

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Missing Factor in Vroom's Performance Model and It's Implication on Performance of Nigeria Public Officials

Dr. Hyginus Emeka Nwosu

Lecturer, Department of Accountancy/Business Administration and Entrepreneurship,
Federal University, Ndufu Alike Ikwo, Ebonyi State, South East Nigeria

Dr. Pius C. Obidike

Lecturer, Department of Accountancy/Business Administration and Entrepreneurship,
Federal University, Ndufu Alike Ikwo, Ebonyi State, South East Nigeria

Dr. Benedeth N. Okezie

Lecturer, Department of Accountancy/Business Administration and Entrepreneurship,
Federal University, Ndufu Alike Ikwo, Ebonyi State, South East Nigeria

Abstract:

The issue of integrity of public office holders has been a major constraint in the wheel of economic performance and development in Nigeria. Before and during 1960's, there was general belief that the greatest obstacle to Nigeria economic performance and development is colonial masters that take from the economy in economic terms more than they put in (colonialism), the shortage of capital, shortage of qualified manpower and as well lack of motivation of indigenous labour force by the colonial masters. Nigeria has since gotten independence, discovered oil in commercial quantities, an average Nigeria worker presently is capable as his counterpart anywhere in the world in terms of ability and capability, and will produce as well if given the opportunity, hence the problem of colonialism, shortage of capital, shortage of qualified manpower, as well as motivation is now out of place and no more tenable, yet Nigeria as a country is under-performing. What then is the problem? The success of every country's development is largely depended on the credibility of individual saddled with the management of the economy. The purpose of this study is to determine whether Nigeria Public officials lack integrity and the extent to which their lack in integrity has contributed to non performance of the economy. The study wish also to ascertain whether Vroom's performance model works in Nigeria situation and if not to determine whether the absent of integrity factor in Vroom's model inhibits its workability in Nigeria setting. The study concludes that integrity is the pivot on which the performance of all managers (Public or Private) hinges, and that Vroom's performance model fails to work in Nigeria situation because an important factor 'integrity' is missing in the model, hence there is the need for Nigerian managers to modify the model in practical terms by including integrity as a pre-requisite while choosing leaders for organizations. Therefore, this study is of the view that the management of Nigeria economy should be place in the hands of men and women of unquestionable and high integrity. The study recommends that sincerity, credibility should be enthroned, encouraged and sustained by people in governance so that with ability, motivation and integrity, managers of government businesses will begin to perform optimally.

Keywords: Integrity, Vroom's performance model, Nigeria public office holders, Performance.

1. Introduction

1.1. Background of the Study

Vroom's performance model defines performance to be a multiplicative function of motivation and ability. Thus $P = f(M \times A)$, where P, M, and A are performance, motivation and ability respectively. What this model implies is that once a manager has the ability and is motivated, that performance is sure. The major weakness of this model in the opinion of this paper is that appropriate distinction is not made in the value system of the cultural setting (people), the work situation facing the manager and the worker. There have been diverse views on whether management is universally applicable, including in Nigeria. The imperative of this debate is to ascertain whether Vroom's performance model works in all situation and environment especially in Nigeria. However, some management Scholars like George Terry, Peter F. Drucker and Trewartha et al have severally agreed that management process has a universal application; therefore, Vroom's performance model can also work in Nigeria. Their argument were based on the fact that basic

functions of planning, organizing, directing and controlling are fundamental and are performed by every manager regardless of the enterprise or environment. Drucker in his effort to expatiate that management is universal says that the work of management, its task and its dimensions are universal and do not vary from country to country. Akpala in his opinion aligned with Drucker by maintaining that all organizations operate by the provision, combination and utilization of organizational resources of men, materials and money. The combination and utilization of these materials as management priority cannot be operated without planning, organizing, directing and controlling, so management in this sense is universal.

There are also those who argue strongly that management is not universal. Their line of argument revolves around the principles of process management, especially of organizing and directing. A closer look at these two principles according to this school of thought will identify some bases for which one can say that the principles of organizing as a group are not universal. This line of thought is of contingency school, which bring into consideration environment and situation a manager found himself. Contingency believes that no one theory works in all situations, however, it posit that management is a factor of environment and situations. This study aligns with this school in lieu of application of Vroom's performance model in Nigerian. Ile (1999) postulate that various theories of organization are product of environment. The environment of organization which consist of political, legal, social, technology, stakeholders, at a given time, influence the dictate or the choice of theory that will be most appropriately applicable in order to attain the best result, this implies that different management theories are applicable in different situations. Management principles not exact like scientific principle, so their application is not universal even though the principle itself is universal. They have to be modified to the given situation, therefore, on this premise and in line with Ejiofor (1981), there are three premises on which the debate on Vroom's performance models vis a vis its workability in Nigeria is necessary:

- i. In the first place, the manager is clothed with a reasonable degree of freedom and authority. He operates optimally within a more or less broad system of control, and cannot perform properly unless he is reasonably trusted and allowed to make honest mistakes, unfortunately, freedom cuts both ways – it can be freedom to give honest service as well as freedom to abuse authority.
- ii. Secondly, considering that the utility of wealth and power is infinite, no human organization can offer a package of incentives (motivation) so attractive as to eliminate the propensity of man to gain at the expense of the organizations. That people highly placed as President of nations, kings and emperors still misappropriate national funds underscore the points that it takes more than motivation and ability to achieve better performance.
- iii. Finally, the only effective check is institutional control and integrity.

With these three conditions, Ejiofor posits as follows:

- That the high the manager, the more pivotal his position to the welfare of his organization, and therefore the grater his opportunity to gain at the expense of his organization.
- That for the people of questionable integrity who are in the right places, inefficiency is very profitable, as a result, a manager of questionable integrity tends to have a vested interest in the inefficiency of his organization
- Though poor motivation and lack of ability is a contributing factor to poor performance, yet no organization can possibly provide all the legitimate incentives required by its managers to counter their propensity to cheat, in other words integrity does not depend on motivation, therefore, no matter the limit to which a manager is motivate, it takes his integrity to perform.
- The integrity of manager, I_m , is an additive function of the motivation from his organization M , the value system of the manager V_m , and the value system of the society V_s , That is, $I_m = (M+V_m+V_s)$
- Since inefficiency is usually synonymous with poor performance, and a manager is in the privileged position of setting his own targets and determining his own performance, his performance is a multiplicative function of his motivation, ability and integrity, i.e., $P = f(M, A, I)$

This study in line with the above submission, believes that manager's integrity is indispensable active variable in his performance in addition to motivation and ability. The American performance- model including some Asian and European performance models builder missed it probably because integrity of their manager can be taken for granted, may be as a result of strict regulation against fraud and graft or that probity, accountability and credibility are rooted in their culture. A Country like China where a corrupt official can face maximum punishment(death sentence) when convicted is different from Nigeria where the same offence attracts as little as small term of imprisonment or even refund of some part of the loot to government (bargaining).

Ability of Nigeria managers is not in doubt and motivation of our public officials is very encouraging, for instance, the Nigerian Legislators (The National Assembly) are the highest paid in the whole world, the President and all the thirty six states governors collects millions of dollars as security votes for their own use, yet there is poor performance in almost all public sectors in Nigeria. Ejiofor (1981) observed that wherever things go wrong in Nigeria organizations, it is most likely some management axiom has been wrong, "Any time you are looking for the causes of failure of any government institutions in Nigeria, play the doctor; always suspect bribery and corruption first as the tropical doctor suspect malaria in men and pregnancy women" (Ejiofor, 1981). Bribery and corruption are the manifestation of lack of integrity that has remains a clog in the wheel of Nigeria development. The issue of lack of integrity of people in governance especially in public institutions in Nigeria has been worrisome, yet the situation seems unchanged. It has been found that lack of integrity is the main contributor to inefficiency and non-performance. Most Nigeria public officials are corrupt, dishonest, nepotic, tribalistic and lazy, and is all the time seeking for opportunity to cheat his employer. The society has its own portion of blame, the society lack the culture of rewarding hard work, diligence, objectivity, selflessness, patient and inventiveness and the environment in Nigeria is not conducive for effective and efficient running of organizations especially public establishment, a pre-condition for national development, therefore, the major hindrance to effectiveness and efficiency is not

necessarily shortage of manpower and motivation but inability or unwillingness of the available manpower to exert itself in various work situations. One of the causes of the unwillingness is the questionable integrity.

2. Review of Related Literature

2.1. Integrity

The word integrity evolved from the Latin adjective integer, meaning whole or complete. In this context, integrity is the inner sense of "wholeness" deriving from qualities such as honesty and consistency of character, the quality of being honest and having strong moral principles; moral uprightness. It is generally a personal choice to uphold oneself to consistently moral and ethical standards and consistency of one's actions. The Oxford Learner's Dictionary of Current English (1974) defined integrity as an uncompromising adherence to a code of moral, artistic or other values; utter sincerity, honesty and candor; avoidance of deception, expediency, artificiality or shallowness of any kind. Integrity is how one act when no one is watching, when no one knows what you're doing. It's always telling the truth, clearing up misconceptions. Integrity is keeping our commitments. Integrity can also be seen from three perspectives - wholeness, unfolding and objectivity. Wholeness is doing the right thing. The unfolding is doing the next right things and objectivity is doing things the right way. Ejiofor (1981) defines integrity as the aspect of one's character rooted in the conviction which serves to deter him from taking advantage of his position or strength to gain at the expense of his organization, customer, client or subordinate. Integrity has been found to be a central trait of effective leaders (Craig & Gustafson, 1998; Petrick & Quinn, 1997), a principal determinant of trust in organizations (Becker, 1998), a component of employee wellness (Harter, 2002; Schabracq, 2003), an essential component of productive work relationships (Cameron, 2003) and a fairly valid predictor of job performance and counterproductive behaviour (Ones, Viswesvaran & Schmidt, 1993).

In the Turknett Leadership Character Model, developed by a psychologist, Dr. Robert Turknett, integrity is the foundation of the model, and without integrity, no leader can be successful. The Turknett Leadership Group notes that individuals with integrity will not twist facts for personal advantage; they are willing to stand up for and defend what is right; they will be careful to keep promises; and they can be counted on to tell the truth. In their model, integrity is seen as the foundation of leadership and it involves a careful balance between respect and responsibility. In his discussion of individual and corporate values, Quigley (2007) emphasizes the critical role of trust in the professional success of an individual. He states: "Simply put, those who bend rules are not considered trustworthy, and without trust an individual's value is severely diminished. Without trust and confidence, markets do not function, and value is destroyed."

2.2. Motivation and Ability – Two Pillars in Vroom's Performance Model

Immediately after Nigerian independence, it was believed that the major problem facing Nigerian development was lack of qualified high-level manpower. It was believed that since the management of the economy prior to the independent was dominated by Britain, Nigeria needs high level manpower that has the ability to take over from the colonial masters, so it was believed that once there is qualified manpower with requisite ability, the skill and capability of doing certain task, the economy will start working. Ability of an individual refers to those physical and mental characteristics possesses by an individual, which are required for the performance of the assigned functions (Ile, 1999). In operational terms, ability includes educational, physical strength, skill, experience, etc., however, ability is relative rather than absolute because it can only relates to a job situation. However, Vroom performance model maintains that besides ability, motivation is also indispensable for performance of a manager

Next to ability in Vroom's model is motivation. Nwachekwu(1981) defines motivation as the energizing force that induces or compels and maintains behavior. Employee motivation is one of the policies of managers to increase effective job management amongst employees in organizations (Shadare et al, 2009 in Quratul-Ain, 2013). A motivated employee is responsive to the definite goals and objectives. Motivation causes employee to direct his efforts towards attainment of organizational goals by provoking employees to constantly look for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010 in Quratul-Ain, 2013). Motivation is one of the employees most stable and greasy challenges as it get employees to do their best even in most strenuous circumstances. By motivating the work force, management creates 'will to work' which is necessary for the achievement of organizational goals (Chhabra, 2010; Cole, 2004). Some studies have shown a positive relationship between motivation and performance. Among such studies was the one carried out by Ukaejiofo (2013) on the impact of motivation on employee's performance using the total workforce of credit West bank, Cyprus as population and 134 members of staff from 13 branches of the bank as sample size. A survey method was adopted for data collection, t- Test was used as statistical tool for testing of hypothesis. The study concludes that a significant positive relationship exists between good motivational procedure and attainment of organizational goal. Another empirical investigation on the effect of motivation on performance carried out by Jayarethene (2014), Aiyetan & Olutuah (2006); Seniwoliba A. J. & A.D Nchorbono (2013); Forson, J. (2012); Quratul-Ain, M. (2013), Jayarethene (2014) The studies confirmed positive relationships between motivation and performance of the employees.

With all these empirical substantiations that motivation has significant effect on performance, yet Nigerian experiences after independence till date attest that every manager needs more than ability and motivation to perform, and therefore calls for a second look to determine why the model fails to work in Nigeria.

2.3. Integrity and Performance

The success of every organization dangerously depended on the integrity of its key managers. Ejiofor (1981), maintains that questionable integrity affects performance adversely in five main ways - it is a great drain on organizational finances; money embezzled is totally lost to the organization; it creates a scandal of the weak; the questionable integrity of the boss tends to be imitated by his subordinate; it leads to indiscipline on the part of subordinates; and it leads to indiscipline on the part of clients.

When leaders act unethically and/or without integrity, employees lose trust and confidence in organizational processes, systems and products. However, if the ethical foundation and the moral code are sound, then, individuals will build trust and confidence in the organization. Lack of integrity ignores the fact that unethical actions involved in doing the wrong things create chains of consequences that far outweighs the cost of doing the right thing. The principle of protecting the whole and the right way to do things, then falls to the integrity of the participating individuals, and the commitment to comply is an integrity based decision. Performance and sustainability are the outcome of individual commitment to compliance and collective synergies arising out of an ethical moral code.

Ethics and integrity are the cornerstones of performance and sustainability, Ejiofor (1981) observed in our public sector where accountability has been compromised, nepotism and sectionalism are seen in appointment and promotions: greed, bribery and corruption in resources allocation and distribution; inefficiency, waste, confusion and discord in the economy, instability and tension in body politic becomes the order of the day. He further concludes that unless our business is run by men of the highest level of integrity, inefficiency and non performance will continue.

At the individual level, integrity is more than ethics; it is all about the character of the individual. It is those characteristics of an individual that are consistently considerate, compassionate, transparent, honest, and ethical. The characteristic of trust is closely associated with integrity. While the definition may seem vague, we characterize individuals with integrity as individuals that we can count on to do consistently what is "right" and what is expected of them. They are reliable and predictable in dealing with others and with issues, and they are defenders of what is fair, just, and acceptable. Quigley (2007) goes on to note the critical importance of integrity and character in the workplace. Individuals who are not trustworthy will not be given opportunities or responsibilities, and they will not be wanted as team members by clients or other employees. Professionals who have worked with personnel who lacked integrity talk about the inability to count on individuals to do what they have said they would do. The culture of integrity permeates the relationships with customers; vendors, and suppliers, trust paves the way for transaction time and cost to diminish and for partnerships to develop. The corporate boards are able to give value and direction to executive officers, thereby assuring that the culture of integrity spans all stakeholders' interest.

The assumption in the literature on the need for integrity seems to be that it will have a positive effect on organizational effectiveness. We should, however, not take this assumption for granted. Jackall (1988) shows convincingly that success can be obtained through actions that seem to lack integrity, such as not taking responsibility for failure and taking credit for successes one had barely anything to do with. Furthermore, it might be possible that top managers in organizations care little about integrity as long as the work gets done. It was believe in some circle that integrity does not mean the same as not being corrupt, since corruption in some cases, may be motivated by ones desire to advance even the interest of his country, organization, customer, client or subordinate, for instance, a manager who sincerely spend \$100,000 on public-relation(PR) to win a \$2million contract for the benefit of his organization is corrupt but not seem by his organization as lack in integrity, but the official who is influenced by the "PR" to award the contract is both corrupt and lacked in integrity.

However, despite the position or argument of Jackall, the position of this paper is that high level of integrity in conjunction with motivation and ability of Nigerian managers are sine qua non to organizational effectiveness and performance. A manager that lacked in integrity but has ability will never perform even when motivated to the highest level. Though motivation and ability is a contributing factor to performance, no organization can possibly provide all the legitimate incentives required by its managers to counter their propensity to cheat, in other words performance does not depend only on motivation and ability. The questions that needed an answer is, if appropriate motivation and ability according to Vroom is all a manager needed to perform, then why is it that some Presidents of nations, Ministers, Emperors, Kings etc having reach the peak of motivation and has the ability, fail to perform. Maintaining that integrity is sine qua non to performance, Drucker postulates that employers should not appoint a man who considers intelligent more important than integrity. "A man might himself know too little, lack judgment and ability, and yet do no damage as manager. But when he lacks in character and integrity – no matter how knowledgeable, how brilliant, how successful- he destroys". In deed he continues, the new task of management demand that the manager of tomorrow roots every action and decision in the bedrock of principles that lead not only to through knowledge, competence and skill but though vision, courage, responsibility and integrity. No matter a man's general education or his adult education for management, what will be decisive above all is neither education nor skill; it is integrity of character, for instance, the Maslow of hierarchy of needs place self actualization on the top of needs in an organization, yet in Nigeria, great many of them who actualize themselves at different level of government, the executives, the Legislative and the Judiciary has compromise themselves more than those at the lower cadre with little or no motivation in terms of corruption.

Lack of integrity of our leaders breeds corruptions and unethical conducts of people in government. Ayanda, (2012), opines that fraud, extortion, embezzlement, bribery, nepotism, influence peddling, bestowing of favours to friends among others are some of the unethical conducts in the public service in Nigeria. The manifestations of lack in integrity of leaders in the Nigerian public sector according to Egwemi (2012) include solicitation or acceptance, directly or indirectly by a public official or any other person, of any goods of monetary, or other benefit, such as a (induced) gift, favour, promise or advantage for himself or herself or for another person or entity, in exchange for any act or commission in the performance of his or her public functions.

Even though the government has taken measures over the years in halting the tide of unethical behaviours in the Nigerian public life, not much has been achieved. The creation of institutions and re-orientation programmes such as: Special Fraud Unit of the Nigeria Police Force; War Against Indiscipline/Corruption; Economic and Financial Crimes Commission (EFCC); Code of Conduct Bureau (CCB) Code of Conduct Tribunal (CCT); National Orientation Agency, Public Complaints Commission (Nigeria's Ombudsman Institution); Independent Corrupt Practices and other Related Offences Commission(ICPC); Budget Monitoring and Price Intelligent Unit (BMPIU), otherwise known as " Due Process Mechanism" and Bureau of Public Procurement. Despite establishment of these agencies, the Wikileaks (2012) observed that: "Lack in integrity of Nigeria leaders has placed Nigeria at a shameful 172nd most corrupt among the 215 nations surveyed on corruption and performance index. Nigeria is sitting on crude oil reserves estimated at 35 billion barrels (enough to fuel the entire world for more than a year), not to mention 100 trillion cubic feet of natural gas, yet 70 per cent of Nigerians live below the poverty line of £1.29 a day. Since gaining its independence in 1960, Nigeria has received about \$400 billion (£257 billion) in aid — six times what the U.S. pumped into reconstructing the whole of Western Europe after World War II. It is at its most blatant, perhaps, in the oil industry, where 136 million barrels of crude oil worth \$11 billion (£7.79 billion) were illegally siphoned off in just two years from 2009 to 2011, while hundreds of millions of dollars in subsidies were given to fuel merchants to deliver petrol that never materialized."

Infact the country has spent N4.5 trillion (US\$30 billion) in payment of subsidy of fuel for just seven years between 2006-2012. Substantiating this figure, The Executive Secretary, Nigerian Extractive Transparency Initiative (NEITI), Zainab Ahmed, who disclosed this in a statement recently, noted the huge amount is good enough to repair the faulty refineries and build new ones. Zainab emphasized that it was time for the Federal Government to remove oil subsidy, adding that the financial commitment to subsidy has grossly impacted on national purse. Besides 4.5 trillion, the Nigeria government spent additional N1.29trillion (\$7billion) between 2013 and 2014. The figure for 2015 is yet to be ascertained, so for just nine years, the Nigeria Government has spent N5.79trillion (US\$37 billion) on subsidy payment, but the irony of the whole subsidy payments is that Nigerians are still buying kerosene at between 130-150 naira about three times the subsidy price of 50 naira and higher than the landing cost of the product and almost the same price with unsubsidized gas(i.e 140-150) while the Petroleum Motor Spirit(PMS) is being sold between 105-130(21-49%) above the subsidy cost of 87 naira except in very few NNPC Mega stations where little quantity could be sold at subsidize price Besides fraud in subsidy payments, It is estimated that since 1960, about \$380 billion (£245 billion) of government money has been stolen — almost the total sum Nigeria has received in foreign aid. A review of government financial dealings from 1985 to 2015 alone by the same International Monitor (Wikileaks) reveals the following fraud and illegal transactions in government business.

- The unaccounted Gulf War windfall, which has been estimated to be \$12.4 billion.
- French investigations of bribes paid to Nigerian government officials to ease the award of a gas plant construction in Nigeria revealed the global level of official graft in the country. The investigations led to the freezing of accounts containing about \$100 million United States dollars.
- The discovery about \$1.6billion deposited in the Swiss bank by a former Nigerian leader.
- The Halliburton scandal. The KBR and Siemens bribery which was serially investigated by the FBI and led to various international indictments that indicated high level corruption in Nigeria. According to reports, "while Nigeria dithered and refused to prosecute their affected public officials involved, other countries have tried and in some cases jailed their officials that were involved. The United States Department of Justice had on January 18, 2012 announced that a Japanese construction firm, Marubeni Corporation, agreed to pay a \$54.6 million criminal penalty for allegedly bribing officials of the Nigerian government to facilitate the award of the \$6 billion Liquefied Natural Gas contract in Bonny, Nigeria to a multinational consortium, TSKJ". It involved the payment of bribes to Nigerian government officials between 1995 and 2004, in violation of the United States Foreign Corrupt Practices Act.
- The most recent is the Central Bank Scandal of cash tripping of mutilated notes also broke out in May, 2015, where it was revealed that in a 4 days period, 8 billion naira was stolen directly by low level workers in the CBN. The 8 billion naira (\$40million) was meant to be destroyed as old note but was fraudulently brought back into circulation by suspected central bank staff. This revelation talks volume of the number and nature of frauds that must have been going on at the apex bank for years undetected until the recent revelation by whistleblower.

Integrity of managers is very critical to performance and survival of organizations. Infact, critical to the effective performance of organization as yeast is to dough, is the integrity of the manager to organizations. Lack in integrity, corruption and indiscipline are most inhibiting factors that inhibit the performance of our organizations. The Christians holy book-The Bible emphasized on the imperative of integrity of our leaders. In Exodus 18:17, while advising David on the need to delegate men with high and unquestionable integrity, Jethro his father in-law said " the work is heavy for you, you cannot handle it alone, select capable men, men who fear God, who are trust worthy, who hate dishonest gain and appoint them as officials over thousands, hundreds, fifties and tens"

Integrity is so important that no matter how technical effective a system is, stringent rules in a system, an official that lacked in integrity will still cripple the system. It is mere wishes to think that detailed rules, policies, motivation, ability, capability, sound plan, well map out programmes are enough requirements for effective and sustainable performance without integrity, therefore, integrity is sine qua non to organizational performance. Ejiofor (1981) postulate that without integrity:

- No plan no matter how sound cannot be thwarted...
- No rule no matter how intricate cannot be twisted...
- No law no matter how well drafted cannot be circumvented...

- No tradition no matter how hoary cannot be broken...
- No programme no matter how grand cannot be grounded, and
- No organization no matter how viable cannot be run down.

3. Theoretical Framework

This work hinges on self affirmation theory proposed by a Social psychologist, Claude Steele. The self-affirmation theory posits that people have a fundamental motivation to maintain self-integrity, a perception of themselves as good, virtuous, and able to predict and control important outcomes. Self-affirmation theory examines how people maintain self-integrity when this perception of the self is threatened. In virtually all cultures and historical periods, there are socially shared conceptions of what it means to be a person of self-integrity. Having self-integrity means that one perceives oneself as living up to a culturally specified conception of goodness, virtue, and agency. A major insight of this theory involves the notion that although people try to maintain specific self-images, that is not their primary motivation. Rather, individuals are motivated to maintain global self-integrity, a general perception of their goodness, virtue, and efficacy. If individuals feel relatively positive about themselves in one domain, they are willing and able to tolerate a threat to their self-integrity in another domain. Self-affirmed individuals are also more likely to acknowledge their own personal responsibility (and their group's collective responsibility) for defeat. To relate the self affirmation theory with integrity, some researchers (e.g., Sherman, Nelson, Bunyan, Cohen, Nussbaum, & Garcia, 2009) linked both with questions like "I am a good person", "I am comfortable with who I am", and "I do feel a sense of completeness about who I fundamentally am" in other words, no one can perform without knowing his self worth.. Self affirmation has been shown, in some contexts, to enhance the performance or competence of individuals.

4. Empirical Review

Duggar, J.W. (2012) conducted a study on the integrity of the individual and its importance at the corporate level of organization. He concludes that a culture of integrity creates a highly valued work environment, impacts the quality of corporate governance, and provides a foundation for solid long-term financial performance.

Ejiofor (1981) carried a survey to determine the effect of lack in integrity on the performance of Nigerian public servants and concludes that the success of an organization is dangerously depended on the integrity of its key managers.

Olatunde Oloko (1977) research on the causes of low performance of Nigeria civil service reported in his study that 49% out of 405 workers he interviewed believed that people were promoted mostly for being boss favorite as a result of lack of integrity that lead to poor performance.

A study by Kouzes & Posner (2002) on the integrity and performance confirms that organizations have integrity as core values outperform other firms by a wide margin in terms of revenue growth, job creation, stock price and profitability. Corporations with a culture of integrity tend to be leaders in their industries; they tend to outperform other firms and turn in solid long-term financial performance.

A report from the study carried out by Hooijberg et al, (2010) on effect of integrity and leadership effectiveness concludes that there is strong association between integrity and leadership effectiveness.

5. Conclusion

The fundamental goal of every organization is performance, survival and growth just as every country's vision is sustainable growth and development. However, no country will attain economic growth and development when the people in the helm of its affair are not performing, and for there to be better performance, integrity is an indispensable quality required from every leader or official. Studies have shown that there is relationship between integrity and managers performance (managers in this sense includes the managers of nations). The surest means of maintaining performance, survival and growth and development of organizations is taking the issue of integrity very serious and avoid all acts of corruption. Studies have shown that organizations that lacked in integrity will definitely encounter the problem of performance that may likely threaten their continuous existence and survival, which lead to liquidation. This study investigated the place of Integrity on the Performance of Nigeria Public Officials, and also tried to determine whether integrity is an important factor that is missing in Vroom's Performance Model. A management writer, Drucker maintains that there are no underdeveloped countries but undermanaged ones, therefore, the axiom that Nigeria is a nation blessed with rich mineral resources and an abundant supply of qualified manpower, yet suffering from that much inefficiency because of poor performance of her leaders has been linked to lack in integrity that has resulted in under- management of the economy is very worrisome.

In view of this, the study concludes that integrity is the pivot on which the performance of all managers (Public or Private) hinges, and that Vroom's performance model fails to work in Nigeria situation simple because an important factor 'integrity' is missing in the model, hence there is need for Nigerian managers to modify the model in practical terms by including integrity as a prerequisite while choosing leaders of organizations. Therefore, this study is of the view that the management of the Nigeria economy should be place in the hands of men and women of unquestionable and high integrity.

6. Recommendations

Some pertinent recommendations can be made from this study. These recommendations are geared towards assurance of performance, growth and development through imbibing the culture of integrity in our country. This study recommends the following:

- i. Nigerian businesses must be run by men and women of unquestionable and high integrity, so that efficiency and performance will be achieved in the economy.
- ii. Anti- corruption agencies must be man by people of high integrity so that the objective of establishing those agencies which is fighting corruption could be realized
- iii. Nigeria society should start to reward and celebrate honest, sincere, handwork, inventiveness, while those that in lack integrity, dishonest, lazy, nepotic should be punished to serve as deterrent to others.
- iv. Nigeria should inculcate the culture of integrity into their school curriculum right from primary level so as to build younger generation that place integrity high and above every other values or attributes.
- v. That Nigeria manager should realize that Vroom's performance model rarely works in Nigeria situation, hence the need to modify the model in practical terms by including integrity to other factors like ability and motivation while choosing leaders for their organizations.
- vi. The federal government should as a matter of urgency fight corruption in all fronts because the worst enemy of the public or country is a corrupt public servant.

7. References

- i. Adebo, S.O., (1977), "Keynote address" in Udo-Aka, U et al, management in Nigeria, Ibadan: Oxford University Press
- ii. Akpala, A., (1990) Management: An Introduction and the Nigerian perspective, Enugu: Department of Management, Faculty of Business Administration, University of Nigeria, Enugu Campus
- iii. Aiyetan, A O and A.O. Olotuah (2006), Impact of motivation on workers' productivity in the Nigerian construction industry. Procs 22nd Annual ARCOM Conference, 4-6 September 2006, Birmingham, UK, Association of Researchers in Construction Management, 239-248.
- iv. Cameron, K.S. (2003). Organizational virtuousness and performance. In J.E. Dutton & R.E. Quinn (Eds.), Positive organizational scholarship: Foundations of a new discipline. San Francisco: Berrett-Koehler.
- v. Chhabra, T.N. (2010), Fundamentals of Management (4th), New York: K. V. Sharma
- vi. Cole, G.A. (2004), Management Theory and Practice (6th Edition).
- vii. Craig, S. B., & Gustafson S. B. (1998), "Assessing employee perceptions of leader integrity." Leadership Quarterly, 9: 127-146.
- viii. Drucker, P.F., (1979), Technology, Management and Society, London: Heinemann Limited.
- ix. Duggar, W.J., (2012), the role of integrity in individual and effective corporate Leadership, Journal of Academic and Business Ethic, pp.1-7
- x. Egwemi, V. (2012), Corruption and Corrupt Practices in Nigeria: An Agenda for Taming the Monster, in Journal of Sustainable Development in Africa, 14 (3), pp. 72-85.
- xi. Ejiofor, P.N.O., (1981), Management in Nigeria: Theories and Issues, Onitsha: Africana-Fep
- xii. Ejiofor, P.N.O., (1978), Solution to Bad Attitude to Work: Management in Nigeria, Vol.4.
- xiii. Forson, J.F. (2012) a thesis submitted to the institute of distance learning, kwame Nkrumah University of science and technology, in partial fulfillment of the requirements for the degree of commonwealth executive masters of business administration
- xiv. Hooijberg, R., and J. Choi 2000 "Which leadership roles matter to whom?: An examination of the effects on perceptions of effectiveness." Leadership Quarterly, 11 (3): 341-364.
- xv. Harter, W. (2006). Authenticity. In C.R. Snyder & S.J. Lopez (Eds.), Handbook of positive psychology. New York: Oxford.
- xvi. Hooijberg, R., & Choi, J. (2001) "The impact of organizational characteristics on leadership effectiveness models: An examination of leadership in a private and a public sector Organization." Administration & Society, 33 (4): 403-431.
- xviii. Ile, N.M., (1999), Management and Organizational: Theory and Practice, Enugu: Vougaseen Ltd.
- xix. Jackall, Robert, (1988), Moral Mazes. New York, NY: Oxford University Press, Inc.
- xx. Hornby, A.S. (1974), Oxford Advance Learner's Dictionary of Current English, New York: Oxford University.
- xxi. Hooijber, R., (2010), Leader effectiveness and integrity: wishful thinking?, International Journal of Organizational Analysis, Vol. 18 Issue, 1, pp.59 - 75
- xxii. Ones, D.S. & Viswesvaran, C. (2001). Integrity tests and other criterion-focussed occupational personality scales (COPS) used in personnel selection. International Journal of Selection and Assessment, 9, 31-39.
- xxiii. Ones, D.S., Viswesvaran, C. & Schmidt, F.L. (1993). Comprehensive meta-analysis of integrity test validities: Findings and implications for personnel selection and theories of job performance. Journal of Applied Psychology. 78(4), 679-703
- xxiv. Oloko, O., (1977), Incentives and rewards for efforts: Management in Nigeria, Vol.15,
- xxv. Kouzes, James M., & Posner, Barry Z. (2002). The Leadership Challenge. San Francisco: Jossey-Bass.
- xxvi. Quigley, James H. (2007). Trust – An Essential Asset: Creating Individual and Corporate Value, The Raytheon Lectureship in Business Ethics. (Waltham: Bentley College, pp. 1-24.
- xxvii. Quratul-Ain, M. (2013), Impact of Employees Motivation on Organizational Effectiveness, European Journal of Business and Management, Vol.3, No.3, pp.36-44.

- xxviii. Schabracq, M.J. (2003). Everyday well-being and stress in work and organizations. The handbook of work and health psychology. Chichester: Wiley.
- xxix. Seniwoliba A. J. and A.D Nchorbono (2013),Examining the role of motivation on employee performance in the public sector in Ghana. Merit Research Journal of Education and Review, Vol. 1(10) pp. 227-249.
- xxx. Turknett, Robert L., & Turknett, Carolyn N. (2005). Decent People Decent Company: How to Lead with Character at Work and in Life. Mountain View, CA: Davies-BlackPublishing.
- xxxi. Turknett (2009) Leadership Group (n.d.). The leadership Character Model online. Retrieved July 6,from <http://www.leadershipcharacter.com/model.php>
- xxxii. Steele, C. M. (1988). The psychology of self-affirmation:Sustaining the integrity of the self. In L. Berkowitz (Ed.), Advances in experimental social psychology, New York: Academic Press, Vol. 21,pp. 261–302.
- xxxiii. Vroom, V.H., (1964), Work and Motivation, New York: Wiley.
- xxxiv. Wikiland-politics-nairaland, <http://www.....nairaland.com/8885086/obasanjo-stole-nigeriasbillion-dollars>
- xxxv. Zainab Ahmed,(2015), NEITI boss make case for oil subsidy removal, retrieved on 15th day of July, 2015 from <http://newsng.com/nigeria-news/2015/06/nigeria-spends-n4-5tr-on-fuel- subsidy-1>