that each worker has brought to the workplace a unique pattern of skills, intellectual capacity, attitude, and personality applies to most organisations in the private and public sectors in Nigeria. This fact is consistent with the observation that in any given company or department, there is greater diversity in terms of demographic characteristics, interests, and styles (Landy & Conte, 2016). This situation has implications for performance management and compensation strategies because a monolithic method of motivation will not produce adequate results in a diverse work environment.

Several multinational companies in Nigeria have implemented the principles of scientific management successfully. The procedures for human resource planning and recruitment are

systematic in the multinational companies in Nigeria. Also, several banks and insurance companies in Nigeria have introduced merit pay. However, some practices such as the use of federal character and quota system in human resource planning and recruitment in the public sector in Nigeria negate some principles of scientific management. This situation provides a basis for the persistent record of poor performance in the public sector of the Nigerian economy.

Consistent with the case of the Protestant Ethic and the Spirit of Capitalism, the experience of the founders of mega churches in Nigeria reflects the role of religion in the development of capitalism. The founders of the mega churches in Nigeria have established some businesses including educational institutions, medical centers and housing estates. However, the proliferation of religious organisations is yet to significantly contribute to improvement in socio-economic conditions of the congregations, as the rate of poverty remains high in Nigeria.

Moreover, as shown in the Hawthorne studies at the Western Electric Company in Chicago, some lessons, such as Hawthorne effect, importance of informal organisation and interest in employees' wellbeing, apply to some organisations in the private and public sectors in Nigeria. However, the assertion that employees' performance would increase significantly, if the supervision is less strict may not apply to many organisations in the public sector in Nigeria where employees' attitudes to work are largely negative despite the predominance of laissez-faire leadership styles in such organisations.

6.0 Conclusions and Recommendations

This article has examined the suitability of some fundamental studies in industrial/organisational psychology for an understanding of the work systems in Nigeria. Some ideas from the fundamental studies in industrial/organisational psychology in the Western context apply to the Nigerian work systems. Although due to cultural differences, there is need for a caution in the application of western knowledge to the non-western contexts. The above-mentioned conclusion is consistent with Muchinsky's (2006) assertion that the interpretations of the industrial/organisational psychology in the Western cultures may not be the same in other cultures.

Therefore, considering the fact that the application of fundamental studies in industrial/organisational psychology is necessary, but not sufficient, for a sustainable understanding of the work systems in Nigeria, the Nigerian scholars should adapt all the useful ideas demonstrated by renowned scholars in industrial/organisational psychology. This recommendation is necessary to expand the scope of industrial/organisational psychology in Nigeria.

Finally, there is no doubt that some ideas in industrial/organisational psychology are consistent with the practical experience in many organisations in Nigeria. Such ideas include division of labour, informal relationships in an organisation, piece-rate system of compensation, and teamwork. However, these ideas require further attention from the Nigerian industrial psychologists. The industrial/organisational psychologists in Nigeria should provide local examples and case studies for a better understanding of the work systems in Nigeria.

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