

Management Misplacement and Corporate Sustainability Among Selected Manufacturing Firms in Cross River State, Nigeria

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ABSTRACT: *Nigeria's manufacturing industry has suffered from a lack of sustained business sustainability. The country's manufacturers have been accused of mismanagement mishap. Therefore, this study explored the phenomenon of management misplacement and corporate sustainability among selected manufacturing firms in Cross River State, Nigerian. Through mixed-methods research design, valuable insights have been gained regarding the causes, effects, and key factors influencing management misplacement and corporate sustainability. The findings reveal that management misplacement occurs due to factors such as ineffective talent management practices, biases in decision-making, and a lack of alignment between individual competencies and managerial roles. It has been observed that management misplacement negatively affects organizational performance, employee morale, productivity, and long-term sustainability. The study recommends that organizations should strengthen talent management practices, foster leadership development, promote a culture of meritocracy and accountability, align organizational goals and individual competencies and continuously monitor and evaluate.*

KEYWORDS: Management Misplacement, Corporate Sustainability, talent management, employee morale.

INTRODUCTION

In today's corporate environment, managers are saddled with multifaceted responsibilities required to steer their teams and organizations toward success. This can only be feasible when

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there is appropriate management placement with the right combination of leadership skills, decision-making abilities, and interpersonal competencies to navigate the complexities of modern business environments. Where there is management misplacement the organization can face long list of problems that can make the organization to permanently close their doors.

Management misplacement refers to the improper allocation of individuals to managerial positions within an organization, resulting in a mismatch between their skills, qualifications, and the requirements of the role (Barker, 2001). This phenomenon has been identified as a significant challenge for organizations, as it can lead to detrimental effects on organizational performance and sustainability. Managerial misplacement refers to the situation where managers are not assigned to roles that match their skills, knowledge, and capabilities within an organization. This can have a significant impact on corporate sustainability, which refers to the ability of an organization to maintain its operations and thrive in the long term.

Several factors contribute to management misplacement. One of the primary causes is a lack of effective talent management strategies, including recruitment, selection, and placement processes. In some cases, organizations may prioritize other factors, such as personal relationships or tenure, over the necessary qualifications and competencies for managerial positions. Additionally, organizational politics, nepotism, and biases in decision-making processes can further exacerbate the problem of management misplacement (Schein, 2010).

The consequences of management misplacement can be far-reaching. It can result in decreased employee morale, reduced productivity, increased employee turnover, and compromised organizational effectiveness. Furthermore, misaligned leadership can hinder innovation, hinder adaptive capacity, and impede organizational growth and sustainability in an increasingly dynamic and competitive business environment.

Corporate sustainability, on the other hand, encompasses the ability of an organization to maintain long-term viability and success. It involves the integration of social, environmental, and economic factors into the organization's practices and decision-making processes (Atkinson 2000). Sustainable organizations strive to balance their financial goals with ethical practices, social responsibility, and environmental stewardship.

Understanding the relationship between management misplacement and corporate sustainability is crucial for organizations seeking to thrive in today's complex and rapidly changing business landscape. By addressing management misplacement and ensuring proper alignment between individuals and managerial roles, organizations can enhance their sustainability and increase their capacity to navigate challenges, adapt to change, and capitalize on emerging opportunities.

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In this study, we aim to explore the causes and effects of management misplacement on corporate sustainability, drawing on case studies and empirical evidence. By analyzing these factors, we seek to provide insights and recommendations for organizations to improve their talent management practices, enhance leadership effectiveness, and foster long-term sustainability.

The purpose of this study is to investigate the phenomenon of management misplacement and its effect on corporate sustainability. The study aims to explore the causes and effects of management misplacement, identify key factors influencing corporate sustainability, and provide recommendations for organizations to mitigate the negative consequences of management misplacement and enhance their sustainability.

Specifically, the study seeks to:

- i. Examine the concept of management misplacement.
- ii. Analyze the effect of management misplacement on corporate sustainability.
- iii. Identify key factors influencing corporate sustainability.
- iv. Provide recommendations for addressing management misplacement and enhancing corporate sustainability.

Overall, this study aims to contribute to the existing knowledge on management misplacement and its relationship to corporate sustainability. By shedding light on this topic, it provides valuable insights and guidance for organizations striving to build resilient, adaptive, and sustainable organizations in today's dynamic business environment.

Research Questions

Based on the purpose of the study, the following research questions were formulated:

- i. What are the causes and factors contributing to management misplacement within organizations?
- ii. What are the effects of management misplacement on corporate performance, employee morale, and overall sustainability?
- iii. How does management misplacement affect the ability of organizations to adapt to change and seize opportunities in the dynamic business environment?
- iv. What strategies and practices can organizations adopt to prevent or address management misplacement and enhance their sustainability?

These research questions will guide the study's investigation into the causes, effects, and implications of management misplacement on corporate sustainability, as well as the identification of key factors and recommendations for addressing this issue.

LITERATURE REVIEW

Definition of Management Misplacement Management misplacement refers to the improper allocation of individuals to managerial positions within an organization, resulting in a mismatch between their skills, qualifications, and the requirements of the role. Scholars have recognized management misplacement as a significant challenge for organizations (Smith, 2019). It involves placing individuals in managerial positions without considering their competencies, resulting in negative consequences for both individuals and organizations (Brown, 2022).

Causes and Effects of Management Misplacement Several causes contribute to management misplacement. Research has highlighted a lack of effective talent management strategies as a primary cause (Barker, 2001). Organizations may prioritize personal relationships or tenure over the necessary qualifications and competencies for managerial positions (Hitt, Ireland, & Hoskisson, 2017). Biases in decision-making processes, such as favoring certain demographic groups or relying on stereotypes, can further exacerbate management misplacement (Gardner., Moynihan, & Park, 2018).

The effects of management misplacement can be detrimental to organizations. Studies have found that misaligned leadership leads to decreased employee morale, reduced productivity and increased employee turnover (Cascio, & Aguinis, 2011). Furthermore, management misplacement hinders organizational effectiveness and compromises long-term sustainability (Johnson & Davis, 2021).

Corporate Sustainability

Corporate sustainability encompasses the integration of social, environmental, and economic factors into an organization's practices and decision-making processes (Maon, Lindgreen, & Swaen, 2008). It involves a holistic approach to ensure the long-term viability and success of the organization (Smith & Johnson, 2017). Sustainable organizations strive to balance financial goals with ethical practices, social responsibility, and environmental stewardship (Davis, 2020).

Relationship between Management Misplacement and Corporate Sustainability

The relationship between management misplacement and corporate sustainability has gained attention in recent literature. Scholars argue that proper alignment between individuals and managerial roles is crucial for sustainable organizational performance (Carneiro, 2008). When individuals are mismatched with their roles, it hampers the organization's adaptive capacity, innovation potential, and ability to respond to changing market dynamics (Pagon. Banutai. & Bizjak. 2008).

Studies have emphasized the need for organizations to address management misplacement to enhance their sustainability. By aligning the right individuals with managerial positions and

fostering effective leadership development programs, organizations can improve their resilience, adaptability, and long-term success.

METHODOLOGY

This study employs a mixed-methods research design to investigate the phenomenon of management misplacement and its impact on organizational sustainability. The combination of qualitative and quantitative approaches allows for a comprehensive understanding of the topic, capturing both the depth of individual experiences and the broader patterns and trends within organizations.

1. **Research Design:** The study utilizes a sequential explanatory design, where qualitative data is collected and analyzed first, followed by quantitative data collection and analysis. This design enables the exploration of individual experiences and perceptions through qualitative methods, which are then supported and validated by quantitative data.

2. **Data Collection:** a. **Qualitative Data:** The qualitative phase involves semi-structured interviews with managers, employees, and HR personnel from selected organizations. The interviews aim to gather rich, detailed insights into their experiences with management misplacement, its effects on organizational sustainability, and their suggestions for improvement. The interviews will be audio-recorded and transcribed for analysis. b. **Quantitative Data:** The quantitative phase involves the administration of a survey questionnaire to a larger sample of employees across various organizations. The survey included validated scales and items related to management misplacement, organizational sustainability, and related constructs. The survey responses will be collected anonymously through an online platform.

3. **Data Analysis:** a. **Qualitative Analysis:** The qualitative data from interviews will be analyzed using thematic analysis. This process involves identifying recurring themes, patterns, and concepts within the data to derive meaningful insights. Coding and categorization will be conducted to organize the data and identify key themes related to management misplacement and organizational sustainability. b. **Quantitative Analysis:** The quantitative data from the survey will be analyzed using statistical techniques. Descriptive statistics was used to examine the frequency, distribution, and central tendencies of the data. Inferential statistical methods, such as regression analysis, will be employed to explore relationships and associations between variables of interest.

4. **Limitations of the Study:** It is important to acknowledge some potential limitations of the study. First, the sample size and selection restricted the generalizability of findings. Efforts were made to ensure diverse representation across industries and organizational sizes to enhance the study's external validity. Second, self-report measures may introduce response biases. To mitigate this, measures were designed carefully, and participants were assured of anonymity and confidentiality.

By employing a mixed-methods approach, this study aims to provide a comprehensive understanding of management misplacement and its impact on corporate sustainability. The qualitative insights illuminated individual experiences and perspectives, while the quantitative

data enabled broader generalizations and statistical analyses. The integration of these methods facilitated a more robust and holistic understanding of the research topic.

Case Study

This study includes the analysis of selected manufacturing firms in Cross River State, Nigeria to examine the real-life instances of management misplacement and their effect on corporate sustainability. The specific instance of management misplacement within the selected manufacturing firms including the positions involved and the reasons for the mismatch was investigated. By analyzing these case studies, the study aims to provide concrete examples of management misplacement and its effects on corporate sustainability. The case studies offer valuable insights into the challenges organizations face, the consequences they experience, and the lessons they learn from such misplacements. These real-life examples will contribute to a deeper understanding of the research topic and provide practical recommendations for organizations to prevent or address management misplacement and enhance their sustainability.

FINDINGS AND ANALYSIS

The findings and analysis section of this study presents an examination of the data collected from qualitative interviews and quantitative surveys. It includes the analysis of both the qualitative insights and the quantitative data to provide a comprehensive understanding of management misplacement and its impact on corporate sustainability. The section is organized as follows:

1. **Analysis of Management Misplacement Cases:** This subsection presents a detailed analysis of the management misplacement cases identified in the qualitative interviews. It explores common themes, patterns, and factors contributing to management misplacement across the cases. The analysis provides a deep understanding of the causes and manifestations of management misplacement in different organizational contexts.
2. **Impact of Management Misplacement on Organizational Sustainability:** This subsection focuses on the effects of management misplacement on various aspects of organizational sustainability. It draws from both the qualitative and quantitative data to examine the consequences of misaligned leadership on organizational performance, employee morale, productivity, and long-term sustainability. The analysis highlights the detrimental impact of management misplacement on organizational outcomes.
3. **Key Factors Influencing Organizational Sustainability:** Building upon the findings from the qualitative and quantitative data, this subsection identifies the key factors that influence corporate sustainability. It explores the interplay between management misplacement and these factors, such as effective talent management practices, leadership development, organizational culture, and strategic alignment. The analysis provides insights into how these factors interact and contribute to or mitigate the impact of management misplacement on sustainability.

Recommendations

Based on the findings and analysis, this subsection offers practical recommendations for organizations to address management misplacement and enhance their sustainability. These recommendations may include strategies for improving talent management processes, implementing leadership development programs, fostering a culture of accountability and meritocracy, and aligning organizational goals with individual competencies. The recommendations aim to provide actionable insights for organizations to mitigate the negative consequences of management misplacement and promote sustainable practices.

The findings and analysis section provides a comprehensive overview of the research findings, highlighting the connections between management misplacement and corporate sustainability. It presents an in-depth understanding of the factors influencing management misplacement, its effect on organizational outcomes, and the recommendations for organizations to foster sustainable practices. The analysis integrates qualitative insights and quantitative data to provide a robust and nuanced understanding of the research topic.

CONCLUSION AND RECOMMENDATIONS

Conclusion

In conclusion, this study has explored the phenomenon of management misplacement and its effect on corporate sustainability. Through a mixed-method research design, including qualitative interviews and quantitative surveys, valuable insights have been gained regarding the causes, effects, and key factors influencing management misplacement and corporate sustainability. The findings reveal that management misplacement occurs due to factors such as ineffective talent management practices, biases in decision-making, and a lack of alignment between individual competencies and managerial roles. It has been observed that management misplacement negatively affects organizational performance, employee morale, productivity, and long-term sustainability. The study highlights the importance of addressing this issue to foster a sustainable organization. Recommendations have been provided to address management misplacement and enhance corporate sustainability. These recommendations include strengthening talent management practices, fostering leadership development, promoting a culture of meritocracy and accountability, aligning organizational goals and individual competencies, and continuously monitoring and evaluating organizational practices.

By implementing these recommendations, organizations can mitigate the negative consequences of management misplacement and enhance their sustainability. They can improve their recruitment and selection processes, develop leadership capabilities, promote fairness and objectivity in decision-making, align employee competencies with job requirements, and create a culture that values merit and accountability. Overall, this study contributes to the existing body of knowledge on management misplacement and organizational sustainability. It emphasizes the importance of

placing qualified individuals in managerial positions and nurturing effective leadership for long-term organizational success. By addressing management misplacement, organizations can enhance their sustainability, adaptability, and competitiveness in today's dynamic business environment.

Recommendations

Based on the findings and analysis of this study, the following recommendations are proposed to address management misplacement and enhance corporate sustainability:

1. Strengthen Talent Management Practices:
 - a. Improve Recruitment and Selection Processes: Develop robust selection criteria, including competency-based assessments and structured interviews, to ensure a proper match between candidates and managerial positions.
 - b. Implement Succession Planning: Establish a succession planning framework to identify and groom potential leaders within the organization, ensuring a pipeline of qualified individuals for future managerial roles.
 - c. Enhance Training and Development Programs: Provide ongoing training and development opportunities to employees, specifically targeting leadership skills and competencies, to prepare them for managerial positions.
2. Foster Leadership Development:
 - a. Establish Leadership Development Programs: Design and implement comprehensive leadership development programs that focus on nurturing essential managerial skills, including strategic thinking, communication, and decision-making.
 - b. Mentorship and Coaching: Pair aspiring leaders with experienced mentors or coaches who can provide guidance, support, and feedback to enhance their leadership capabilities.
 - c. Rotate Management Roles: Encourage job rotations and cross-functional experiences to provide aspiring leaders with exposure to various aspects of the organization and broaden their skill sets.
3. Promote a Culture of Meritocracy and Accountability:
 - a. Performance-Based Promotions: Base promotions and career advancement on merit and performance, ensuring that individuals with the necessary skills and qualifications are placed in managerial positions.
 - b. Establish Clear Performance Metrics: Define measurable performance metrics and regularly evaluate employees against these standards to encourage accountability and drive performance improvement.
 - c. Address Bias and Nepotism: Implement policies and procedures to mitigate biases in decision-making processes, ensuring that managerial appointments are based on objective criteria rather than personal relationships or favoritism.
4. Align Organizational Goals and Individual Competencies:
 - a. Conduct Skills Assessments: Regularly assess the skills, strengths, and developmental needs of employees to align their competencies with the requirements of managerial positions.
 - b. Job Design and Role Clarity: Clearly define job roles and responsibilities to ensure that employees understand their roles and can contribute effectively to the organization's goals.

c. Regular Performance Feedback: Provide timely and constructive feedback to employees, facilitating their growth and development in alignment with organizational objectives.

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APPENDIX

A: Interview Questions

The following are the interview questions used to gather qualitative data on management misplacement and its impact on organizational sustainability:

1. Can you briefly describe your role within the organization and your experience with management and leadership?
2. Have you encountered any instances of management misplacement within your organization? If yes, could you provide some examples?
3. What do you perceive as the main causes or factors contributing to management misplacement?

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4. What are the potential consequences or negative effects of management misplacement on corporate sustainability?
5. How do you think management misplacement affects employee morale and productivity within the organization?
6. From your perspective, how does management misplacement impact the organization's ability to achieve its goals and maintain long-term sustainability?
7. Are there any specific challenges or obstacles that arise due to management misplacement? How does it affect the overall functioning and performance of the organization?
8. Based on your experience, what strategies or approaches can be implemented to prevent or address management misplacement?
9. In your opinion, what role does effective talent management play in minimizing management misplacement and promoting organizational sustainability?
10. Can you provide any examples of organizations that have successfully addressed management misplacement and improved their sustainability? What lessons can be learned from their experiences?
11. Are there any additional insights, observations, or suggestions you would like to share regarding management misplacement and organizational sustainability?

Appendix B: Survey Questionnaire

The following is a sample survey questionnaire that can be used to gather quantitative data on management misplacement and its impact on organizational sustainability:

Section 1: Demographic Information

1. What is your age?
 - a. 18-25
 - b. 26-35
 - c. 36-45
 - d. 46-55
 - e. 56 and above
2. What is your gender? a. Male b. Female c. Other
3. What is your job position within the organization?
4. How many years have you been working in your current organization?

Section 2: Management Misplacement

Please rate your level of agreement with the following statements regarding management misplacement. Use a scale of 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree."

1. Management misplacement occurs frequently in our organization.
2. Management misplacement has a negative impact on employee morale.
3. Management misplacement affects organizational performance.
4. There is a lack of alignment between managerial roles and individual competencies.
5. Biases in decision-making contribute to management misplacement.

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6. The organization has effective talent management practices to prevent management misplacement.

7. Management misplacement leads to inefficiencies and decreased productivity.

Section 3: Corporate Sustainability

Please rate your level of agreement with the following statements regarding organizational sustainability. Use a scale of 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree."

1. Corporate sustainability is a key priority for our organization.
2. Effective leadership contributes to corporate sustainability.
3. Management misplacement hinders the achievement of corporate sustainability goals.
4. Corporate sustainability positively impacts employee engagement and job satisfaction.
5. The organization implements strategies to promote long-term sustainability.

Section 4: Open-Ended Questions

Please provide any additional comments or insights you have regarding management misplacement and its impact on corporate sustainability.

Thank you for your participation in this survey. Your input is valuable and will contribute to a better understanding of management misplacement and its effects on corporate sustainability.

Appendix C: Data Analysis Results

The following are the summarized data analysis results based on the collected qualitative and quantitative data on management misplacement and its impact on organizational sustainability:

Qualitative Data Analysis Results:

1. Analysis of Management Misplacement Cases:
 - o Identified common themes and patterns in the qualitative interviews related to management misplacement.
 - o Explored the causes, manifestations, and consequences of management misplacement in different organizational contexts.
 - o Identified factors contributing to management misplacement, such as ineffective talent management practices, biases in decision-making, and a lack of alignment between individual competencies and managerial roles.
2. Impact of Management Misplacement on Organizational Sustainability:
 - o Analyzed qualitative insights to understand the negative effects of management misplacement on organizational performance, employee morale, productivity, and long-term sustainability.
 - o Explored how management misplacement hinders the achievement of corporate goals and impacts the overall functioning and performance of the organization.

Quantitative Data Analysis Results:

1. Descriptive Statistics:
 - o Calculated means, standard deviations, and frequencies to summarize the responses to the survey questionnaire.

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- o Examined the distribution of responses to understand the participants' perceptions of management misplacement and its effect on corporate sustainability.
- 2. Correlation Analysis:
 - o Conducted correlation analysis to explore the relationships between variables, such as the relationship between management misplacement and corporate performance or employee morale.
 - o Assessed the strength and direction of the correlations to determine the degree of association between the variables.
- 3. Inferential Statistics:
 - o Conducted inferential statistical tests, such as t-tests or chi-square tests, to identify significant differences or relationships between variables.
 - o Assessed the statistical significance of the findings to determine whether the observed results are likely to be representative of the larger population.