

Full Length Research Paper

The effect of organizational development on the Nigerian economy

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Any organization whether private or public in which its systems are static cannot develop effectively and would not meet its competitive relevance in the market place. Hence organizational development is rooted on the theory of change management. This paper examines the effect of organizational development on the Nigerian economy with critical analysis of the current reform programmes articulated by the Obasanjo administration. The methodology used in the study was a selection of 200 respondents from government ministries and reputable banks in five states including Abuja the federal capital territory of Nigeria. Questionnaires were administered to the respondents using simple random sampling technique. The analysis of the results shows that the reform programmes have not been able to adequately address the problems that directly affect the Nigerian populace. An analysis of the study shows that the reform programmes have not been able to adequately address the problems that directly affect the Nigerian populace. The study recommends that, proper measure to prosecute corrupt officials and leaders should be put in place to reform the lives of leaders through attitudinal reforms before structural reforms or change can be articulated. Similarly, both private and public sector change programmes should be directed to carry the people in the entire system or organization along. And the change process should be constantly or on a continuous basis reviewed by the people and the change agents.

Key words: Change management, Reforms, Organisational Development, Culture change, Economic Programmes and Policy thrusts.

INTRODUCTION

All organizations need to establish proper governance, management, administrative as well as financial structures and systems to ensure that they achieve their goals and objectives effectively and efficiently in the short-term, and develop sustainable programmes in the long-term.

Organizational Development (OD) is simply the way organizations change and evolve. In this wise, organizational change can involve personnel, technology, competition and other areas. Employee learning and formal training, transfers, promotions, terminations and retirements are all examples of personnel-related changes. Thus, in the broadest sense, organizational development means organizational change. However, the term as used in this paper means something more specific. Over the past thirty years, organization development emerged as a distinct field of study and practice. Experts now sub-

stantially agree as to what constitute organizational development in general, although arguments about details continued Moorhead and Griffin (2001). In this circumstance, an attempt would be made to define the subject matter as it affects or influences the development paradigm of the Nigerian national economy. The implications of this are to evaluate the effects of OD on the Nigerian economy from both the private and public sector organizations points of view.

The definition of organizational development is an attempt to describe a very complex process in a simple manner. It is also an attempt to capture the best points of several definitions offered by eminent writers in the field of management.

Objective of the study

1. To determine what impact the government reform programmes have on the lives of the Nigerian masses vis-à-vis structural changes and attitudinal changes.

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2. To ascertain the effectiveness of the implementation of the programmes on corporate governance in Nigeria.
3. To determine to what extent change programme can strategically reposition an organization as a tool for competitive advantage.

Literature review

Organizational Development (OD) is the process of planned change and improvement of organizations through the application of knowledge of the behavioural sciences. Moorhead and Griffin (2001). Three points in this definition make it simple to remember and use. First, organizational development involves attempt to plan organizational changes, which excludes spontaneous, haphazard initiatives. Second, the specific intention of organization development is to improve organizations. This point excludes changes that merely imitate those of other organizations, or which are forced on the organization by external pressures, or are undertaken merely for the sake of changing. Thirdly the planned improvement must be based on the knowledge of behavioural sciences, such as organizational behaviour, psychology, sociology, cultural anthropology, and related fields of study, rather than on financial or technological considerations. Eze (2006) Posits that "an organization should be in possession of a compendium of required and desirable skills, knowledge, abilities and attitudes in respect of various jobs through the mechanism of job analysis. Within this analysis, attitudes should direct the functioning of other capabilities."

According to Umoh (2002) Organizational Development refers to the development of and performance of people working in the organization. Simply put, OD is an applied behavioural science approach to planned change and development of an organization in attempts to improve the overall performance and effectiveness. In this case, Umoh posits that, it is concerned with the diagnosis of organizational health and the ability to adapt to change and therefore embraces a wide range of intervention strategies into the social processes of the organization. These intervention strategies or techniques are what Moorhead and Griffin classifieds as three most basic types of techniques which are, system-wide, task and technological and group and individual.

In the opinions French and Bell (1999) Organizational development is a long-terms effort led and supported by top management, to improve problem solving processes through an on-going, Collaborative management of Organizational Culture-with special emphasis on the consultant facilitator role and the theory and technology of applied behavioral science, including participants action research.

At every attempt to explain the meaning of OD, one Common feature in the meaning of OD, or one common similarity in the view of Writers is that they see OD as a holistic approach to applied behavioral science which

fundamentally involve, people and their talents, management of change-structural or otherwise, management development, Organizational Climate and Organizational Culture.

Culture and organizational development are closely related and therefore culture and human behaviour are closely linked. According to Umoh (2002) Culture has a pervasive influence over human behavior. In fact, Smircich (1983) puts it that, there is no consensus on its meaning or its application to the analysis of working organizations without relating it to culture. Organizational Culture and Climate are sometimes confusing in interpretation. That notwithstanding, the definition of Mclean and Marshall (1993) is very appealing. They subscribe that, organizational culture is the collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context of everything we do and think in an organization.

From the above analysis, there culture, constitutes a very critical element in the analogy of organizational development. Generally speaking culture and values differ from one environment to another and can change over time. The driving force that causes this complexity of change is the people or the workforce in the organization.

Culture is very important in understanding employees behaviour pattern. In fact in the people of word of Gorman (1987) cited in Umoh (2002) he outlined the importance of culture in an organization to include: the fact that

- It helps to explain why different groups perceive things differently from other groups.
- It can help to reduce complexity and uncertainty.
- It provides a consistency in outlook and values.
- It makes the processes of decision-making, coordination and control possible.

Change process as a tool for organizational effectiveness: The Nigerian experience

A popular ideology propounded by a renowned philosopher, Aristotle is that, change is constant. For any organization to be effective and efficient, it must be sensitive to changes within its operating environment. These changes will come in diverse ways such as, change in management and personnel, change in pro-duct design, change in technology, change in decision for a new or better business, change in general attitudes of workers, change in government or corporate governance, change in customers tastes or demand, change in prices etc. Whatever level or aspect of change that takes place in an organization, it is very important to organizational development. Therefore organizations must of necessity anticipate changes and plan for them. This is known as change management. It must be a continuous process because the world is never static. Lewins (1987) coded this in three-step model; change is a systematic process

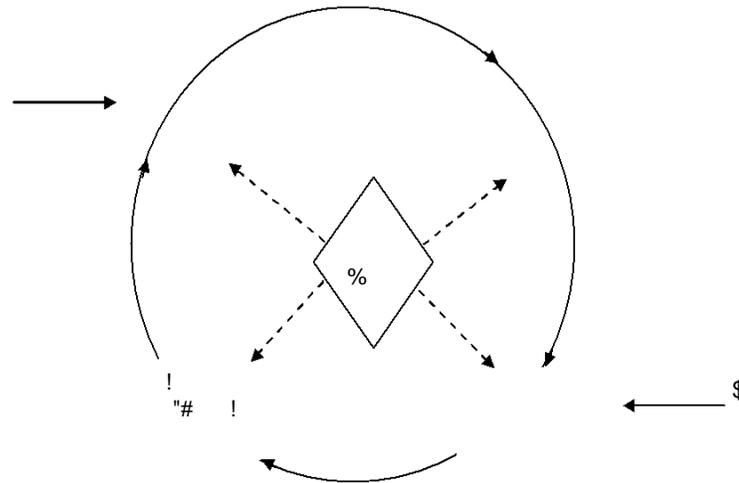


Figure 1. Continuous change process model of organization. Source: Organizational Behaviour. (Mooraeed and Griffin, 2001)

of transition from an old way of doing things to a new way. Inclusion of an unfreezing stage indicates the importance of preparing for the change. The refreezing stage reflects the importance of following up the change to make it permanent.

The continuous change process model utilizes the Lewins three-stage model of organization change and emphasizes that change is continuous in organizations.

In this approach, top management perceives that certain forces or trends call for change, and the issue is subjected to the organizations usual problem solving and decision-making processes. Usually, top management defines its goals in terms of what the organization or certain processes or outputs will be like after the change. Alternative for change are generated and evaluated, and an acceptable one is selected.

Early in the process the organization may seek the assistance of a change Agent. A change Agent is a person responsible for managing the change effort. This can be represented diagrammatically as shown in Figure 1.

Effects of change programmes on the Nigerian economy

The Nigerian government as a total system is the highest employer of labour. For the country to fully develop as a system, it must respond to change. Any government that is not responsive to changes in the system, such as the exogenous and endogenous forces, would continue to pursue worthless goals and objectives. This is the main ideal in the concept of organizational development. These changes make their appearances through both policy instruments and structural reforms. So far, Nigeria has witnessed a lot of reforms in recent times in its organizational development. Some of which are:

- Banking reforms
- Pension funds reforms
- Insurance reforms
- The civil service reforms
- Privatization and commercialization etc

All these played host to the present image of Nigeria that has secured the country debt relief. There has been a lot of manpower development and training in various sectors as a result of these reforms. For instance it was due to strategic change in the communication industry that brought about the Global System for Mobile Telecommunication (GSM). Now, the entire world is shifting into e-business, and Nigeria is equally responding to this unique change in the global arena. The realities of the changes in information technology are changing the culture, attitudes tastes, and demands of the citizenry.

Today we can say that the communication system is effective because of the GSM. Moving from analogue to digital system marks a remarkable achievement in terms of effectiveness and efficiency as it has made positive impact on the organizational development in both the private and public sectors in Nigeria. As mentioned earlier, so many private organizations have repositioned and re-engineered their entire systems. This gave rise to:

- Rethinking a new business. Basically known as strategic business unit (SBU).
- Developing a new organization culture.
- Redefining a new vision and mission for the organization.
- Redesigning a new module of employee training and development.
- Talents-head-hunting: This enables organizations to identify specific skills and talents of individual employees and place them on the appropriate jobs.

Table 1. Analysis of questionnaire distribution

Category /Rank	Ministry Organization	No of questionnaire	Percentage
Director General/Director/ General Manager and Manager	State ministries of economic Dev. & planning, Education, Health, Agriculture, Finance and Five commercial Banks	34	17
Middle management	"	52	26
Officers and Senior Executives	"	60	30
Others	"	54	27
Total		200	100

Source: Field survey 2007.

Sensitivity to social responsibilities. Most organizations in Nigeria today (particularly in the private sector) are struggling to be responsible corporate citizens of the communities in which they operate through participations in social activities and development of the operating environment and Strategic reengineering of systems and processes for competitive advantage. For example in year 1994 First Bank of Nigeria Plc embarked on a project called Century II project culture change: a new frontier. This new focus has changed the business of the bank dramatically both in service delivery system, employees attitudes, management perception of issues, workers welfare, and the bank product line have all changed. So many banks especially the old generation breeds went through the reengineering processes. Today, all commercial banks in Nigeria have free-level play-field.

METHODOLOGY

Due to the nature of the survey which is purely descriptive, the researchers employ the use of simple random sampling technique to elicit data from the field. The geographical areas covered in this survey include, Benue State, Kogi, Nassarawa, Taraba and the Federal Capital territory Abuja (FCT). Forty (40) top government Executives and senior professional bank managers were selected each from the five states studied. Reason for this selection was informed by the need to interview respondents who are knowledgeable and conversant with the major policy thrust of the past and present government in Nigeria. A total of 200 respondents were selected and interviewed in the five states mentioned. Questionnaires administered were restricted to the state ministries of Economic Development and Planning, Health, Agriculture, Finance, Education and Five reputable commercial banks. This is shown in Table 1.

From the above table, a total of 34 questionnaires were distributed to top management staff within the ranks of Directors General, Directors, General Managers, and Managers within the ministries and banks selected. While 52 were selected from the middle management, 60 from Officers and senior Executives and 54 from other categories of staff respectively. This represents a percentage rate of 17, 26, 30 and 27% respectively in the distribution.

The analysis on the Table.2 above shows that, out of the total of 200 respondents interviewed, 146 (73%) overwhelmingly agreed

that changes are necessary in the way in which government programmes are being implemented. This notwithstanding, 90% of the total respondents believed that the social charter of human development agenda of the government does not have focus on the people. Similarly, 89% were of the view that most government/organization's reform programmes do not benefits individual staff. 81 percent affirmed that the government's change programmes are not very effective, while 80% were equally of the opinion that the government does not involve the people in articulating change programmes that will benefit them. This analysis suggests that, the reform programmes articulated by the federal government of Nigeria have not really affected the lives of the citizenry positively – an indication of structural changes more than social changes.

From the Table 3 above, 84 respondents (42%) said that government may not want to embark on realistic change programmes because it has no political will to initiate changes. While in Table 4, 84 respondents representing 42% of the total population surveyed believed however that, despite the government lack of political will to initiate changes, that if change programmes are properly implemented, they can have very high positive effects on the government or the organization concerned and position it strategically for competitive advantage.

DISCUSSION ON FINDINGS

The dynamics of the Nigerian economic reforms

Virtually, all nations of the world have found it necessary to embark on one form of economic reform or the other. Since the conditions necessitating the adoption of the reforms vary, the characters of the reforms differ from country to country. What is remarkable, though, is that some discernable trends could be identified at different periods of modern history, reflecting largely the dominant economic models and the influence of the donor agencies (Oladimeji, 2006). This means that a change process as a tool for a country's economic, political and social effectiveness is a continuous process. Irrespective of whatever character, informed the reform agenda or the philosophical and theoretical foundation on which it is built, its practical and empirical basis is tailored toward enhancing the quality of life of the citizenry. Therefore, any change process or reforms in a given society that does not address the problem of quality of life of the people would be seen as a mere distraction of the countries entire system.

According to Eze (2006) "inspite of the reviews and reforms which we have seen, the civil service in Nigeria has not been ideal. Traditions have eaten deep into the system, preventing attitudinal change so that negative attitude to work is common among the

Table 2. Analysis of interview response

S./No	Questions	No of Respondents	Yes	%	No	%	Total
1.	In your opinion, do you feel changes are necessary in the way government programmes are being implemented?	200	146	73	54	27	100
2.	Has the government change programmes been very effective?	200	38	19	162	81	100
3.	Have the attitudes of the Nigerian work-force changed positively in line with structural reformation?	200	48	24	152	78	100
4.	Does government change programmes provide a friendly business environment for organizations to fully develop and operate at full capacities?	200	110	55	90	45	100
5.	Does the individual staff of your ministry, or organization benefited more from the reform programmes?	200	22	11	178	89	100
6.	Has your ministry, unit department or organization benefited more from the reform programmes?	200	124	62	76	38	100
7.	Are the reform/change programmes of the government or your organization people's participatory?	200	40	20	160	80	100
8.	Is the social charter of human development agenda of the government peoples focused?	200	20	10	180	90	100

Source: Field survey 2007

Table 3. Why do you think the government does not want to undertake realistic change programme?

Options	No of Respondents	Percentage Response
Fear of cost	40	20
Fear of losing people's support	76	38
No political will to initiate changes	84	42
Total	200	200

Source: Field survey 2007

Table 4. To what extent do you think change programmes if properly implemented can reposition your ministry, department or organization strategically for competitive advantage?

Options	Number of respondents	Percentage response
Very high extent	84	42
High extent	41	20.5
Reasonable extent	21	10.5
Moderate extent	16	8
Minimal extent	22	11
Low extent	16	100

Source: field survey 2007.

workforce." Agim (1984) equally puts it that, "there is generation conflict in the service and most Nigerian organizations; constant conflict among carders; risk avoiding disposition, little or no empha-

sis on objectives and results, general lack of discipline and integrity among the work force, very low staff morale arising from lack of incentives and motivations. Above all, there is no well articulate

scheme for training and development.

The context of the quality of life of the people implies, access to good health services, quality education that develop the entire human capital assets of the country, provision of essential amenities, adequate supply of food to match the increasing population, and a continuous and sustained effort to reduce the menace of rural poverty, diseases, hunger and malnutrition.

The dynamics of the Nigerian economic reform agenda so far formed its roots in the historical antecedent of the SAP era between 1986 and 1992. As Oladimeji (2006) posits, SAP thus became the first attempt at a comprehensive reform of the Nigerian economy. Reforms or change are transition tools that a country or an organization uses to evolve a new method of doing things from the old method. And this transition according to Lewins (1987) is, a systematic process. The fundamental question is, how effective are the Nigeria reforms programmes since independence to date? This is because. SAP did not impact positively on the poor and did not deliver succour to the needy. Instead, poverty donated. Neither did the rolling plans and other poverty alleviation programs help ease the pains of poverty and disease.

According to Anya (2006) Nigerians saw deterioration in the most basic of services such as health and education, the maintenance of government assets virtually collapsed. All these created political backlash for the reforms. By 1990, Implementation had weakened, never to regain strength. Anya's position is very critical in the analysis of the research efforts being articulated in this paper.

Review of current economic reforms

After more than 35 years of its independence ruled mostly by military rulers, Nigeria was a Pariah nation. The economy was in decay. Macro economic indicators flashed red. Inflation, interest rates and the naira exchange rates were unsustainable and the unemployment rate astounding. Industrial capacity utilization was less than 30%. Health was in a poor state. For example, mortality rate of children under five stood at a high 105 per 1000 births. Nwakanma and Tadaferua (2004). Education did not also fare any better. An estimated 75% of Nigerians lived below poverty line and the state of infrastructure was terrible. National Electric Power Authority (NEPA) was decrepit producing less than 20000 megawatts of electricity for a population of about 120 million people. Telephony was exclusively for the rich and Nigeria has a low teledensity of about 1:1400. The public sector was riddled with ineptitude and corruption. Nigeria was also suffering under a debt overhang of over \$30 billion and no wonder then it walled at the bottom of the UNDP Human Development Index.

This was the challenge faced by the Obasanjo Administration and this was by no means an easy task. With determination, experience and the support of the people Obasanjo pledged to make Nigeria great once again. When they took over in 1999, they pledged to improve education, health, infrastructure and rebuild the institutions that provide public service. They also pledged to fight corruption, accelerate privatization and to fight poverty.

The Obasanjo Administration embarked on a wide ranging economic and social reform initiative from privatization to growth and anti-corruption programme. Consequently, between 1999 and 2003, power generation more than doubled while telephone lines increased from about 400,000 to over four million and is still growing, industrial capacity utilization has also increased to about 50% and over 3 million jobs have been created. To enhance security, the administration has doubled the size of the police and Foreign Direct Investment in the Non-oil sector has grown from almost nothing in 1999 to about US\$2 billion in 2003.

These shining budgets of achievements fizzes away if it is made to stand side by side with the endemic poverty in the country worsened by the high level of foreign debt. Poverty Alleviation Programme, The National Economic Empowerment and Develop

-ment Strategy (NEEDS). NEEDS has four major objectives namely:

- Wealth creation
- Employment generation
- Poverty reduction and
- Value reorientation

These four objectives are to be driven by four major strategies which are:

1. Reform of government and its institutions

- Public sector reform professionalism, restructuring, retraining, trimming etc
- Privatization and liberalization
- Governance
- Transparency and anti corruption
- Service delivery by government agencies
- Elimination of abuse of government contract through due process
- Tax system reform particularly company, personal income and Value Added Tax
- Data gathering system and restructuring of the Federal Office of Statistics

2. Growing the private sector

- Diversifying the economic base and reduce the relative dominance of oil
- Mainstreaming the informal sector and strengthening their linkages to the real sector
- Altering the strategy for industrial development to make it less import dependent, more local resource based and more related to local research and development particularly in the area of SME

3. A new value system

- Incorporating the sociological dynamics of the society
- Understanding the nexus between economics and society
- Not business as usual again
- No hiding place for people who made money through illegal and illegitimate means

4. Implementation of a Social Charter

Needs is all about people, their welfare, health, education, employment, poverty reduction, empowerment, security and participation. Oladimeji (2006) however classified these reforms or change programme into three namely:

- Government and Institutional reforms
- Private sector reforms and
- Social charter of human development agenda

In order to achieve desired impacts of these major reforms programmes on the Nigeria national economy, the federal government went further to establish several other commissions and agencies that would serve as direct agents of change and strengthened the existing ones who by nature of their establishments would ensure that the reform programmes outlined above are implemented and to equally act as the government police to the public by making sure that the anti-reformers or the anti-change agents are brought to book. Some of these agents that have hitherto played such leading role are: The National Agency for Food, Drug Administration and Control (NAFDAC). Economic and Financial Crime Commission (EFCC), Independent Corrupt Practices Commission (ICPC). National Poverty Eradicating Programme (NAPEP) etc. Though

some of those agents and commissions have been seen and perceived by some analysts as institutional proliferations which are obvious avenues for resources mismanagement and sheer economic waste, nevertheless, some of the agencies have made their marks on the marble in terms of their operational efficiencies and successes so far recorded. Oladimeji (2006) posits: that the federal government recorded the following objectives as achieved, the restoration of macro-economic stability, the steady growth in GDP, the phenomenal growth in the country's external reserves, the reforms of the public procurement system, the excellent results recorded by the (EFCC) and (NAFDAC) in fighting corruption and the faking and counterfeiting of foods and pharmaceutical products respectively. Equally commendable are the near-revolution in the telecom. Sector, the early gains already noticeable from the pension reform programme and from the first phase of the banking reform effort.

As a theoretical foundation, we can say that the reform or change programmes of the federal government have made their commendable impact when viewed from the angle of building Nigerian image internationally. But empirical realities established in this research proved that the reform programmes have not been able to address the problems that directly affect the Nigerian populace.

Specifically, some agents achievements needs to be mentioned to show that the reform is achieving success. For NAFDAC.

- \$150m or N19.56b worth of drugs have been destroyed
- In the last six years, there were
- 110 destruction activities
- 45 convictions
- 65 pending court cases

Fake and counterfeit drugs in circulation dropped from 41% in 2001 to 16% in 2006

In a single days raid Kano State in 2007 fake and unregistered products worth N550million were seized

Between 1968 and 2001, Nigeria was regarded as the country with the highest number of fake and counterfeit drugs, now, it has reduced and advanced countries are looking up to Nigeria and asking how?

NAFDAC also embarked on re-certification of drugs in the country of origin.

Federal capital territory

- i) Demolition of houses built on sewage line or contrary to Abuja Master Plan. Here, we have seen the destruction of house belonging to countless number of rich, important, influential and very powerful people in the country.
- ii) Rehabilitation of beggars by the construction and furnishing of a LEPERS COLONY at Yangoji village.
- iii) Public private partnership between government and private enterprises i.e build, operate and transfer of the Wuse Market between Federal Capital Development Authority and Abuja Investment Group. The same thing also applied in the Area 11 shopping complex.

National Drug Law and Enforcement Agency (NDLEA)

- i) Seized drugs with N33b in year 2006
- ii) 1363 arrests were also made in 2006

Economic and Financial Crime Commission

- i) The commission has recovered over N500b into the coffers of the Federal Government.
- ii) They have also arrested hundred of government officials, charged them to court and got their properties confiscated.

Financial reforms

The Nigerian economy attracted over \$ 7bn in foreign direct investment and foreign portfolio investment in 2006.

According to Central Bank of Nigeria (CBN) Governor, while speaking on the banking reforms, he said 11 banks now have market capitalization ranging between \$1bn and \$5.3bn while the range was expected to go up to between \$2bn and \$7bn by the end of 2007. Other results of the economic reforms according to him, include the promotion of zero tolerance of ways and means advances to government and the stabilization of exchange rates. The list is endless and it has brought hope to Nigerians. Of particular importance is the settlement/writing off of the country's external debt which has freed funds otherwise meant for debt servicing readily available for the development of the social service sectors i.e education, health, infrastructure etc.

The worries of the reforms

Having briefly identified some worrisome problems in Nigeria experience in pursuing its reform or change programmes. Oladimeji (2006) a more telling assessment of the current reform efforts of the Nigerian government was the one contained in the 2006 index of Economic Freedom, published by the Heritage Foundation and the Wall Street Journal in August, 2006. The index is a theoretical analysis of the factors that most influenced the institutional setting of economic growth. The index suggests that the Nigerian economy was worse-off in August 2006 than it was the previous year, and described it as repressed, despite all the reforms implemented by the current administration. Out of 161 countries assessed, Nigeria was ranked 146 just a step ahead of Haiti.

With all the earlier successes mentioned, it has become something of a paradox that the lot of the average Nigerian has not really improved in the last five years. In spite of NAPEP and other poverty reduction initiatives of government, poverty is still endemic in the land. Unemployment is still a big problem, which has in fact been exacerbated by some of the items in the reform agenda. Though we have seen successes recorded by the NAFDAC and the EFCC respectively as earlier mentioned. Hence social change in the Nigerian context has been paradoxically articulated- with greater emphasis on structure.

According to Evereth (1995), "the mechanisms of social change can be varied and interconnected. Several mechanisms may be combined in one explanatory model of social change. For example, innovation by business might be stimulated by competition and by government regulations."

In fact, presently the EFCC is faced with more disturbing and worrisome cases of corruption perpetrated by highly placed political elites reported from different quarters. Apart from the recruitment of a large number of new in-takes into the police force, many of whom were later reported to be ex-convicts and social miscreants, it would appear that no reform had taken place in the law enforcement agencies. Regrettably, also, the country manifests some in-built contradictions in the conduct of government affairs. Every new day, governmental actions and tendencies move us a step away from the democratic principles we so cherish and the federal structure around which we had built some consensus. This is a reflection of sharp deviation from the modern theory of change process. Evereth (1995) Posits that "change process are regular and interconnected, social change itself is structured. Since about 1965, there has been a shift in emphasis from "structure" to "change" in social theory. Change on different level, social dynamics in everyday life and short -term transformations and long-term development in society at large has become the focus of much attention in the study of society." In all, there has been a noticeable decline in the standard of living of a majority of the populace. What is more worrisome about Nigeria current state is the appearance of a social disconnect

between the leaders and the people. Increasingly, the leaders are finding it difficult to understand what the peoples' complaints are. Oladimeji (2006). This is one of the reasons that has given rise to the present industrial action that took place in Nigeria in June 2007.

Summary/Recommendations

This paper has exhaustively examined the effects of organizational development on the Nigerian economy. Conceptual and theoretical foundations were laid to clarify various opinions and views as to what are the meanings of organizational development. From the fundamental analysis of the paper, we have clearly asserted that change process is a useful tool for the development of an organization and its effectiveness as a system.

While most private sector organizations used the term change process, the public sector or the government apply the use of reforms. The theoretical and philosophical basis of the two concepts are the same with the ideology of changing from an old pattern of doing things to a new pattern has strong cultural underpinning.

Similarly, the Nigerian government has toed the same line by introducing numerous reform programmes. While the government has made commendable success in its reform programmes, there are still a lot of issues that the reform programmes have not been able to address and these are:

The poverty reduction programmes of government have not adequately addressed the plight of the rural poor. Hence poverty level is on the increase trend.

Majority of the Nigerian citizens do not have access to quality education, as such the issue of training and developing the nations human capital assets which is the central point in organizational development is not taken seriously by the government functionaries.

Proper measure to prosecute corrupt officials, and leaders should be put in place to reform the lives of leaders before structural reforms can be articulated. Both private sector and government change programmes should be directed to carry the people in the entire system or organization along. And the change process should be reviewed constantly by the people and the change agents.

Conclusion

Currently, information technology has been massively deployed into the business world as the major service delivery enabler. This creates room for efficiency and organizations effectiveness. Constantly, the scientists are developing new technologies and techniques of doing or transacting business in better ways using the latest model initiative and best practices. Despite the recent impact of I.T education in Nigeria, it has been said that information technology is still at the infancy stage in Nigeria. Therefore, the Nigerian economy must continue to evolve new methods and processes of doing things as a change process and culture in its development paradigm.

Finally, from the foregoing analysis therefore, one can

attest with relative certainty that Organization Development has impacted positively on the Nigerian national economy while dividends that accrued to the citizens in change or reform programmes efforts are minimal.

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