A Comparative Analysis of Managerial Behaviour in the Public and Private Sectors in Nigeria

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Abstract
Managerial ethical behaviour in the public and private sectors need to take cognisance of possible value conflicts and ethical differences with respect to specific norms, attitudes and cultural expectations. This study is a comparative analysis of managerial behaviour in the public and private sectors in Nigeria. The objective is to determine how managers in either public or private organisations are encouraging honesty and openness among workers in their organisations. Four public and four private sector organisation are selected using stratified random sampling. A sample size of 350 was used for the analysis. The collected data for the study was analysed using Pearson Correlation Coefficient. The study concludes that encouraging openness and honesty by managers' will reduce unethical practices in either the public or private organisations in Nigeria. The study recommends thatt effective corporate governance mechanism and control system should be enshrined in the operations of the public and private sector organisations, which will help foster the efficient running of the corporations or enterprises.
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Keywords: managerial behaviour, values, ethics, honesty, public sector, private sector, Nigeria.

INTRODUCTION

There have been research attentions on values that regulate managerial behaviour in literature, with arguments abounding that the values of public and private sector organisations should be different in line with their mandates (Van der Wal, De Graaf&Lasthuizen, 2008). Some research efforts have compared managerial behaviour, values and strategies within a particular sector in a country while other studies looked at comparative analysis between two different countries, along cultural perspectives.

Van der Wal, De Graaf and Lasthuizen (2008) carried out a comparative analysis of organisational values between the public and private sectors in Netherland, to ascertain similarities and differences, with a survey of 382 managers. The study showed two distinct values systems and a uniformity in organisational qualities of accountability, expertise, effectiveness, efficiency and expertise. Altinas (2008) carried out a comparative analysis of Turkish and German managers personal values with the small and medium scale sector and found no difference between the two sets of managers in terms of universal values but there found differences in vital values within their operations that impacts on the style of leadership and decision making in the two countries.

Jeronimo and Medeiros (2012) comparatively analysed the management practices and behaviour of small and medium information technology enterprises in Brazil using a qualitative multiple case study of 13 firms based on Mintsberg 5P's of information technology, which are plan, position, pattern, perspective and play/ploy and found different ways of strategic thinking in the organisations that lead to strategic innovation, new ideas and skills of managers.

Behaviour is the particular way a subject or an individual does a thing in a particular way (Asika, 2006). Ethical behaviour therefore, "is acting in ways that are consistent with one's personal values and commonly held values of the organisation and society" (Naran, 1992, Pg.11). Managerial ethical behaviour in the public and private sectors needs to take cognisance of possible value conflicts and ethical differences with respect to specific norms, attitudes and cultural expectations. Perhaps, nowhere does value conflict play out more dramatically than in the workplace where rights and needs of various stakeholders must be continuously negotiated and harmonized (Uche, 2012). This view is further supported by Kuye, Uche and Akaighe (2014) that individual unethical behaviours have been transferred to organisational context because individuals come together to form an organisation.

Organisations in the private sector are more oriented towards the bottom-line approach and recently, public sector organisations are developing such methodologies through commercialization and such other strategies, all of which have the tendencies to promote unethical actions as organisations drive for more profitability (Korac-Kakabadse, Kouzmin, Knyght&Korac-Kakabadse, 2000; Wiley, 1995). The "bottom-line mentality"provides for financial success as the major value and this drive for financial profitability can cause serious challenges for the organisation in the long run. For the public organisations, the conflict of minister-civil servant relationship and parliament civil-servant relationship, leading to the political bottom-line mentality still largely persists (Korac-Kakabadse, Korac-Kakabadse&Kouzmin, 2003; Wolfe, 1991).

Public servants are expected to behave in the public interest as servants of the government, the people and the law. They are also expected to be politically neutral, protecting the interests of the public, guard confidential information, be effective and efficient in their duties, be accountable and avoid conflict of interest in their parastatals (Kernaghan& Langford, 1990).Also, private sector organisation should not be different, as more is expected from private sector managers who source for their own capital and resources and engage in business activities for the maximization of profit and shareholders wealth. The issue therefore is to what extent do profit mentality affects the managers' willingness and ability to factor in ethical values and behaviours in the public and private sector organisations; encouraging openness and honesty by the top management staff,to reduce or eliminate unethical practices in the organisation. This is under investigation, in the wake of commercialization and privatization of state owned enterprises to become competitive; increasing efficiency and the financial bottom line of the enterprises. Also, considering the fact that sustainable development and disaster management is highly desired in this 21st century by organisation both in the public and private sector from the human resource and organisational behaviour standpoint, it behooves on managers to inculcate values of honesty, fairness, integrity, and corporate governance throughout the line and staff in the effective and efficient management of organisations, to deliver better services to the populace and bring the desired sustainable economic development that the country yearns for.

Several authors have considered organisational core values for the public sector (Schmidt & Posner, 1986; Kernaghan, 1994, 2003; Goss, 2003; Vrangbaek, 2006; Beck, 2006; Beck & Bozeman,2007) while other authors have examined value related research for employees in the private sector (Agle& Caldwell, 1999; Posner & Schmidt, 1984, 1993; Hemingway &Maclagan, 2004; Watson, Papamarcos, Teague& Bean, 2004). However, empirical comparative research that offers a side by side analysis of how managers are encouraging honesty and openness amongst workers in the public and private organizations in Nigeria has not received much research attention. Therefore, this study fills the gap in literature and evaluates managerial behaviour of public and private organisations on a comparative analytical basis.

Objective of the Study
To determine how managers in either public or private organisations are encouraging honesty and openness among workers in their organisations.

Significance of the Study
The study is significant to many stakeholders relating to the public and private sectors of developing countries and the Nigerian economy in particular, as the country seeks to build capacity in leadership and ensure a vibrant working economy, through healthy collaborations between the public and private sectors and ensure sustainable development. The behaviour and values disposition of managers in both sectors is germane to upholding honesty and integrity and building strong institutions. The recommendations of the study if implemented will help managers in the public and private sectors to encourage honesty, good values and openness in management thereby stimulating good governance.

LITERATURE REVIEW
Public and private sector managers mostly agree that management, learning and development competencies comprises of "the skills and abilities practiced in daily actions, knowledge, expertise and experience in making the decisions and the personal qualities, attitudes and values they espouse" (Demeter &Tapardel, 2013, 162).The combination of these three elements makes up the behaviours of a manager, with the argument that there really isn't much difference between a manager in the public sector and the private sector. Besides the fundamental elements that makes a manager in either the public or private sector, the public manager has a political role. The public sector manager "represents the whole society, to whom the public services are provided. The public managers are mostly political figures, elected or appointed for a determined period of time. This is the leadership definition for the public managers"(Demeter &Tapardel, 2013, Pg. 163),while the private managers are responsible to the board of directors and owners/shareholders.

Theoretical Framework: Leader-Member Exchange (LMX) Theory
Leader-Member Exchange (LMX) developed by Dansereau, Graenand Haga (1975) is a managerial behaviour theory. It explains the relationship between a leader and his/her subordinates (Grean&Uhl-Bien, 1995).Leader-Member Exchange (LMX) theory explains the exchanges that occur between members of a "dyadic" relationship, which leads to the influence a leader makes on his followers. These exchangeshave been classified aseither those of close relationship that makes the leader have high leader-member exchangeoras those of formal relationship with subordinates, that make the leader have low leader-member exchange (Mowbray&Ingley, 2011). The theory explains that leader-member exchange between a manager and the subordinates are relatively long lasting, which influences the performance of the employees under the leader (Mowbray&Ingley, 2011). Steiner (1997) asserted that high leader-Member exchanges have been linked to some organisational outcomes such as reduced employee turnover, increased performance and productivity (Keller &Dansereau, 1995). Conversely, low leader-member exchanges have a negative relationship with the elements above (Mowbray&Ingley, 2011).

LMX theory has been hailed as one of the hallmarks of organisational efficiency and effectiveness (Northouse, 2010). Also, organisations that put LMX theory into practice largely attain their goals (Harris,Wheeler&Kacmar, 2009). The implication of LMX theory to this study is that the behaviour displayed by managers in the workplace, both in public and private sector organisations, in relating with subordinates and performing managerial roles is germane in encouraging openness and honesty in order to reduce unethical behaviours and ensuring effectiveness and efficiency in the running of the enterprises, either public or private organisations.

Public and Private Organisations: A Comparison
An organization can be defined as "a consciously coordinated social unit, composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals" (Robbins & Judge, 2013, 39). Sekaran (1989) describes an organisation as a purposeful system with several sub-systems where individuals and activities are organized to achieve certain pre-determined goals through division of labour and coordination of activities. Ogundele (2012) posit that an organisation has a relatively identifiable boundary, which helps distinguish members from non-members. The boundary which can change with time may not be perfectly clear. Organisations also have some continuing bonds which may not mean life-long membership, since organisations face constant change in their membership.

Organisations can be differentiated in two generic groups: private enterprise organisations and public sector organisations. Private enterprise organisations are owned and financed by individuals who are partners and/or shareholders in the company and are accountable to their owners or members. They vary widely in nature and size and the type of goods and services they provide. The main aim establishing a private enterprise is for commercial nature such as profit, return on capital employed, market standing or sales level (Mullins, 1999). Public sector organisations on the other hand are established by the government."They have political purposes and do not distribute profits. Any surplus of revenue over expenditure may be re-allocated by improved services of reduced charges. The main aim is for service and the well-being of the community" (Mullins, 1999). Public sector organisations are usually owned and controlled by the federal or state governments, headed by ministers appointed by the government. The appointment of the ministers is usually political and most of the ministers are posted to organisations where they know little or nothing about (Ogundele, 2012).

Public and private organisations both have similarities and differences in the tasks, activities, contexts, personal demands and rewards of public and private executives' jobs. Individuals are likely to weigh the relative importance. The similarities and differences are in sharply different ways depending on their personalities, values, cognitive styles and expectations. Thus, comparisons between government and business almost invariably contain significant elements of subjectivity and for this reason are difficult to interpret (Uche, 2012). However, in drawing dichotomies between public and private sector organisations, it is best done by analysis of the organisations' ownership and purpose; the relationships of the organisation with the environment; the scope and content of executive decisions and the structure of organisational authority (Uche, 2012).

RESEARCH METHODS
Population
The population of this study consists of all managers currently working in the public and private organisations in Nigeria. One epistemological implication of any study of organisation static and dynamics is that the organisation is treated as an ongoing concern (Barbie, 1986; Kerlinger, 1973). This fact is crucial in determining the organisations to be

included within the study sample space. The sampling size therefore comprises a list of all ministries and parastatals established by the Federal government of Nigeria and private organisations quoted on the Nigerian Stock Exchange.

Sample
Four public sector organisations have been chosen and consist of two ministry establishments- Federal ministry of Information and Communication and Federal ministry of Finance and two government parastatals- Nigerian Television Authority and Nigeria Ports Authority. Similarly, four private organisations have been considered. These are one banking institution- Union Bank Plc, two manufacturing companies- Cadbury Nigeria Plc and Nestle Nigeria Plc and one telecommunication service organisation- Mobile Telephone Network (MTN) Nigeria. A total of 480 managers are selected which comprises of top management, senior managers, middle and lower managers. The stratified random sampling is considered appropriate for the study because it ensures that the sample is representative and the result of the data analysis on the sample can be generalized to the population (D'cruz& Jones, 2004).

Instrumentation
Data have been generated using copies of the validated survey questionnaire on managerial ethical and unethical behaviours using 5 point scale. The instrument consisted of 35 items which provided data of continuous measures. The standardization of the instrument was achieved with the inputs of experts in the field of managerial ethics, further validated and adapted to the Nigerian environment via the principal components (factor) analysis (PCA). Factor scores obtained in the analysis involves using the varimax (variance maximization) technique which ensures that the variables loaded high (conventionally set at $r = .70$) on one axis or another. It also ensures that the variables have low cross-loading on all other axis or irrelevant latent factors (in most cases $r < .40$).

Method of Data Analysis
In analyzing the collected data from the field survey, the inferential analysis involving the use of the Pearson Product Moment Correlation coefficient (r) was employed to determine the degree of relationship between identified variables (inter-variable, inter-construct and inter-indicator), with the aid of statistical package for social sciences (SPSS, version 21), thus providing solutions to the research question of the study. 480 questionnaires were distributed to the managers out of which 220 questionnaires were received and adjudged usable for the analysis.

RESULTS
The analysis of bio-data reveals that 58% and 42% of respondents are male and female respectively. Concerning age distribution, 32% are between the ages of 20-29, 30% are between 30-39 years, 22% are between 40-49 years while the remaining 16% are 50 years and above. On marital status, 58% of the respondents are married while 38% are singles while 4% are divorced/ separated.

Table 1: Correlation matrix among variables from selected public sector organisations

Variables	1	2	3	4	5	6	7
ECHST	1						
KLTMC	.384	1					
NTCKE	.013	.533**	1				
DEFRD	-.194	.047	.168	1			
CHKMT	-.086	-.037	-.095	.036	1		
GODFR	.135	-.090	.056	-.149	.042	1	
DECPT	-.085	.157	.216	.292	.146	-.094	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
KEY:ECHST = Encouraging Honesty; **KLTMC** = Kleptomaniac attitude; **NTCKE** =Belief in the share of national cake; **DEFRD** =Colluding with top management to defraud; **CHKMT** = Top management lack of control to checkmate unethical practices; **GODFR** =God fearing management staff; **DECPT** =Some God fearing executives are deceptive

Table 2: Correlation matrix among variables from selected private sector organizations

Variables	1	2	3	4	5	6	7
ECHST	1						
KLTMC	.625**	1					
NTCKE	.497*	.382	1				
DEFRD	.054	-.089	.404*	1			
CHKMT	372	261	215	-.157	1		
GODFR	200	117	299	-.109	.419*	1	
DECPT	-.138	096	-.283	-.365	340	047	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

KEY:ECHST = *Encouraging Honesty;* **KLTMC** = *Kleptomaniac attitude;* **NTCKE** =*Belief in the share of national cake;* **DEFRD** =*Colluding with top management to defraud;* **CHKMT** = *Top management lack of control to checkmate unethical practices;* **GODFR** =*God fearing management staff;* **DECPT** =*Some God fearing executives are deceptive.*

From tables 1 and 2 above, actions associated with encouraging honesty ECHST correlate positively with only two variables in the public organisation, KLMTC (r =.384) and GODFR (r = .135). It however, displays negative correlation coefficient values with other variables. In the private sector organisation, positive values are recorded for the variables, with the highest coming from KLTMC (r = .625**) and NTCKE (r = .497*). Between KLMTC and other variables in the public organisation, there is a high correlation coefficient value with NTCKE (r = .533**) while others displays very low values. It however correlates negatively with two other variables CHKMT (r = -.037) and GODFR (r = -.090). In the private sector organisation, only NTCKE, a moderately high value of (r = .382) while others are very low comparatively. NTCKE correlates positively with other variables in the public organisations, the coefficient value comparatively lower than the coefficient values for private organisations. DEFRD correlates negatively with GODFR (r = -.149) and KKTMC (r = -.090) in the public organisations while it correlates negatively with only GODFR (r = -.109) in the private organisations.

DISCUSSION OF FINDINGS
The study finds out that encouraging openness and honesty by managers will reduce unethical practices in either the public or private organisations in Nigeria. The key variables of measurements in the public and private sectors included kleptomaniac attitude which is the disposition to stealing, belief in the share of national cake, colluding with top management to defraud, top management lack of control to checkmate unethical practices, God-fearing management staff and deceptive executives.

The study finds that kleptomaniac attitude is prevalent both in public and private sector organisations since human beings are basically the same irrespective of which sector they work in. This implies that where ethical values are weak in either public or private organisations, employees' irrational urge to stealing will likely manifest in the organisation, to unduly enrich themselves with the resources of the organisation. Also, the belief in share of national cake is more prevalent in the public sector because of the mentality of employees in government owned enterprises that government resources is 'nobody's property', so they can go ahead anddirectly or indirectly embezzle the resources through exploiting the loopholes in the system. This belief in the share of national case is less prevalent in the private sector organisations because of stringent internal control, accountability and auditing of the books.

Further still, the lack of top management control to checkmate unethical practices in the public sector is higher when compared to the private sector where there are better practices of corporate governance, due diligence and probity in the discharge of responsibilities from the managerial positions to the lower echelon of the organisation, from the private sector perspective. Also, the management and ownership structure of private organisations is such that there are high expectations and demands from the board of directors and shareholders to the management team. From the public sector perspective, there appears a lukewarm attitude of some managers in the in accepting the organisation's work procedures to checkmate unethical practices because they benefit from them.This implies that public organisations in Nigeria have not enshrined the application and implementation of codes of conduct for public officers enough to checkmates unethical practices in the system as much as private organisations enforce code of ethics and professionalism against employees who circumvent their ethical values.

Again, the study found that colluding with top government officials to defraud the organisation is more prevalent in the public institutions than in the private sector organisations. This is manifested in how some top managers in the public organisations show hostility to those who attempt to report unethical behaviour in which they may be directly or indirectly involved. Lastly, the study established that there are different attitudes of managers in the public and private organisations in Nigeria, with the integrity of managers directly proportional to their value orientation in the sector they operate. This finding of the is consistent with the position of Kuye, Uche and Akaighe (2014) that the extent to which ethical leadership is being modeled by senior management is pivotal in promote ethical climate in organisations. The findings of the study is also consistent with the findings of Van der Wal, De Graaf and Lasthuizen (2008) that managers in various public and private organisations share two distinct value systems in accordance with the value disposton of the sector they operate.

CONCLUSION AND RECOMMENDATIONS
The study focused on comparative analysis of managerial behaviour of public and private sector organisations in Nigeria,to determine how managers in either public or private organisations are encouraging honesty and openness among workers in their organisations. The key variables of measurements in the public and private sectors includes kleptomaniac attitude which is the disposition to stealing, belief in the share of national cake, colluding with top management to defraud, top management lack of control to checkmate unethical practices, God-fearing management staff and deceptive executives. The study concludes that encouraging openness and honesty by managers' will reduce unethical practices in either the public or private organisations in Nigeria. The private sector due to its ownership and managerial structure are mostly set up by individuals who seek to maximize profit from the private resources employed in the organisation. On the other hand, public organisations and parastatals are adopting strategies such as re-engineering and commercialization to be able to compete favourably in the business environment. Thus, the public sector managers seek to ensure efficient use of resources to gain competitive advantage and are now under pressure to deliver better public services to wide population of people due to the huge allocations and subventions received from governments, the globalization and huge demands of customers and citizens to get value for services rendered by government agencies.

The public sector systems in any country or high performing economy depends highly on how well it's public managers and administrators are constantly working with their employees to improve the quality of their services. Managers in the public and private sector have to go head-to head in ensuring best practices and display of ethical behaviours for the smooth running of the enterprise with the resources available to them and curbing to a large extent such behaviours in the workplace that are contrary to professionalism and honesty. Public and private organisations have to do more in encouraging their staff to desist from engaging in unethical behaviours, set up policies and systems to make it difficult for unethical behaviours to thrive in the workplace. Also, that organisational-based factors exemplified by top management actions should be encouraged, which is capable of changing the attitudes and values of employees positively in the execution of their duties in the organisation.

The study recommends that effective corporate governance mechanism and control system should be enshrined in the operations of the public and private sector organisations, which will help foster the efficient running of the corporations or enterprises. Also, managers in the public and private sector organisations should be above board in their behaviours. Since it takes two to tangle, the support that employees get from top management which encourages them to carry out unethical behaviours with impunity should be detected through an effective whistle blowing system and such unethical behaviours 'nipped in the bud'. The whistle blowers should be protected and assured of their safety since they stand the risk of been victimized by managers and subordinates who are reported for their unethical behaviours. Since brazing unethical behaviours with impunity thrives in a system where punishment is non-existence or weak, there should be immediate and consistent disciplinary measures against behaviours that circumvent organisational objectives. Managers in particular that are caught displaying a pattern of unethical infraction and fraudulent practices should receive stiffer punishment which will serve as a deterrent to subordinates who may be involved in such unwholesome practices that circumvent accepted work procedures in the organisation. Lastly, efforts should be made to reduce or totally prevent acts of embezzlement in either the public or private organisations through the use of control system while motivating programme capable of giving rewards to hard working employees should be in place in the organisations.

CONTRIBUTION TO KNOWLEDGE AND LIMITATIONS OF THE STUDY

The study has contributed to knowledge in managerial behaviour in the public and private sectors with implications for building and a strong and vibrant sector, as countries seek to ensure sustainable development and disaster management in all frontiers including human resources, leadership and management. The study extensively dealt with how ethical values relate to effective managerial leadership building from the leader-member exchange theory. The study will undoubtedly leave managers and academics alike with the clear picture that ethical values are a key component of effective managerial leadership and based on the belief that virtuous values that align with ethical behaviour will result into a better way of creating healthy relationships in organisations. The study constitutes a basic input for finding solutions to issues related to cut-backs and other associated vices, knowledge of which organisations cannot undermine in building strong institutions and ensuring sustainable development. The study furthermore strengthens the existing knowledge and contributes to the systematization of the fragmented knowledge on ethics needed by the academic community as benefit and provides a framework for finding the knowledge needed to reduce the unethical behaviour prevalent in our society. However, the study is without limitations. The limitations of the study include the nature of the survey which is limited to a few private and public organisations which is not representative of all public and private organisations in Nigeria. Also, the public parastatals sampled in the study are Federal agencies while the private sector organisations are from a sample frame of publicly quoted companies, which may differ from state government agencies and companies not listed in the Nigerian Stock Exchange, in the practice and application of managerial values.

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