



RESEARCH ARTICLE

EVALUATING INDUSTRIAL PSYCHOLOGY INTO MAKING GRATITUDE A TOTEM OF ORGANIZATIONAL CULTURE IN SOME SELECTED PETROLEUM BUSINESS ENTERPRISES WITHIN BAUCHI METROPOLIS

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ABSTRACT

The study was carried out in Bauchi metropolis of Nigeria to appraise work behavior in business organizations. The research assessed some selected petroleum service stations with strong view to analyze the industrial psychology of making business managers/owners know and apply the appropriate techniques to keep employees at their best, as not too many Nigerians give their all to Jobs where they only enjoy paid benefits. The study also aimed at determining the best performance which calls for special approach by managers/owners to get workers working, money alone cannot deliver this goal, manager must seek out additional inputs that will. Structured interview and observation were used in systematic data collection (from selected petroleum service stations) through the cluster sampling technique. The overall results support the culture of showing gratitude for work done in organization to have significant positive impact on the business success, longevity, profitability and growth. The study recommended that business managers/owners must continually make gratitude part of their organizational culture which bond friendship smoothens and sweetens relationship and determines the longevity of social interactions leading to business success in the small and medium enterprises (SMEs). The paper also recommended that small and medium enterprise operators must developed and adopt scientific and rational business management strategies that will aid and increase their understanding of motivational tips and their applicability to business enterprise in order to facilitate motivational planning and predictions on the most significant factors that affects business survival.

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INTRODUCTION

Interest in work behavior and in organization goes back to thousands of years. The scientific study of behavior in the works setting has its origin in industrial psychology (NIM, Undated). With increasing study of organizational behavior, nowadays, managers and scholars discovered that Human Relations dethroned economic man and installed social man in his place. Motivational advocates hypothesized that; money still tends to have a motivating effect on staff that lasts only for a short period (in accordance with Herzberg's two factor model of motivation). So, Moses (2010) posited that at higher levels of the Maslow's hierarchy, praise, respect, recognition, empowerment and a sense of belonging are for more powerful motivators than money. Really, workers in organizations need something to keep him or her working for an organization.

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However, sometimes just working for salary is not enough for employees to stay at an organization. If no motivation is present in an employment, then the employee's quality of work or all work in general will deteriorate. Keeping an employee working at full potential is the ultimate goal of employee motivation. Hence, there are many methods to help keep employees motivated. Some traditional ways of motivating workers are showing them gratitude without them you wouldn't have succeeded with your business plans, strategies, goals, objectives and projections. Friendly gratitude is a great way to generate motivation among employees. This gives a chance for employees to flex their working skills in competition against their peers. This will not only motivate employees with a result of greater production, but the competition with recorded results will give the employer an idea of who is being most productive. It's undoubtedly clear that, showing gratitude in your business is key to business success and longevity. Understanding that your business has important stakeholders to whom you owe your gratitude and appreciation will go a long way in preserving the life of your

going concern(s). One of the secrets of having great relationships is the understanding of the place of respect, love and appreciation. Have you ever thought to yourself that some of the important relationships you keep and maintain are not relationship where you just get money or financial benefits from people, but where you feel loved, respected and appreciated? This works whether you're in a work, business or marital relationship. If we can take this attitude into business, it will become a magic bullet to solving different relationship problems we experience (Olotu, 2015). In this digital age, information is the popular currency while knowledge is the preferred coin essential in getting the best deal. Nowhere is more real than today business environment which affect the success or otherwise of any business venture. Several authors have attributed failure of businesses particularly small and medium scale enterprises to various factors ranging from training of the entrepreneur to exposure and experience while some analysts opined that business environment could impact on small and medium scale enterprises.

### **The perspective and relevance of motivation towards business success**

The word "motivation" is coined from the Latin word "movere", which means "to move". Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Linder, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). Motivation operationally is defined as the "inner force that drives individuals to accomplish personal and organizational goals." It is the activation of goal-oriented behavior which may be intrinsic or extrinsic (Moses, 2010). The intrinsic motivation comes from rewards inherent in a task or activity itself- the enjoyment (Deci, 1972). This form of motivation has been studied by social and educational psychologists since the early 1970s (Moses, 2010). On the other extreme, extrinsic motivation comes from outside of the performer. Money, coercion and threat of punishment are the most common extrinsic motivations. In sports, the crowd may cheer on the performer, which may motivate him or her to do well. Trophies are also extrinsic incentives. A competition is in general extrinsic because it encourages the performer to win and beat others, not to enjoy the intrinsic rewards of the activity. Today in Nigerian's business scene, different ranking firms award businesses for both personal and corporative drives, as a way for improving performance or spurring other organizations to thrive to attain such heights. Classical example include: "ISO 9001" for quality manufacturing and services and the "Triple A" rating for financial organizations (Moses, 2010).

Obviously, motivation theory is concerned with the process that described why and how human behavior is activated and directed which in turn affect their business culture. According to various theories, motivation may be rooted in the basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, hobby, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, morality, or avoiding mortality. It is vital to understand all these biological and psychological affects and how they play out in general business performance of organizations and individuals alike (Moses, 2010). Humans are propelled by various forces in

achieving set goals. Both individuals and corporate businesses alike require a set of motives to enable them pursue their goals. Whether driven from internal or external forces the push for success can be traced to forces referred to as motivational factors. The term motivation is generally used for humans but, theoretically it can also be used to described the causes for animal behavior as well (Moses, 2010). Motivation is regarded as one of the most important areas of study in the field of organizational behavior and business success. Comparatively, today leaders and managers record differing results on the same jobs or career. The only answer or seemingly explanation for this is that they are differently motivated. Hence, why do organizations need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in every rapid changing workplace. Motivated employees help businesses survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen and Radhakrishna, 1991). For example, research suggests that as employees, income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of motivator, leaving the manager with an additional responsibility of identifying the technique that best suit employee on individual's basis (Moses, 2010).

### **Hypothetical case on the value of gratitude, praise/reward towards business success**

In essence, businesses need to show gratitude as they reflect on their performances and experiences during the outgoing year. A wise man once wrote: "Gratitude is a currency we can mint for ourselves and spend without any fear of bankruptcy (Olotu, 2015). In any organization or department, there are certain people who perform in an outstanding manner. The good manner knows such persons, recognizes them and rewards them so that their conduct is seen as a desirable model worthy of emulation by others (Iornem, 1998). When you refuse to show or sow gratitude, you deny yourself a future of bountiful harvest of mercy, prosperity, preservation, favours and kindness. Gratitude, praise and reward defines attitude, whether in personal or business relationships. Even God wants us to thank you for His goodness and numerous undeserved mercies we enjoy from him. If you don't thank God, for instance, you're playing with an empty tank. And with an empty tank, a car is not assured of getting to its destination. With an empty tank, your future and dreams are defined. Hence, the good managers should always make gratitude, praise and reward a tradition usually towards the end of the year; this is not only an African totem but a universal culture or totem that became a lifelong practice for them on an individual and business basis.

It should be an everyday and continuous practice that should govern our affairs as SMEs. Iornem (1998) posited that the bad manager does not reward positive feedback. He is stingy with reward. Let it not be misunderstood that reward means only a raise in salary, a promotion or some other form of material gift or compensation. Most of these are outside the authority of many managers to give. Yet all managers have access to wonderful rewards which they refuse to use, or do not know

how to use. As a matter of fact, Iornem (1988) hypothetically illustrates the power of gratitude, praise and appreciation in the SMEs. Without these people, the chances of your business success are slim and dim. Olotu (2015) said that nobody with a healthy self-esteem wants to do business or be with someone who despises them, plays down on their contributions and does not respect them. Likewise once said, in the human heart is a cry for self-expression, but one also adds that in the human heart is a cry for appreciation and affection. In line with this thinking, Iornem (1998) proffered the story of one Malam Isa. "He was always late to work. His manager talked to him so often about the need to be punctual. Isa was twice denied a promotion and salary increase because of his poor attitude to punctuality. One day his manager, while attending a course, heard about the power of praise. He was told that even if's staff was generally bad, if you found him by chance doing a good thing, you should praise him and that alone may change the staff. The manager swore that Isa could not be changed by that kind of new tangled idea; but he decided to experiment all the same.

Upon getting back, he began to watch Isa to see if he could catch him doing the correct thing. Surely, one day, Isa came to office right on time. The manager walked over to Isa's desk and parted him on the back saying: 'Isa, that's wonderful! You are very punctual today. I know you are a worker who can come to work very punctually like today. Keep it up. I am very happy with you. Isa couldn't believe what he was hearing. Those words were like honey. Guess what Isa did the next day, of course, he was early to work and he made sure he passed in front of the manager so as to be seen again and noticed as having come to work punctually, from that time on, Isa not only began to be punctual but the praise changed him and he also became a top performer in other key result area. Isa was given back a raise and promotion mid – year because management became highly impressed with his performance. That's the power of praise for you. So the good manager should establish a feedback and dispense rewards generously (meaning mainly praise) to those who achieve results. Imagine how your wife will feel if you eat the food she prepared, licking your fingers as you finish and remarking; my dear, this soup of yours is wonderful. I Enjoy it. Thanks a lot; well madam will repeat a similar feat the next day, surely, because you finishing was good. Many support enthusiasts or analysts are fond of criticizing our National team, the 'Green Eagles' for poor finishing. I am sure their wives accuse them of the same malady (Iornem, 1998)". As the year draws its curtains, this period should not be limited to family celebrations and get-togethers or for refreshing and dining by individuals members of families only, but it should also be a period for corporate families, including SMEs, to create muster stations or rendezvous to offer gratitude to everyone who has been a part of the business.

### **Small and medium-sized enterprises and its relevance to the social order**

Small scale businesses are indispensable catalyst and important contributor to the economic growth in every nation due to their vast irreplaceable prospect in the economy. Small businesses serve as laboratory for the development and innovation of new ideas and offerings before market commercialization in order to prevent the production of goods and services that does not meet consumer expectation. This unique nature of small scale business makes the personalization and modification of

product to meet consumer preference easy. Hence, small business operators must develop and adopt scientific and rational business management strategies that will aid and increase their understanding of both their business and its environment. A sound knowledge of the dynamic business environment will facilitate the planning and predictions on the most significant factors that affect business survival (Agbolade, 2014). The present day business environment is marked by different dynamic features such as global competition, information technology, quality service revolution and corporate social responsibility which are compelling managers to rethink and reshape their approach to their various operation responsibilities. Due to this paradigm shift, new firms are emerging that are more responsive to both their internal and external environments (Luthans, 1995) cited in (Agbolade, 2014). The internal factors exist within the operational base of an organization and directly affect the different aspect of business. These internal factors include firms Mission, resistance to change, poor quality staff, lapses in internal control, bad resource/financial management, operational weaknesses, high staff turnover and over-leveraging while the external factors include government regulation, economic recession, political turmoil, low cost competitors, changes in customer behavior, environmental/health issues, technological changes, natural disasters, change in input supply, changes in macro economic variables and terrorist attacks. Hence, it is important for a business to keep a pace with the various changes in the environment in order to survive in the long run (Agbolade, 2014).

Similarly, every business settings often bring in new way of thinking about the business environment and new ways of acting (Belohlav, 1996) cited in (Agbolade, 2014). Hence, coping with these multitude of challenges require a firm that can easily adapt to change. This makes the small and medium scale enterprises (SMEs) the driving force in economic growth and job creation in both developed and developing countries due to their ability to experiment new approach at minimum cost and create a standardized product/ services that can meet the needs of a large target market (Sunter, 2000) cited in (Agbolade, 2014). However, more than half of newly established businesses survive beyond five years. Hence, the identification of those factors which empirically lead to entrepreneurial success/failure would assist in equipping small business owners with the necessary managerial skills to survive in today's competitive environment as well as exploit several strategies that will improve their operational efficiencies (Agbolade, 2014). In Nigeria and Bauchi state in particular, micro-small scale enterprises plays a crucial role in their development process as they are key to the establishment of a robust industrial sector by stimulating indigenous entrepreneurship and technology. They represent an essential link between primary production and large-scale industrialization, and both sides of the divide would function more efficiently if they are enabled to develop and grow through conscious action, policies and initiatives. According to Central Bank of Nigeria (2005) the small scale enterprises constitute the bed rock of many economies by providing the impetus for creating employment and value added activities. In most developing nations like Nigeria, the small scale enterprises operate in the informal sector. Hence, Alegieuno (2008) said that developing and sustaining this important sub-sector of the economy will engender economic growth and development. According to the Central Bank of Nigeria, the economy's vibrant informal sector has 80 million micro-

entrepreneurs who do not have access to financial services. This segment of the economy also employs over 70 percent (%) of the nation workforce. Yet, micro financing in Nigeria is still at its infancy. The country has in recent years taken steps to develop the sub-sector as a tool for economic empowerment and poverty alleviation to its over 70 million poor population (Jim, 2007).

## MATERIALS AND METHODS

This study was conducted along the federal low-cost road in Bauchi metropolis of Bauchi State in Nigeria with a strong view of determining relationship existing between managing gratitude as an integral part of organizational culture and achieving SMEs performance. During the study nine (9) SMEs – petroleum service stations were analyzed in Bauchi metropolis with their corresponding addresses. Hence, these nine (9) SMEs were clusterly sampled out of the myriads petroleum service station in the metropolis for the purpose of data collection and analysis. This constitute 100% of data collected from the total of nine (9) petroleum service stations situated along Federal Low-cost road in Bauchi metropolis of which the proprietors, managers and staffs was targeted to relates socio-economic attributes of these SMEs to include categories of staff, age, sex, educational qualification, length of service, reasons for optimal productivity. Descriptive statistics (means, frequency and percentages) was used in analyzing the reasons for optimal productivity in SMEs and  $X^2$  statistics was employed to test the hypothesis which states that managing gratitude as an integral part of organizational culture determines the longevity of social interactions leading to optimum productivity business success in SMEs.

## RESULTS AND DISCUSSION

As a matter of fact, Table 1 discloses the SMEs in respect of Petroleum Service Stations and their location in Bauchi metropolis.

**Table 1. Distribution of petroleum service stations as SMEs according to locations**

S/N	Small & Medium Enterprises	Locations
1.	A.A. Rano Nigeria Limited	Adjacent Central Bank of Nigeria round about, Federal Low-cost road, Bauchi, Nigeria
2.	Yankari Oil Nigeria Company Limited	Opposite U.B.E, North-East Zonal office, Federal Low-cost road, Bauchi, Nigeria
3.	Sarinawa Global Concept Limited	Adjacent U.B.E, North-East Zonal office, Federal Low-cost road, Bauchi, Nigeria.
4.	Azman Oil & Gas Limited	Adjacent Garu Motors, Federal Low-cost road, Bauchi, Nigeria.
5.	AKY Makama Oil & Company Limited	Games Village Junction, Federal Low-cost road, Bauchi, Nigeria.
6.	Zaima Petroleum Limited	Adjacent AlKabir Global Investment, Federal Low-cost road, Bauchi, Nigeria.
7.	Wikki Oil Nigeria Limited	Wikki Junction, Federal Low-cost road, Bauchi, Nigeria.
8.	Al-Kabir Global Investment Limited	Opposite Wikki Oil Nigeria Limited, Federal Low-cost road, Bauchi, Nigeria.
9.	Hibojh Ventures Limited	Opposite Hainayo Nigeria Limited, Federal Low-cost road, Bauchi, Nigeria.

Source: Field Data (2016)

The result revealed a total of nine (9) SMEs (Petroleum Service Stations) that applies or otherwise manages gratitude as an integral part of their organizational culture in business operations. Hence, Table 2 revealed the socio-economic characteristic of SMEs (Petroleum Service Stations) in Bauchi metropolis. The data on age distribution shows that 53.7% of the age range falls between 18-30 years of age, 35.2% within 31-45 years of age and 11.1% were within 46-65% years of age.

**Table 2. Socio-economic characteristics of staffs of the Small & Medium Enterprises**

Parameters	Frequency	Percentage
AGE:		
18-30 years	29	53.7
31-45 years	19	35.2
46-65 years	6	11.1
66 years and above	0	0
Total	54	100
Sex:		
Male	36	67
Female	18	33
Total	54	100
Educational qualification		
Degree/HND	0	0
NCE/ND/OND	11	20.4
SSCE	24	44.4
First School Leaving Certificate	19	35.2
Total	54	100

Source: Field data (2016)

This study implies that SMEs (Petroleum Service Stations) in the study area are mostly of younger group ages that are more productive than the older ones. In terms of sex statistics, most of the petroleum service stations are mostly managed by male (66.6%) against female which constitute 33.3% of the entire total respondents of 54%. By reviewing the margin between the two sexes, one can conclude that considerable numbers of women are working side by side with men counterpart involved in activities of petroleum service stations in the study area. Similarly on educational qualification of the respondents, mostly are holders of Senior Secondary Certificate of Education with (44.4%) respondents, First School Leaving Certificate holders (35.2%) and National Certificate of Education (NCE)/Ordinary National Diploma (OND)/National Diploma (ND) holders (20.4%) working as owners and employees in SMEs (Petroleum Service Stations) in the study area. Finally, on length of service, 64% had serve for less than five years while 26% served between 5-4 years and 10% are within the service range of 10-20 year. In addition, Table 3 revealed reasons for optimum productivity that leads to business success of SMEs.

**Table 3. Respondents' distribution according to reasons for optional productivity in SMEs**

Parameters	Frequency	Percentage
Intrinsic reward (task & activity)	13	24
Extrinsic reward (praise & gratitude)	41	76
Total	54	100

Source: Field Data (2016)

The results revealed that 76% had the reason for extrinsic reward in terms of praise and gratitude as a way of improving performance. Hence, extrinsic motivation comes from outside of the job performer. Whereas 24% believes that intrinsic reward inherent in a task or activity itself gives them enjoyment, thereby activating their goal – oriented behaviours. By implication, it's required that both individuals and corporate business alike require a set motives to enable them

pursue their goals. This has proven the perspective advocated by Moses (2010) and other motivational theories which holds that the satisfactory performances whether driven from internal or external forces the push for success can be traced to force drivers' referred to as motivational factor. Thus, understanding the place of respect, love and appreciation by the SMEs allow the Petroleum Service Stations achieve their dreams of optimal productivity leading to business success. Well, SMEs are to show their gratitude to the different Stakeholders that have helped the SMEs throughout the year for the following reasons: (a) without them, a business manager, wouldn't have succeeded with his/her business plans, strategies, goals, objectives and projections and (b) if these people hadn't played the role they played, you wouldn't have been able to play your own role as a manager, leader or owner of the business.

### Conclusion and recommendation

In conclusion therefore, it's obvious that, without God omnipotence, omnipresence, mercies, grace and marvelous helps to your businesses, things could have gone awry for SMEs. We must develop a programme to thank God for his mercies in our businesses! If you don't want to thank (fail/depreciate), then you've got to thank Him! When you appreciate God, you begin to appreciate. Thus, some of your employees have stood by you, making quantum sacrifices for the sustenance of your business. You have these one to thank for their loyalty and abiding faith in you and your vision. The reason you have to thank you employees is because they are one reason your customers have continued to come back to get your goods and services. Without your employees, you would have been the secretary, accountant, executive assistant, marketer, business development officer, etc. your business would have remained so small. You may be wondering why not your customers. The truth is future of your enterprise is not only tied to the availability of your customers, but also to the quality and commitment of the people working with you. They can mar or make your business. You need to create a forum to appreciate them. A small party, get-together, letter/card of appreciation, a word of appreciation, a little gift, a compliment here and there will go a long way in securing the commitment and loyalty of your employees and make them more determined to serve in your organization. In some of the largest organizations on earth, the MD writes personalized notes to very employee in addition to other forms of appreciation. The efforts may be small, but the returns are magical. The study recommended therefore that the business managers/owners must continually make gratitude part of their organizational culture which bond friendship, smoothens and sweetens relationship and determines the longevity of social interactions leading to business success in the small and medium enterprises (SMEs). Hence, it is also recommended that small and medium enterprise operators must developed and adopt scientific and rational business management strategies that will aid and increase their understanding of motivational tips and their applicability to business enterprise in order to facilitate motivational planning and predictions on the most significant factors that affects business survival.

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