Organizational Culture Perspectives And Strategic Management In The Nigeria Manufacturing Industry

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ABSTRACT

This study investigates the cultural perspectives and strategic management among manufacturing firms in Nigeria, with the specific objective of evaluating the relationship between culture and strategic management. The study was conducted among cement manufacturing firms in Ogun State. This study adopted a survey research design. A total of 194 employees were sampled out of 375 employees using a simple random sampling technique. Structured questionnaire was employed to collect data from respondents. The primary data generated from the questionnaire administered to respondents were used to test the hypothesis formulated for this study. Linear and multiple regression methods of data analyses were employed to verify the hypothesis formulated for the study. The analysis was carried out at 5% level of significance representing maximum probability attached to the test of risking type I error. The results revealed that there was significant relationship between culture and strategic management ($R = 0.563$; $p < 0.05$). Based on the findings above, it was concluded that culture had significant effect on strategic management in manufacturing sector of Nigeria. The study, therefore recommends that there was the need to consider the effect of the ethnic composition of the workplace due to the increasing number of ethnic minority employees in the labour force. The study also concludes that for many organisations today, culturally diverse workplaces are an increasing reality. However, individuals often struggle in these workplaces, despite the need to meet personal and organisational objectives.

Keywords: Culture; Values; Beliefs; Organisation; Strategic Management

1.0   Introduction

Today's organization has become very complex as its activities and operations have created opportunities and challenges to the corporate practitioners and policy makers. Understanding such dynamism is very crucial to pursue the organizational strategic objectives. Businesses have their own specific ways of doing things. They have developed norms and procedures over time, different atmosphere and feeling. There refers to culture perspectives of organisation. Culture adopts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfaction which in turn influence the strategic management of most firms (Lydiah, 2014).

Culture is a term that is used regularly in workplace discussions. It is taken for granted that most understand what it means. Lesley and Bruce (2010) drew a lot of attention to the importance of culture to achieving high levels of organisational effectiveness through strategic management. This spawned much subsequent literature on how to manage culture within workplace environment and its relative effect on strategic management. Organizational culture adapts overtime to cope with the dynamic changes and meet the varying demands of the organization in its quest for gaining competitive advantage in all its activities. Therefore, a supportive culture is considered as a motivational instrument which promotes the organization to perform smoothly and ensure success in all its endeavours.

Organisational culture as a social phenomenon has therefore been affirmed as enhancing and sustaining strategic management. It is the pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration (Olanipekun, Aje & Falemu, 2013). These assumptions are said to be maintained in the continuous process of human interaction (attitudes and behaviour) as the right way in which things are done.

Culture is described as a mode, composed by some basic assumptions; and the assumptions are found and created gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system. Internal integration is the socialisation of new members in the organisations, creating the new boundaries of the organisation and the feeling of identity among personnel and commitment to the organisation. External adaptation was also said to be creation of competitive edge, making sense of environment in terms of acceptable behaviour and social system

stability (Fakhar, Rana, Ayesha & Lalarukh, 2012).

Culture is arrangement of different attributes that express an organization and differentiate the firm from other one. It relates to the collective thinking of minds which create a difference between the members of one group from another. It is set of different values and behaviours that may consider guiding to success. According to the Fakhar et al., (2012), culture means fairly established set of beliefs, behaviours and values of society contain generally. In simple words, culture is gained knowledge, explanations, values, beliefs, communication and behaviours of large group of people, at the same time and same place.

Culture idea must be learned and shared in the organizations (Nora, 2013). It is argued that cultures of organization based on cognitive systems which help to explain how employees think and make decision. Nora (2013) noted the different level of culture based on the multifaceted set of beliefs, values and assumptions that determine ways to organizations to conduct its business. According to him, organizational culture is known as "normative glue" means to hold the overall organization together. The concept of organizational culture also makes available a base for determination the differentiation that may survive in-between the organizations that are doing business in the same national culture.

Strategic management deals with the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans (Starlene & Kimberly, 2011).

Culture, a popular but also a very complex concept, has been identified as an influential factor affecting the successes and failures of organizations in diverse ways. However, culture is a very versatile concept, and there are many controversies in both defining and applying it. The existing Literature on culture, organisation culture and performance is mainly focused and carried out in developed countries and considering the determinants, influences and composition of the culture it cannot apply universally in different environments like the developing countries.

Despite the plethora of studies on organisational culture in the last few decades, the empirical evidences emerging from various studies about the effect of organisational culture on strategic management have so far yielded mixed results that are inconclusive and contradictory (Lydiah, 2014).

Previous researchers concur on the fact that there is no agreement on the precise nature of the relationship between culture and strategic management. From the literature review, the issue of the interrelation between the culture and management at the top level is not brought out clearly as far as the variables under investigation are concerned. Several researchers have described organizational culture and strategic management from other wider dimensions in other countries such as Nigeria, India and USA.

There is however a lot that has not been done to establish the specific culture related factors that affect strategic management. Organisational Culture research has not been effectively done in developing countries and in particular Nigeria, hence a major gap in relevant literature on Nigeria or the developing countries at large. Previous studies on culture and performance management did not consider the moderating role of gender and age in the relationship between culture and strategic management. The present study therefore considers the contributory role of age and gender in the relationship between culture and strategic management.

The general aim of the research work is to evaluate the relationship between culture and strategic management. Specifically, it is to determine the impact of cultural perspectives on strategic management. In view of the research objectives stated above, the research question to be addressed in this study is: do cultural perspectives have significant impact on strategic management? As a result, the research hypothesis to be tested and validated in this study is as follow:

H_{01}: There is no significant relationship between cultural perspectives and strategic management

The study is conducted on cultural perspectives and strategic management of cement firms in Ogun State, Nigeria. The significance of the study lies in the fact that it attempts to consider the effect of age and gender in the contributory role of culture in the prediction of strategic management which previous study failed to address.

The study is important to manufacturing industry and future researchers. To manufacturing industry, the study's findings would serve as plan for improving the manufacturing industry performance through culture and strategic management. This in no doubt would enable the manufacturing industry to develop acceptable products/services to the ever-educated population.

2.0 Literature Review
2.1.1 Overview of Culture

Culture may be referred to as the product of communicative processes. Culture serves as supplement to communication at a content level. It is complex whole that involves knowledge acquisition, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society (Nora, 2013). This definition indicates that culture is shared within a community. However, the definition is silent as to the degree of homogeneity of culture which is germane to the development of cohesion-oriented culture model.

Lesley and Bruce (2010) posit that culture entails division of different group of people to manageable components in term of perception and shared value and to which each group is perceived and perceives itself to share similar ways of seeing and interacting with the animate, inanimate and spiritual world. In this vain, Nigerian culture can be said to be more similar to that of the Ghana than to that of any European country.

Cultures are history based which develop over time as people in their group establish behaviour pattern and belief which seem effective in assisting them to decipher and associate with the world they find themselves. These new behaviours, values and beliefs, together with the associated rituals, myths and symbols that arise to support them, combine over time to establish and then to reinforce the core assumptions of the culture. In addition to providing implicit guidelines for behaviour and the channelling of emotion, cultures serve to give people a sense of belonging through collective identity and thus break down the intrinsic isolation of the individual. It is also important to realise that culture can also define differences between groups. Culture identifies particular groups by their similarities as well as their differences.

In the words of Lesley and Bruce (2010), in spite of the fact that cultures are ever changing, which warrant changed circumstances leading to the incorporation of new patterns of behaviour or ideologies, it is overlaid on existing core assumptions. As a result, culture exhibits complex ambiguities until such time new behavioural adaptations to the environment give rise to a new belief system and set of core assumptions. This can be clearly seen in the case of egalitarianism, a value that is probably associated with a core assumption that life should be lived cooperatively, rather than competitively.

2.1.2 Level of Culture

Boniface (2015) gave the divisions of culture in workplaces. This was done to enhance understanding the concept of culture. He characterized organizational culture as consisting of three levels which are as follows:

The Behaviour and Artefacts Level

The behaviour and artefacts level is the first level in Boniface (2015) classification of culture in work environment. This level is the most visible level consist behaviour and artifacts in workplaces. This level of culture involves behaviour patterns and outward manifestations of culture which are observed in the physical layout of work environments in form of dress codes, technology level, attitudes and behaviours in workplaces.

The Espoused Values Level

The espoused value of any organization to a large extent determines behaviour. Espoused values are not observable as physical behaviours and artifacts in workplaces. This level of culture shows the difference between stated values and operating values. An organization may value quality, its customers and so on. But the operating value of such entity is the actual manifestation of value that is truly in force. Most people in the organization will attribute their behaviour to the stated value.

Deepest Assumptions and Belief Level

The deepest assumption and beliefs level enable an organization to truly understand culture. The essence of culture is the learned values, beliefs, and assumptions that become shared and taken for granted as the organization continues to be successful. These components are neglected as long as the members of the organization agree that these values, beliefs and assumptions of their founders and leaders led the organization to continued success, and are therefore correct.

2.1.3 Relevance of Culture in the Organisation

Growing concerns have been noticed over the years on the ways most organizations have chosen to conduct their business. The organization culture, a leadership concept, is one of the components organisational leaders employ to grow their dynamic organizations. Leadership in organizations begins when culture formation process is initiated through imposition of organizational assumptions and expectations on their workers. According to Boniface (2015), as organizations stabilize as a result of successful accomplishment of its primary goals, the leaders' assumptions become shared and embedding those assumptions can then be thought of more as a process of socializing new members.

Success is achieved by organizational leaders through consistency which sends clear signals about organisational priorities, values and beliefs. Establishment and acceptance of culture in any organization indicates a strong leadership tool to pass information about the leader's beliefs and values to organizational members, most especially to the new comers. Leaders are successful in sustaining organizational growth, the good services demanded by the society, the ability to address problems before they become disasters and consequently are competitive against rivals when leaders promote ethical culture. Nora (2013) informs that corporate culture matters, because the decisions made without the awareness of the operative culture forces may have unanticipated and undesirable consequences.

Organizational leaders are faced with many complex issues in the process of making decisions about the best ways to generate organizational achievements in their ever changing environments. The success of any leader depends on his knowledge and understanding of the different cultures in the workplace. The leader who understands his organizational culture and takes it seriously is capable of predicting the outcome of his decisions in preventing any anticipated consequences. Osibanjo and Adeniji (2013) see organizational culture as values, beliefs, and behaviours that differentiate one organization from another. They outline the manifestations of culture as the way people do things around here, the rite and rituals of the company, the company climate, the reward system, basic values and so on. These are manifestations of culture because they do not represent culture at the deeper levels where they are understood and managed at the deeper levels.

2.1.5 Concept of Organisational Culture

Organisational culture is a different kind of culture. It is obtained by the communicative processes arising between organisation members and work environment which is influenced by certain habits. It is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration which has worked well enough to be considered valid. Organisational cultures are taught to new members as correct way to perceive, think, and feel in terms to those problems. This conception fits in well with the normalized usage of organization culture, however, it is hard to construct quantitative dimensions and items to give the organization culture a reliable and valid measurement. Cui and Hu (2012) opine that the basic assumption of culture is taken for granted, invisible and preconscious. To be sure, in the qualitative analysis, especially in the distinction of strong cultures and weak cultures, these claims would come in handy.

Osibanjo and Adeniji (2013) conceptualize culture as shared beliefs and values within workplaces that assist to mould employees' behaviour patterns. It presents drive which recognizes the efforts and contributions of members of the organizations and provides detailed understanding of what and how to achieve the goals, how goals are interrelated, and how each employee could attain goals. Osibanjo and Adeniji (2013) summarize organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus, it can be deduced from above definitions that organizational culture could be the means of keeping employees in line and acclimatizing them towards organizational objectives. They recognize the link between culture and organizational excellent performances via its human resource development programmes.

Organisational cultural values and human resource development programmes are in line with strategies chosen by organizations which lead to the success of such organizations. The organizational culture is overall phenomenon of the organization such as natural settings, the rite and rituals, climate, values and programmes of the company e.g. performance management, training and development, recruitment and selection, etc. Culture is deeply associated with values and beliefs shared by personnel in an organization (Alidou, 2007). Organizational culture relates the employees to Organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards. Organizational culture is the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its product and services.

2.1.6 Organisational Culture Components
Organisational culture involves shared values and fundamental ideas built by business. It must be simple. It must be stated at abstract level. It must have great meaning inside the organization. However, outsiders may not see or understand them organizational culture (Olaonipekun, Aje, & Abiola-Falemu, 2013). The meaning of organizational culture informs what the organization stands for and what it believes in. It also shows how the organization culture would be useful in obtaining excellence due to its imitable advantages. Organisation shared values can be measured from the relative value theory in the field of sociology. Based on their constructive contribution, many scholars inherit and development the shared phenomenon. Culture is a system of shared values which produce normative pressures on members of organization.

Shakil (2012) posits that corporate culture is the pattern of shared and stable beliefs and values that are developed within a company across time. Organizational culture shows the vision of a firm. Additionally, hold the idea that frequency or similarity or intensity composes the "sharing", which is stimulating for the further study in the measurement of organization culture. Shared value is some aware manifestation of the basic assumption. From the above analysis, though there still lack of consistency of variables and definitions, the point of shared value would be a generally accepted belief with the phase.

According to *Wu, Friedrich and Rijksuiversiteit (2013),* organisational culture is defined and circumscribed by language, concepts, boundaries, ideology and by normative criteria which provides the basis for distributing status, power, authority, rewards, punishment, friendship and respect. Culture determines what a group pays attention to and monitors in the external environment and how it responds to this environment. For those who take an anthropological stance, organisational culture and organisational strategy are inextricably linked and interdependent. Culture, in this paradigm, is not a separable facet of an organisation, it is not readily manipulated or changed, and it is not created or maintained primarily by leaders.
Over time, early leaders' beliefs and behaviours are likely to be translated into assumptions that subsequently guide the organisation. Because these assumptions operate often at a sub-conscious level and come to be shared by all organisation members, they are not easily displaced by new organisational values and beliefs articulated by later leaders.

2.1.7 Concept of Strategic Management
Strategic management is defined in different ways by different authors. There have been increasing works done on strategic management for small enterprises (SEs). Quite a number of meanings of strategic management have been given by previous studies. Each of these definitions provides a special meaning in terms of composition, logic, and emphasis. There is no consensus on how strategic management should be conducted or on whether a given plan is suitable for every small business (**Pinho, Rodriques, & Dibb, 2014**). Two contentious classification of strategic management exist which are the formal strategic management and the informal strategic management.

The formal strategic management agrees with the conventional wisdom that the strategic management which managers use, the patterns in actions they develop, the positions and postures they establish, and

therefore the performance levels they achieve must all flow from prescribed models (**Pinho, Rodriques, & Dibb, 2014**).

Some authors saw strategic management as an informal, unstructured, and instinctive decision-making course that does not bear the rational analytical systems of the classical approaches espoused to the small enterprises by classical theorists (*Wu, Friedrich, Rijksuiversiteit, 2014*). Strategic management, therefore, is the process of analyzing the present and the future environments of a firm by formulating objectives, implementing and controlling decisions and ensuring the attainment of the set goals. Strategic management entails deployment of a firm's internal strengths and weakness to take advantage of its external opportunities and minimize its external threats/problems (*Wu, Friedrich, Rijksuiversiteit, 2014*).

Strategic management deals with the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans (Alessandra & Loius, 2009). The main task of strategic management is thinking through the overall mission of a business, such as asking the question, what is our business? This leads to setting of objectives development of strategy and making of today's decision for tomorrow's result. This should be done by balancing the present objectives and needs against those of the future in the light of available resource (both present and future) of men and materials.

2.1.8 Advantages of Strategic Management
Strategic management is of great benefit to organisation when organization's approach to strategic management matches the current situation they find themselves. Alidou (2007) highlighted the benefits of strategic management as follows:
- ➢ It brings about clearer definition of objectives
- ➢ It makes managers and organizational members more alert to new opportunities and threatening development.
- ➢ It helps in overcoming risks and uncertainties and therefore contributes to organization success.
- ➢ It increases the quality of business decisions.
- ➢ It creates a more proactive management posture
- ➢ It Helps to unify the organization
- ➢ It promotes the development of a constantly evolving business model that will

helps them to identify a point in an industry from which they can outperform their competitors.

The highlighted five forces above, provides a procedural thinking approach on how competitive forces work at the industry level and how these forces shape the profitability of different industries and industry units. The theory has a number of underlying assumptions about the sources of competition and the nature of the strategy process.

3.0 Methodology

This study is carried out to appraise cultural perspectives and strategic management in manufacturing industry in Nigeria. The study is conducted in manufacturing industry of Nigeria with particular attention to cement manufacturing firms. Particularly; the study is conducted among the workers in five departments of the firm. These departments include: administrative department, personnel department, production department, finance and sales department and technical department.

The population of the study comprises all the workers of the five departments in the study area. According to the company structure, five departments in the study area have a total of three hundred and seventy-five (375) employees. Therefore, the population of the study comprises three hundred and seventy-five (375) employees. The study population of three hundred and seventy-five (375) employees is distributed among five departments in the study area as follows:

From the 375 workers in the five departments of the study area, a total of 194 employees are selected using Yaro Yamani's (1998) formula for sample size determination. According to Yaro Yamani (1998), sample size can be determined using the formula below:

$$n = \frac{S}{1 + S(\alpha)^2}$$

Where: n = sample size; S = population size; α = margin of error; S = 375; α = 5% (0.05).

Survey design is employed for the study. The design helps the researcher to describe the event in question using the resulting data to explain and predict the given relationship between the variables of the study. It gathers consistently the data of occurrence to test hypothesis, make predictions or get meaning and implementation of the situation.

Primary data is gathered and analysed for the study. These data are obtained from the administration of structure questionnaire on research respondents. These data are used to verify the formulated hypotheses specified for the study. Primary data are accurate because the researcher is involved in the collection process (Omoniyi, 2005). The primary data used for the study are accurate to some extent.

For this study, the analytical techniques employed in analysing the data collected, using the Statistical Package for Social Sciences (SPPS 21.0), were the Simple Percentage Analysis, the Product Moment Correlation Coefficient and the Regression Analysis (ANOVA).The descriptive statistics of the data is shown

3.1 Hypothesis Testing

H_{01}: There is no significant relationship between cultural perspectives and strategic management?
This hypothesis was analysed using linear regression conducted through Econometric method of data analysis (E-View) version 7 and the result obtained was summarized in table 3.3 below:

The estimated result for the specified linear regression model in the above table captures the relationship between cultural perspective (CP) and strategic management (SM). The fixed effect method was employed for the results, where cultural perspective (CP) was regressed on strategic management (SM).

The summary of result as contained in table 3.3 above indicated that cultural perspectives (CP) had positive relationship with strategic management (SM). Thus, this signs did conform to the a-priori expectations. In terms of magnitude, the table revealed that a 100%

Table 3.1: Population Distribution of the Study

S/N	Departments	Population
1	Administrative	29
2	Personnel	36
3	Production	146
4	Finance and Sales	108
5	Technical	56
	Total	**375**

Source: Researcher's field survey (2019)

increase in cultural perspectives (CP) enhances strategic management (SM) by 56.3%.

In assessing the partial significance of the estimated parameters for the incorporated explanatory variable, the t-statistics results are presented. The result showed that the parameter estimates for cultural perspectives (CP) was found to be statistically significant at 5%

critical level because their *p-values* are less than 0.05 level of significant representing maximum probability attached to the test of risking type I error.

More so, the F-statistic result showed that all the incorporated explanatory variables are simultaneously significant at 5% critical level. The adjusted R-squared result reveals that 53% of the total variation in strategic management (SM) was accounted for by changes in the cultural perspectives (CP). The Durbin-Watson test result reveals that there is presence of weak positive serial correlation among the residuals, because of the d-value (1.667) is less than two.

4.0 Discussion and Implications for management

The study appraised cultural perspectives and strategic management in manufacturing sector in Nigeria with the objectives of determining the impact of cultural perspectives on strategic management. A hypothesis is formulated to guide the study which was tested using linear regression analysis.

From the result obtained on the analysis of the hypothesis, it was revealed that there was significant relationship between cultural perspectives and strategic management. This result supported the findings of Lydiah (2014) and Boniface (2015)

Table 3.3: Regression result on the relationship between cultural perspectives and strategic management

Dependent Variable: SM			
Variables	**Coefficient**	**t-test**	**P-Value**
Constant	11.284	6.973	0.007
CP	15.105	3.042	0.001

R-Square = 0.563
Adj R^2   = 0.311
F-Stat.   = 4.021 (P-value = 0.031)
Durbin Watson = 1.667
Source: Author's Computations (2019)

perform to meet personal and organisational objectives. Based on the refinement of current

Table 3.2

Gender	*Male*	*Female*			
	63.0%	37.0%			
Age of Respondents	*18-25 years*	*26-35 years*	*36-45 years*	*Above 46 years*	
	30.9%	32.7%	24.2%	12.2%	
Marital Status	**Single**	**Married**			
	37.0%	63.0%			
Education	O'Level	*OND/ NCE*	*HND/BSC*		
	42.4%	41.8%	15.8%		
Length of Services	*1-5 years*	*6-10 years*	*11-15 years*	*Above 16 years*	*Above 20 years*
	42.4%	26.7%	18.8%	12.1%	2.7%

Sources: Research Field (2019)

when they found that significant relationship between cultural perspectives and strategic management.

The study therefore, concludes for many organisations today, culturally diverse workplaces are an increasing reality. However, individuals often struggle in these workplaces, despite the need to

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Effect of Business Research on the Survival of Business Organisations in Nigeria: A Diagnostic Analysis

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ABSTRACT

This study examined the effect of business research on the survival of business organisations using Royal Home Ventures, Warri, Delta State as a case study. Employing the survey research method, the study aimed at ascertaining if business research has a direct effect on the survival of a business. To discover this, the use of questionnaire was employed to gather the data for the study from the staff of Royal Home Venture from which a sample size of fifty was drawn for the study through the use of convenient sampling technique. The study employed chi-square analysis technique for the testing of the hypotheses raised in the study. It was revealed that for any organization to survive and continuously increase her profit base she must be a good consumer of research findings. The study thus recommended inter alia that all business organizations should conduct research regularly and allow the findings obtained to be the benchmark on which their business plan is prepared.

Keywords: Business, Research, Royal Home Venture, Survival, Bench-mark, Business plan

Introduction

Inherent in every man is a burning desire to know what the future holds for him. It has never been the desire of man to thread on the path of the unknown. Born out of man inquisitiveness and desire to know are various scientific and technological inventions as well as economic laws, theories and principles that govern the business world; they are all rooted in a veritable scientific research (Egwu, 2005).

The path leading to a number of great and very successful organizations, many believe, is always traceable to research. It thus, presents itself as the diviner of the business world that tells the past, present and future, and giving managers the necessary advice to avoid a potential problem that is easily encountered but not immediately obvious as well as possible strengths and opportunities to capitalize on. The above gives a peep into the concept of business research, our cross for this study.

Research is a concept that is fast becoming a household name. It is an indispensable tool in virtually all areas of human endeavor. The reason for this penetrating power of research may not be far from the importance researchers and consumers of research findings believe that it poses. From the educational world to the scientific world and even the social world respectively among others, many see research as a requisite instrument for the attainment of the needed growth and development.

Little wonder, it is not a different story in the business world, as business research is now a core part of business activities carried out by firms and organizations as it were for the positive advancement of the organization. This act of conducting effective business research by organizations may be interpreted as a deliberate step to ascertain something about the past of a particular business, the present and possibly future challenges and opportunities which may not be obtained by any other means except through effective research.

There are some risks and/or uncertainties confronting all business enterprises which may impede the growth and development of the business (Momoh, Imafidon, Imolere and Agbuduwe, 2012). While it is agreed that a good knowledge of these risks and uncertainties is necessary for the growth and development of business ventures, the only weapon needed in this regard is effective business research.

For their part Agbonifoh and Yomere (1991), writing on research note that;
On a more routine, note, an auditor may

conduct some research investigation to ascertain whether laid down financial procedures were duly followed in recording and reporting the financial transactions of a firm (pg. 1).

From the assertion of Agbonifoh and Yomere (1991), one may not be wrong to note it is gradually being agreed upon that effective business research in different areas of an organization is a sine qua non for the growth and development of the organization.

Statement of the Problem

There is a controversy on the importance of business research to the survival of organization. As a result, research is often ignored with the flimsy excuse by most organizations to be time consuming and costly. But from observation, it is discovered that successful business organizations are the ones with vast research interest in the area of technology and others.

Therefore, the following problems are proposed to be investigated for solutions:
i.   Some believe that the emphasis being placed on business research on the survival of business is a mere exaggeration;
ii. The attainment of maximum profit and the survival of a business venture is not a product of an effective business research;
iii. Some other sections are of the opinion that if business research is pivotal for the survival and profitability of business, why do some businesses still fail after engaging in effective business research;
iv. Still some argue that business research is not actually important for the survival of business.

Objectives of the Study

The objective of this work is to ascertain if business research has a significant effect on the survival of business. Specifically, the study aims to achieve the following objectives, to:
i.   ascertain if business research has significant relationship with the survival of Royal Home Ventures Ltd.
ii. examine the extent to which the implementation of the findings obtained through research has significant impact on the increment of the income rate of Royal Home Ventures Ltd.
iii. determine whether the level of income of Royal Home Ventures Ltd. would reduce if she does not conduct business research.

Research Questions

For the purpose of this study, the following research questions are advanced.
i.   Does absence of business research lead to

survival of Royal Home Ventures?

ii. To what extent does implementation of the findings obtained through research has significant bearing on the increment of the income rate of Royal Home Venture?

iii. Does the level of income of Royal Home Ventures reduce if she fails to conduct business research?

Statement of the Hypotheses

H_{o1}: The survival of Royal Home Ventures Ltd. has no significant relationship with business research.

H_{O2}: The implementation of the findings obtained through research has no significant bearing on the increment of the income rate of Royal Home Ventures Ltd.

H_{O3}: The level of income of Royal Home Ventures Ltd. would not reduce if it does not conduct research.

Literature Review
Conceptual Discuss

All over the world the need to take necessary measures and steps to enhance organizational growth and development as well as ensure the continuous survival of business organization has been of paramount concern to entrepreneurs at various levels and even some government agencies. Faced with various challenges with direct effect on business profitability an attempt by business organization and/or entrepreneurs to proffer lasting solutions to these challenges with the traditional non-scientific methods appears to have posed greater challenges and threat to the survival of organizations. Thus, entrepreneurial scholars have always been of the opinion that frantic efforts involving scientific approaches must be made to answer some ultimate questions bothering on "who, where, why, what and how" if an organization desires to increase her market share and profit base.

While discerning voices cannot be ruled out as regards the place of effective business research in the survival of an organization, the authors try to garner the various opinions, views and counter views by scholars and authors with regards to the subject under study.

Due to the curiosity of man to know more about his environment and possibly explore available resources, he has continued to search and research for things and information that may not be readily visible in the environment. The process of this continuous search by man in the society captures the essence of research: to search and research until candid answers are found to ultimate questions.

While research has grown to become an integral part of human existence some believe that without which humanity will lose its flavor. Ojo (2008), corroborates this view when he asserts that "research is an integral part of human knowledge is an incontrovertible fact. Its role in human life is as precious as that of salt in vegetable soup. Without research life itself would lose its taste" (Pg. 1).

The above assertion, sufficiently captures the importance of research in all areas of human endeavour including the business world which this work focuses on. Faced with numerous challenges, business enterprises are always on the watch out to discover the why, when, who, where, what and how of their target market. With the level of competition in the business world like any other sphere of human endeavour increasing by the day especially in this 21st century, the need for business owners and managers of organization to maximize profit and win a larger share of the market is becoming more pressing and expedient. It is believed that an organization that gradually losses it market shares and profit consequently would gradually folds up without it knowing it. While it is indisputable that there are various factor which may not be handy that contribute to those challenges organization have to contend with for growth and development, effective business research at various levels appeared to be the visible tool to discover these factors, proffer possible solutions aimed at maximizing profit for the organization for the continuous survival of the business.

The Concept of Research and Business Research

Citing Pelosi, Sandifar and Sekaran (2001), Chidi and Ogunyomi (2010) defined the concept of research thus: "Research is the process of finding solutions to a problem after a thorough study and analysis of the situation and data".

From the above definition, it could be deduced that research in an organization is the process of finding solutions to various challenges or problems as it were, which may be immediate or futuristic aimed at ensuring the survival of the business.

Speaking in similar vein, Ojo (2008) writing on the concept of research describes it thus:

The word research is of French origin meaning to investigate thoroughly. Essentially, research means an attempt to discover something; to search again or to repeat a search. To research is to systematically inquire into or investigate a specified matter; a systematic way of investigating a phenomenon. It is a series of

organized activities aimed at investigating a problem (pg. 1).

Going by the view of Ojo (2008) above on research it could be inferred that business research presupposes critical or thorough enquiry into all areas comprising both internal and external environment of a business to discover certain things with the view of exploring the environment more to the advantage of the business.

Research in organizations or business could be defined as scientific enquiry into area of business management e.g. production, finance, marketing, human resources management etc. aimed at describing, explaining, predicting and controlling phenomenon in these areas with the ultimate purpose of solving problems and evaluating methods, achievements (performance), strategies and programmes and other phenomena of interests in business management (Chidi and Ogunyomi, 2010).Thus looking at the concept of business research, Imafidon, Momoh, Imolere and Agbuduwe (2012) aver that:

Business research is… the systematic application of scientific method of study. Investigation or finding out previous, present and future situations of event or activities that can affect business positively or negatively to attain a desired end in business. It is also regarded as the systematic application of the scientific method to study, investigate, understand or solve current problem to either contribute to knowledge or expand the frontier of knowledge for the realization of business objective (pg. 2).

The phrase "realization of business objective" in the latter part of the above definition substantiates the fact that business objective may not be realized in the absence of business research in any organization. According to Miranda (2010) cited in .
Business research is a field of practical study in which a company obtains data and analyzes it in order to better manage the company. Business research can include financial data, consumer feedback, product research and competitive analysis. Executives and managers who use business research methods are able to better understand their company, the position it holds in the market and how to improve that position.
.
To the Wisegeek Social Media cited in Egwu (2005) business research "Is any type of researching done when starting or running any kind of business for example, starting any type of business requires research into the target customer and the competition to create a business plan" (pg 2).

While it has been established that research could be done at different stage and levels of business, all in a bid to have a better understanding of the business environment and ensure that continuous survival of the business, it is pertinent to note at this juncture that Ryan (2009), is of the opinion that business research could be carried out through effective listening, interview and questionnaire amongst others. From the above definitions, one may not be wrong to submit that business research is the scientific procedure of gathering, processing and analyzing data related to a particular business from both the internal and external environment of business with a view to ascertain past event, present occurrence and future challenges to aid planning and make informed decision on how to maximize profit and ensure the survival of business.

Business Research and its Misconception
The concept of business research in general is one with plenty of misconceptions. This is true as a number of individuals in the field of business and academic have used the concept and others are still using it in a way, manner and context that does not in actual sense tell the truth about what research or business research is in factual terms. Writing on how the concept has been and its being wrongly used in some context which in actual terms is not, Obaze and Onosu (2009), citing Osuala (1987) advance that:

Research is one of the most abused concept….often times, a student who went to the library in search of facts to back up his or term paper comes back to announce that he or she almost died carrying out research in the library. In this case mere flipping through the pages of some books and copying some portions of the books become a research effort….research however, is much more than this. It is highly systematic (pg. 2).

Arguing their point further with the view of Kerlinger (1964) they assert that:
Scientific research is a systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relationship among natural phenomenon (pg. 3).

It is clear from the foregoing that most exercises carried out by managers and owners of business organization on how to improve on their business stability and profitability as well as combat some challenges facing them which they often refer to as business research is not in actual sense. Some managers in a bid to make an inquest into some certain challenges gather some members of staff, ask them one or two questions, and would end up saying he or she has conducted a research to finding a solution to the problem. Again retailer, entrepreneur and a

manager may decide to engage in a market or price sampling actively to know where and from whom to get a particular product that will meet his or her specification at the lowest possible cost, and he or she may end up saying he or she has done a good business research. But as a matter of fact these activities amongst others are into business research is not a haphazard exercise that a mere questioning or fact finding activity can be referred to be. It is a more scientific, structured and empirical approach to fact finding that helps managers and owners of business organization in decision making as it affects all areas of the organization.

Reasoning similar vein Anuseree, Sreejesh and Mohapatra (2014) in http://www.springer.com note that:

Business research process involves a series of steps that systematically investigate a problem or an opportunity facing the organization….any business research is primarily conducted for taking effective managerial decisions concerning various problems or opportunities identified by the organization. A research study is conducted whenever arising identify a potential problem or output.

They went further to list the steps or stages that are involved in conducting a business research to include the listed below: Identifying and defining problem/opportunity; Planning the research design; Selecting a research method; Selecting a sampling procedure; Data collection; Evaluating the data, and preparing and presenting the report. One would not be out of place to submit from the above that business research is not what many amateur or neophyte in the business would think it is, but a well-planned, systematic, procedural and scientific approach that must be well documented to guide management in decision making especially as regards solving looming problems and identifying and taking advantages of opportunities.

Business Research and Feasibility Study
In a dynamic business environment, the success of an organisation rests on what the organisation knows about the market situations, the initiatives of the competitors and the preferences of the customers. Research result into business decisions which is based on good reliable information. Staying up-to-date with the position of an organisation in the dynamic markets the new trends that are constantly surfacing and the strategies of competitors are essential in this faced paced word(www.tempaperwarehouse.com).

Business research is not a feasibility study. The separate roles of the feasibility study and business research are often misunderstood. The feasibility study provides an investigating functions. It addresses the question of "is this a viable business venture?" the feasibility study outlines and analyze many options or methods of having business success and aimed at managing the scope of the project to identify the best business violence or scenario(s). a feasibility study provides a comprehensive analysis and evaluation of the market, technical, management, operational and financial aspects of business opportunity or concept (www.educationfo.com). It is carried out with the purpose of finding out the workability and profitability of a business venture i.e. to find out if the business is worth the effort, resources and time (Abe, 2017). Within a feasibility study, seven areas must be reviewed including needs analysis, economic technology, cultural, legal, schedule and organisational. A feasibility report shows the profit potential, a business idea or opportunity to the manager. It is an analysis of the viability of an idea (www.extention.state.edu). The study is concerned with providing answers to the essential question of "should we proceed with the proposed project idea? All activities of the study are aimed at providing answers to this question (Hofstrand and Hoiz-Clause, 2018). A feasibility study is usually carried out after producers have discussed a sense of business ideas. The feasibility study assumes to "frame" and "fleshout" particular business ideas so they can be studied in-depth. Feasibility study is not a process of planning, acquiring, analyzing and dissecting relevant information or data for insights to making decision that will help to maximize the performance of the organisation. The purpose of feasibility study is not to create a theory or product idea or to test a theory. It cannot help organisations to find areas where more business research is required. It cannot play the role of business research against the backdrop that business research is conducted in order for the organisation to continue its business efforts. The goal of feasibility study is not to understand what the problem is and why the organisation want to achieve. It is not generated by a concerned problem or foreseen problem but venerate valuable insights about a company that can provide growth in sharing ideas (Frayne, 2013). Unlike business research whose purpose is to ensure that the organisation achieve its goals, mission and vision. Feasibility study may not help guide decisions unlike business research which is a systematic inquiry that helps to provide information to the management to help guide decisions (Cooper, Donald, Schindler, Pamela in www.termpexperwarehouse.com). Feasibility study is focused and specific, it gives you the big picture first and then think in a top-down manner. In this way, one or two general starter question give rise to a host of additional, more detailed questions that become increasingly narrower in focus as one gets closer to

reaching an ultimate answer (Lohrey, 2018).

The role of feasibility study is different from that of business research in that feasibility study is based on organisational demand to "get it right" before community resources, time, budget and other relevant ingredients into the business. It gives a clear picture to all stakeholders of the proposed project. Feasibility study cannot play the role of business research in a business organisation as business research relates to an organized and systematic inquiry used to obtain data and yield information to suggest and guide managerial decision. Business organisations with the information for business research to acquire, plan, analyze and spread insights to guide business decisions with the ultimate goal of maximizing business performance (C o o p e r & S c h u d l e r , 2 0 0 6 i n www.termpaperwarehouse.com). So, the relationship between business research and feasibility study stresses a logical link between useful information and good business idea.

Theoretical Framework
Following the significance of theories in any academic research - as the pillar on which project lean on, this study is based on the Three Sigma's Theory of the Business Model. This model is an application of a model described by Peter Drucker as "the theory of the business". The central tenet of this theory is that many businesses decline and fail because the assumptions they make that form the basis for their fundamental business decision (about society, market, customers, products, technology, their mission etc.) become obsolete and invalid. Since the future is uncertain and the social environment is constantly changing even the soundest theory becomes obsolete. For this reason every business and organization should periodically examine their fundamental assumption to see if they continue to reflect the current realities they face and i f n o t , h o w t h e y c a n b e c h a n g e d (http://www.threesigma.com/ business%20theory-model.htm).

This theory thus, becomes the best for this study following the importance of research it inspires, which could be deduced from the fact that it urges organizations to always strive to know or ascertain the current realities of their business environment. If it is agreed to according to the theory that lack of adequate knowledge of the business environment could lead to low income and the eventual death of a business, it is to ascertain the effect or place of this nature that strives to ascertain the effect or place of business research on survival and profitability of business would have no better theory to lean on, but

the Three Sigma's Theory of the Business Model.

Research, Business Profitability and Survival
No business is ever established to run at loss. Business organizations are established to meet certain needs of members of the public and they make profit in return. The sole aim of all business enterprises therefore is to maximize profit and minimize loss.

As important as profit making is to the survival of business many business organizations have had it over the years as a herculean task and find themselves dangling in the ocean of trial and error. But if it is true that business cannot be devoid of adequate planning and near accurate projection into future event there is thus need for effective business research.

The process of profitability in business may be summed this way – know what the people want, when they want it, where they want it, why they want it, how they want it, those to produce, what they need to produce it, and what they need to be happy. Management thinking in this line would eventually result to drawing up a viable business plan to increase the profit base of the business. The place of research in business cannot be overestimated. Thus, Swindells (2009) writes that:

Doing research in business management is vital as it helps a business plan for the future, based on what may have happen in the past. If carried out successfully it can help a company, make informed plans on how to become more viable in its section. If something has been unsuccessful, for instance, having carried out effective research may help a business avoid future failure, carrying out research may also help a company decide when the right time to expand into another city is or whether it should apply for a new loan.

The above sufficiently captures the place of effective research on the survival and profitability of business. If an organization could be viable in its sector as contained in the above, the place of financial viability which is perceived to be the controlling factors of business cannot be ruled off. Perhaps a second look at the argument of Miranda (2010) cited in http://www.small.business.chron.com/businessresearch tells one that without a good business plan an organization may just be herding for doom as it may not know when and when not to invest. And a good business plan which is the road map of the organization on the other hand is a clear product of business research. According to Heinze, Camice and Koontz (2008):

"Every time managers plan, they take into account the needs, wants and desire of members of society outside the organization, as well as the needs for material and human resources, technology and other requirement in the external environment ... they must identify, evaluate and react to the forces outside the enterprise that may affect its operation" (pg. 20).

If an organization does not conduct research how then can it ascertains the social factors and even other internal factors that may impede the smooth running of the organization and even affect its profit base. Appleby (1994) cited in Egbeigbe (1993) is not far from the truth when he contends that;

All enterprise must consider carefully the elements that comprise their environment whether they are public or private, large or small. All managers should seek to understand the relationship between an enterprise and its environment, whether they operate business, government agency, charitable organization or university .... One method for understanding the relationship between an enterprise and the environment is to consider the various groups, both internal and external, that can affect or be affected by the accomplishment of its objectives. Each of these groups has a 'stake' in the survival of an enterprise (pg. 30).

This reason, as organization carry out their day to day activities they must have on their fingertips the factors to give due cognizance if they must continue to exist. Organizations obviously operate in a dynamic society that is characterized by plenty of complex factors. Knowledge of this factor and taking deliberate step to explore them to the benefit of the organization would obviously translate to business profitability. An organization that does not have a vivid and candid knowledge of both the internal and external environment of its business would obviously be threading on a dangerous part, and its doom will come like the biblical proverbial Jesus will come like a thief in the night – it will crash without it knowing it. Igwe, Onwumere and Egbo (2015), avers that:

Focus on growth ... successful companies recognizes the fact that a business cannot be managed to stand still as revenue and profit will naturally decline as a result of erosive effects of uncontrollable political, economic, social and technological (PEST) factors, and controllable strengths, weaknesses, opportunities and threats (SWOT) factors in the market. The growth equation has to include the impact of such factors when

establishing the growth target for business that are vital to its future business that are vital to its future prosperity and success (pg. 5).

It is generally agreed over the years that any organization that wish to increase her profit base and remain viable to the sector would always give due cognizance to the SWOT analysis pinpointed in the above assertion. It is pertinent that an organization should have an unambiguous knowledge of its strength, weaknesses, Opportunities and Threat (SWOT) if it must continue to survive in the industry. No doubt, a good knowledge of this would translate to good business plan and help an organization to project accurately into future events. "The importance of research and development is so great that countries are divided to developed and underdeveloped countries base on the fund devoted to R & D. Research and development cost in addition to stimulating economic growth and social development, enhance a firm's profit" (Dastgir & Soltani, 2011).

Solanki (2010) was also emphasizing the importance of business research to business survival and profitability when he enumerated the importance of market research among others that it helps to survive the competition, maximize profits and increasing the sales. On the concept of surviving the competition he believed that basic information concerning competitors and possible needs of customers that are yet to be met could be ascertained and informed decisions taken at the end of the day to always place the organization one step ahead. He was categorical on the place of research in profit maximization when he opines that; apart from profit maximizing steps such as item optimization, customer profitability analysis, and price elasticity, marketing research allows you to find out methods that can help you maximize profit. For example, a product price elasticity research can help you ascertain the impact of an increased price on the sales and the profit of a product … this helps the company survive in the long run and maximize its profit.

To Appleby (1994), there are many types of research but in whichever way the organization is run it should give room for all ideas to be coordinated. This sometimes is done by a research committee responsible to a research director. He noted that while all organization must be consumers of research product, those who may not be financially buoyant to conduct their own research could adopt one of the following alternatives.

Employ outside consultants; Join outside research association; Contract with universities or technical

college research department to undertake research for them; Source information from the national research cooperation. He adds that:

Information must be current in order that correct decisions are made. Ideally market research should provide information to enable a manufacturer to design a product in line with customers' preferences, to manufacture it in quantities that can be sold, to pack it suitably, making appropriate arrangements for effective advertising and distribution.

Chidi and Ogunyomi (2010) are in favour of the above when they recommend to organizations as regards research that:

…organizations irrespective of their sizes and complexities should cultivate the culture of research, and to have a positive philosophy towards research and development through sufficient funding as it is only through this, deliberate changes could be brought to bear on organizational growth and development.

The entire argument and various views advanced by varying authors so far with regard to the place of effective business reason in the survival and profitability of business could be summed up with this short story told by Soltani and Dastgir (2011):

From December to February 2008, the top 15 companies in the pharmaceutical industry lost roughly $850 billion of their stock market values. Although a number of factors .... Are to blame, Garnier, the CEO of Glaxosmithklin, believes that the decrease in R & D is the primary reason. The way to solve it, he says, is to return power to the scientists by reorganizing R & D when the GKS began to re-engineer its R & D, it has only two products in the late-stage development. Today it has 34, the most in the industry, and thus could increase their sales by about 10 thousand million dollars

Though the views of the various authors may differ in diction and style of expression but they are all interwoven and share a common ground on the fact that effective research is important to all business organization.

Methodology
The research method adopted for this work is the survey research method; not just survey but the cross-sectional survey method.

In cross-sectional survey research standardized information is collected from a sample drawn from a predetermined population. The information is collected at one point in time (Haruna, 2004). For this reason, it is clear that cross-sectional survey research is the best or most suitable method for this study. This is because the study deals with a very large population that comprise all individuals in Royal Home Ventures, Delta State, from which a representative sample was drawn to supply the data needed to answer the questions raised in the study, and would help to either accept or reject the null hypotheses formulated. It is important to note that the cross-sectional survey research method was pin-pointed because the copies of questionnaires were administered to the respondent(s) only once. The population of the study comprises of all levels of staff cutting across both sexes in Royal Home Venture, Warri. Thus, the total population for the study is seventy (70). The study has a total sample size of fifty (50) respondents conveniently drawn from the total staff of Royal Home Ventures. The sampling technique adopted in selecting the total sample size is the simple random sampling technique. At the various departments visited, the method was applied in the form of a lucky deep to pick the number of samples (respondents) required depending on the staff strength of the department. The organization is generally made up of four departments which include Account/Audit Department, Production / Engineering Department, Public Relation Department and Admin/Finance Department with varying staff strength.

A total sample of twenty-two (22) respondents were selected from production/engineering department with a staff strength of thirty (30), seven samples were selected from the public relation department with a staff strength of ten (10), eighteen were selected from the admin/finance department with a staff strength of twenty-five (25) and three from the accounting/auditing department with a staff strength of five (5).

For example the seven (7) samples were selected from the public relations unit of the ten (10) staff through the simple random technique by adopting the following steps: First, since seven (7) respondents were needed, the word "YES" was written on seven separate piece of papers and were thoroughly folded and the word "NO" was written in another three separate piece of papers and were also folded thoroughly to make the total numbers of papers ten (10) which equal the number of staff strength in that unit. Second, all the ten folded papers were poured in a bag and thoroughly mixed together. Third, all staff were told to pick each of the folded papers and unfold it. Forth, at the end of the day, it was only the seven

staff that picked the ones with the word "YES" that were sampled. The above steps were also adopted to pick the samples in the other departments mentioned above.

The instrument used in gathering data for the study is the questionnaire which was divided into two sections. The researchers structured the questions in multiple choice manner giving the respondents the opportunity to tick in box which correspond to their answer. They were administered to respondents directly at the company by the researcher. The chi-square data analysis method was used to test the hypothesis.

Data Presentation and Interpretation
Table 1 below showing numbers of questionnaires distributed to each department, their percentage and the numbers collected back by the researcher.

Table 1: Questionnaires Distributed to each Department,

Departments	Number Distributed	Number Returned	Percentage (%)
Production and Engineering	22	22	44
Public Relations	7	7	14
Admin/Finance	18	18	36
Account /Audit	3	3	6
Total	**50**	**50**	**100**

Source: Field Survey, 2017

From the table above, it is clear that a total number of fifty (50) questionnaires were distributed to respondents in the various departments that make up Royal Home Ventures. According to the data on the table above, a total of twenty-two (22) questionnaires were distributed to the department of production and engineering, and same number representing forty-four (44%) were returned. In public relations department, a total of seven (7) questionnaires were distributed, and same numbers of questionnaires were returned representing fourteen percent (14%). It is also clear from the table that a total of eighteen questionnaires were distributed in the department of Admin and Finance and same numbers were also returned representing thirty six percent (36%). For the department of Accounting and Audit the table shows that a total of the questionnaire were distributed and the numbers returned were also three representing six percent (6%). The total numbers of questionnaires distributed according to the data in the above table were fifty (50) and the numbers returned back to the researcher were also fifty (50) showing hundred percent (100%) collection.

Table2: Sex Distribution of Respondents.

Sex	Distribution	Percentage (%)
Male	30	60
Female	20	40
Total	**50**	**100%**

Source: Field Survey, 2017

It is clear from the table that a total of thirty respondents were male representing sixty percent (60%) and twenty were female representing forty percent (40%).
Table showing the Age distribution of respondents.

Table 3: Age Distribution of Respondents.

Age	Distribution	Percentage (%)
18 – 30 yrs	38	76
31 – 40 yrs	10	20
41 – 50 yrs	2	4
51yrs and above	-	-
Total	**50**	**100%**

Source: Field Survey, 2017

From the table above thirty-eight (38) of the respondents representing seventy-six percent (76%) were between the age of eighteen to thirty (18-30) ten respondents representing twenty percent (20%) were between the age of thirty-one to forty (31-40), two were between the ages of forty-one to fifty (41-50) representing four percent (4%) and none of our respondents were between the age of fifty one and above.
Table showing the marital status of respondents.

Table 4: Marital Status of Respondents.

Marital Status	Distribution	Percentage (%)
Single	35	70
Married	15	30
Divorce	-	-
Total	**50**	**100%**

Source: Field Survey, 2017

Thirty-five (35) respondent representing seventy percent (70%) were single, fifteen (15) representing thirty percent (30%) are married and none of our respondents representing zero percent (0%) were divorced.

Table 5: Educational Qualification of Respondents.

Qualification	Distribution	Percentage (%)
SSCE	10	20
OND	13	26
HND/BSC	20	40
Masters and above	2	4
None of the above	5	10
Total	**50**	**100**

Source: Field Survey, 2017

From the table above, ten of the respondents representing twenty percent (20%) have SSCE, thirteen (13) representing twenty-six percent (26%) were OND (Ordinary National Diploma) holders, twenty (20) representing forty percent (40%) have HND (Higher National Diploma) and BSC (Bachelor in Science), two (2) representing four percent (4%) have masters and above and five (5) representing ten percent (10%) have none of the qualification stated above.

Is business research important to business enterprise?

Table 6: Royal Home Ventures does conduct Business Research.

Options	Respondents	Percentage (%)
Agree	10	20
Strongly Agree	40	80
Neutral	-	-
Disagree	-	-
Strongly Disagree	-	-
Total	**50**	**100**

Source: Field Survey, 2017

It is clear from the table above that ten (10) respondents representing twenty percent (20%) agree that Royal Home Ventures does conduct business research, forty (40) respondents representing eighty percent (80%) strongly agree and non was neutral, neither did any disagree or strongly disagreed.

Table 7: Royal Home Ventures will fold up if she stops conducting business research

Options	Respondents	Percentage (%)
Agree	10	20
Strongly Agree	35	70
Neutral	2	4
Disagree	3	6
Strongly Disagree	-	-
Total	**50**	**100**

Source: Field Survey, 2017

From the above table one could see that a total number of ten (10) respondents representing twenty percent (20%) agree that Royal Home Ventures will fold up if she stops conducting business research, thirty-five (35) respondents representing seventy percent (70%) strongly agree, two (2) of the respondents representing four percent (4%) were neutral and three (3) of them representing six percent (6%) disagreed. But, none of the respondents strongly disagree with the above statement.

What is the place of business research in the survival of business?

Table 8: Is business research important to the growth and development of the organization?

Options	Respondents	Percentage (%)
Agree	5	10
Strongly Agree	40	80
Neutral	5	10
Disagree	-	-
Strongly Disagree	-	-
Total	**50**	**100**

Source: Field Survey, 2017

One could see from the above table that a number of five (5) respondent representing ten percent (10%) agree to the fact that business research is important to the growth and development of Royal Home Ventures, forty (40) respondents representing eighty percent (80%) strongly agree, while five (5) respondents representing ten percent (10%) were neutral of the issue. None of the respondents disagreed or strongly disagreed.

Table 9: Without business research Royal Home Ventures will continue to survive.

Options	Respondents	Percentage (%)
Agree	-	-
Strongly Agree	-	-
Neutral	5	10
Disagree	5	10
Strongly Disagree	40	80
Total	**50**	**100**

Source: Field Survey, 2017

It is crystal clear of the above table that a total number of forty (40%) respondents representing eighty percent (80%) strongly disagreed with the assertion

that Royal Home Venture will continue to survive without business research, five (5) of the respondents representing ten (10) percent disagreed and five (5) of them were neutral on the issue. None of the respondents either agreed or strongly agreed.

*Table 10:   Royal Home Ventures has been able to increase her profit base because management always imple**ments the findings of her research.***

Options	Respondents	Percentage (%)
Agree	5	10
Strongly Agree	40	80
Neutral	1	2
Disagree	4	8
Strongly Disagree	-	-
Total	**50**	**100%**

Source: Field Survey, 2017

One can see from the above table that a number of five (5) respondents representing ten percent (10%) agreed to the assertion that Royal Home Ventures has been able to increase her profit base because management always implement the findings of her research, forty (40) of the total respondents on the other hand, representing eighty percent (80%) strongly agreed, while one of them was neutral. Four (4) of the respondents representing eight percent (8%) of the total sample size disagreed and there was none of the respondents that strongly disagreed.

Table 11: Failure to conduct business research will lead to reduction in income level in this organization.

Options	Respondents	Percentage (%)
Agree	6	12
Strongly Agree	34	68
Neutral	5	10
Disagree	5	10
Strongly Disagree	-	-
Total	**50**	**100**

Source: Field Survey, 2017

It is clear from the table above that a total number of six (6) respondents representing twelve percent (12%) agreed to the assertion that failure to conduct business research will lead to reduction in the income level of Royal Home Ventures, thirty-four (34) respondents representing sixty-eight percent (68%) strongly agreed while five (5) respondents representing ten percent (10%) were neutral. But five (5) of the respondents representing ten percent (10%) of the total sample size disagreed, although none of them strongly disagreed to the assertion.
Hypothesis Testing
        The accurate result of this test is derived through the use of chi-square formula as stated below;

$$X^2 = \frac{(O - E)^2}{E}$$

Where;

X^2 = chi-square

$\sum$ = summation sign

O = observation

E = Expected Value

Expected value = mean = $\frac{F}{N}$

Where: f = is summation of frequency (Respondents)

       N = no of observation.

∴ E = 50/5 = 10

Hypothesis I

Ho₁: The survival of Royal Home Ventures has no significant relationship with business research.

O	E	(O-E)	(O-E)²	(O-E)²/E
0	10	-10	100	10
0	10	-10	100	10
5	10	-5	25	2.5
5	10	-5	225	22.5
40	10	30	900	90
$X^2 = \frac{(O - E)^2}{E} = 135$				

Source: Field Survey, 2017

From the above X^2 = 135.

Level of accuracy = 5% = 0.05.

Degree of freedom = (n-1)=(5-1) = 4.

X^2 table value = 9.49.

X^2 calculated value = 135.

Since the calculated value is greater than the table value the null hypothesis (Ho) is rejected while the alternate hypothesis is accepted.

Thus, the alternative hypothesis which claimed that effective business research has a direct and significant relationship on the survival of Royal Home Venture is validated and accepted.

Hypothesis II

Ho2: The implementation of the findings obtained through research has no significant bearing on the increment of the income rate

O	E	(O-E)	$(O-E)^2$	$(O-E)^2/E$
5	10	-5	25	2.5
40	10	30	900	90
1	10	-9	81	8.1
4	10	-6	36	3.6
0	10	-10	100	10
$X^2 = \dfrac{(O-E)^2}{E} = 114.2$				

Source: Field Survey, 2017

From the above $X^2 = 114.2$.

Level of accuracy = 5% = 0.05.

Degree of freedom = (n-1)=(5-1) = 4.

X^2 table value = 9.49.

X^2 calculated value = 114.2.

Since the calculated value is greater than the table value the null hypothesis is rejected, while the alternate hypothesis (Hi) is accepted.

Thus, the alternative hypothesis which states that there is a direct and positive bearing between the increment in the income level of Royal Home Venture and the implementation of findings obtained through research is validated and accepted.

Hypothesis III
H_{o3}: the level of income of Royal Home Ventures would not reduce if she does not conduct business research.

O	E	(O-E)	$(O-E)^2$	$(O-E)^2/E$
6	10	-4	16	1.6
34	10	24	576	57.6
5	10	-5	25	2.5
5	10	-5	25	2.5
0	10	-10	100	10
$X^2 = ? \dfrac{(O-E)^2}{E} = 74.2$				

Source: Field Survey, 2017

From the above $X^2 = 74.2$.

Level of accuracy = 5% = 0.05.

Degree of freedom = (n-1)=(5-1) = 4.

X^2 table value = 9.49.

X^2 calculated value = 74.2.

Since the calculated value is greater than the table value the null hypothesis (Ho) is rejected while the alternative hypothesis (Hi) is accepted.

Thus the alternative hypothesis which states that "the level of income of Royal Home Ventures would reduce if she does not conduct business research" is accepted and validated.

Discussion
Hypothesis one reveals that the survival of Royal Home Ventures has significant relationship with business research. This finding is in consonance with the opinion of Miranda (2010) that a company obtains data and analyzes it in order to better manage the company.

The second hypothesis shows that implementation of the findings obtained through research has a significant bearing on the increments of the income level of Royal Home Ventures has. The findings corroborated the observation of Solanki (2010) which contend that price elasticity in marketing research allows one to find out methods that can help maximize profit. This helps the company survive in the long run and maximize its profit.

Hypothesis three reveals that the level of income of Royal Home Ventures would reduce if she fails to conduct business research. The finding agrees with the observations of Soltani and Dastigor (2011) which believes that decrease in research and development can give rise to decrease in stock value of companies in the pharmaceutical industry.

Conclusion
One of the major goals of most business enterprise is to maximize profit for the continuous running and survival of the business. The fact that no business can survive and or function well in the absence of finance and adequate patronage is fast becoming a cliché. With the competition and the business world becoming heightened by the day, business owners have continued to look for ways to squeeze themselves out of the unpalatable situation. For many to thrive in the business world of today is a Herculean task. Little wonder, it is only a handful that may have realized that effective business research is the sledge hammer needed to accomplish the task. Business organizations thus could only know what their customers want, possible markets for their products, public opinion concerning the organization, plight of workers amongst others through business research – resulting to increased profitability for the continuous survival of the business.

Recommendations
Based on the findings of the study, the following

recommendations are advanced;
1.   All business organizations should conduct research regularly in the areas of innovation and creativity and allow the findings obtained to be the benchmark on which their business plan is prepared for increased profit base of the business.
2.   Findings obtained from business research should be implemented with utmost zeal to ensure positive bearing on the increment of the income rate of business organisations.
3.   Organizations should have a positive philosophy towards research and development through adequate funding for increased level of income.

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A Survey of Employees' Job Satisfaction in Selected Public Organizations in Edo State, Nigeria

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ABSTRACT

The aim of the study is to empirically examine the level of job satisfaction among employees in public organizations in Edo State, Nigeria. A descriptive survey method was adopted. Questionnaire was developed to collect data from 505 employees from three public organizations in Edo State, Nigeria. Overall, a large portion (54.1 %) of the staff surveyed lacked satisfaction with their job. In other words, there is no proper motivation. The findings show that employees of the three organizations in Nigeria were dissatisfied with their job responsibilities, the working place culture, performance evaluation and job rewards benefits/(salaries). The employees were satisfied with the nature of supervision and administration, professional development and opportunities. The study recommended that organizations should implement the provisions of the Nigerian Labor Law as this will enhance job satisfaction among the employees.

Keywords –Workplace culture, roles and responsibility, reword performance evaluation.

Introduction

All things being equal, job satisfaction should be considered to be among the major determinants of an employee's view of the organization (Sutherland, 2004). Employees who are satisfied with their jobs are more likely to contribute more positively to the firm (Tella et al, 2007). Different definitions exist in the literature on job satisfaction. For example, Cote and Morgan (2002) define job satisfaction as "a person's positive feeling of the position and acceptance of his/her works". That implies that the employee believes that he/she is going excellently in his/her duties, is enjoying the job process and is being adequately rewarded for the job performed. **Jenaibi (2010) asserted that t**he job satisfaction of an employee can be used to measure of how happy the employee is with his/her job and work environment. Nigeria has good labor laws, the question is, how many organizations meet up with the working conditions spelled out in the Nigerian labor law? For example, the Nigerian labor law under section 13 subsection 2 states that "Hours which a worker is required to work in excess of the normal hours fixed shall constitute overtime". It is also stated that employers or organizations should provide transport and also in another section stated the need for 'annual leave with bonus', and standard working environment **(Laws of the Federation of Nigeria, 1990)**. As good as the labor laws are, how many organizations provide transport for their employees, not to talk of annual leave with pay.

Organizations have however tried to explore ways to improve the performance of its employees. Some indicators of organizational performance include, but are not limited to, employee retention, turnover intention, promotion opportunities, productivity, employee commitment, job satisfaction, workers' participation in management activities (Gupta, 2013). Performance is considered as all-around module of an organization's human resource strategies which shows how successful a group of individuals are with the set goal(s) established. It shows the actual outputs of an organization vis-à-vis planned outputs, objectives or goals (Maicibi, 2012). However, high organizational performance exists when all the parts of an organization work together to achieve great results.

High organizational performance can only be achieved if the human resources are adequately utilized. This has been recognized by many organizations especially in today's highly competitive global business environment (Maicibi, 2012). It is therefore, very important to understand what makes human resources satisfied or dissatisfied in an organization. The importance of analyzing employee satisfaction cannot be overemphasized. It will provide a much better perspective on the pattern that strategies and policies be designed so as to achieve organisational performance while maintaining employee satisfaction (Qasim, et al., 2012)

Job satisfaction will be low if the employees feel that their expectations and organization are not match (Rothbard, Philips, and Dumas, 2005). Generally, employees expect their organizations to do their best to satisfy their expectations. Most public organizations have little or no understanding on the satisfaction and how these employees' satisfaction levels influence their performance. That shows that there is a serious need to fully understand the reason(s) why employees may choose to commit to their job while others do not even while under the same working conditions. There is also need to found out how rewards and incentives determine the performance level of employees. This will help to ascertain the rewards and incentives that individuals value and to make provision for these since people are usually willing to work harder when they are motivated. Based on this background, this study aims to empirically examine the level of job satisfaction among the employees in public organizations in Nigeria.

Literature review
Theoretical framework on job satisfaction

The study employed the two factor theory of Frederick Herzberg (Herzberg, et al. 1957). The theory indicates satisfiers and dissatisfies. Satisfiers include the contents of the job which comprises of recognition, autonomy, achievement, advancement, responsibility and work. Dissatisfies include supervision, salary, administration, company policy and working conditions. In regard to this study, satisfiers and dissatisfies were looked at in form of job satisfaction, which were operationalized in terms of efficiency and effectiveness among the employees. For instance, when an employee is satisfied he/she becomes efficient and effective, whereas if he is dissatisfied he becomes inefficient and ineffective thus lowering his contribution to the organization.

The Concept of job satisfaction

The concept of job satisfaction can hardly be explained by one single term that will adequately capture the feelings of happiness and enthusiasm with one's work or the degree to which employees enjoy their work duties. That implies that job satisfaction aptly explains how satisfied or fulfilled a person is with his or her job. Though they are closely related, *job satisfaction* is different from *motivation*, since job satisfaction covers employee involvement, management style and culture, empowerment as well as autonomous work groups (Gupta, 2013).

Empirical studies have shown that numerous intrinsic rewards are available that has the ability to stimulate satisfaction as well as productivity in the job, since a well-stimulated employee will be super-active in productivity. Such intrinsic rewards include participate in decision making, task significance, job involvement, job autonomy and recognition (Kwenin, Muathe & Nzulwa, 2013). The numerous intrinsic rewards are capable to create a highly charged satisfied and stimulated workforce, as well as creating a cooperative and positive atmosphere in the organization. That calls for an effective and well-designed compensation package for workers- packages with the capacity of leading the workforce to motivation, commitment, satisfaction and above all enhanced functioning or productivity of the organization (Kumar &Patnaik, 2004*).* The study by Yu (2017) carried in Taiwan focused on the processes involve in the motivation of the workforce. The study shows that these processes assist

management to better oversee their responsibilities. It was concluded that supportive leadership and innovative culture should be adequately matched to achieve the organizational objectives.

Mokaya and Kipyegon (2014) remarked that in order to sustain in the market, good human resource management (HRM) practices and employee satisfaction can have many significant benefits for organizations. Hence, the study shows that the workforce of the organization is partly responsible for developing strategies that will lead to the achievement of the organization's goals. In line with this view, Khalid and Irshad, (2010) suggested that the workers' satisfaction is one of the fundamental prerequisites of a well-organized organization. It is also viewed by corporate managers as imperative to the future outcomes of the organisation, since an organization with dissatisfied employees is definitely doomed. This will glue the whole production process; enabling the worker to optimize whatever input they input they possess to increase the organisational productivity. No wonder, the study of Mokaya and Kipyegon (2014) opined that engagement of employees entails the creation of viable prospects for the employees in order for them to seamlessly glue to to colleagues, managers and the organization they work for. In order to manager this relationship, Collins and Smith (2006) suggested that the organization should create a work environment that can stimulate workers' trust and motivation. That will lead us to the concept of "*employee voice*". According to Armstrong (2012), the concept of employee voice involves the active participation of the employees of an organisation in issues that border on them in the organisation. When employees are allowed to have a voice in issues of concerns in the organization, it will hence improve organizational performance.

It is therefore logical to assert the fact that employees must first feel satisfied with their jobs before committing their best to the organization in which they offer their services. The combination of organizational commitment and job satisfaction has featured in so many literature (Harrison et al., 2006; Moynihan & Pandey, 2007), in an attempt to explains the correlation between these variables. This led the studies of Harrison et al. (2006) and Moynihan and Pandey (2007) to combine both variables in the examination of work motivation. Their studies find a high correlation between organizational commitment and job satisfaction in US private and public organizations.

Olorunsola and Bamijoko (2005) states that various extrinsic and intrinsic factors can determine the level of employee satisfaction, such as relationship with supervisor and supervisees, commuting time, and commitment to organizational mission to name a few. Simoes and Borges (2012) utilizing the data of Brazil, investigated the direction and nature of relationship between organizational commitment and job satisfaction. Their study suggested that management should enhance employees' commitment through an increase in job satisfaction via these dimensions: supervision, rewards and benefits, job security, organizational environment,

and possibility of growth, while fully encouraging employee involvement. The study of Kumar and Patnaik (2004) agreed with this, since it found a high correlation between job satisfaction and attitude.

Roles and Responsibility: The understanding of role and responsibility with behaviour in the workplace would have been better if one role and responsibility is assigned to an employee. But in reality, employees are required to play a multiple and diverse roles and responsibilities within and outside the organisation. These variations sometimes affect our job performance and satisfaction (Mayoclinic, 2010).

Reward: Reward influences the degree to which an employee is motivated leading to either an increase or decrease of dissonance in the workplace. The more rewards offered to an employee, the higher the dissonance. The rewards act to decrease dissonances by increasing the consistency side of the individual's output in the workplace, whether in the form of intrinsic or extrinsic (Edirisooriya, 2014).

Performance Evaluation: It has been confirmed that improved customer service is influenced by behaviour-based performance evaluations. These evaluations are designed to appraise or rate employees' behaviour or action in areas such as teamwork, ability to resolve customer problems, effect, friendliness and commitment (Chepkworny, 2014).

Workplace Culture: Workplace culture is predicted to have specific behaviour that lead to dissatisfaction or satisfaction on the part of the employees of the organization. It centers on behaviours such as undue socializing, substance abuse, ammonization attempts, stealing at work and tardiness, this occur when the culture is not favourable to the employees. A well structured organization should be able to put in place culture that will be friendly to the workforce in the organization (Baro, 2012). An organization culture does not pop out within air once.

Administration and supervision: Administration and supervision is the primary duties of every manager of the organization. Managers utilized people or human resources to achieve stated goals. The ability to interrelate with effectiveness in communication determines how best a manager is. This interpersonal relationship will transit into the organization positively for the realization of the goal and objectives of the organization (Law, 2016).

Job satisfaction studies in Nigeria
The study by Olorunsola and Bamijoko (2005) reported that motivators that are extrinsic in nature (retirement benefits, good pay, good working conditions and overtime allowances) should not be down-rate in order to attract the best form of human resources in Nigeria. Baro, Fyneman and Zoukemefa (2013) examined studied the issue of job satisfaction among librarians in universities in Nigeria and discovered that these employees were dissatisfied in the areas such professional development, workplace culture, roles and responsibilities, and salaries and benefits. Ikon and Chukwu (2017) concluded that when employees have a voice on matters that affects them in the organization, it

increases employees desire to stay in such organization. The researchers however recommended that management of private organizations should provide an avenue through which employees can express their opinions on matters that affects them.

Using selected libraries in Oyo State of Nigeria, Tella, Ayeni and Popoola (2007) studied job satisfaction, work motivation and organizational and find a strong correlation between job satisfaction, perceived motivation and commitment. According to Salaam, Alawiye, Okunlaya (2013) "a stressed up and dissatisfied staff cannot render efficient and effective services to patrons." Reporting on the overall job satisfaction of cataloguers in university libraries in Nigeria, Baro, Fyneman, and Zuokemefa (2013) found that a large proportion of the cataloguers responded that they were very satisfied, and almost half indicated they were somewhat satisfied. Similarly, Salaam, Alawiye and Okunlaya (2013) recommended that library staff should

be highly motivated and encouraged so that a good degree of cooperation could be enjoyed from them.

Methodology
This study adopted the descriptive survey method. Data was collected from three public organizations in Edo State, Nigeria. They are: Edo City Transport, University of Benin and Nigerian Institute for Oil Palm Research. Convenient sampling technique was used to select 798 respondents from the population. Questionnaires were distributed to the respondents personally by the researchers on a visit to the organizations.

The questionnaire is divided into two parts, section A contains biographical data of the respondents, while section B contains 21 items covering job satisfaction. The Four-Point-Likert scale was used: Disagree (D), Strongly disagree (SD), Agree (A), Strongly agree (SA).

Of the 798 questionnaires distributed to the respondents, only 505 were completed and returned with response rate of 63.3% and was used for the analysis. The results presented in tables and chart for clarity.

Results

Table 1: Biographical Data of respondents in the public organizations

Biographical data	Options	Frequency	Percentage
Gender	Male	307	60.8%
	Female	198	39.2%
	Total	**505**	**100**
Organization	Edo City Transport	94	18.6
	University of Benin	224	44.4
	Nigerian Institute for Oil Palm Research	187	37.0
	Total	**505**	**100**
Educational Level	FSLC/Primary 6	78	15.4
	SSCE/WASC/GCE	66	13.1
	OND/NCE	48	9.5
	First Degree	201	39.8
	Higher Degree	112	22.2
	Total	**505**	**100**
Salary level	Less than N50,000	197	39.0
	N50,000-N100,000	168	33.3
	N100,000 - N200,000	76	15.0
	N200,000 and above	64	12.7
	Total	**505**	**100**

Table 1 highlights respondent's personal data of the employees in the three public organizations. It indicated that more males (307: 60.8%) than females responded. Also, University of Benin had the largest (224: 44.4%) number of respondents among the three organizations, followed by Nigerian Institute for Oil Palm Research with 187 (37.0%) respondents. The educational qualification of the respondents reveals that the highest number (201: 39.8%) of the respondents holds first degree. The monthly salary of respondents indicates that, the highest number (197: 39.0%) of the respondents earns less than ₦50, 000, followed by those (168: 33.3%) that earns between ₦ 50,000 -100,000.
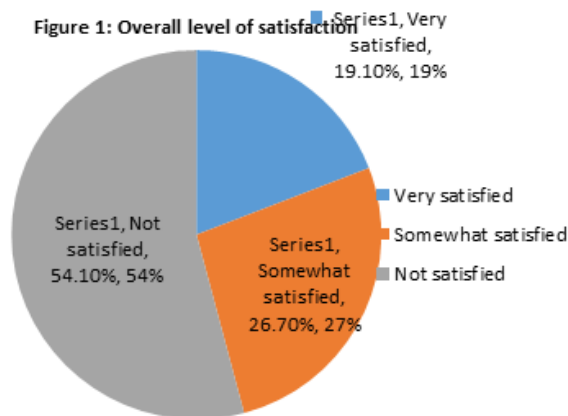

Figure 1: Overall level of satisfaction

Out of the 505 respondents, more than half (273: 54.1%) indicated that they are not satisfied with the job they are doing.

Table 2: Roles and responsibilities

s/n	Roles and responsibilities	D	SD	A	SA	Total
Q1	There are sufficient number of staff in my department to perform the work	201 (39.8%)	133 (26.3%)	81 (16.0%)	90 (17.8%)	505
Q2	Work responsibilities are clearly delegated to the right person.	182 (36.0%)	131 (25.9%)	109 (21.6%)	83 (16.4%)	505

Roles and responsibilities

As shown in Table 2, most of the respondents (66.1%) disagreed and strongly disagreed that there are sufficient number of staff in their department to perform the work (Q1). Also, most of the respondents (61.9%) disagreed and strongly disagreed that work responsibilities are clearly delegated to the right person (Q2).

Table 3: Workplace Culture

s/n	Workplace culture	D	SD	A	SA	Total
Q3	I am able to balance my work, family & personal life	192 (38.0%)	108 (21.4%)	111 (21.9%)	94 (18.6%)	505
Q4	I have good relationship with co-workers.	123 (24.4%)	132 (26.1%)	141 (27.9%)	109 (21.6%)	505
Q5	The physical environment is healthy	209 (41.4%)	173 (34.3%)	84 (16.6%)	39 (7.7%)	505
Q6	I have little work-related stress.	211 (41.8%)	139 (25.5%)	99 (19.6%)	56 (11.0%)	505

Workplace Culture

As shown in Table 3, 59.4.2% disagreed and strongly disagreed that they are strike a balance between their work, family and personal life (Q3). Also, a little more than half of the respondents (50.5%) disagreed and strongly disagreed that they have good working relationship with co-workers (Q4). The majority of the respondents (75.7%) disagreed and strongly disagreed that the physical environment is healthy (Q5). Most of the respondents (67.3%) disagreed and strongly disagreed that they have little work-related stress (Q6). The findings show that the staffs working in the public organizations in Edo State are not satisfied with workplace culture.

Table 4: Administration and Supervision

s/n	Administration and Supervision	D	SD	A	SA	Total
Q7	The leadership in my department is effective	78 (15.4%)	101 (20%)	208 (41.2%)	118 (23.4%)	505
Q8	I am satisfied with my participation in the management decision that affects my job	89 (17.6%)	100 (19.8%)	189 (37.4%)	127 (25.1%)	505
Q9	I am satisfied being consulted about issues directly related to my work.	103 (20.4%)	81 (16.0%)	177 (35.0%)	144 (28.5%)	505

Administration and Supervision

Results in Table 4 shows a large portion of respondents (64.6%) agreed and strongly agreed that the leadership in their department is effective (Q7). Also, most of the respondents (62.5%) agreed and strongly agreed that they are satisfied with their participation in the management decision that affects their job (Q8). Most of the respondents (63.5%) agreed and strongly agreed that they are satisfied being consulted about issues directly related to their work (Q9).

Table 5: Performance evaluation

s/n	Performance evaluation	D	SD	A	SA	Total
Q10	I am satisfied with the annual evaluation based on the specific responsibilities of my position	214 (42.4%)	129 (25.5%)	88 (17.4%)	74 (14.7%)	505
Q11	I am satisfied with the feeling of accomplishment from the work I am doing	244 (48.3%)	80 (15.8%)	95 (18.8%)	86 (17.0%)	505

Performance evaluation
Results in Table 5 shows that most of the respondents (67.9%) disagreed and strongly disagreed that they are satisfied with the annual evaluation based on the specific responsibilities of their position (Q10). Also, most of the respondents (64.1%) disagreed and strongly disagreed that they are satisfied with the feeling of accomplishment from the work they are doing (Q11).

Table 6: Rewards (salaries/benefits)

s/n	Rewards	D	SD	A	SA	Total
Q12	The money I receive adequately covers my needs.	229 (45.3%)	156 (30.8%)	85 (16.8%)	35 (6.9%)	505
Q13	Benefit packages and allowances are provided adequately	188 (37.2%)	193 (38.2%)	71 (14.0%)	53 (10.5%)	505

Rewards (salaries/benefits).
Respondents were asked if they are satisfied with their salaries or receive adequate benefits. As shown in Table 6, more respondents (76.1%) disagreed and strongly disagreed that the money they receive adequately covers their needs. A majority of the respondents (75.4%) also disagreed and strongly disagreed that benefit packages and allowances are provided adequately (Q13). The benefits packages may include annual leave pay, overtime allowances, and health and life insurance.

s/n	Professional development	D	SD	A	SA	Total
Q14	When new technologies or new products are adopted that concerns the job, sufficient training is provided	25 (4.9%)	70 (13.9%)	231 (45.7%)	179 (35.4%)	505
Q15	My organization supports the continues education /training of staff.	43 (8.5%)	62 (12.3%)	301 (59.6%)	99 (19.6%)	505

Professional development
As shown in Table 7, a large portion of the respondents (81.1%) agreed and strongly agreed that when new technologies or new products are adopted that concerns the job, sufficient training is provided (Q14). Also, a majority of the respondents (79.2%) agreed and strongly agreed that their organization supports the continuous education /training of staff (Q15).

Table 8: Opportunities

s/n	Opportunities	D	SD	A	SA	Total
Q16	I am satisfied with the opportunity to participate planning and decision-making in my dept.	43 (8.5%)	33 (6.5%)	181 (35.8%)	248 (49.2%)	505
Q17	I am satisfied with the sought of management courses and seminar I am allowed to attend	47 (9.3%)	70 (13.8%)	269 (53.3%)	119 (23.6%)	505
Q18	I am satisfied with the opportunity for promotion or advancement in my org.	131 (25.9%)	145 (28.7%)	129 (25.6%)	100 (19.8%)	505
Q19	I have the opportunity to supervise and train others	20 (40%)	66 (13.0%)	170 (33.7%)	249 (49.3%)	505

Opportunities
Results in Table 8 shows that a majority (85%) of the respondents agreed and strongly agreed that they are satisfied with the opportunity to participate in planning and decision-making in their dept (Q16). Also, a majority of the respondents (76.9%) agreed and strongly agreed that they are satisfied with the sought of management courses and seminar they are allowed to attend (Q17). More than half of the respondents (54.6%) disagreed and strongly disagreed that they are satisfied with the opportunity for promotion or advancement in their organization (Q18). A majority of the respondents (83.0%) agreed and strongly agreed that they have the opportunity to supervise and train others (Q19).

Table 9: Future concerns

s/n	Future concerns	D	SD	A	SA	Total
Q20	I would like to work in another position in my current org.	76 (15.0%)	122 (24.2%)	103 (20.4%)	204 (41.4%)	505
Q21	I am currently looking for job in another organization.	98 (19.4%)	39 (7.7%)	202 (40%)	166 (32.9%)	505

Future concerns
As shown in Table 9, most of the respondents (61.8%) agreed and strongly agreed that they would like to work in another position in their current organization (Q20). A majority of the respondents (72.9%) agreed and strongly agreed that they are currently looking for job in another organization (Q21).

Discussion of findings
Job satisfaction has to do with a person' feelings

toward the various facets of his/her job. In the present study, a large proportion of staff responded they are not satisfied, and few indicated they are somewhat satisfied and very satisfied (Figure 1). The correlation of results revealed that those that indicated not satisfied are mostly males (Table 10), and a large number were from the Nigerian Institute for Oil Palm Research, closely followed by staff of University of Benin (Table 11). Finally, the correlation of salary level of staff with overall job satisfaction revealed that almost half of the respondents who indicated they are not satisfied with the job earns between N50, 000 to N100,000 (Table 12).

retention of the best employees. This may assist human resource (HR) practitioners to guide managers and supervisors in actual delegation practices. According to Lyons (2016), managers considering delegation should carefully ascertain tasks which could be re-assigned to others and who should handle the task. As things being equal, tasks should be assigned or delegated to employees who have displayed the needed technical skills and maturity or experience.

There are many factors that influence job satisfaction in the workplace. Notable among them are job stress, relationships with co-workers, balancing work with personal commitment, and the physical environment.

Table 10: Correlation of Gender with Overall Job Satisfaction Results

Gender	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Male	65	67.0	98	72.6	144	52.7	307
Female	32	33.0	37	27.4	129	47.3	198
Total	97	100%	135	100%	273	100%	505

Table 11: Correlation of Organization of staff with Overall Job Satisfaction Results

Organization of Staff	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Edo City Transport	23	23.7	26	19.3	45	16.5	94
University of Benin	42	43.3	78	57.7	104	38.1	224
Nigerian Institute for Oil Palm Research	32	33.0	31	23.0	124	45.4	187
Total	97	100%	135	100%	273	100%	505

Table 12: Correlation of Salary Level of Staff with Overall Job Satisfaction Results

Salary level of staff	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Less than N50,000	39	40.2	58	43.0	100	36.6	197
N50,000-N100,000	23	23.7	31	23.0	114	41.8	168
N100,000 - N200,000	20	20.6	20	14.8	36	13.2	76
N200,000 and above	15	15.5	26	19.2	23	8.4	64
Total	97	100%	135	100%	273	100%	505

The study revealed that there are no sufficient numbers of staff in thevarious departments to perform the job. Not having sufficient number of staff leads to a backlog of work in the department. Most of the respondents also disagreed and strongly disagreed that work responsibilities are clearly delegated to the right person. Lyons (2016) argued that delegation of authority (DoA) by managers was the most desirable practice which increase job satisfaction, improves employees' performance, and

Among these factors, majority of the respondents in the present study disagreed and strongly disagreed that they are able to balance their work, family and personal life, have good relationship with co-workers, and have little work-related stress. The organizations should have policies that will properly address workplace culture to make their staff satisfied with the job. The physical aspect of the work environment can also contribute to job satisfaction among employees. Most organizations that are known to have succeeded

all over the world attribute their success to well managed human resources policies. No wonder, Kwenin et al. (2013) suggested that a well-organized and oriented human resource policy stimulates job satisfaction and enhances dexterity among employees in an organization. It also motivates workers, promotes efficiency and stimulates the overall employee performance (Memon, 2010).

The quality of the leadership in any organization can also determine the employees' job satisfaction. The study revealed thatmost of the respondents agreed that the leadership in their department is effective, they are satisfied with their participation in the management decision that affects their job, and they are being consulted about matters related to their job.

An evaluation of an employee's job performance can contribute to overall job satisfaction. In Nigeria, employees are evaluated annually according to their performance and after three years, they are either recommended for promotion or perhaps for other rewards. The outcome of such evaluations can make an employee satisfied and motivated or dissatisfied. The study revealed that majority of the respondents disagreed that they are satisfied with the annual evaluation, and also most of the respondents disagreed that they are satisfied with the feeling of accomplishment from the work they are doing. Gupta and Jain (2003) find that dimensions as security, salary, physical conditions, recognition, promotion, among others have the ability to influence job satisfaction. That is why organizations that possess ample potentials for promotion quickly foster the job satisfaction level among employees in comparison to organisations who lack such opportunities (Muhammad & Akhter, 2010).

Danish and Usman, (2010) stated when the promotion of employees is fair and equitable, in other words, if the chances of promotion in the organisation is based on the ability and skills of the employee, the employee becomes more loyal and motivated to increase the efficiency level of performance. He becomes more satisfied with the job since he has created a niche for himself in the organisation, having a sense of belonging, safety, feelings of happiness, and contentment (Hackman & Oldham, 1980).

Rewards in the working environment can take many different forms, ranging from appreciation, promotions to financial rewards. In this study, the majority of respondents disagree that the money they receive adequately takes care of their needs. The money Nigerian workers earn is absolutely not adequate to meet their needs most especially in the present economic situation in Nigeria where everything is on the rise. This may be why organized labor on the 9th of June 2017 in Geneva, Switzerland, informed the international community of the worsening conditions of the Nigerian worker

(Ahiuma-Young, 2017) in these words of Mr. Ayuba Wabba (President of Nigeria Labour Congress, NLC):

"We wish to state that the situation of the working class in Nigeria continues to be dire. This is because of the high and increasing cost of living, rising number of dependants given the deepening unemployment situation, low social protection coverage, delayed payment of salaries amongst others. It is for these reasons that we have demanded and achieved the composition of the tripartite national minimum wage committee to deliver an upward review (p.1)."

Rewards can also take the form of appreciation. Workers are pleased whenever their efforts are recognized or appreciated. A simple "*job well done*" in the presence of others could a morale-boosting action. Other ways of rewarding could be gifts, cash bonuses or a deserved promotion (Mayoclinic, 2010). Since the employees are the most valuable assets which any organization could possess, gratitude is especially important in the workplace. (Law, 2016b). People need to feel a sense of belonging in social situations. In the workplace, gratitude indicates that people are valued by the organization. Greater belief in job security often emerges as a consequence. Employees who receive recognition and respect at work typically become more emotionally attached to the firm and their desire to remain there increases accordingly (Law, 2016b).

When a reward policy is well designed, it has the ability to be used as a tool for motivating, attracting and retaining employees in an organisation (Terera & Ngirande, 2014). Thus, it is expected of management to mainly design attractive reward policies capable of attracting and retaining valuable employees and improve job satisfaction. (Sutherland, 2004). Gohari, et al. (2013) opined that employees are motivated to perform more when they are rewarded based on merit, that is, through good performance.   An unfairly designed reward policy can hurt an organization in terms of low performance, since the policy will demoralize the employees through job dissatisfaction. (Edirisooriya, 2014; Scott, 2010; Chepkwony, 2014; and Agwu, 2013).

The benefit packages may include annual leave pay, overtime allowances, and health and life insurance. As good as the Nigerian Labor Act is, the question is, how many public organizations implement the payment of overtime allowances, leave bonuses, and good insurance policy? In the present study, a majority of the respondents disagreed that benefit packages and allowances are provided adequately. This finding agrees with the finding of Jenaibi (2010) which revealed that the employees at the United Arab Emirates University are not satisfied at all with the

benefits. This is a wake-up call for organizations in Nigeria to fully implement the provisions in the Nigerian Labor Act.

Professional development may cover areas such as receiving specialized training, attending conferences/workshops, engaging in research in order to contribute to the literature, or attending continuing education sessions. In this study, a most respondents agreed that sufficient training was provided in the event of a new technology or products, thus reducing possible apprehensions. A large portion of respondents also agreed that the organization that they work in supports the training and continuous education of staff. The development and training of employees has helped the organisation to create a pool of experts. The organisation does not lack the needed qualified workforce at any time. The organisation can also quickly adapt to new technologies in a changing business environment (Kennedy, 2009). It is therefore pertinent to develop intellectual capacities via the enhancement and optimization of employees' competencies (Nassazi, 2013).

With regard to opportunities, participation in the planning and decision-making process is a well development by majority of the respondents. They agreed that they were satisfied with the opportunity to do so in their departments. A vast majority also agreed that they were satisfied by the management courses and seminars they were allowed to attend in order to improve on their professionalism. That was in line with Davis (2015) who recommended to organizations to reward the career-development-related achievements with gifts, vouchers. Davis (2015) also recommended organizations to run quarterly workshops for employees to help them to improve interview skills, resume-writing and cover-letter writing skills. This will increase employees' chances of lateral movement in the organization orattaining promotion.

The employees were asked their aspirations for the future. The results show that most of the respondents indicated that they would like to work in another position in their current organization. One solution to that is job rotation, such as reported by Baro (2012) on the impact of job rotation to staff of Niger Delta University, Bayelsa State, Nigeria. A well-planned job rotation programme can make work more interesting, enjoyable, stimulating, and can equip staff with multiple skills. In support of this idea, Adomi(2006) asserted that job rotation helps staff acquire new skills in order to overcome overcome boredom and job dissatisfaction. The study also revealed that majority of the respondents agreed that they are currently looking for job in another organization. A satisfied employee cannot look for another job in another organization. As revealed in the correlation of staff salary with overall job satisfaction, those earning below N50, 000 naira are the ones planning to quit the job. Organizations

should do well by implementing the working conditions as provided in the Nigerian Labour Law.

Findings
Overall, **54.1** % of the staff surveyed were dissatisfied with their job, that is to say there is no proper motivation. The findings show that employees of the three organizations in Nigeria were dissatisfied with areas such as workplace culture, roles and responsibilities, performance evaluation and salaries and benefits; while the employees were satisfied with areas such as administration and supervision, opportunities and professional development. The study revealed that there are insufficient numbers of staff to perform the job in the different departments in the organization.

Conclusion
The study revealed that workplace culture, Administration and supervision, rewards, professional development performance evaluation all have a positive role to play in relation to job satisfaction of the employees' in any given organization, whether public or private. Therefore, these should form integral part of organization.

Recommendation
In order to enhance job satisfaction, a conducive working environment should be created for employees. Job rotation should be practiced in the organizations to make the work interesting, overcome boredom, and enable librarians to acquire a variety of skills. These can affect job satisfaction. That is to say, job satisfaction can affect employees' morale and job performance. The study recommends that organizations should implement the provisions of the Nigerian Labor Law as this will enhance job satisfaction among the employees.

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Effect Of Emotional Intelligence On Job Satisfaction Among Nursing Professionals In Selected Hospitals Within Jos Metropolis

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ABSTRACT
This study was undertaken to ascertain the relationship between Emotional intelligence, and Job Satisfaction among Nursing Professionals in Selected Hospitals within Jos Metropolis, a survey design was adopted. The population of this study comprises nursing professionals in the teaching missionary and government hospitals within Jos metropolis of Plateau State which include Jos University Teaching Hospital (JUTH) with a population of nursing professionals of 491, Bingham University Teaching Hospital (BUTH) with population of 396, Our Lady of Apostles Hospital (OLA) with a nursing professional population of 242 and Plateau State Specialist Hospital with a nursing professional population of 358. The choice of these target institutions is based on the fact that there are the health care centres that enjoy the most patronage by patients. The nursing population of these hospitals in Jos metropolis is one thousand, four hundred and eighty-seven (1,487) as drawn from the records of nurses in the hospitals under study. Random sampling method was used by the researcher. Copies of questionnaire were administered by hand to respondents in their various locations to enhance the response rate. SPSS version 20 was used for processing of data. Descriptive statistics including mean and standard deviation was also used to analyse the data obtained for the study. The hypotheses were tested using Pearson's correlation and multiple regression analysis. The results of data analysis revealed a negative relationship between Emotional Intelligence and Job Satisfaction. This suggests that nurses high on Emotional Intelligence are not likely to be satisfied with their jobs on the basis of pay, but implies that an emphatic nurse will do well if the chances of promotion were high, and this would naturally motivate them to work hard.
It was recommended that Hospitals should invest in training nursing professionals on Emotional Intelligence since it has been found to be relevant for nursing practice, equity pay for the nursing professionals and also ensure that they enjoy fair chances of promotion on the job to avoid frustrations that could lead to transfer of aggression especially on patients.

Key Words: Emotional intelligence, Job satisfaction and nursing professional

Introduction

Organisations consist of people with diverse backgrounds, feelings beliefs, norms culture and needs and to relate with them satisfactorily and avoid conflict in the work place frequently, one has to be emotionally intelligent (stable and for managers especially intelligent (stable and for managers especially, it is imperative that they understand these diverse abilities that people come to the organisation with inorder to anticipate the actions and reactions of employees in every given situation. (Osisioma et al 2016)

Overtime, organisations have often defined criteria for employment to include paper qualifications and "connections" to the neglect of Emotional Intelligence, however, modern day organisations especially those that deal with high work related stress like those in the health sector (Doctors and Nurses alike) require a high level of Emotional Intelligence and mental agility to succeed.

Emotional intelligence can be viewed as the ability to recognize and regulate emotions in ourselves and in others. (Goleman, 1998). It involves managing feelings so that they are expressed appropriately, thus enabling people to work together towards common goals of an organisations. Therefore, if the manager feels optimistic, confident, creative, flexible, tolerant, respectful and compassionate, the employees will likely mirror these feelings (Gunu & Oladipo, 2014) for this study therefore, Emotional intelligence is operationalized in terms of Self – Awareness, Self – Management, Empathy, Social Awareness and Social Skills

People come into organisations with different needs and expectations and the ability of the organisation to accommodate and meet their needs and expectation determines how committed or motivated they could be Relatedly, Job Satisfaction is positively related with organisational productivity, thus if the organisations pay good incentives to their employees, they are more satisfied with their job and work environment their efficiency of work increases and vice versa.

Emotional Intelligence develops innovation/creativity in individual and as a result, helps in the improvement of peoples' Job Performance (Ganji, 2011). It facilitates communication and cordiality among staff which fosters teamwork and thus dovetails into improved performance. EI has been found to be an important determinant of a wide range of enviable organisational outcomes such as Job Performance, Job Satisfaction, Organisational Citizenship

Behaviour and Organisational Commitment (Gunu & Oladipo, 2014).

Emotional Intelligence (EI) can be acclaimed to be of psychological background even though it has gradually formed close ties with key management areas. Emotional Intelligence (EI) has as one of its premises that emotional responses may be logically consistent or inconsistent with particular beliefs about emotion. Relatively pure emotional reactions such as instances of happiness or fear displayed early in infancy may involve relatively little cognition; these probably are best evaluated as adaptive or maladaptive. But as the person develops increasingly complex representation of situations, his or her emotional reactions may merge with more complex thoughts to develop such cognitively saturated emotions as guilt or regret. Moreover, the person may develop sophisticated internal modules that include standards of emotional functioning. These emotional reactions and models can be assessed according to their logical consistency and hence their 'intelligence' (Mayer & Salovey, 1995).

In Nigeria, recent years have witnessed the swift movement towards globalization and competitiveness among organizations thereby creating a need for emotionally competent officers in organizations to tackle the shifts and competitiveness and contend with situations however cumbersome they may be. As such the purpose of this probe is to examine the relationship emotional intelligence has with job satisfaction of the employees under study. Emotional Intelligence (EI) is operationalized in terms of self-awareness, self-management, empathy, social awareness and social skills. Job satisfaction is also operationalized in this study in terms of pay, promotion, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication (Spector, 1994).

Nursing Profession, is an integral part of the health care system that encompasses the promotion of health, prevention of illness, and care of physically ill, mentally ill, and disable people of all ages, in all health care and other community settings.

This study will only cover Registered Nurses (RNs) among the Nursing Profession in selected hospitals in Jos metropolis of Nigeria who have been employed for five (5) years and above. Registered **Nurse's** (RN) unique **role** on the health care team is the ongoing assessment of the patient's health status and the patient's response to their plan of care. The **nurse** focuses on helping patients meet their needs, including physical, emotional, cognitive, social, and spiritual needs. They also provide health care to

individuals, families, and communities, and services designed to promote health, prevent illness, and achieve optimal recovery from or adaptation to health problems. Registered **nurses** have a variety of tasks to take care of **daily**; they keep records, administer medication, consult with other healthcare providers, monitor patients and educate individuals and families. Some **nurses** may also eventually attain a leadership position, such as the role of nurse manager.
www.healthipe.org/healthcare-roles/nursing

It is important especially for health care professionals to understand the relevance of Emotional Intelligence to job satisfaction because generally the health care sector is adjudged to be poor in delivery of much needed health care services. A lot of people have resorted to self-medication due to the unsatisfactory service they sometimes feel is received at the hospitals. Some other patients prefer to travel to other countries like India, Egypt, United Kingdom and many others for medical aid because they are of the impression that they are likely to be treated better in the hospitals in those countries. Our health care organizations need to know if Emotional Intelligence plays a role in job satisfaction of employees so that it can be harnessed for optimal service delivery. It is also very important for health professionals in Nigeria to understand the concept of Emotional Intelligence and how it can harness the quality of services they deliver so that the Nigerian health care system can key in to the globally accepted health care practice.
www.healthipe.org/healthcare-roles/nursing

Statement of the Problem
The Nigerian organizational system may be yet to be fully acquainted with the trends and link that Emotional Intelligence has with employee satisfaction on the job especially in the service sector. Factors such as remuneration, training and conditions of work amongst others have been thought to be mitigating factors inhibiting performance and satisfaction of employees within the health care sector. This sector has been bedevilled lately with several industrial actions geared towards the attainment of what they perceive to be commensurate reward for services rendered. Quite a number of studies (Goleman, 1995; Chaudhry & Usman, Sy, Tram & Ohara 2006; Chaudhry & Usman, 2011; Follesdal & Hagtvet, 2013; Madahi, Javidi & Samadzadeh, 2013) have been carried out globally on Emotional Intelligence and how it relates with several spheres of organizational life, thereby signalling that it may be worth the effort for the Nigerian health care sector to explore the extent of applicability of caring for sick

clients with various physical and or psychological conditions which implies the heavy presence of emotions in the service delivery process. Salovey & Mayer (1990) posited that our emotions can either enhance or inhibit our interactions with people; they further posited that negative emotions can disrupt processes which implies that Emotions and Emotional Intelligence may affect the satisfaction enjoyed in the service delivery process which involves going beyond the basic expectations on the job. Emotional Intelligence has components like self-awareness, self-management, social awareness, empathy and social skills. Some scholars, have also studied job satisfaction (McClelland, 1998; Nezad & Bahramzade, 2013; Komlosi, 2013). However these studies have not had a clear link with the peculiarities of the Nigerian health care system; none of the studies covered all the components of Emotional Intelligence studied; Job satisfaction as a whole and not from the contextual point of view. This prompts the need to study Emotional Intelligence components and establish the relationship between; Emotional Intelligence and Job satisfaction regards to the peculiarity of the Nigerian health care system; using nursing professionals in selected hospitals in Jos Metropolis of Nigeria.

Objective of the Study
To assess the relationship between Emotional Intelligence and job satisfaction of nursing professionals in the selected hospitals in Jos metropolis.

Research Question
RQ1. To what extent does Emotional Intelligence relate to job satisfaction of nursing professionals in the selected hospitals in Jos metropolis?

Research Hypothesis
H_{01}: There is no significant relationship between Emotional Intelligence and job satisfaction of nursing professionals in selected hospitals in Jos metropolis of Nigeria.

LITERATURE REVIEW
Concept of Emotional Intelligence
The Concept of Emotional Intelligence has distal roots from studies on intelligence carried out by Charles Darwin in 1880. By 1900, French scholar Alfred Binet began administering tests to French school children to determine their intelligence levels. The relevance of intelligence became even more prominent when in 1918, the US army had its first large scale administration of intelligence Quotient (IQ) tests to US army recruits. By 1920, scholars like Thorndike began to draw a line between IQ and social intelligence. At that time he defined Social

Intelligence as "the ability to understand and manage people and to act wisely in human relations". Then in 1940, Wechsler also brought up the concept of 'non intellective' intelligence and by 1958 he went further to develop the WAIS (Wechsier Adult Intelligence Scale). But by 1983 Gardner came up with the concepts of interpersonal and intrapersonal intelligence which was the beginning of development of the concept Salovey and Mayer in 1990 called "Emotional Intelligence". Several scholars have written on the concept of Emotional Intelligence lending their wealth of knowledge to the development of the field, but it was when Goleman, in 1995 published his book 'Emotional Intelligence' that the concept became popular. Today, researchers have linked Emotional Intelligence to various organizational outcomes making Emotional Intelligence not only relevant for personal success but also for attainment of organizational outcomes like job satisfaction. Scholars increasingly believe that an individual with high Emotional Intelligence practices self-motivation which leads to attainment of satisfaction and also a tendency for increased performance levels.

Researchers increasingly suggest the importance of Emotional Intelligence in predicting success in life and resilience to stress (Goleman, 1995; Gorji & Moghim, 2012; Schneider, lyons & Khazon, 2013). Research in management and organization also show that people with high levels of Emotional Intelligence are more effective in organizational commitment, performance and team leadership (Aghdasi, Kiamaneshb & Ebrahimb, 2011: Behbahani, 2011; Alavi, Mojtahedzadeh, Amin & Savoji, 2013; Corcoran & Tormey, 2013; Gholami, Shams & Amoozadeh, 2013), enjoy a sense of job satisfaction (Wong & Law, 2002 ; Ayub & Rafif, 2011; Seyal & Afzaal, 2013) and more adaptable to stressful events (Guy, Newman & Ganapati, 2014).

The pioneers of Emotional Intelligence posited that problem solving and wise decision making required both thought and feelings or logic and intuition. They further asserted that certain individuals possess the ability to carry out sophisticated information processing of emotions and use the emotions as a guide for thinking and behaving more effectively than others (Husin, Santos, Ramos & Nordin, 2013; Saeed & Rabiee, 2013). The facts of everyday life; when inspected critically indicate that a man has not some amount of one kind of intelligence, but varying amounts of different intelligence. His ability to think with numbers may be great; his ability to think with words small. He may be a successful student of history and a failure at learning physics. No man is equally intelligent for all sorts of problems. Intelligence varies according to

Gunsel & Ulaas (2012) reinforced this idea by stating that there is a positive and reciprocal relationship between job and life satisfaction in the short term and that over time, general life satisfaction becomes more influential in a person's life. Specifically, the role of emotional recognition, the first dimension of emotional intelligence on internal satisfaction was found as being relevant.

Further note was made that emotional recognition was positively and significantly related to internal satisfaction. Olugbenga (2014) emphasized that people spend one third to one half of their waking hours at work, for a period of 40 to 45 years and that this is a very long time to be frustrated, dissatisfied and unhappy, especially since these feelings carry over to family and social life and affect physical and emotional health. Jacob & Cuza (2010) stated that people experience job satisfaction when they feel good about their jobs and that this feeling often relates to their doing their job well or their becoming more proficient in their professions or their being recognized for good performance. Literature suggests that, a variety of factors motivate people at work, some of which are tangible, such as money and some of which are intangible such as a sense of achievement (Goleman, 1996). Jacob & Cuza (2010) held the view that job satisfaction encompasses the positive and negative feelings and attitudes people hold about their jobs and these depend on many work – related characteristics, such as age, gender, health and social relationships.

Employee motivation and job satisfaction cannot be isolated but they complement each other and respond to different organizational variables like productivity and working conditions. Employee and job satisfaction depends on people's insight and behaviour at the work place which is driven by a set of intrinsic, extrinsic needs and by their view of numerous job – related and organization related attitudes (Ayub & Rafif, 2011). The relationship has long been ignored by researchers, although a very strong relation exists that can be supported by previous literature such as Sageer, Rafat & Argawal (2012) found that the extent to which people are motivated by outward signs of position, status and due regard for rank, is positively related to their experience of job satisfaction. Therefore, financial compensation is assumed to play a significant part when people choose jobs, stay in jobs and are motivated in jobs. The possible explanations of these findings are when the managers basic and higher order needs are fulfilled at work, the employee will have a positive attitude towards job that will eventually lead to job satisfaction. Some researchers in management have shown significant relationship

between Emotional Intelligence and Job satisfaction. Goleman (1995) studied the effect of Emotional Intelligence on Job satisfaction. The results showed that there is significant relationship between Emotional Intelligence and job satisfaction and those employees with high Emotional Intelligence seek jobs that need high ability.

Tripathi, Tiwari & Singh (2012) found that although Emotional Intelligence was related to Job satisfaction, this was moderated by environment characteristics like job control. Based on the result they stated that it is not sufficient to hire emotionally intelligent employees, organizations must offer autonomy in decision making.

Wong & Law (2002) found a significant relationship between Emotional Intelligence and Job satisfaction in their own study on the impact of Emotional Intelligence on job satisfaction, efficient management and organizational development. Sy, Tram & O'hara (2006) did a similar study and found that employee Emotional Intelligence was positively associated with job satisfaction and performance.

Ghoniem, Khouly, Mohsen & Ibrahim (2011) examined the effect of Emotional Intelligence and gender on job satisfaction in different organizations in Egypt. The results have shown that Emotional Intelligence and gender could be used as predictors of satisfaction. Some other studies have indicated a negative relationship between Emotional Intelligence and Job satisfaction. Gardner & Stough (2013) found no significant relationship between Emotional Intelligence and Job satisfaction. Hosseinian, Yazdi & Ashtani (2008) also found no significant relationship between Emotional Intelligence and Job satisfaction. Nezad & Bahramzade (2013) opined that self – awareness and self – confidence, more than other components of Emotional Intelligence play key roles in improving job satisfaction since they are related to individual behaviour. Emotional Intelligence aids in establishment of good relationship with fellow workers and other individuals and it also exerts influence on everyday life of employees, thereby modulating levels of professionals' satisfaction (Hassan, Pheng & Yew, 2013; Papathanasiou & Siati, 2014). One of the intents of this study is to find the correlation between Emotional Intelligence and Job satisfaction within the Nigerian context.

According to Goleman (1998), Emotional Intelligence affects Job satisfaction due to the fact that interpersonal feelings and intrapersonal emotion control negative feelings and emotion and improve performance. Better performance causes more job satisfaction. It seems that employees with high

emotional intelligence have more job satisfaction because they control hopelessness and stress well. They also have life satisfaction too because Job satisfaction is one of the factors that leads to life satisfaction. They agree that less job stress influences Job satisfaction and increases motivation to perform.

Nursing Professionals

Nursing is a **profession** within the health care sector focused on the care of individuals, families, and communities so they may attain, maintain, or recover optimal health and quality of life. Nursing Profession, is an integral part of the health care system that encompasses the promotion of health, prevention of illness, and care of physically ill, mentally ill, and disable people of all ages, in all health care and other community settings. (*www.icn.ch/definition-of-nursing).*

Nursing is also a discipline that focuses on alleviating pain and suffering through protection, promotion of health, wellness, and prevention of illness and injury, facilitation of healing, alleviation of suffering through the diagnosis and treatment of human response. The **nursing profession** is an advocacy in the care of individuals, families, group, communities, and populations, so they may attain, maintain, or recover optimal health and quality of life (*https://www.sharecare.com/health/nursing/what-is-nursing-profession).*

Registered Nurses (RNs) must complete a diploma, associate's degree or bachelor's degree program in nursing and pass the Registered Nurses Council of Nigeria administered examination to qualify to practice nursing profession and be termed nursing professionals. Advanced practice nurses typically need to have completed a registered nursing program, earned RN licensure and gained experience working as RNs prior to enrolling in Master of Science in Nursing (MSN) or Doctor of Nursing Practice (DNP) program.

Nurses may work in a variety of health care settings, such as primary, secondary and tertiary health care points, private physicians' offices and nursing facilities. In some cases, they run immunology clinics, general health screening clinics, public seminars and blood drives, as well as working in emergency departments. Nurses can also have uncommon schedules, working long hours in numerous facilities, based on need as well as their understandings of care types.

Although degrees of responsibility vary between nursing levels, job duties are principally similar. Daily duties involve activities such as: Administering medications, Managing intravenous (IV) lines, Caring for patients, Observing and recording patients' conditions, Communicating with doctors, Providing emotional support to patients and their families, Advising patients on how to self-administer medication and physical therapy. Educating patients and the public on disease management, nutritional plans and medical conditions.

Theoretical Framework

There are two predominant models of Emotional Intelligence addressed in the literature, the ability model (Mayer & Salovey, 1997) and Mixed or Trait-based Model (Goleman, 1995). The ability model is represented by Mayer and Salovey who view Emotional Intelligence as an actual domain of intelligence composed of specific emotional and mental abilities. Mayer & Salovey (1997 p.86) defined it as 'the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion and regulate emotion in self and others'. Ability Emotional Intelligence pertains primarily to the realm of cognitive ability, which is accordingly most appropriately measured by performance tests (Petrides & Furnham, 2010). The latter, mixed or trait-based model, takes a narrow approach to Emotional Intelligence combining emotional abilities with elements of personality, motivation and social skill (Goleman, 1998). This model is derived from Goleman definition of Emotional Intelligence as "the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships". Trait Emotional Intelligence has been defined by Petrides (2010 p.47) as a "constellation of emotional self perceptions located at the lower levels of personality hierarchies". Trait Emotional Intelligence recognizes the inherent subjectivity of emotional experience. The trait Emotional Intelligence facets are personality traits as opposed to competencies, mental abilities and facilitators (Petrides, 2010). This type of Emotional Intelligence pertains to the realm of personality which can be assessed by self-report questionnaire (Schutte, 1998). As mentioned, correlations between measures of Trait Emotional Intelligence and Ability Emotional Intelligence are invariably low, thereby supporting the explicit distinction between them. The former belongs within the realm of personality, whereas the latter (theoretically, if not empirically) belongs within the domain of cognitive ability. The distinction between Trait Emotional Intelligence and Ability Emotional Intelligence is now standard in the science literature, which helps to organize its development and the accumulation of knowledge on the construct. Research does not heed the fact that distinction does

exist and there have also been cases where the distinction was acknowledged, but explicitly misinterpreted. It is now generally acknowledged that Trait Emotional Intelligence and Ability Emotional Intelligence are different constructs. This study shall align itself with the trait model of Emotional Intelligence due to the fact that it is a personality based study. The study is not keen on seeing Emotional Intelligence from the cognitive point of view but more as a personality based construct, especially due to the population and specific problem the study intends to solve. Also, Trait Emotional Intelligence theory has been found to connect the Emotional Intelligence construct to mainstream research in nursing (Quoidback & Hansenne, 2009).

This study examined the relationship between Emotional Intelligence and, Job Satisfaction. Emotional Intelligence stood as the independent variable of the research while Job Satisfaction is the dependent variables. The study assessed if emotionally intelligent people are better able to handle stress generated from their careers and if they are able to experience positive emotional states for the most part of the time; if they are also more likely to be able to build constructive and productive relationships with others.

METHODOLOGY

This study employed a survey design due to the fact that the researcher has no control over the independent variable that determine the value of the dependent variables. The researcher can only control the measurement for the study, but does not interfere with the research settings. The unit of analysis of this study was individual due to the nature of the study.

The population of this study was made up of nursing professionals in the teaching missionary and government hospitals within Jos metropolis of Plateau State which include Jos University Teaching Hospital (JUTH) with a population of nursing professionals of 491, Bingham University Teaching Hospital (BUTH) with a nursing professional population of 396, Our Lady of Apostles Hospital (OLA) with a nursing professional population of 242 and Plateau State Specialist Hospital with a nursing professional population of 358. The choice of the population was as a result of the fact that those are the health care centres that enjoy the most patronage by patients. These are the hospitals that are likely to be stressful for human service employees to work in. The nursing population of these hospitals in Jos metropolis is currently one thousand, four hundred and eighty-seven (1,487) as

drawn from the records of nurses in the hospitals under study.

Sample size of nursing professionals was drawn from the population using the Bartlett, Kotrlik & Higgins (2001) Table. The sample size as drawn from the Table was 300. This comprises of 99 from Jos University Teaching Hospital (JUTH), 80 from Bingham University Teaching Hospital (BUTH), 49 from Our Lady of Apostles Hospital (OLA) and 72 from Plateau State Specialist Hospital (PSSH).

To ensure effective sampling, the Probability sampling procedure (Random sampling method) was used by the researcher, because it involves sample selection in which the elements are drawn by chance. Here, every member or element of the population has a known probability of being selected in the sample. Meaning none of the elements in the population was deliberately omitted except by chance.

The staff list of the nursing professionals was obtained from the various Human resource units of the hospitals and crosschecked with the respective Directors of Nursing Services from the list of the nursing professionals of the various hospitals. The researcher numbered all the personnel and drew from a basket at random till the required number for each of the hospitals was met. The selected numbers were matched with the numbers attached to the nursing professionals on the staff list of the hospitals and copies of the questionnaire administered to the nursing professionals selected.

The respondents after selection were expected to complete Schutte's Emotional Intelligence Scale (SEIS), (Schutte, 1998), Job Satisfaction Survey (Spector, 1994) and Koopmans, Bernaards, Allard & Henrica. (2013) individual working performance scale. Copies of the questionnaire were administered by hand to respondents in their various locations. Within a period of four weeks, visits were made to retrieve the copies of questionnaire. However, in cases where questionnaire could not be retrieved, the individuals were excluded from the study.

Assessment of outliers which is another important stage of the data screening was done. Extreme case scores – either too high or too low or a unique combination of values across several variables were deleted. This was done using multivariate analysis; in this study the case wise diagnostic sub command is Statistical Package for Social Sciences (SPSS) was carried out. Cases of standardized residuals greater than 3 were eliminated hence 53 cases were deleted from further regression.

The study has Emotional Intelligence operationalized on a trait based measurement hence the use of a trait based measure. The Emotional Intelligence questionnaire was presented on a five point Likert like Scale. The Job Satisfaction scale was however presented on a six points Likert like Scale. A preamble note was attached to the questionnaire guiding the respondents on how to answer questions.

Emotional Intelligence: The instrument which was used to assess the group was Schutte's Emotional Intelligence Scale (SEIS), which is a 33 – item self-report questionnaire to assess trait Emotional Intelligence (Schutte, 1998). This scale has questions 5, 28 and 33 scored in the reverse. Based on both empirical and conceptual grounds, item 33 (it is difficult for me to understand why people feel the way they do) was eliminated from the original SEIS resulting in a 32-item scale. The assessment was carried out on the basis of a 5 – point Likert like Scale (Schutte, 1998).

Job Satisfaction: Was measured using Job Satisfaction Survey (Spector, 1994). The Job Satisfaction Survey (JSS) is a 36 item, nine (9) facet scales to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four (4) items and a total, score is computed from all items. A summated rating scale format was used, with five (5) choices per item ranging from "disagree very much" to "agree very much". Items were written in both directions, so about half must be reverse scored. The 9 facets are Pay, Promotion, Supervision, Fringe benefits, Contingent rewards (performance based rewards), Operating procedures (required rules and procedures), Co – workers, Nature of work and Communication.

To determine the reliability, Cronbach's coefficient alpha was used so that the instruments reliability will be measured. Cronbach's alpha of <0.70 signifies unreliability of the instrument.

SPSS version 20 was used for processing of data. Descriptive statistics including mean and standard deviation was obtained before analysing the data obtained for the study. Descriptive statistics were important for the study because they show a pattern of the responses of respondents. The mean scores show the average responses to questions of the research. The Standard Deviation was relevant to show if the responses received are statistically to be accepted for analysis. The hypothesis was tested using Pearson's correlation and multiple regression analysis. These methods were used so as to describe the results in details for clear understanding of the relationships between the variables. The Pearson's correlation displayed the relationship or lack of it between the variables while regression analysis aided in establishing the extent of relationship. The use of Pearson's correlation was for accurate test of interrelationship between the variables; this is the most relevant tool for use when carrying out relationship tests. The use of multiple regression analysis was due to the fact that many factors emerged after the factor analysis. Multiple regressions made it easier to capture all components in one regression test. Multiple regression analysis was further used to test restated hypotheses after factor analysis since the three variables of the study were now categorized into several components.

DISCUSSIONS AND RESULTS
Characteristics of the Population
The majority of respondents of this study were female. Generally the nursing profession in Nigeria is a female dominated one.

Test of Hypothesis
Hypotheses One: There is no significant relationship between Emotional Intelligence and Job Satisfaction of nursing professionals in selected hospitals in Jos metropolis of Nigeria.

Table 4.6 Correlations

		Emotional Intelligence	Job Satisfaction
Emotional Intelligence	Pearson's Correlation	1	.068
	Sig. (2-tailed)		.204
	N	300	300
Job Satisfaction	Pearson's Correlation	.068	1
	Sig. (2-tailed)	.204	
	N	.300	300

Source: *Field Work, 2017*

Table 4.7 Regression Analysis

	Unstd Beta	Std. Error	Std. Beta	T	Sig.
(Constant)	3.127	.400		7.822	.000
Emotional Intelligence	.125	.099	.068	1.272	.204

Source: *Field Work, 2017*

Table 4.8

R	.068
R^2	.005
Adjuster R^2	.002
St. Error Est.	.77498
F	1.619
Sig.	0.204
Durbin Watson	.949

Source: *Field Work, 2017*

The results in Table 4.9 shows that the regression equation predictors were significant, R = 0.068, R^2= 0.0005, Adjusted R^2 = 0.002, Std. Error Est = 0.77498, F = 1.619, Sig. = 0.204. In other words the correlation between the predictor and the dependent variable was 0.204. The predictor accounted for 6.8% of the variance in Job Satisfaction. Table 4.9 shows the contributions of Emotional Intelligence to Job Satisfaction. The standardized Beta coefficient (β = 0.068, t = 1.272, p = 0.204) which indicates that Emotional Intelligence was not a predictor in determining Job Satisfaction amongst nursing

professionals. The implication of this is that hypothesis one (**Ho₁**) be accepted since the results show no significant relationship between Emotional Intelligence and Job Satisfaction. This is consistent with the findings of Gardner & Stough (2003) and Hosseinian, Yazdi & Ashtani (2008).

Discussion of Findings of the Study
The main objectives of this study was to ascertain the relationship between Emotional Intelligence, and job satisfaction of nursing professionals in selected hospitals within Jos metropolis of Plateau State. The framework was supported by trait Emotional Intelligence model which views Emotional Intelligence from the personality perspective even though cognitive in nature.

Relationship between Emotional Intelligence and Job Satisfaction
Regression analysis suggested a negative relationship between Emotional Intelligence and Job Satisfaction. This suggests that nurses high on Emotional Intelligence are not likely to be satisfied with their jobs on the basis of pay. This implies that an emphatic nurse will do well if the chances of promotion were high. This would naturally motivate them to work hard. However it also suggests that the empathic attribute keeps the nurse satisfied irrespective of the ability of the organization to meet that need for promotion on the job, pay or the work environment. The ability to manage emotions also affected chances of promotion are slim or non-existent a nursing professional that manages emotions well enough will suppress the feeling of disappointment and hurt and still find a way of finding satisfaction on the job.

CONCLUSION AND RECOMMENDATIONS
Conclusion
In general, the data showed partial support for variables of the study with Emotional Intelligence taking centre stage in relationship with job satisfaction of the nursing professionals under study. This study concludes that Emotional Intelligence is very relevant for nurses' team performance, openness to co-workers and patients while on the job.
Management of emotions, is of paramount importance to the nursing professionals even if his/her emotions conflicts with organizational objectives and goals. A nursing professional that manages emotions well enough will suppress the feeling of disappointment and hurt and still find a way of finding satisfaction on the job. Let me still conclude that; satisfaction enhances performance.
Recommendations
Based on the findings and conclusions of this research, the following recommendations are made:
1. Managers of Jos University Teaching Hospital (JUTH), Bingham University Teaching Hospital (BUTH), Plateau Specialist Hospital and Our Lady of Apostles Hospital should invest in training nursing professionals on Emotional Intelligence

since it has been found to be relevant for nursing practice.
2. Emotional Intelligence should be a critical requirement for recruiting nursing professionals by Management of Jos University Teaching Hospital (JUTH), Bingham University Teaching Hospital (BUTH), Plateau Specialist Hospital and Our Lady of Apostles Hospital. Emotional intelligence test should be administered to prospective nursing employees. In addition Management of the studied hospitals should train and retrain existing nursing professionals to always learn to understand what patients are passing through and also understand that people around them too may be undergoing stress. This will help them perform better and find satisfaction on the job.
3. Nursing professionals should always be trained and retrained on Emotional Intelligence because this will help in harnessing their Emotional Intelligence skills. Training on Emotional Intelligence will reduce incidences of transferred aggression on patients and colleagues at work.
4. The management of Jos University Teaching Hospital (JUTH), Bingham University Teaching Hospital (BUTH), Plateau Specialist Hospital and Our Lady of Apostles Hospital should ensure that they coach nurses on the impact that working with others without bickering can impact on their individual work experience. Nurses should be encouraged to be open about their feelings on the job. This has been seen as a factor that can contribute significantly to increased contextual performance on the job.
5. The management of Jos University Teaching Hospital (JUTH), Bingham University Teaching Hospital (BUTH), Plateau Specialist Hospital and Our Lady of Apostles Hospital should ensure equity pay for the nursing professionals and also ensure that they enjoy fair chances of promotion on the job to avoid frustrations that could lead to transfer of aggression especially on patients. Managers need to create conducive working environments for these professionals. This will hopefully bring out the best in them.

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Impact Of Organizational Justice On Employee Turnover Intentions Among Bank Employees In Oyo Town

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ABSTRACT

This study investigated the impact of organizational justice on employee turnover intentions among bank employees in Oyo town. The objectives of this research were to examine the predictability of distributive justice, procedural justice and interactional justice on turnover intentions among bank employees in Oyo town and to assess the relationship of these variables on employee's turnover intentions. The study adopted a survey research design. 164 respondents participated in the study aged between 18- 55 years. Four hypotheses were tested and the data were analyzed using Multiple Regression and Pearson correlation. Results showed that the linear combination of distributive justice, procedural justice and interactional justice on employees' turnover intentions was significant ($F = 11.219$; $R = .649$, $R2 = .421$, Adj. $R2 = .417$; $p < .05$). There was also a significant relationship between distributive justice and employees' turnover intentions ($r = .402*$, $N = 164$, $p < .05$). Similarly, there was a significant relationship between procedural Justice and employees' turnover intention ($r = -.422*$, $N = 164$, $p < .05$). The study also revealed a significant relationship between interactional justice and employees' turnover intention ($r = .405*$, $N = 164$, $p < .05$). The study concluded and recommended that fair implementation of rules and regulations with no personal favor is essential to reduce bank employees' turnover intention.

Key Words: Organisational Justice, Employee turnover, Bank employees

Introduction

Employees are a very important resource in any organization because they are the foundation upon which organizations are built. Understanding the nature of workplace relationship is very important to both employers and employees, because their behaviors are central to providing quality products or services to customers. In a service industry (like the banking sector), the interaction between employees and customers is central to positioning or perception of customers on the level of service quality delivery and satisfaction. Therefore, the human resource is a key source of gaining competitive advantage. Rastgar & Pourebrahimi (2013) have stated that the major challenge of most organizations today is how to recruit, retain, manage and satisfy their employees who can help the organizations to realize higher level of competitive advantage. Thus, managing and retaining competent employees is a serious challenge. The workplace environment or setting is a key mechanism for providing many factors that usually influence the way employees behave when discharging their tasks. Employees perception about the kind of treatment they receive from their organisation is a key factor in influencing their decisions. The feeling and perception of employees about their organisation influence the decisions they make. These decisions centre on such issues as the kind of contribution they make and/or whether to continue to remain in the organisation or not.

As a result of globalization, organisations are now faced with the challenges of global competition, economic instability and technological changes, among others. These problems demand organizations to change their strategies (in respect to human resource management), to enable them remain active and competitive (Omoruyi, Chipunza & Samuel, 2011). This led to increasing interests shown by both the academics and practitioners on how best to manage employment relationship (Rousseau & Scheperling, 2003).

Organizations invest significant effort and resources in attracting, selecting and retaining conscientious, proactive and committed employees. The antecedents of employee turnover and turnover intention have represented a key area of research in the organizational literature (Griffeth, Hom & Gaetner, 2000; Hom, Caranikas-Walker, Prussia & Griffeth, 1992). In order to fully understand how social exchange relationships, affect turnover decisions, it is important to consider the mechanisms through which perceived organizational justice acts on turnover intention (Dawley, Houghton & Bucklew, 2010).

Turnover intention is one of the main problems in HR and organizational management. Turnover has various results such as increasing the cost of employing staff, diminishing the organization's knowledge capital and damaging its reputation (Liu, Huang, Luo, & Zhao, 2012). As Moynihan & Pandey (2007) have stated, there are three categories of factors that affect turnover intention. These categories include environment or economy, employees and organization level. The time always comes when an individual considers the possibility of terminating his or her employment with an organization.

Employees' turnover is now a fundamental issue in the banking industry. This may be due to the fact that the nature of the services rendered by banks requires keeping and maintaining competent employees. Recruiting and retaining qualified workforce are a major challenge for banks. This challenge may be as a result of such factors as competition among banks, absence of satisfactory level of job security and progression. Employee turnover intention in the Nigerian banking industry is greater than expected and serve as a key threat to the existence of most banks after consolidation (Ojedokun, 2008, Balogun & Olowodunoye, 2012).

It has been observed by the study of De Yreh (2012) that when organizational decisions and managerial activities are perceived unfair and unjust by the employees, the organization is likely to experience employees? response through expressing their feelings by showing anger, discomfort, dissatisfaction and other unwanted behaviors. Breach of organizational injustice are situations that may lead to employee negative reactions in the workplace. Also, psychological reward predicts work related attitudes (Chen, Yang, Gao, Liu & De Gieter, 2015). Turnover is affecting both the employees and employer in a negative and positive way. Most organizations have been experiencing high turnover due to how they handle organizational justice (procedural, interactional and distributive justice). Hence, this study is poised to give answers by examining the impact of interactional, procedural and distributive justice on turnover intentions among bankers in Oyo town.

Research Hypotheses

1. Distributive justice, procedural justice and interactional justice will jointly predict employee's turnover intentions.

2. There will be a significant relationship between distributive justice and employee's turnover intentions.

3. There will be a significant relationship between procedural justice and employee's turnover intentions.

4. There will be a significant relationship between interactional *justice* and employee's turnover intentions.

Literature Review

Concept of Organizational Justice

Greenberg (1990a) reported that early social justice theories on organizations were derived to test principles of justice in general social interactions, not organizations in particular. Thus, these theories have experienced partial success when used to explain various forms of organizational behaviors. Recently, conceptual models have been developed that include variables and issues directly relevant to organizational functioning. With these models, researchers have conducted research to explain and describe the role of fairness in the workplace (Greenberg, 1987a). Judgments about fairness are made by means of a fairly simple process. Sheppard, Lewicki & Minton (1992) present two principles to judge the justice of a decision, procedure, or action. The first principle of justice requires a judgment of balance. The principle requires one to compare a given decision against other similar decisions in similar situations. Comparisons of balance are made by evaluating the outcomes of two or more people and equating those outcomes to the value of the inputs they provide to the organization. Correctness is the second internal principle by which a decision, procedure, or action is evaluated. Correctness can be seen as the quality which makes the decision seem right. Therefore, one makes decisions about the perceived justice of some action that harms or benefits someone by deciding whether the action appears to be both balanced and correct.

In general, research about organizational justice has focused on two major issues: employees' responses to the outcomes they receive, and the means by which they obtain these outcomes, that is, the procedures used (Cropanzano & Greenberg, 1997). In other words, theorists in the field of organizational justice have distinguished between conceptualizations of justice that deal with the content of fairness, or what the decisions are, which is termed distributive justice, and those that focus on the process of fairness, or how decisions are made, called procedural justice (Greenberg, 1990b). A great deal of research concerning justice has historically emphasized the distribution of payment and other work-related rewards derived from equity theory (Greenberg, 1987b). Although this outcome-oriented perspective explains how employees react to the nature, level, and distribution of organizational rewards, it ignores the procedures or means through which ends are established. Akanbi & Ofoegbu (2013) described organizational justice as a key factor associated with the success of every

organization. In order to keep employees satisfied, committed, and loyal to the organization, the organization needs to be fair in its system regarding distributive justice, procedural justice and interactional justice. Furthermore, Akanbi & Ofoegbu (2013) while looking into impact of perceived organisational justice on organisational commitment of a food and beverages firm in Nigeria established that both distributive justice and procedural justice have significant relationship with organisational commitment.

The study anchors on equity theory because of its relevant to this study. Adams' work on equity (Adams, 1963, 1965) was one of the first studies in psychology on perceptions of people regarding the allocation of outcomes (Cohen-Charash & Spector, 2001). The theory claims that individuals in organizations compare the ratios of their own outcomes, normally tangible rewards, to inputs, such as contributions, to the ratios of other organizational referents. The comparisons will lead to adjustment of work behaviors. That is, when the comparisons yield big differences, people will be motivated to change the situation by either modifying their inputs and outcomes, changing their referent other, distorting their perception, or leaving the organization (Mitchell, Holtom, Lee, Sablynski & Erez, 2001). In other words, the major structural components of equity theory are inputs and outcomes. Inputs are described as what a person perceives as his or her contributions to the exchange, for which he or she expects a just return (Adams, 1965). Perceived inequity through this comparison feels unpleasant, and motivates people to reduce those unpleasant feelings (Folger & Cropanzano, 1998).

The presence of inequity will motivate people to achieve equity or to reduce inequity, and the strength of the motivation to do so will vary directly with the magnitude of the inequity experienced. In other words, Adams (1965) suggested that when allocation outcomes do not meet this criterion, people would perceive inequity distress and attempt to behaviorally or cognitively restore equity.

Prior studies on the impact of organizational justice on employee turnover intention on bank employees in Oyo town have conflicting and inconclusive results. For example, studies in Nigeria such as James, Roberts, Kevin & Lawrence (1999) did a study on the role that perceptions of equity and justice play in sales force commitment to the organization and intent to turnover. They suggested that facets of both internal and external equity were significant factors in explaining organizational commitment and intent to turnover. In this study, they also found that distributive justice was more important to organizational commitment and intent to turnover

than procedural justice.

In similar study, Hassan (2002) conducted a study to investigate how perception of equity and justice played an important role in employees' commitment to the organization and intention to leave. The study sample consisted of 181 middle and lower level managers from the banking and finance, production and manufacturing and service sectors. The results hypothesized that both internal and external equity perceptions are positively related to commitment and negatively related to intent to leave. Among all the facets, equity promotion appeared to be the most significant predictor. Both distributive and procedural justice factors made significant contributions to employees' organizational commitment and intention to leave.

However, there is no conclusion on whether distributive justice or procedural justice made more significant contributions to the employees' organizational commitment and intention to leave. In the same vein, Mohamed (2014) investigated the relationship between organizational justice and quality performance among health care workers. The study was conducted at the Public Hospital in Fayoum, Egypt. The study included a convenience sample of 100 health-care workers (60 nurses and 40 physicians) that were recruited. Tools used for data collection included questionnaire sheet which is used to measure health workers' perception of organizational justices. It includes four types: distributive, procedural, interpersonal, and informational justice. Quality performance questionnaire sheet was also used: this tool was used to examine health workers' perception regarding their quality performance. It contained three types: information, value, and skill. The results revealed that a positive correlation was found between organizational justice components and quality performance among the various categories of health workers' perception (p = 05). It was recommended that the study should be replicated on a larger probability sample from different hospital settings to achieve more generalizable results.

Khadija, Arkoubi & Bishop (2011) explored some determinants of turnover intention. They proposed a model hypothesizing the existence of relationships between fairness and recognition and job satisfaction. The latter along with commitment are perceived in this model as negatively related to the intent to quit. Not only these two factors lead to turnover intentions however there are many other factors that can lead to turnover intentions.

Sadia (2018) examined the impact of organizational justice on turnover intentions: moderating role of job embededdness. This study analyzed the moderate relationship of job Embededdness on turnover intentions and organizational justice in banking sector of Pakistan. Sample of study consists of 313 banking employees from different cadre. Regression Analysis was used to analyze the data. Results clearly indicate that job embeddedness do not moderate the relationship of turnover intentions and organizational justice. He concluded that there is further need to explore the role of job embeddedness in other professional organizations.

Ponnu & Chuah (2010) attempted to investigate the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. Using a sample of 172, collected from employees across organizations in the country, both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. These findings have important implications for managers in formulating appropriate strategies, policies and procedures to improve employees' commitment to their organizations and to reduce their turnover intentions.

Gim & Desa (2014) examined the impact of distributive and procedural justice on turnover intention via affective commitment. Specifically, it is predicted that when the distributive and procedural justice relating to compensation are perceived to be fair, employees are more affectively committed to the organization and expressed lower turnover intention. A total of 226 respondents throughout Malaysia participated in the study. Partial least squares of structural equation modeling was used in the study. The results showed that distributive and procedural justice was significantly and positively related to affective commitment, which in turn was significantly and negatively related to turnover intention. It also revealed that affective commitment fully mediates the relationship between distributive and procedural justice with turnover intention. The results also showed that the type of organization that an employee works in does not moderate the relationship between affective commitment and turnover intention. They concluded that it is important for organizations from both the public and private sectors to reward its employees equitably and to implement fair compensation procedures to foster higher affective commitment in order to improve employees' retention in the workplace.

Gul, Rehman, Usman & Hussain (2015) explore the relationship between organizational justice dimension (Distributive justice, Procedural justice and Interactional justice) and turnover intention. Emotional exhaustion was considered as a mediator based on the literature. The research work employed the use of closed-ended questionnaires to collect the

relevant information from the respondents. The survey was conducted on 229 banking employees. SPSS 17.0 software was used to analyze the data. Results have supported for the proposed conceptual framework. Emotional exhaustion has mediated the linkages between procedural justice-turnover intentions, distributive justice-turnover intentions and interactional justice and turnover intention.

Imran & Allil (2016) investigate the impact of organizational justice on employee retention in Oman. This research is designed to identify the role played by organizational justice dimensions in retaining employees within organizations. For that, a sample of 148 respondents working in Omani airports was selected for the study. The results reveal that all three dimensions of organizational justice i.e., distributive, procedural and interactional justices have positive and significant impact on employee retention.

Iqbal, Rehan, Fatima & Nawab (2017) analyzed the impact of organizational justice on employee performance in public sector organization of Pakistan. A survey questionnaire was adopted to collect information from approximately 120 employees of Pakistan Railways. Out of total 120 questionnaires distributed, 110 were collected with 2 filled improperly thus; approximate response rate was about 92%. The results revealed that interactional justice, procedural justice, distributive justice has significant and positive impact on employee performance.

However, Rai (2013) investigated the impact of organizational justice on specific attitudes and behaviors such as job satisfaction, organizational commitment and turnover intention. The data were collected from 511 staff members from ten health and rehabilitation centers in a southern state in the United States. Pearson Correlations and Hierarchical Regression were used to analyze data. The findings revealed that distributive justice influenced job satisfaction, organizational commitment and turnover intentions. Procedural justice is only associated with organizational commitment. Informational justice affected only job satisfaction. Interpersonal justice was not related to any attitude or behavior included in this study. These findings suggest that if organizations want to improve job satisfaction and organizational commitment while reducing turnover intention, they need to pay more attention to developing programs and policies as well as leadership styles that encourage fairness.

Method

The research design adopted for this study is a survey research design which measured two variables:

independent variable and dependent variable. The independent variable was organizational justice with three dimensions (Distributive *Justice,* Procedural Justice and *Interactional Justice*) and the dependent variable was turnover intentions. The population for this study comprised all bank employees in Oyo town. A proportionate simple stratified sampling technique was used to select 164 participants. Standardized scales designed into questionnaires were used to measure the variables which was divided into three

Table 1: Descriptive Statistics of Demographics

Male	68	41.5
Female	96	58.5
Total	**164**	**100.0**
AGE	**FREQ.**	**%**
18-25	60	36.6
26-35	29	17.7
36-45	48	29.3
46-55	26	15.9
56 above	1	0.6
Total	**164**	**100.0**
MARITAL STATUS	**FREQ.**	**%**
Single	85	51.8
Married	76	46.3
Divorced	2	1.2
Separated	1	0.6
Total	**164**	**100.0**
EDUCATIONAL QUALIFICATION	**FREQ.**	**%**
Post-Graduate	87	53.0
B.Sc/HND	67	40.9
OND/NCE	10	6.1
Total	**164**	**100.0**
CADRE	**FREQ.**	**%**
Management Staff	60	36.6
Senior Staff	64	39.0
Junior Staff	40	24.4
Total	**164**	**100.0**
DEPARTMENT	**FREQ.**	**%**
Sales	32	19.5
Marketing	30	18.3
Personnel	32	19.5
Store/Purchasing	35	21.3
Accounting	23	14.0
Security	12	7.3
Total	**164**	**100.0**

Source: Field Survey, 2018

sections. The first section i.e. section A comprised the demographic information, section B measured organizational justice with three sub-scales namely distributive justice (4 items), procedural justice (7 items) and interactional justice (9 items). The scale has a total of 20 items. Reliability coefficient as reported by the author is given as 0.89, 0.85 and 0.91 respectively. The scale was developed by Colquitt, Conlon, Wesson, Porter & Ng (2001) and section C measured turnover intentions which has 6 items. This scale was developed by EranVigoda-Gadot & DantiKupan (2005) which was initially tested and found valid and reliable with a Cronbach alpha of 0.82. All these scales were measured on a five-point Likert scale with response format ranging from Strongly Agree (5) to Strongly Disagree (1). The instruments were revalidated by the current author and the Cronbach Alpha reliability coefficients gave the following results: distributive *justice* 0.76, procedural justice 0.77, *interactional justice* 0.79 and *turnover intentions* 0.72. The composite reliability coefficient of organisational justice scale gave 0.79. The demographics were subjected to frequency counts and simple percentages. Also, the hypotheses were tested with multiple linear regression and Pearson Correlation.

From the Table 1, it is indicated that 41.5% (68) of the respondents were males while 58.5% (96)

of the respondents were females. It also shows that 36.6% (60) of the respondents were within the age of 18-25 years, 17.7% (29) of them were within the age range 26-35 years, 29.3% (48) of them are within the age range 36-45 years, 15.9% (26) of them are within the age range 46-55 years while 0.6% (1) of the respondents are 56 years above. From the analysis in the Table 51.8% (85) of the respondents are single, 46.3% (76) of them were married, 1.2% (2) of them were divorced while 0.6% (1) of the respondents were separated. It also indicated that 6.1% (10) of the respondents have qualification in OND/NCE, 40.9% (67) of them have qualifications in BSC/HND while 53.0% (87) of the respondents were postgraduate. It also shows that 36.6% (60) are management staff, 39.0% (64) of them are senior staff while 24.4% (40) of the respondents are junior staff. It also discovered that 19.5% (32) of the respondents were from sales department, 18.3% (30) of them were from marketing department, 19.5% (32) of them were from personnel department, 21.3% (35) of them were from Store/Purchasing department, 14.0% (23) of them were from Accounting department while 7.3% (12) of them were from security department.

Test of Hypotheses
Hypothesis 1: D**istributive** *justice,* **procedural Justice and i***nteractional justice* will jointly predict employee's turnover intention.

Table 2: Summary of multiple linear regression show ing the joint prediction of distributive justice, procedural justice and interactional justice on turnover intentions

Variables	F- Ratio	Sig of P	R	R^2	Adj R^2	B	t	P
Distributive justice	11.219	.042	.649	.421	.417	.496	1.963	.044
Procedural justice						-.418	-1.962	.029
Interactional justice						.436	1.926	.025

Table 2 showed that the *linear combination* of distributive justice, procedural justice and interactional justice on employees turnover intention was significant (F = 11.219; R = .649, R^2 = .421, Adj. R^2 = .417; p <. 05). The independent/predictor variables jointly accounted for a variation of about 42.1% in employee's turnover intention. Hence, the hypothesis is accepted.

Hypothesis 2: There will be a significant relationship between distributive *justice* and employee's turnover intention.

Table 3: Correlation showing the relationship between distributive justice and employee's turnover intention (n=164)

Variables	Mean	SD	1	2
1. Distributive Justice	4.03	.72	-	
2. Turnover Intention	1.75	.33	.402**	-

** < 0.01

The results indicated that there was a significant positive correlation between distributive justice and employee's turnover intention (r = .402, p < 0.01).

This means that bank workers who reported increase level of distributive justice are also reporting increase level of turnover intention. Therefore, the hypothesis is accepted.

Hypothesis 3: There will be a significant relationship between procedural justice and employee's turnover intention.

Table 4: Correlation showing the relationship between procedural justice and employees' turnover intention (n=164)

Variables	Mean	SD	1	2
1. Procedural Justice	3.83	.67	-	
2. Turnover Intention	1.75	.33	-.422**	-

** < 0.01

The results indicated that there was a significant negative correlation between procedural justice and employee's turnover intention (r = .422, p < 0.01).

This means that bank workers who reported increase level of procedural justice are also reporting decrease level of turnover intention. Therefore, the hypothesis is accepted.

Hypothesis 4: There will be a significant relationship between interactional justice and employee's turnover Intention.

Table 5: Correlation showing the relationship between interactional justice and employee's turnover intention (n=164)

Variables	Mean	SD	1	2
1. Interactional Justice	3.99	.47	-	
2. Turnover Intention	1.75	.33	.405**	-

** < 0.01

The results indicated that there was a significant positive correlation between interactional **justice and employee's turnover intention** (r = .405, p < 0.01). This means that bank workers who reported increase level of interactional justice are also reporting increase level of turnover intention. Therefore, the hypothesis is accepted.

Conclusion

Dimensions of organizational justice like distributive justice, procedural justice and interactional justice are major determinants that influences bank employee's turnover intention in Oyo town, Oyo State. The banking industry and various organizations should take this job characteristic into consideration when designing work. Results from this empirical study revealed that distributive justice, procedural justice and interactional justice constitute veritable policy instrument for retention and as strategies which have the tendency to reduce employee's intention to quit and enhance job satisfaction and organizational commitment in the bank industry.

The role of management is to ensure that organizational justice prevails and jobs are equally distributed along with equal distribution of benefits and rewards. Fair implementation of rules and regulations with no personal favour is essential. Professionalism needs to be maintained to ensure that inputs of workers are valued and accepted and team work is encouraged. Similarly, employees should have positive attitude towards their organization. They must respect the rules and regulations of their organization. Employees shall keep their motivation high and take positive part to achieve the organizational goals.

The study's findings might lead managers to establish organizational procedures that are fair to all employees in order to reduce negative affective and emotional reactions, and to decrease their turnover intentions. There first implication, as Cole, Walter, Bedeian & O'Boyle (2012) suggested, organizations could minimize potential stressors by promoting fair out-comes and also attending to organizational norms to increase procedural fairness. Managers should enhance justice perceptions by applying consistent performance standards, giving adequate feedback, and allocating rewards fairly. Although justice perceptions are important predictors of turnover intentions, emotional exhaustion might also contribute to lower turnover rates. Exhausted employees can be supported by specific training programs directed at defining, diagnosing and alleviating the causes of their exhaustion (Janssen,

Lam, & Huang, 2010). So this study helps the manager to rather than solving problems, these individuals could prevent the occurrence of these problems before they emerge.

Recommendations

Based on the findings of the study, the following are recommended:

1. Managers should endeavor to establish organizational procedures that are fair to all employees in order to reduce negativity which may lead to high labour turnover.

2. In like manner, organizations may consider reducing potential stressors by promoting fair and equity outcomes, applying consistent performance standards, giving adequate feedback and ensuring that these are well enshrined in their policy statements.

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Examining Moderating Role of Age, Gender, and Marital Status in the Relationships between Perceived Organizational Support and Employee Performance

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ABSTRACT

This study examined the predictive relationship between perceived organizational support (POS) and employee performance, and whether age, gender, and marital status moderate the relationship. The research design was cross sectional as data was collected at a point in time. Data were collected with self-report measure from 118 non-teaching staff of a university in Delta State, Nigeria. POS was assessed with Eisenberger, Huntington, Hutchison, and Sowa's (1986) 8-item scale, while employee performance was assessed with Williams and Anderson's (1991) 21-item scale. Results show that while POS positively and significantly predicts employee performance (β = .23 (118), p < 0.05), age, gender and marital status did not moderate the relationship. Consequently, it was concluded that POS is desirable in enhancing employee performance and therefore should be made an integral part of human resource practices.

Keyword: age, gender, marital status, perceived organizational support, and employee performance.

Introduction

Employee performance has been of much concern to both researchers and practitioners, and this is not a misplaced priority as aggregation of individual performance reflects in organizational performance which is the decisive goal of every organization. As employee performance is usually considered as a behavioural outcome, the research concern has been mainly on identification of its individual and organizational precursor. Such understanding has much role in the effort and process of enhancing performance among employees.   As has been theoretically proposed (e.g. Ajzen, *1985;* Ajzen*, &* Fishbein; 1977) various work attitudes have been examined in relation to employee performance. One work place attitude that has received appreciable research work with employee performance is perceived organizational support (POS). However, while the literature on the relationship between POS and employee performance is huge, there is a methodological weakness that gives impetus to the present study. Rrelationship between organizational variables is not usually direct, and this has called for the examination of mediator and moderator in relationships. Moderator and mediator are variables that could change the direction and magnitude of, or explain the relationship between two variables. Providing information on how other variables impact a given relationship is of practical value as it guides decisions on how to manipulate variables to achieve desired ends. However, while some studies (e.g. Arshadia, 2011; Guan, Hou, Sun, Zhao, Luan, & Fan, 2014; .Zaman, 2018) exist on influence of mediator in POS- employee performance link, there is dearth of study on influence of moderators in the relationship. This leaves the literature lacking in knowledge on variables that alter the direction and size of influence POS could have on employee performance. By investigating moderator role, this study extends the literature on POS – employee performance link

Perceived Organizational Support

Healthy employee-employer relationship is a necessity for organisational performance as it is an indication of conducive, harmonious work environment that give force to productive work behaviour. One gauge of this relationship is expressed in POS, which refers to employees' perceptions about the degree to which the organisation cares about their well-being and values their contribution (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Employees can infer how much their organisations care about their well-being from values, norms, beliefs, practices and structures that exist in the organisation. Employees perceive their organisation as supportive when rewards are deemed fair and when they participate in decisions making, and their supervisors are concern about their welfare. Other factors that influence perception of support employees gets from their organisations are human resource planning, training and development and performance evaluation (Al-

Hawary & Nusair, 2017). Individual personality, that is the characteristic patterns of behaviour and modes of thinking that determine a person's adjustment to the environment (Atkinson, Atkinson. & Hilgard, 1983) is also an influencing factor in employee perception of organizational support (Sheela & Krishnan, 2013). Perceived organisational support **is** largely considered from the perspective of a social exchange theory, that is employees who received favourable support from their organisations will reciprocated it by engaging in productive work behaviour. As Beheshtifar and Zare (2012) noted, the manner employees interpret how an organisation values them may be vital for determining their attitudes benefiting the organisation.

Employee Performance

Employee performance is a widely researched and highly sought organizational variable as it largely determined individual retention of membership of an organization and has much implication for organizational performance. Employee performance has attracted some related definitions. It is behaviour that are consistent with role expectations and that contribute to organisational performance (Judge & Kammeyer-Mueller, 2012), sociable actions, behaviour, and outcome that employees engage in or bring about that are linked with and contribute to organisational goals (Viswesvaran & Ones, 2000), and the value of employee set of behaviors that contribute, either positively or negatively to organizational goal accomplishment (**Colquitt**, Lepine & Wesson**, 2015)**. These definitions indicate that job performance has both behavioural and outcome aspects and the two aspects has been demonstrated to relate to some extent. Widely, employee performance is discussed and researched as a two (task performance and organisational citizenship behaviour) dimensions variable. Task performance entails the accomplishment of duties and tasks that are specific in a job description (Murphy, 1989), the pro?ciency with which an employee performs activities which contribute to the technical core of the organisation (Sonnentag & Frese, 2002). Major antecedents are procedural and declarative knowledge, ability and job experience. Organisational citizenship behaviour (OCB) refers to behaviour of individual that is discretionary, not overtly recognized in the formal reward system, and when put together enhance the effectiveness of the organisation (Organ, 1998). On the basis of Organ's (1988) five-dimension typology of OCB, William and Anderson (1991) grouped OCB into OCB-individual and OCB-organisation. OCB-individual refers to OCB directed at co-workers which include behaviour such as helping co-worker who is absent. OCB-organisation refers to OCB directed at the organisation which includes such behaviour as employee attendance at work being above the norm. This is one of most researched and adopted OCB models. Both task performance and OCB are of necessity to attainment of organisational objectives as the former is concerned with behaviours that are

necessary to complete job tasks, while the latter is needed to protect and advanced the social and psychological environments of the organisation.

HYPOTHESES DEVELOPMENT
Perceived Organizational Support and Employee Performance

Employee's expressions of organizational support indications satisfaction with the work environment, work condition as well as organizational processes such as justice. POS and its representations have been empirically associated with the potential to relate in organizationally beneficial trend with productive work behavior that includes employee performance. For instance, work environmental factors have a significant relationship with job performance, while work motivation mediates the relationship (Jayaweera, 2015), job aids, supervisory support and physical work environment have positive influence on the employee's performance with job aid having the highest predictive influence (Lankeshwara, 2016), perceived organizational justice positively correlates with productive organization behaviour of employees and negatively correlates with negative organizational behavior (Pan, Yan. Hoa, & Bi 2018), organizational support positively and significantly impacts small and medium enterprise (SME) employees' workplace spirituality, citizenship behaviour and consequently their job performance in a significant way (Chinomona, 2012), a high significant correlation between POS, work engagement and citizenship behavior among nurses (Abed, & Elewa, 2016), POS has positive relationship with innovative behaviour (Afsar, & Badir, 2017; Zaman, 2018**)**, compared to organizational commitment and work motivation POS showed highest level of correlation with job performance (Darolia, Kumari,& Darolia, 2010), and POS moderated the relation between job stress and job performance (Nawaz, & Ansari; 2017; Yongxing, Hongfei, Baoguo, & Lei1anales, 2017).,

Social exchange theory (SET) offers explanation for the dominant positive relationship between POS and employee performance. A major proposition of SET that has much bearing with POS – employee performance relationship is the norm of reciprocity that necessitates individuals to respond in positive manners to favourable dealing received from other entity (Blau, 1964, Gouldner, 1960).). On the basis of the theory, employees are in social exchange relationship with their organizations and when they believe that their organization cares about their well-being and values their contribution they will be under obligation to reciprocate by engaging in productive workplace behaviour (e.g employee performance) and avoiding counterproductive workplace behavior. Reciprocity obligation element of SET has received support in a number of studies. For instance, POS positively relate to employees' felt obligation, organizational commitment and in-role performance, and felt obligation mediate in how

POS relate with organizational commitment and in-role performance (Arshadi, 2011).

measure followed Likert method of summated rating with five response options. A five - point rating scale typically gives enough variability in response which validity to statistical outputs, and also controls the effects of central tendency (Stone, 1978). Finally, the independent variable (POS) and the dependent variable (employee performance) were presented in a separate sheet of paper with introductory note and instruction that were worded differently. This presentation create physical gap and curtail the flow of thought from one variable to the other (Eichhorn, 2014, Tehseen, Ramayah, & Sajilan, 2017).

Design and Statistical Tests
The design was cross-sectional and non-random sampling technique (convenience) was adopted in the distribution of the questionnaires as participants were used on the basis of availability. The use of non-random sample is a common feature in organization studies, particularly in this research location as sampling frames are often not available or extremely difficult to access. Data were collected and analyzed at individual level. The hypotheses were tested with regression analysis. IBM SPSS Statistics version 23 was the adopted software

Results
Reliability and validity Tests
Reliability for each multiple item scale was tested with Cronbach's alpha, results of the test are reported in Table I. Overall, strong reliability is observed as coefficient alphas ranged between .68 to .88. The obtained Cronbach's alpha statistics also offer support for convergent validity of the scales (Gabson, 2013). The various dimensions of employee performance correlate as would be theoretically expected and this offer support the convergent validity of the scale. Content validity was achieved by adopting scales from the literature (Mirijana, Ana, & Marijuana, 2018). Mean scores and standard deviations of the variables were also presented in Table 1. The mean scores ranged between 3.27 and 3.96, which on a 5-point scale indicate moderate scores. Table 2 shows inter-correlation coefficients of the studied variables. The degree of correlation between the predictor and the criterion variables was modest; indicating the absence of multicollinearity in the model. Regression analysis was the adopted statistical tool for test of the hypotheses and as a parametric test assumptions associated with its usage were taken into consideration in the design of the study. For instance, data collected were independent of each other which met the independent response requirement. Likert scale format adopted met the requirement for interval scaling. Durbin-Watson test statistics ranged between 1.98 and 2.26, and as Field (2013) suggested these values are within the acceptable level with reference to autocorrelation.

Table 1: mean, standard deviation and Cronbach's alpha on the studied Variables

	Mean	Sd	Coefficient Alpha	No. of Item
Age	40.27	8.49		
Gender	1.41	.49		
Marital Status	1.23	.42		
POS	3.35	.92	.88	8
IRB	3.94	.69	.81	7
ERB- in	3.48	3.48	.75	7
ERB-org	3.84	.70	.68	7
EP	3.67	.60	.84	21

Perceived Organizational Support (POS), In-role Behavior (IRB), Extra-role Behavior (Individual) (ERB - in), Extra-role Behavior (Organization) (ERB -Org), Employee Performance (EP)

Table 2: correlation matrix on the studied variables

	Age	Gender	Marital Status	Educational Qualification	POS	IRB	ERB-in	ERB-org
Age	1							
Gender	.02	1						
MS	-.45**	-.12	1					
POS	-.03	-.15	.18	.01	1			
IRB	-.07	-.16	.14	-.19	-.01	1		
ERB- in	-.15	-.15	.11	-.06	.19	.39**	1	
ERB-org	-.29**	-.06	.24*	-.10	.17	.53**	.45**	1
EP	-.22*	-.10	.21	-.11	.23*	.54**	.85**	.82**

Perceived Organizational Support (POS), In-role behavior (IRB), Extra-role behavior (individual) (ERB - in), Extra-role behavior (organization) (ERB -Org), Employee Performance (EP), Marital Status (MS), *<.05; ** <.01

Test of Hypotheses

Table 3 shows simple regression analysis predicting employee performance (and its dimension) from POS. Composite analysis revealed that POS positively and significantly predicted job performance, (β = .23 (118), p < 0.05). This statistic confirmed hypothesis 1. The observed B-value indicates that one-unit increase in POS brings .25 unit increased in employee performance. The R^2 also indicates that POS account for 5% variance in employee performance. On the basis of Cohen's (1988) criterion, R^2 of .05 indicates small effect size. The analysis of variance test (ANOVA), f (1; 118) =, 6.57, p < 0.05, indicated that the regression was statistically significant; meaning job performance can be predicted from POS (good model). The small difference between R^2 (.05) and adjusted R^2 (.045) which is .0005 indicates a good cross validation; that is this model has the potential to apply to other samples from the same population. However, dimensional analysis revealed that POS positively and significantly predict only extra-role behavior (individual), (β = .19 (118), p < 0.05), with small effect size and accounted for 5% variance.

Table 3: simple regression analysis on predictive relationship perceived organizational support has with employee performance.

	Perceived organizational support					
	B	*SE*	*Beta*	R^2	*T*	Durbin Watson
Employee performance	.15	.05	.23**	.05	2.56	2.26
In-role behavior	.-01	.07	.01	-.01	-.09	1.98
Extra-role behaviour (ind)	.15	.07	.19**	.05	2.18	2.26
Extra-role behavior (org)	.13	.06	.17	.02	1.90	2.17

** < .05 (Two-tailed)

In Table 4 tests of moderator effect of age, gender and marital status on the relationships between POS and employee performance and its dimensions were presented. The results indicate that the three demographic variables were not moderators in the relationship between POS and employee performance. However, gender moderated the relationship between POS and in-role behaviour.

More so, a combination of POS and age, POS and gender and POS and marital status positively and significantly predict employee performance, and each pair accounted for 8% variance in employee performance. The effect size ($r2$) for each combination was small, indicating inconsequential practical importance.

Table 4: test of age, gender and marital status as moderators in POS-employee performance relationship.

Model	Employee Performance		In-role Behavior		Extra-role Behaviour (Ind)		Extra-role Behavior (Org)	
	B	SE	B	SE	B	SE	B	SE
Constant	3.66 **	.05	5.09**	1.15	2.93**	1.23	5.68**	1.15
POS (Centered)	.11*	.05	-.28	.33	.30	.35	-.27	.33
Age	-.01*	.01	-.02	.02	.01	.03	-.05	.02
POS x Age	.01	.01	.01	.01	-.01	.01	.01	.01
	$R = .29*$, $R^2 = .08$		$R = .13$ $R^2 = .01$		$R = .23$ $R^2 = .05$		$R = .33**$ $R^2 = .11$	
Constant	3.68 **	.05	5.82**	.72	4.39**	.74	4.11**	.74
POS (Centered)	.16 **	.06	-.46*	.20	-.19	.21	-.05	.21
Gender	-.07	.11	-1.28**	.49	-1.01*	.50	-.51	.50
POS x Gender	.22	.12	.31*	.14	.25	.14	.14	.14
	$R = .29**$, $R^2 = .08$		$R = .26*$ $R^2 = .06$		$R = .28*$ $R^2 = .08$		$R = .20$ $R^2 = .04$	
Constant	3.74**	.05	3.16**	.85	3.28**	.86	2.75**	.86
POS (Centered)	.12 *	.06	.14	.23	.04	.24	.20	.24
Ms	.25	.14	.73	.70	-.21	.71	.68	.71
POS x MS	.01	.16	-.13	.19	.09	.19	-.09	.19
	$R = .29*$, $R^2 = .08$,		$R = .16$ $R^2 = .02$		$R = .24$ $R^2 = .05$		$R = .27*$ $R^2 = .07$	

** < .01; * < .01 (Two-tailed)
Perceived Organizational Support (POS), Marital Status (MS), *<.05; ** <.01

Discussion

This study examined predictive relationship between POS and employee performance, and whether age, gender and marital status separately moderate the relationship. The study takes the extant literature further as it examined moderator in POS-employee performance relationship. Extant literature lacked study on moderators in POS-employee performance relationship. Two hypotheses were developed and tested. The first hypothesis that tested whether POS positively and significantly predict employee performance was supported.   The observed direction of finding is congruent with extant studies (e.g Abed, & Elewa, 2016; **Chinomona, 2012; Darolia, Kumari, & Darolia (2010);** Jayaweera, 2015; Lankeshwara, 2016; Pan, Yan. Hoa, & Bi, 2018; Yongxing, Hongfei, Baoguo, & Lei1anales, 2017). As proposed in social exchange theory, POS positively influence employee performance as the latter symbolizes for

the employees' recognition and justice, experiences that enhanced job satisfaction, organizational commitment and work engagement among others that enhance employee performance. However, analysis of the relationship between POS and the dimensions (task performance, extra-role behaviour -individual and extra-role behaviour-organization) of employee performance revealed that POS only significantly predict extra-role behaviour (individual). A plausible explanation for this finding is that the atmosphere of support from the organization is being replicated by the employees among themselves. Hypothesis 2 on whether age, gender and marital status separately moderate the relationship between POS and employee performance was not supported. This study is a pioneer in the empirical search for moderators in POS and employee performance relationship. However, the findings with regard to hypothesis 2 were contrary to expectations that were guided by sociocultural theory and cognitive **social learning theory**. None of

the three demographic variables investigated in this study moderated the relationship between POS and employee performance. A plausible explanation for this finding is the difficulty of detecting moderator. Moderator effects are difficult to detect because they are typically small since the variance accounted for by moderator is that which is left over after taking into account both the independent variable and the moderator. (Jex, & Britt, 2008).

Implication for Practice
One of the findings of this study is that POS has organizationally desirable influence on employee performance. Therefore, organizational support should be an integral part of human resource practices in organizations. Organizations can institute and enhance POS among the employee through practices that registered a sense of recognized and fair treated among employees. Such practices could be having employees (or through representation) participate in decision making and equity in distribution of resources and rewards. More so, analysis revealed that age, gender and marital status are not moderator in the relationship between POS and employee performance. On the basis of this finding it is recommended that organizational effort to enhance employee performance through POS should be applied to every category of the demographic variable investigated. In other words, the degree of effort to enhance employee performance through POS should be equally applied to males and females and married and unmarried. Analysis also revealed that POS significantly influence only one (extra-role behaviour - individual) out of the three aspects of employee performance investigated. Organizational practitioners should be guided by this finding that effort to enhance employee performance through POS specifically worked on extra-role behaviour – individual.

Limitation and Recommendation for Future Studies
However, this study has some limitations that should guide interpretation, application of the findings and future research. The present study is correlational and such research design does not identify nor make possible interpretation of causal relationship. Future studies should explore field experiment and longitudinal studies to achieve causal interpretation. Demographics are inclusive, but only three (age, gender and marital status) were examined in this study. Future studies should include others such and pay, educational qualification, rank in the organization to enable wider adoption of findings. It has been noted in this paper that the chance of detecting moderator effect is slim simply because it

is typically very small. The sample size adopted in this study can only see significance if the population effect size is medium. This plausibly account for the non-significant results obtained from the moderator analysis. Future studies on demographic as potential moderators in POS and employee performance relationship should use sample size that has the potential to detect significance if it does exist even when the population effect size is very small.

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Influence of Information and Communication Technologies on Organizational Decision Making: Centralization or Decentralization

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ABSTRACT

Most articles in the field of management evidence that Information and Communication Technologies enhances Organizational Decision Making. Despite of the amount of studies a systematization of dimensions on Information and Communication Technologies and its effects on firms Centralization or Decentralization is still absent. The purpose of this paper is to fill this literature gap. This study aimed to provide a framework for classifying Information and Communication Technologies and its effects on Organizational Decision Making. The paper provides a conceptual paper on the role of Information and Communication Technologies for Centralization or Decentralization. Similarly, this study also provides a perspective on Information and Communication Technologies for Centralization or Decentralization as a topic of great interest for managers, practitioners and policy-makers. status, perceived organizational support, and employee performance.

1.0 Introduction

The Influence of Information and Communication Technologies (ICT) on the decision making structure of the twenty first century has been a topic of debate for decades (Shachaf, 2008; Ali, & Kumar, 2011). Some scholars were on the view that, ICT increases the information available to top management (Bloom et al., 2014; Talke et al., 2011), and the coordination advantages that it provides may lead organizations to centralize decision making. While others, view it as a means to disseminate global information of the organizations to line workers enabling them to make better decisions as well as enhances management's monitoring capability, favoring decentralization.

In the past decade, due to the swift technological progress of Information and Communication Technology (ICT) coupled with its rapidly declining prices, ICT has diffused broadly into many sectors of the economy. Several empirical studies report that ICT has a positive impact on productivity of organizational performance on decision making (Bayo-Moriones et al., 2013; Lee, et al., 2011). For example, industries in Malaysia recognised that ICT hascontributed greatly toward effective decision making (Mai, 2015; Phang & Foong, 2010).

However, in order to fully reap the benefits of ICT, several studies have stressed the importance of complementary workplace reorganization accompanying the adoption of ICT. Cardona et al., (2013), point out that a key value of ICT is its ability to enable complementary organizational investments such as business processes and work practices, which in turn increases productivity. Arvanitis et al., (2013), find empirical evidence of complementarities between ICT and workplace organization, and report that the type of workplace organization complementary with ICT is one with a decentralized decision making structure. Several case studies similarly report changes in work practices accompanying ITC deployment.

Several empirical studies have investigated the joint effects of both workplace reorganization and ICT on productivity. Buabeng-Andoh, (2012), examine the effects of different types of work practices, ICT, and educational level of employees on labor productivity, and find that workplace practices positively affects productivity. Dahl et al., 2011; Cardona et al., 2013a and Cardona et al., 2013b, report that organizations that combine ICT, workplace reorganization, and more skilled workers increases productivity. Arvanitis et al., (2013), examine the effects of complementarities between the various inputs including ICT and workplace reorganization, and find that enhancement of group work and flattening of hierarchies' increases labor productivity.

Although past studies provide some support for decentralizing decision rights accompanying ICT investment, there is still a lack of quantitative studies compared with the plethora of case studies accentuating the importance of decentralizing decision rights to reap the benefits of ICT. Moreover, since there is little quantitative evidence on the effects of centralization on IT performance, the productivity effects of centralization are unclear.

This study intends to fill this gap by providing quantitative evidence on the effects of reallocating decision rights on ICT performance. Unlike past studies that have focused on the effects of "workplace reorganization", the research aim is to examine the productivity effects of IT due to changing decision rights. Thus, the study will not address issues such as the restructuring of organizational form (e.g. flattening of hierarchies), and instead focus on the change in decision rights, given an organizational structure (which is typically some form of hierarchy).

An important point to note is that this study will only focus on Industries revolving around Johor, Malaysia. The decision making structure of a typical Asian organizations and European organizations are different (Archer, 2014), so implications from past studies may not directly apply to Asian organizations, and the results of this study can also be applied to organizations outside Asia.

Since the decision making structure of Asia organizations has been more decentralized than European organizations, it is interesting to find whether the acclaimed effects of decentralization from past studies also has a positive productivity effect in Asia. Furthermore, since the decision making structure had been more decentralized, it may be the case in Asia that centralization is the solution to reap the benefits of ICT.

2.0 The Relationship between ICT and Decision Making

The debate about whether ICT would lead to centralization or decentralization of decision making stems back when predicted, that the introduction of ICT in organizations would lead to centralization of decision making (Bloom et al., 2014). Today, many studies have attempted to address this issue, some pointing out to centralization, some indicating decentralization, while others reporting no effects at all.

Garicano & Wu, (2012), stressed the importance of locating knowledge and decision rights together to improve organizational performance. Laudon & Laudon, (2013), proposed two ways to collocate information and decision making, which have been referred to as the MIS solution and the organizational design solution.

The MIS solution transfers the information required to the decision maker using IT, whereas the organizational design solution moves decision rights to where the pertinent information is. The MIS solution is usually associated with centralization

whereas the organizational design solution usually favors some form of decentralization (Laudon & Laudon, 2016).

Bof & Previtali, (2010), presents a framework that explains why ICT may lead to either centralization or decentralization of decision rights depending on the way ICT impacts decision related costs that the organizations face. While, Demirkan & Delen, (2013), stated that ICT provides the capability to improve the quality and speed of top management's decision making which has an effect of decreasing decision information costs, leading to centralization of decision rights. On the other hand, ICT improves the monitoring capability of top management which reduces agency costs, leading to decentralization. Thus, the choice of centralization or decentralization depends on the specific cost structure of the organizations.

2.1 ICT and Centralization

A key reason that ICT may lead to centralization is the coordination advantages that ICT provides by increasing the processing capacities of managers or decreasing communication costs which equips managers with more information. Bayo-Moriones et al., (2013), stresses the improved information processing capability by managers, which ensues in centralization and presents a model which reveals that the reduction in communication costs caused by ICT would lead to centralization due to the increased span of control by top management. Similarly, Nooraie (2012), point out that ICT improves the quality and speed of top management's decision making process, which may lead to centralization.

Several anecdotal evidences report that many Asian organizations have used ICT to centralize decision rights. For example, Aeon, a large retail chain in Japan, introduced a real-time online system that enables the central office to access sales data and control the inventory. After the implementation of the new system, the head office now sets the minimum/maximum inventory and the ordering amount, which was previously decided by the person in charge at the local store. The case of Aeon clearly depicts how ICT has engendered an opportunity to centralize decision rights by providing top management pertinent information for decision making (Matsunaga, 2012; Wrigley & Lowe, 2010; Gondor & Morimoto, 2011; Tang et al., 2016).

The case of All Nippon Airlines (ANA) reveals the coordination advantages provided by ICT. After the introduction of a new information system at ANA, the seat allocations which were delegated to each shop are now handled on a first come first serve basis, based on the slot optimized by the new system. This reduced the decision rights and degree of freedom of the sales division (O'Connell & Bueno, 2016; Neudert, 2012).

2.2 ICT and Decentralization

Various studies have indicated why it is advantageous for organizations to decentralize decision rights with the advent of ICT. Alleviation of information overload, increased sharing of global information at the floor level, and reduction in agency costs are some reasons that have been indicated in past studies that supports decentralization of decision rights accompanying the deployment of ICT.

First, as ICT gets deployed in an organization, the amount of available information increases abruptly, leading to a phenomenon of information overload. Decentralizing decision rights alleviates the burden on top management as well as cut unnecessary communication up and down the hierarchy. Andrade & Joia, (2012), stated that ICT speeds up the organization's strategic environment, other things being equal, this would lead to smaller and decentralized organizations.

Second, ICT has made it possible to disseminate and access information easily at the floor level, and as a consequence, employees can now make decisions using global information of the organizations as well as their own specific idiosyncratic knowledge that they possess on the floor. Andrade & Joia, (2012) models various coordination structures of a organizations competing in multiple horizontal markets and shows that expected profits are generally the highest for organizations with a decentralized decision making structure with access to global information. Similarly, Wong et al., (2011) and Andrade & Joia, (2012) provides a framework that explains how the introduction of ICT affects decision making of different divisions by enabling access to global information of the organizations together with their division specific knowledge.

Third, ICT may lead to decentralization is due to a reduction in agency costs. () point out that the enhanced monitoring capability provided by ICT may lead organizations to decentralize decision rights (Zoghi et al., 2010; Garicano & Wu, 2012).

3.0 Research Questions:

Base on the above findings, the following research questions were able to be postulated:

1. What is the effect of centralizing/decentralising of information and communication technologies on Asian organizational decision making?

4.0 The objectives of the research:

The overall objective of this study is to investigate whether centralizing/decentralising of information and communication technologies has any influence on organizational decision making. Specifically, the objective of this study is to:

To ascertain whether centralizing/decentralising of information and communication technologies has any positive influence on organizational decision making.

To provide a quantitative evidence on the effects of reallocating decision rights on ICT performance.

5.0 Data and Methodology

Hence, in order to understand the economy wide effects of centralization and decentralization of decision rights on the productivity effect of ICT, this research intended to conduct a study to examine the change in the effects of ICT performance in organizations that changed its decision making structure, using Statistical Package for the Social Sciences (SPSS) to ascertain some descriptive statistics of the whole sample regarding change in the decision making structure of organizations and to run Multiple regression to determine the relations between the identify variables.

The data related to organizations performance will be obtain from the respective organizations that are willing to participate in the survey. The survey will cover all organizations in manufacturing, wholesale and retrial sector, and some business service sectors with more than 50 employees and above. The data relevant to the present study are the amount of tangible fixed capital, number of employees, amount of ICT expenditure, and value-added which was calculated using double deflation, subtracting input from output (sales).

The survey questionnaire will include on organizational change, such as whether the organizations conducted a specific type of organizational change or business process reform during the period under study. The types of change or reform survey will also include flattening of hierarchy, reorganization of divisions, change in trade share, and increased outsourcing. The respondents will be asked to circle their choice of preference.

The results will indicate whether centralization (or centralization and decentralization) have a substantial productivity effect on ICT for Organizations that changed its decision making structure and the productivity effects are more marked for Organizations that conducted radical change of decision rights. Essentially, the finding will support or reject the effects of the change in decision rights accompanying ICT investment by the respondents in our sample. Thus, the responses may be interpreted as the perceived effects of changing decision rights by the organizations.

6.0 Conclusion

The importance of ICT can't be over emphasized on how it plays a key role in business innovation in various organizations. Therefore, effectiveness in ICT use in these sectors may have clearer effect on productivity performance, as compared to other organizations that are far lag behind.

This study aims to examine the impact of centralization and decentralization of decision rights on the productivity effects of ICT. Using SPSS Asian organizations, the increase in the partial elasticity of ICT due to changes in decision rights will be estimated, and the results will indicate whether centralization or both (centralization and decentralization) of decision substantially increases the productivity effects of ICT. Moreover, the finding will also highlight whether large gain in productivity are realized by organizations that went through a radical change in decision rights.

The sample grouped will be enough to give/predict evidence that the productivity effects of ICT due to reallocating decision rights is large enough for large organizations compared with SME's. The disparity in the ICT coefficients between large and small organizations may reflect the substantial advantages that large organizations have gained by increased coordination or enhanced decision making of workers. In addition, the sample will also report whether productivity effects of ICT due to reallocation of decision rights in the manufacturing sector, are realized by organizations that performed decentralization in the wholesale/retail sector and organizations that conducted centralization or decentralization in their organizations.

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Management by Objective as A tool for Organizational Performance In Guaranty Trust Bank Plc

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ABSTRACT

Although various management techniques have been in existence since business but the last two centuries have experienced a major change in their management. This can be seen in the improvement of the management system through the use of Management by Objective. it is in view of this that the study examined Management by Objective as a tool for Organizational Performance. A descriptive survey research design was used. the population of the study was both contract and permanent staffs of Guaranty Trust Bank Plc with a total of eleven thousand, two hundred and twenty-six (11,226). The sample size of 388 was determined through the use of Taro Yamane's formula. The Cronbach's alpha coefficient for the constructs ranged between 0.837 to 0.941. A total of 388 questionnaires were distributed with a response rate of 79.6%. The data gathered were analysed using regression analysis. The findings revealed that there is a significant impact of Management by objective on Organizational Performance. The study recommended that managers should encourage employee participation in the setting of organizational goal so as to encourage employees' commitment, satisfaction and performance and regular performance appraisal and feedback should be put in place which in turn leads to greater organizational performance.

Keywords: Management by Objective, Participative Decision Making, Performance Appraisal, Performance Feedback, Organizational Performance.

1.0   Introduction

Management by Objective has shown to be an effective management system but only limited numbers of countries in Africa has applied this technique and others are yet to apply it. The western region in Africa is the region that largely utilizes this technique (Nwite, 2016). In the western region of Africa, Nigeria is one of the countries that are currently applying MBO, in various business sectors and in different states (Nwite, 2016). Principals of secondary schools in Nigeria use MBO in administration and to strategize, in the management of school community relationship (Nwite, 2016). MBO is seen as being beneficial to the management of school, because it is used in achieving educational goals which is providing necessary education for the world today and the future (Wenceslaus, 2010), also in administration of Universal Basic Education in Makurdi, Nigeria, it is seen that MBO has significant effects on the decision making and in the administration.(Nwite, 2016).Some management of companies in Nigeria lack sufficient techniques and expertise to make them manage effectively (Ugwu, 2012). Management by Objective as a management technique which involves the participation of both superiors and subordinates participating in the setting of organizational goals for job task is used in various industries (Grigorios, 2012). Unfortunately many of the organizations are yet to adopt this technique in full commitment and support of their staff. They basically only often pay lip services to the MBO technique, thus excluding staff in standard/goal setting that involves them (Ugwu, 2012). They believe that employees lack sufficient expertise and as such their contribution will be insignificant to the organization. Also due to security purposes, employees are restricted from participating in the decision making process (Ugwu, 2012). This restriction placed on employees might lead to low productivity and performance in the organization, as there will be lack of motivation in completing job task and no sense of community in the organization.

Management by Objective as a management tool which does not only cut across the participation of both subordinate and superior, but also involves the monitoring and accessing of employees performance towards the goals (Drucker, 1954). Some organisations lack sufficient expertise to carry out appraisal and when done, they tend to neglect the goals set for employees (Ugwu, 2012). Such appraisal process might lead to employees slacking off and even pursuing of other objectives which are not related to the organization and as such reducing the productivity and performance of the organization. Management by Objective also does not clarify the process for attainment of the objective set and as such, different corrupt and unethical means are adopted by the employees in accomplishing the task given to them. Such unethical means might be unhealthy to the performance of the organization (Singh, Singh and Khan, 2016).

Banks in Nigeria have been applying various styles of management over the years in their banks as parameters of management, such as autocratic, democratic, laissez faire and so on (Okon & Isong, 2016). It is important to note that these management styles and technique require feedback from both within and outside the organization, Management by Objective is not an exemption. Feedback is a filial ingredient in Management by Objective as well as the organisation's system. Some organisations do not have an effective communication channel in place which can lead to a barrier in feedback (Drucker, 1964). Also some organisations do not carry out periodic and objective feedback and as such, they will be ignorant of the employees' performance and leave room for biased and wrong information (Surekha, 2012). Such ignorance has led to the delay in the rectifying of employees' drawback which had caused damage to the organisation's performance (Okon & Isong, 2016).

It is on this premise that the researcher intends to look at how Management by Objective can be employed as a tool for organizational performance in Nigeria. In order to investigate some of the above problems, one of the leading financial institutions in the country, Guaranty Trust Bank Plc, has been selected as a case study.

The main objective of this study is to find out the impact of Management by Objective on organizational performance.

1.1 Objectives of the Study
The specific objectives of this study are to:
1.   determine the impact of participative decision making on organizational performance
2.   assess the effect of performance appraisal on organizational performance
3.   investigate the effect of performance feedback on organizational performance.

1.2 Research Questions
The following research questions will be used as a guide to the research work/study:
1.   What is the impact of participative decision making on organizational performance?
2.   What is the effect of performance appraisal on organizational performance?
3.   What is the effect of performance feedback on organizational performance?

1.3 Research Hypotheses
In this study, the following hypotheses are put forward;
Ho_1:   Participative decision making does not have an impact on organizational performance.
Ho_2:   Performance appraisal does not have an effect on organizational performance.
Ho_3:   Performance Feedback does not have an effect on organizational performance.

2.0   Literature Review
2.1 Conceptual Review
2.1.1 The Concept of Management by Objective

Management by objectives (MBO) is a process of agreeing upon objectives within an organisation so that management and employees agree to the objectives and understand what they are (Drucker, 1964). Managers must avoid the 'activity trap' of being busy with day to day activities; they must remain focused on their purpose. Drucker "management by objectives" (MBO) has been implemented to great effect in many organisations. Recognizing that objectives for MBO must be SMART (Specific, Measurable, Achievable, Realistic and Time-specific) is essential to success (Drucker, 1964).

According to Drucker, managers should adopt the goal of lower-level management, senior managers when the organisation established the organisation goal, they must be effectively broken down into various departments, as well as the individual sub-goals, the manager under sub-targets in the right lower for assessment of performance management by objectives is the essence of the value-oriented, management by objective makes the whole company, each department, each person can have in advance a clear quantifiable targets, things they can check the evaluation, and afterwards they can reward and punishment honored to achieve a comprehensive, fair and interactive Management. MBO is designed to improve the management process and maximize the effectiveness of the members of individual teams (Drucker, 1964).

MBO is meant to help the employee assess and prioritize efforts to make certain those efforts are focused on the bottom line and organizational values. The process also helps the team understand what the organisation does not value and what it may not need to do any more. (Drucker, 1964).

2.1.2 Participative Decision Making

"Participative decision making is known by many names including participative management, shared leadership, employee empowerment, employee involvement, dispersed leadership, open-book management, or industrial democracy" (Antoni, 2005). Employee participation deals with the need for cooperation between employer and employees (Bendix, 2001). PDM is the process which involves employees and administration sharing information processing, decision making and problem solving in the organization (Wagner, 1994). According to Kombo, Obonyo and Oloko (2014), it is special form of delegation in which the subordinate gain greater control, freedom of choice with respect to the bridging the communication gap between the management and the workers. The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving, and decision-making" (Locke & Schweiger, 1979)

2.1.3 Performance Appraisal

Performance appraisal is the measure of the value of the task done by an individual. Performance appraisal is an employee's accomplishment of assigned work as specified in the critical elements and as measured against standards of the employee's position (Boateng, 2011). Performance appraisal is giving value to the duties and responsibility assigned to employees. Task appraisal is a method by which the job performance of an employee is evaluated in terms of the degree of effectiveness by corresponding manager or supervisor (Adofo, 2011). It can also be termed as an analysis of an employee's recent successes and failures, personal strengths and weaknesses and suitability for further training (Boateng, 2011). Task appraisal improves and develops employee competence. Task appraisals improve employees' skills by identifying and improving on their weaknesses. Banjoko (2005) explains that task appraisal is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating growth and development in employees through training, coaching, counseling and feedback of appraisal information.

2.1.4 Performance Feedback

Regardless of whether you are a senior executive or just starting out, everyone wants to know how he is doing at his job. Feedback is an essential communication tool in business performance management. One of the most effective techniques is constructive feedback, but all feedback calls for giving and receiving information (Danna & Griffin, 1999). The performance feedback process is ongoing between managers and employees. The exchange of information involves both performance expected and performance exhibited (Danna & Griffin, 1999). According to Indiana University Human Resources Service, "Constructive feedback can praise good performance or correct poor performance and should always be tied to the performance standards." Feedback exhibits these characteristics; Management, Structure, Confidentiality, Timing and Successful feedback (Danna & Griffin, 1999).

2.1.4 Organizational Performance

Organisational performance comprises the actual results of an organisation as measured against its intended outputs (or goals and objectives). Organisational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. According to Richard, Devinney, Yip and Johnson (2009) organizational performance encompasses three specific areas of firm outcomes: Financial performance (profits return on assets, return

on investment, etc.); Product market performance (sales, market share, etc.); Shareholder return (total shareholder return, economic value added, etc.). The term organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development.

In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: Financial performance (e.g. shareholder return); Customer service; Social responsibility (e.g. corporate citizenship, community outreach); Employee stewardship; Organizational performance; Performance measurement systems; Performance Improvement and Organizational engineering. (Kanter & Brinkerhoff, 1981)

2.2 THEORETICAL REVIEW

The study was anchored on Hollman's Model (2013).This model consists of a number of the following distinctive steps: Identification of managers' key areas of job responsibility; establishment of specific objectives in each key area of responsibility; periodic review of progress toward objectives and end-of-period evaluation of managers' performance on objectives. This model identified that the managers' assessments of MBO effectiveness were measured in terms of seven MBO effectiveness dimensions namely; planning and organizing work, objective method of evaluating work performance, motivation of the best performance, coordination of individual and work group objectives, improvement in manager-employee communication, improvement in manager-employee cooperation and overall satisfaction with MBO (Hollmann, 2013).

2.3 EMPIRICAL REVIEW

2.3.1 Empirical Framework of Participative Decision Making and Organisational Performance

Udu and Aturu-Aghedo (2016) in their study "Effects of participative decision making on the performance of Federal Airports Authority of Nigeria (FAAN), Lagos" The broad objective of this study is to find out if the employee actively participates in decision making and the effect on organizational performance. Primary data was utilized in this study. Questionnaire was used as the primary source of primary data. ANOVA was used to test for the null hypotheses. SPSS was used at arriving at the findings. The findings of this study indicated that the use of participative decision making will increase an organisation's performance to a higher level.

Rizwan, Yasin, Sadaf, Hina and Hina (2013) in their

study "Effect of Knowledge Sharing, Participative Decision Making and Transformational Leadership on Organisational performance" This study seeks to study the impact of knowledge sharing, Participative Decision Making and Transformational Leadership on Organisationla performance. Data was collected through questionnaire from health, education, manufacturing, telecom and financial sector of Gujiranwala and Lahore region of Pakistan using stratified random sampling technique. Sample size was 300 and 245 complete questionnaires were received back. The result indicated that participative decision making helps in improving organizational performance through goal attainment.

Ezennaya (2011) in her study "Employee participative decision making and its impact on productivity: An appraisal of government printing press and two other private publishing firms in Enugu" This study examined employee participation in decision making and its impact on productivity using three publishing outfits in Enugu namely; Government Printing Press, ROCANA Nig ltd and GOSTAK Nig Ltd. The population consisted of managers and employees in firms stated above which is located at Enugu urban. The sample size for the study was 137. Questionnaire and Oral interview was used as an instrument for collecting data from managers and employees. The outcome of the study was analyzed by the use of tables and percentages while the three hypotheses formulated were tested by the use of chi square. The result of the study is as follows: Participative decision making does not involve participation at all levels of management; there is a positive relationship between participative management and productivity; the investment effort in the practice of participation has not been yielding the desired output; there are diverse perceptions of participation among the workers and managers and the pressing problem facing the practice of participation is that employees and managers misconstrue participation in decision making.

Oyebamiji, (2018) in her study "Influence of Employees Participation in Decision Making on Organisation Performance: A Study of Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso, Oyo State, Nigeria" This study examines the influence of employees' participation in decision making on organization performance with reference to Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomoso, Oyo State, Nigeria. The total population for this study was 800. Purposive random sampling technique was used to select Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso Oyo State, Nigeria, while simple random sampling method was used to select 205 respondents. Data were sourced through a structured questionnaire and frequency, percentage, means, standard deviation

and linear regression analysis were employed to analyze the data. The findings of this study indicated that both direct and representative participation both have a positive and significant impact on organizational performance. Also results indicated that there is a low level of employee participation in LAUTECH teaching hospital, Ogbomoso due to unwillingness of management to share decision making with employees.

Nwoko and Emerole (2017) in their study "Effect of Employees Participation in Decision Making on Organisational Performance: A study of National Root Crops Research Institute Umudike (2012-2016) This study focused on the effect of employees' participation in decision making on organizational performance with reference to National Root Crops Research Institutes Umudike (NRCRI). The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The result of the finding revealed that there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Also employees' participation in the decision making has a low positive effect on the productivity of the institution with correlation coefficient of $r = 0.228$.

2.3.3 Empirical Review of Performance Appraisal and Organizational Performance

Obi (2016) in his study "Performance Appraisal as a Tool for Enhancing Productivity in an Organisation" This study focus on using performance appraisal as a tool for enhancing productivity in an organization. Descriptive research design was adopted in this study. Interviews and questionnaire were used in collecting data. Data obtained were analyzed using tables and percentages. The result indicated that performance appraisal helps an organization to position employees adequately for optimum productivity.

Wachiuri (2017) in her study "Effect of performance appraisal on organizational performance: A case study of KPMG Kenya" The purpose of this research is to investigate the extent of performance appraisals in measuring performance of an organization" A descriptive research was used and the research used questionnaire in collecting of data. The population of the study was 50. 50 questionnaires were distributed to KPMG staff. Data was analyzed using both descriptive and inferential statistics by using SPSS and the results were presents in figures and tables. Regression analysis was used in analyzing of the variables. The findings indicated that objective based appraisals contribute to organisational performance.

Mwema and Gachunga (2014) in their study "The

influence of performance appraisal on employees productivity in organisations: A case study of selected WHO offices in East Africa" The objective of this study is to establish the effects of performance appraisal on employee productivity a case study of World Health Organisation (WHO). Descriptive design was adopted in this study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. The result indicated that organisations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employees' productivity.

Kolawole, Komolafe, Adebayo, and Adegoroye (2013). In their study "Appraisal System: A Tool for Performance in Selected Organisations in Nigeria" This study focuses on the use of performance appraisal in most organisations in Nigeria. This study used National Petroleum Investment Management Services and National Engineering and Technical Company in Lagos as a case study. The sample size taken was 620 that is, 129 and 27 respectively using stratified sampling technique. Questionnaire was used in the collection of data. Both qualitative and quantitative data were collected for this study. The analysis used for analyzing the data was SPSS while content analysis was utilized in analyzing the qualitative data. The finding of this study shows that employees have good knowledge of performance appraisal but their attitude towards it is not positive because of the way it is done.

2.3.4 Empirical Review of Performance Feedback and Organisational Performance

Nar (2017) in his study "The Role of Feedback in Employee Performance Improvement" This study deals with the role of feedback in employee performance. This study used five hypotheses to look into various aspect of feedback. Primary data was majorly used in obtaining data. Correlation was the unit of analysis used in this study. The result suggested that there is a correlation between feedback and performance.

Singh, Tiwari, and Singh (2010) in their study "Performance Feedback, Mental Workload and Monitoring Efficiency" The objective of this study is to examine the effect of success and failure performance feedback on perceived mental workload and monitoring performance in flight situation task. The revised version of the multi-attribute task battery (MATB) was administered on 20 non-pilot participants. The performance was recorded as hit rates false alarms and root mean square errors. Mental workload was accessed using NASA-TLX questionnaire. The result showed that performance feedback did not have a significant effect on mental workload and malfunction detection.

Dahling, O'Malley and. Chau (2015) in their study

"Effects of Feedback Motives on Inquiry and Performance" The purpose of this study is to examine how two motives for feedback-seeking behavior, the instrumental and image enhancement motives, impact the feedback-seeking process and supervisor ratings of task performance. For this study, correlational data were collected from supervisor-subordinate dyads and analysed with path analysis. The result show that perceptions of a supportive supervisory feedback environment are associated with both higher instrumental and image enhancement motives. The instrumental motive fully mediates the relationship between the feedback environment and feedback-seeking behavior. However, the positive effect of feedback-seeking behavior on task performance ratings made by supervisors is only significant when the image enhancement motive is low.

3   Methodology

This study adopted descriptive survey research design through the use of questionnaire. The population of the study comprised of 11,226 staff of First Bank of Nigeria PLC. The sample size of this study was 388 staff which was determined through the use of a formula derived by Taro Yamanne. The data was analysed using a statistical tool of Regression Analysis with the aid of the Statistical Package for Social Sciences (SPSS version 22.0) at 5% level of significance. Descriptive Statistics was also used to analyse the relevant data.

4   Analysis & Results/ Discussions

H_{O1}: impact of participative decision making on organizational performance in Guaranty Trust Bank Plc.

In order to test hypothesis one, standard simple regression analysis was used. Data on of participative decision making on organizational performance in Guaranty Trust Bank Plc. were obtained by adding the items under each of the variable. The results of the test of hypothesis are presented in Table 5.

Table 1: The Overall Significance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394	.156	.127	.101513

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.068	2	6.776	6.776	.015
	Residual	.377	309	.010		
	Total	.433	307			
a. Dependent Variable: Participative Decision Making						
b. Predictors: (Constant), Organizational Performance						

Source: *Field Survey 2019*

Table 2 Regression Coefficients

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.461	.145		3.065	.004	10.104	12.107
	Participative Decision Making	.482	.164	.393	2.672	.015	.167	.278
a. Dependent Variable: Organizational Performance								

Source: *Field Survey 2019*

The results presented in table 1 show the effect that participative decision making have on organizational performance was significant ($F = 6.776$, $p < 0.05$). From the table, 15% of the variation in organizational performance was explained by variation in participative decision making(R square $= .156$, $p < 0.05$). β was also statistically significant ($β = 0.482$, $t = 2.672$, $p < 0.05$). Overall, regression results presented in table 2 indicate that participative decision making has positive effect on organizational performance

The hypothesis that participative decision making impact organizational performance was therefore confirmed for organizational performance indicators. As participative decision making increases, organizational performance increases in Guaranty Trust Bank Plc.

$$OP = .461 + .482 PDM + ?$$
....(Eqn. 1)

Where:

OP = Organizational performance
PDM = Participative decision making
? = Error term

Discussion

The regression equation one indicates that the parameter estimates complied with a priori expectation which explains that participative decision making will increase organizational performance of Guaranty Trust Bank Plc. The constant is 0.461 implies that if participative decision making is zero, organizational performance would be 0.482. The coefficient of participative decision making is 0.482 which indicates that a 1-unit increase in participative decision making is associated with a 0.482 units increase in organizational performance of Guaranty Trust Bank Plc. This implies that an increase in participative decision making will subsequently increase performance of participative decision making. The result of hypothesis one demonstrates that participative decision making of Guaranty Trust Bank Plc. has a significant effect on performance of Guaranty Trust Bank Plc.

Nwoko and Emerole (2017) in their study "Effect of Employees Participation in Decision Making on Organisational Performance: A study of National Root Crops Research Institute Umudike (2012-2016) This study focused on the effect of employees' participation in decision making on organizational performance with reference to National Root Crops Research Institutes Umudike (NRCRI). The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The result of the finding revealed that there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Also employees' participation in the decision making has a low positive effect on the productivity of the institution with correlation coefficient of r = 0.228.

Oyebamiji (2018) in her study "Influence of Employees Participation in Decision Making on Organisation Performance: A Study of Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso, Oyo State, Nigeria" This study examines the influence of employees' participation in decision making on organization performance with reference to Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomoso, Oyo State, Nigeria. The total population for this study was 800. Purposive random sampling technique was used to select Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso Oyo State, Nigeria, while simple random sampling method was used to select 205 respondents. Data were sourced through a structured questionnaire and frequency, percentage, means, standard deviation and linear regression analysis were employed to analyze the data. The findings of this study indicated that both direct and representative participation both have a positive and significant impact on organizational performance. Also results indicated that there is a low level of employee participation in LAUTECH teaching hospital, Ogbomoso due to unwillingness of management to share decision making with employees.

Ho₂: there is no significant relationship between performance appraisals on organizational performance.

Table 3: The Overall Significance

ModelSummary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332	.146	.119	.101217

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.077	2	7.342	6.532	.015
	Residual	.353	309	.018		
	Total	.514	307			
a. Dependent Variable: Employees Performance						
b. Predictors: (Constant), Performance Appraisal						

Source: *Field Survey 2019*

Table 4 : Régression Coefficients

Coefficientsª								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.474	.134		3.181	.004	11.135	14.271
	Performance Appraisal	.463	.172	.269	2.912	.015	.164	.251
a. Dependent Variable: Organizational performance								

Source: *Field Survey 2019*

The results presented in table 3 show the effect that performance appraisal have on organizational performance was significant ($F = 7.342$, $p < 0.05$). From the table, 15% of the variation in organizational performance was explained by variation in performance appraisal(R square $= .146$, $p < 0.05$). β was also statistically significant (β = 0.463, $t = 2.913$, $p < 0.05$). Overall, regression results presented in table 4 indicate that performance appraisal has positive effect on organizational performance.

The hypothesis that performance appraisal affect organizational performance was therefore confirmed for organizational performance indicators. As performance appraisal increases, organizational performance increases in Guaranty Trust Bank Plc.

$$OP = .474 + .463PA + ?$$

………………………………………………
(Eqn. 2)

Where:
OP = Organizational performance
PA = Performance Appraisal
? = Error term

Discussion

The regression equation one indicates that the parameter estimates complied with a priori expectation which explains that performance appraisal will increase organizational performance of Guaranty Trust Bank Plc. The constant is 0.474 implies that if performance appraisal is zero, organizational performance would be 0.463. The coefficient of performance appraisal is 0.474 which indicates that a 1-unit increase in performance appraisal is associated with a 0.461 units increase in organizational performance of Guaranty Trust Bank Plc. This implies that an increase in performance appraisal will subsequently increase organizational performance. The result of hypothesis one demonstrates that performance appraisal of Guaranty Trust Bank Plc. has a significant effect on organizational performance of Guaranty Trust Bank Plc.

Wachiuri (2017) in her study "Effect of performance appraisal on organizational performance: A case study of KPMG Kenya" The purpose of this research is to investigate the extent of performance appraisals in measuring performance of an organization" A descriptive research was used and the research used questionnaire in collecting of data. The population of the study was 50. 50 questionnaires were distributed to KPMG staff. Data was analyzed using both descriptive and inferential statistics by using SPSS and the results were presents in figures and tables. Regression analysis was used in analyzing of the variables. The findings indicated that objective based appraisals contribute to organisational performance.

Mwema and Gachunga (2014) in their study "The influence of performance appraisal on employees productivity in organisations: A case study of selected WHO offices in East Africa" The objective of this study is to establish the effects of performance appraisal on employee productivity a case study of World Health Organisation (WHO). Descriptive design was adopted in this study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. The result indicated that organisations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employees' productivity.

H_{03}: There is no significant effect of performance feedback on organizational performance in Guaranty Trust Bank Plc.

Hypothesis three was tested using simple regression

Table 5: The Overall Significance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534	.313	. 256	.094053

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.097	3	.034	3.762	.023
	Residual	.231	26	.009		
	Total	.327	29			
a. Dependent Variable: performance feedback						
b. Predictors: (Constant), Organizational performance						

Source: *Field Survey 2019*

Table 6: Régression Coefficients

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	431	.175		2.604	.024	12.140	13.143
	performance feedback	.463	.216	.443	2.251	.041	.117	.231
a. Dependent Variable: Organizational performance								

Source: *Field Survey 2019*

The results presented in table 5 show the effect that performance feedback have on organizational performance was significant (R Square = 313, F = 3.762, p < 0.05). From the table, 15% of the variation in organizational performance was explained by variation in performance feedback (R square =.313, p < 0.05). β was also statistically significant (β = 0.431, t= 0.463, p < 0.05). Overall, regression results presented in table 6 indicate that performance feedback has positive effect on organizational performance.

The hypothesis that performance feedback affects organizational performance was therefore confirmed for organizational performance indicators. As performance feedback increases, organizational performance increases in Guaranty Trust Bank Plc.

$$OP = .431 + .463PF + ?$$
………………………………………………
….(Eqn. 3)

Where:
OP = Organizational Performance
PF = Performance Feedback
? = Error term

Discussion
The regression equation one indicates that the parameter estimates complied with a priori expectation which explains that performance feedback will increase organizational performance of Guaranty Trust Bank Plc. The constant is 0.431 implies that if feedback content is zero, organizational performance would be 0.463. The coefficient of performance feedback is 0.431 which indicates that a 1-unit increase in performance feedback is associated with a 0.463 units increase in organizational performance of Guaranty Trust Bank Plc. This implies that an increase in performance feedback will subsequently increase organizational performance of performance feedback. The result of hypothesis one demonstrates that performance feedback of Guaranty Trust Bank Plc. has a significant effect on organizational performance of Guaranty Trust Bank Plc.

Nar (2017) in his study "The Role of Feedback in Employee Performance Improvement" This study deals with the role of feedback in employee performance. This study used five hypotheses to look into various aspect of feedback. Primary data was majorly used in obtaining data. Correlation was the unit of analysis used in this study. The result suggested that there is a correlation between feedback and performance.

5.0   Conclusion & Recommendations
It is imperative to consider that this research work on Management by Objective and Organisational performance is not exhaustive but dynamic conclusions can be drawn from it. Management by Objective is a process whereby subordinate and superior come together in formulating of organizational goals. In Management by Objective employee and superior work together in order to achieve the goal set. Management by Objective is made up of various stages, starting from the goal formulation to performance feedback. Management by Objective was discovered in this work as having a significant effect on organizational performance, as well as it's process, that is, participative decision making, performance appraisal and performance feedback, has a positive relationship with organizational performance. Management by Objective has a positive impact on the growth and productivity of the organization. That is, with the increase in any of these variables will lead to an increase in organizational performance.

The study recommended that Participative Decision Making should be encouraged in the organization. Employees should be given the opportunity to share their ideas with the organization. By allowing employees to be involved in the decision making, will lead to the accumulation of creative and innovative ideas in the organization. Employees tend to work harder when they know that their input in the organization is of importance; Managers should refrain from exercising appraisals in areas that isn't in line with the goal of the organization. Appraisals should be objective and result-oriented. Performance appraisal should be carried out using the goals of the organization as criteria.

Efficient performance appraisals reduces the rate of absenteeism, provides room for promotion, other incentives, creates job satisfaction, motivates employees and improves the performance of the organization; To be able to control and monitor the progress in the organization, feedback should be taken at a regular basis. Feedback serves as a means of keeping track of the activities in the organization. An unbiased feedback system should be put in place. Information passed from one individual to another in the organization is clarified through the use of feedback. Performance feedback helps in improving employees' skills and organizational performance; Management by Objective, as the name implies managing based on the objective set. Goals should not just be set, but strict attention should be paid to the accomplishment of this goal set. Every activity in the organization should be based on the goals set. That is they should not deviate from the actual reason (objective) of operation.

6.0 Suggestion for future research
This research is not exhaustive. It has only added vital value to the existing researches, because Management by Objective is a broad topic and there are still other aspects of Management by Objective that needs to be brought to light. Also as time passes, the rate at which MBO is being applied in organizations diminishes. Therefore it is suggested that further study should be carried on the effect of Management by Objective on organizational Performance using other industries as case study.

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Managing The Collective Bargaining Option For Conflict Resolution In Chevron Nigeria Limited: An Ecological Approach

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ABSTRACT

The study examined collective bargaining option for conflict resolution in Chevron Nigeria Limited. The data utilized were obtained from both primary and secondary sources. The study revealed among others the understanding by the management of Chevron Nigeria Limited of the collective bargaining option as a magic-cure for resolution of conflicts with the various unions and there is poor level of commitment to the implementation of the collective agreements by management of the company. The study recommended the exigency of proper management of the reward system in Chevron Nigeria Limited in order to avoid huge differentials among different categories of employees.

Key Words: Collective Bargaining, Conflict-Resolution, Chevron, Nigeria.

Background to the Study

Globally, conflict has become a feature of societies, organizations and sundry groups. This recognition may not be unconnected with the reasoning that in any group setting including organizations, there exist varying and conflicting interests among members. The absence of a monolithic interest among individuals is therefore a plausible explanation for the inevitability of conflicts within groups, organizations and societies. It is therefore instructive to note that beyond the recognition that conflicts exist in organizational contexts or environments, is the primacy of developing and applying the appropriate strategies and tools for managing conflicts. This is especially because organizational harmony is not synonymous with the absence of conflict. The above reasoning underscores the importance of collective bargaining in conflict resolution. Arguably, collective bargaining is a necessary tool for resolving conflicts in organizations. All the same, the collective bargaining option is not a sufficient condition for industrial harmony. This position explains the exigency of genuine realization of the value and potential benefits of the above option and the need to be committed to the implementation of collective agreements.

Statement of the Problem

Despite the utilitarian value of collective bargaining as highlighted in peace and conflict management studies (Mamoria et al 2012, Ratnam 2013 & Bean 2015), conflicts including strikes have remained common place. At the heart of the poor efficacy of the collective bargaining instrument for conflict resolution in organizations, is the near absence of an ecological approach to the management of the collective bargaining option largely due to the wrong perception of the option as a magic cure for organizational conflicts. This study therefore examines the efficacy of the ecological approach to the management of the collective bargaining instrument for the resolution of conflicts between management and contract workers in Chevron Nigeria Limited.

Objectives of the Study

The objectives of the study are to:

i.   Examine the impact of the poor understanding of the collective bargaining option as magic cure for organizational conflicts on conflict management in Chevron Nigeria Limited.

ii.   Investigate the relevance of the ecological approach to the management of the collective bargaining option for effective conflicts resolution in Chevron Nigeria Limited.

iii.   Assess the commitment of the management of Chevron Nigeria Limited to collective bargaining with the umbrella union of contract workers in the organization.

iv.   Make valuable recommendations for an efficacious management of the collective bargaining system and practice through an ecological approach.

Research Questions

i.   Is there any relationship between the poor understanding of the collective bargaining option as magic cure for organizational conflicts and conflict management in Chevron Nigeria Limited?

ii.   Is there any relationship between the ecological approach to the management of the collective bargaining option and effective conflict resolution in Chevron Nigeria Limited?

iii.   Is there any relationship between the commitment of the management of Chevron Nigeria Limited to the collective bargaining option and effective conflict resolution in the Organization?

Review of Relevant Literature and Theoretical Framework

Conflict: A Conceptual Clarification

According to Kornhauser et al (2012), conflict is the total range of behavior and attitudes that express opposition and divergent orientations between individual owners and managers on the one hand and working people and their organizations. The commonsense view of conflict is that of a process that is disruptive and destructive and a similar assumption predominates among Sociologists also. In fact, Sociological orthodoxy has something of a fixation about 'order' and it tends to treat any threat to the stability of the status quo as a problem to be both deplored and if possible eliminated (Hyman, 2009). Another sociological tradition, very much in minority, has tended to define the status quo as the 'problem' and to welcome conflict as a possible precursor of an alternative form of social order. There is yet a third and an increasingly influential approach, which insists that paradoxically, the expression of conflict can act as a means of reinforcing the status quo. It should therefore be stated, at the onset, that conflict is indicative of an adversarial relationship between management and employees. However, if

conflict is institutionalized, it helps to create a peaceful industrial relations climate in the work place. This explains why industrial peace does not mean absence of conflict. Although conflict is an element in the maintenance of peace and equilibrium in the industrial relations system, there is a point beyond which conflict can take both positive and negative forms. Conflicts in its positive form can bring about improvement in the working conditions of staff, while negative form of conflict becomes destructive and undesirable.

Besides, the conflict universe encompasses both collective and individual responses, including not only strikes (concerted, temporary cessations of work) but sabotage, work slowdowns and boycotts as well as individual actions such as absenteeism and quitting (Bean, 2015). The possibility of conflict exists among members of the widest variety of potentially co-operative, but frequently antagonistic interest groups working in contemporary organizations. Each episode of conflict may represent a limited trial of strength intended to preserve or, more usually, to modify the industrial status quo, that is, to bring about some changes in the rules that regulate the relationships of the parties concerned. Conflicts are endemic to industrial societies. In the face of the strength and advantage of labour-management cooperation, the interests of both parties usually seem to be opposed and conflicting. Conflicts may either be sustained and organized or sporadic and unorganized (Ratnam, 2013). They may manifest themselves in the form of a strike or a go-slow, which are essentially calculated attempts to apply pressure so as to alter the situation. It should therefore be stated, at the onset, that conflict is indicative of an adversarial relationship between management and employees. However, if conflict is institutionalized, it helps to create a peaceful industrial relations climate in the work place. This explains why industrial peace does not mean absence of conflict.

Causes of Conflicts
Although a multitude of causes lead to conflicts, it is not always easy, in specific instances, to ascertain the particular cause or causes involved. The surface manifestations of unrest and dissatisfaction that appear to be responsible for work stoppage may cover deep-seated and more basic causes that cannot be observed at first sight. Moreover, the relative importance of the causes, when more than one is present, is often very difficult to evaluate (Mamoria et al 2012). However, it has been pointed out by industrial relations experts that the causes of conflicts between labour and management are usually the same, wherever capitalist economy

prevails. In this context, the development of capitalistic enterprise, which means the control of the tools of production by a small entrepreneurial class, has brought to the fore the acute problem of friction between management and labour throughout the world (Mamoria et al 2012 citing Mukerjee). When people sell their services and spend their working lives on the premises of the purchaser of those services, a varying amount of dissatisfaction, discontent and industrial unrest are likely to occur (Mamoria et al 2012). The employees are especially interested in higher wages, healthy working conditions, opportunity to advance and satisfying work. When such things are denied to them (because employers cut down their expenditure on labour to inflate their profits), they are forced to exert their rights and stop working to make the employers understand their grievances and redress them. Industrial relations may be harmonious or strained and acrimonious. In the latter case, there may be many causes that are rooted in historical, political and socio-economic factors, and in the attitudes of workers and their employers. These causes of industrial disputes therefore include the following (Mamoria et al 2012).

Industry-Related Factors: Under this category, some of the causes of a dispute may be the industry-related factors pertaining to employment, work, wages, hours of work, privileges, the rights and obligations of employees and employers, terms and conditions of employment, including matters pertaining to dismissal or non-employment of any person, registered agreement, settlement or award; and demarcation of the function of an employee.

Management-Related Factors: The management –related factors that lead to conflict include management's unwilling to talk over any dispute with the employees or their representatives or refer it to "arbitration" even when trade unions want it to do so enrages the workers. The management's unwillingness to recognize a particular trade union and the dilatory tactics to which it resorts while verifying the representative character of any trade union is also a very fruitful source of industrial strife. Even when employers have recognized the representative trade unions, they do not in a number of cases; delegate enough authority to their officials to negotiate with their workers, even though the representatives of labour are willing to commit themselves to a particular settlement. Again, whenever, during negotiations for the settlement of a dispute, the representatives of employers unnecessarily and unjustifiably take the side of the management, tensions are created, which often lead to strikes, go-slow or lockouts. The management's insistence that it is solely responsible for recruitment,

promotion, transfer, merit awards, etc and there is no need to consult employees in regards to any of these matters equally annoys workers who in turn become un-co-operative and unhelpful and often resort to strikes.

Government-Related Factors: The various government-related factors that breed conflict include the changes in economic policies that create many dispute situations. Though there exists a plethora of enactments for the promotion of harmonious industrial relations, yet their ineffective or unsatisfactory working engenders conflicts. Most of the labour laws may have lost their relevance in the context of the changing industrial relations climate/culture.

Collective Bargaining: A Conceptual Understanding

Collective bargaining is treaty-making and treaty-enforcing process undertaken by the chosen representatives of management and labour (Damachi, 2008). In the view of Adeogun (2017), collective bargaining is a term applied to those arrangements under which wages and conditions of employment are settled by a bargain in the form of an agreement made between employers or association of employers and workers organizations. This definition by Adeogun focuses on agreement, which is thus the product of the process and which is not only termed collective agreement, but normally covers a great variety of matters such as rates of wages, hours of work, holiday, sick pay, overtime conditions, employment of apprentices, redundancy and procedure for settlement of grievances.

Besides, collective bargaining can also be seen in effect as meaning sharing this power with which management is invested to enable it to carry out its wide responsibilities with trade unions or representatives of employees who are entrusted with the same responsibilities (Webs, 2013). According to Imoisili (2008), Labour decree No. 21 of 1974, as amended in 1978 defines collective bargaining as "the process of arriving or attempting to arrive at a collective agreement. However, the "modern conception of collective bargaining is much wider than as stated above. Yesufu (2014) also posits that collective bargaining includes all methods by which groups of workers and the relevant employers come together to attempt to reach agreement in matters under discussion by a process of negotiation. Such matters are often regarded as constituting a challenge, which generates a relationship of competitive rivalry, and the usual method of reaching a decision is that of compromise and

authority, tends to be derived from the relative strength of the parties involved.

Federal Ministry of Employment Labour and Productivity defines collective bargaining in the traditional sense as negotiations about working conditions and terms of employment between an employer, a group of employers and one or more employers' organizations on the one hand and one or more representative workers' organizations on the other with a view to reaching agreement (Ubeku, 1983). Imoisili (2008) equally opines that collective bargaining is a process as well as a philosophy of agreeing on the terms and conditions of service between an employer (or group of employers) and his workers (or their union). The International Labour Organization (ILO, 2012) describes collective bargaining as "voluntary negotiation between employers or employers' organizations and workers' organizations with a view to regulating terms and conditions of employment by collective agreements. Chamberlain & Kuhn (2011), contends that collective bargaining is a means of contracting for the sale of labour, a form of industrial government and method of management, while Fashoyin (2000) views collective bargaining as a form of industrial jurisprudence in the work place where rules are jointly made by the employees and the employers or their representatives. Whitehead (2007) postulates that collective bargaining is a means of creating industrial peace. He identifies three aspects of collective bargaining: first, is joint control, which is often the likely cause of disputes, the second refers to procedures, which provides for resolution of disputes without a recourse to industrial action and thirdly, that sanctions can be applied if negotiation breaks down. Igun and Okumagba (2003) maintains that collective bargaining can be said to mean essentially a compromise and balancing of opposing pressure of two social groups who have enough mutual interests and aims to reach an acceptable agreement. Harbison & Coleman (2001) contends that collective bargaining is a process of accommodation between two institutions, which have both common conflict of interest, while Hyman (2005) see collective bargaining as a study concerning processes of control over work relations.

In sum, collective bargaining involves negotiation about working conditions and terms of employment of people who are affected by employer-employee relationship. It may deal with (a) the employment or non-employment of certain persons (b) conditions of labour which denotes the various physical conditions under which people work in wage employment which is found to be more regulated by law than collective bargaining matters like safety, health and welfare

have been considered to be more appropriate subjects for government regulation, and the need to protect physical well being of employees at least against the worst hazard of industrial employment, has been recognized for a long time. However, conditions of labour have also been the subject of negotiations and sometimes of formal collective agreement.

Collective Bargaining in Chevron Nigeria Limited

In Chevron Nigeria Limited (CNL), there is a collective agreement between CNL and the contract companies. Existing collective agreements are usually entered into by representatives of the management of Chevron Nigeria Limited and representatives of the unions (National Union of Petroleum and Natural Gas Workers and PENGANSSAN). The collective bargaining system in CNL is therefore based on collective agreements that are reviewable every two years and they are usually the product of bargaining between the parties to the agreement [the company and the union] in a free and voluntary association in the interest of good and harmonious relations to determine and regulate the conditions of employment of the companies' employees.

The representatives of management of CNL and those of the unions usually meet under the umbrella of the Joint Negotiation Committee (JNC). Negotiations and collective agreements normally cover basic salary, transport allowance, feeding allowance, rent allowance, electricity allowance and feeding allowance usually referred to as gross pay. The company recognizes the union as the sole collective bargaining agent in respect of salaries, wages and other conditions of employment of those of the company's employees who are members of the union and are covered by collective agreements. The company agrees to negotiate with only the union on behalf of such employees who are members of the union and this shall however, not be in derogation of the provisions of the Trade Union Act of 1973 and its amendments.

All collective agreements have tenure of two years. A month to the expiration of each existing collective agreement, the union is expected to communicate to the management of Chevron Nigeria Limited indicating its intention and readiness to enter into a new agreement. The management on the other hand, is expected to inform the union of its willingness to renegotiate the existing collective agreement after it has adequately and duly studied the proposal from the union. Management is also expected to communicate to the union a favourable date including time and venue. During the renegotiation process, both parties (management and the union) are expected to deliberate on the proposal from the union and arrive at a consensus after some compromises. Whatever is eventually agreed to by both parties is considered as representative of the genuine interest of all stakeholders (CNL, 2014).   Under the collective bargaining system of CNL, the management recognizes the right of the union to nominate its member to attend trade union meetings, conferences and seminars and such delegates shall be granted permission with full pay by the management upon the receipt of a request from the National or Zonal secretariat. Request other than for emergency meetings, shall however be submitted in writing to the management at least one week in advance to allow for operational planning. The management will provide assistance and co-operation to the union on such occasions. Notwithstanding the provision above, the union shall be represented at all management – union collective bargaining meetings by 10(ten) persons drawn from NUPENG and PENGANSSAN. Management shall in all such cases bear the cost of passage and board of the union team. At JCC meetings, which shall take place at company level, the union shall be represented by six (6) union representatives of the respective contract companies.

Collective Bargaining for Conflict Resolution in Chevron Nigeria Limited

The company and the union accept the principles of collective bargaining for the determination of salaries and other conditions of employment. Similarly, the company agrees that the union shall have the right to exercise its functions as set out in collective agreements and manage its own affairs without interference from the company. All cases of payments, benefits and other conditions of service are determined by the provisions of collective agreements. The principle of "No Work, No Pay" is affirmed and upheld with regard to stoppages of work and the union agrees that its member shall co-operate with the company in carrying its legitimate functions and instructions in the event of a disagreement, both sides meet in order to resolve the issue in accordance with the grievance procedure as contained in clause 16 of the Collective Bargaining Agreement. In joint recognition by the company and the union, it is understood that there will be no victimization or intimidation of any employee or any union official by the company because of his trade union activities.

The Joint Consultative Committee (JCC) which will meet at company level on quarterly basis as follows: January to March (1st quarter), April to June (2nd quarter), July to September (3rd quarter), and October to December (4th quarter) respectively under the

chairmanship of management representative. A week's notice shall be given either party to hold the meeting.

In the event that the union changes its name or registers with the Register of Trade unions under another name during the term of this agreement, the union undertakes that this agreement will continue to apply to, and remain binding upon, the union during the said term. In a similar vein, in the event that the company changes its name or legal designation during the term of any collective agreement, the company undertakes that the agreement shall continue to apply to, and remain binding upon the company during the said term. In the event that the competent Government of the federal Republic of Nigeria by legislation or other measures provides for benefits, including increases in wages, both the union and the management shall meet to negotiate.

The management shall make appropriate deductions from the wages or salaries of members of the union and remit any sum so deducted directly to the registered office of the union, provided that a strike by the union shall relieve the management of the obligation to make check-off deductions, in accordance with section 16A (b) of the Trade unions (Amendment) Decree no.1 of 1999. In the event of trade dispute, both parties shall endeavour quickly to normalize relations without resort to stoppage or disruption of normal flow of work in keeping with the provision of the current Act on trade disputes in the country. Either party to a contract of employment may terminate the contract on the expiration of notice given by him to the other party of his intention to do so or by payment of money in-lieu of notice. The Joint Action Committee (JAC) in CNL that is made up of twelve representatives each of the management of Chevron Nigeria Limited and the union is responsible for assess the extent of implementation of collective agreements and labour laws is the most effective social institution of industrial democracy and as a statutory body, established within industrial units with representatives of the management and workmen for preventing, and settling industrial disputes. Its objectives are to: remove the causes of friction in the day-to-day work situation by providing an effective grievance-resolving machinery, promote measures aimed at securing unity and good relationship, serve as a useful adjunct in establishing continuing bargaining relationship and strengthen the spirit of voluntary settlement, rendering recourse to conciliation, arbitration and adjudication rather in frequent.

The above joint committees are supposed to give labour a greater sense of participation and infuse a spirit of co-operation between the two parties without encroaching upon each other's sphere of influence, rights and prerogatives. They are also supposedly established as a channel of close mutual interaction between labour and management which, by keeping tension at a low level, generates a co-operative atmosphere for negotiation and settlement. All the same, while such committees try to promote industrial goodwill and harmonious relations through better understanding of employees by management and of management by workers, the twin problem are the magic-cure mentality of the management of CNL in respect of the collective bargaining instrument and poor commitment to collective agreements are permanent sources of conflict culminating in strike actions by unions on a yearly basis, particularly in the last seven years.

The Ecological Approach to Conflict Resolution
Ecology or climate, whether in organizations, governmental administration or society at large connotes personality (Aldag & Brief 2010; Robinson 1990). It is a set of characteristics which are relativel9 enduring over time, typifying an organization and distinguishing it from other organizations (Knowles 1982; Forehand and Gilmer 1962; Hellriegel and Slocum, 1974). Such a set of characteristics create a distinctive ecology or climate and it has the tendency or potency of influencing the attitude of its members including individuals, organizations and societies (Pritchard and Karasick, 2013). Ecology or climate which is a commonly experienced but abstract phenomenon and often referred to by many expressions such as atmosphere, environment, milieu and culture, is a relatively enduring quality of the internal environment that is felt by its members, influences their behaviour and can be described in terms of the values of a particular set of characteristics of the organization, society and the like (Taguiru, 2010). It can) also be viewed as a global expression of what an organization or a society is (Schneider & Snyder, 2015). Ecology or climate which can equally be conceptualized as the study of how an organization, or society or any social system relate or interface with its environment (Webb 1996, 436) consists of multiple or diverse dimensions (Campbell et al, 2009).

Some ecologies or climates can be described as considerable, warm and supportive, while others are indifferent, cold, hostile, and competitive (Aldag & Brief, 2010). The supportive and warm climate is the type that encourages and protects the individual's sense of personal worth and importance, while an unsupportive and cold type is the defensive and

manipulative one (Gibb, 2001). In every organization or society certain factors or elements exert profound influence on the existing ecology or climate that is created or constructed whether by design or accidental (Rao & Narayana, 2014). James & Jones (2007), for instance, identified five factors that influence climatic creation or construction viz: context, structure, process, environment and system values and norms. Climate, whether supportive or hostile, is critical to the legal/constitutional, institutional and operational dimensions and it can be changed, recreated or reconstructed (Gordon & Goldberg 2016 and McClelland & Burnham, 2017).

Ecology is a term that is used to describe the relationship between any environment or climate and its environed system (Ezeani, 2006). The influence of different ecologies or environments (with their multiple dimensions viz: social, political, economic, cultural) on institutions and organizations succinctly explain the importance of the ecological approach.

The ecological approach was an attempt to relate public administration to its environment. In other words, it focuses attention on the dynamic relationship between a public administration system and its total environment: physical, cultural, historical, economic and political (Adamolekun, 2016). Every public administration system is influenced by its environment. Thus, a particular institution or administrative system and practices that function very well in one environment might perform poorly in a different environment. That is why Riggs (2001) noted that the significance of each (administrative) pattern lies in its setting. Although Riggs (2001) popularized the ecological approach, the importance of environmental factors in public administration systems has long been recognized by scholars like (Gaus, 2007). It therefore follows that the environment, climate or ecology of anything, may be, Chevron Nigeria Limited, sets parameters which must be viewed as constraints that limit what can be achieved and, concurrently, as resources or strengths that may be utilized by decision makers. These parameters or dimensions are very impinging in that they either constrain or enhance the policies, activities and operations that are germane for the smooth functioning of all social systems like institutions, organizations and societies. The concern in respect of the influence of the ecology or climate on institutions and organizations explains the importance of an ecological approach to the management of the collective bargaining option for conflict resolution in Chevron Nigeria Limited.

It is thus instructive to note that administrators should take cognizance of their environments in the decision-making process. The need for administrators to comprehend the nature of and take account of the changing environment which exerts influence of various types, both beneficial that are to be utilized and detrimental that should be counteracted (Croft, 2013) is also indubitable. In the context of the above, the ecology or climate of Chevron Nigeria Limited in respect of the differentiated salary and other conditions of service between payroll or mainstream and contract staff as well as the perception of and commitment to collective bargaining and agreements.

Theoretical Framework
For purpose of this study, the social exchange theoretical perspective was adopted. The choice of both perspectives was dictated primarily by its utilitarian value in understanding organizations as a social system comprising different groups and explaining the inevitability of exchange and reciprocal behavior in a social process. Blau (2014) considers exchange to be a social process of central significance rooted in "primitive psychological process" and from it many complex phenomena are derived. The theory deals with social process not merely as a matter of rewards and cost, but as a matter of reciprocal behaviour of different degrees of reciprocity, unequal power, and the social conditions for interpersonal behaviour-as complementary in some situations, competitive in others and, in yet others, altruistic. Social exchange theory is based on a central premise: that the exchange of social and material resources is the fundamental form of human interaction. The key tenet of social exchange theory is that human behaviour is in essence an exchange particularly of rewards (Homans, 2016). The task of social exchange theory is to investigate the reciprocal (mainly material) advantages that individuals draw from their exchange transactions on the premise that they engage in and sustain most social, including non-economic, relations in the rational expectations of such advantages independently of normative or group considerations. In fact, exchange theory in sociological and management studies the mutual gratifications persons provide one another that sustain social relations.

The exchange theory has developed in certain directions and, more than this, it is a changing entity in the mid-flow of discussion between its exponents and critics (Chadwick-Jones, 2006). Beginning mainly as an American product, the exchange theory now has its European contributors. It has become the object of a critique maintained over the years and more recently represented by French authors. Chadwick-Jones (2006) writing on the conditions of exchange, posits that Blau discusses the degree of commitment of

parties to an exchange. The one with fewer alternatives will have the greater commitment and this is a situation again resembling a mixed game. In a mixed game there are common as well as conflicting interests between the advantages of the common partnership and the conflicting consideration of who makes the greater commitment because the person who "shows his hand" will be the more dependent and, therefore, the more vulnerable of the two (Chadwick-Jones, 2006).

As used by Gouldner (2006) and Blau (2014) reciprocity refers to the mutual reinforcement by the two parties of each other's action. This type of exchange involves only two parties. Besides, reciprocity connotes that each party has rights and duties and there can be stable patterns of reciprocity quo exchange only in so far as each party has both rights and duties (Goulder 1960). Ekeh (2014) opines that the principle of exchange operates on the basis of equality between all those involved in the circle of reciprocity. That is to say, exchange theory presupposes a state of equilibrium. Social exploitation leads to situations in which there are certain normative expectations as regards equality or inequality of those involved in an interaction. Social exchange theory offers an advantage in encouraging a diversity of methods and evidence of different kinds such as the socio-metric analysis of interpersonal choice attitude scales, performance in laboratory tasks and in experimental games, and observation and recording of communication in actual situations of occupational behaviour, friendship, and family relations.

All the same, one great weakness in "exchange theory", according to Cohen (2010), is the tautological use of its explanations so that any interaction can be treated as an exchange. According to Chadwick-Jones, (2006), a frequent criticism of exchange theory is that is it based on an economic model, as if this involves a strictly economic qua materialistic interpretation. Chadwick-Jones, (2006) opines that the restriction of the theory to explaining social relations as an exchange of certain rewards - approval, liking, or conformity - emanates from a methodological constraint.

Research Methods

This study adopted a qualitative case study method. This research method, according to Yin (2003), has three aspects viz: investigation of a contemporary phenomenon within its real life context, the existence of boundaries between the phenomenon and the real life context and the use of multiple sources of evidence. The qualitative case study method also lends itself to exploratory, descriptive

and explanatory methods. This study which examines the efficacy of the ecological approach to the management of the collective bargaining instrument for conflict resolution in Chevron Nigeria Limited utilized both primary and secondary sources of data.

Both primary and secondary sources of data were utilized in this study. While primary data were obtained from focus group discussion, the secondary data were derived from content analysis of relevant textbooks, journals and corporate documents. In respect of the primary data, three discussion sessions were conducted with three different groups made up of six (6) participants each. The first group was made up of six (6) management staff drawn from public affairs, human resources and production departments of Chevron Nigeria Limited; the second group was made up of six (6) contract staff drawn from the current presidents of six (6) affiliate unions in charge of six (6) contract firms (Oasis Corporate Systems Limited, Ozma Nigeria Company Limited, Avidor Nigeria Limited, Purview Investment Limited, Elper Nigeria Limited, Linkso Nigeria Limited and the third group was comprised of six (6) contract staff who are currently serving presidents of another six affiliate unions in charge of six other contract firms (Benkline Nigeria Limited, Midis Energy Services Limited , Grafen Integrated Oil Field Services Limited, Fajudan Nigeria Limited, Tonba Services Limited and Davton Energy Services Limited). On the whole, there are eighteen (18) affiliate unions in charge of the existing eighteen (18) contract firms in Chevron Nigeria Limited.

Method of Data Analysis

Analyzing focus group discussions involve firstly revisiting your aims and objectives and looking through the detailed notes or a full transcript if you have had the time to produce one. The analysis is aimed at identifying key themes and points of consensus or disagreement as well as noting useful quotations which reflect the purposes of your research (Woods, 2012). In this study, all the notes taken at the focus group discussion sessions were read and transcribed. The transcribed versions of the focus group sessions were compared with the notes taken during FGD sessions to fill the identified gaps. The consensus in the opinions and the commonality in the ideas expressed and presented during the focus group discussion sessions constituted the basis for answering the research questions raised in this study. This process was supported with the qualitative data generated in the study through in-depth content analysis of cognate text books and journals (Richard, 2012) premised on the thematic discourse: Managing the Collective Bargaining Option for Conflict Resolution in Chevron Nigeria Limited: An

Ecological Approach.

Data Presentation

From the data obtained during the focus group discussion sessions with two union groups made up of six (6) executive presidents each (all contact employees of Chevron Nigeria Limited- CNL), there was convergence of opinions suggesting that the management of CNL perceives the collective bargaining option as a magic that can cure all disputes between it and the union leaders as well as their teeming members. As a result of this perception, the two union groups asserted that the management of CNL is poorly committed to agreements reached between it (management) and the affiliated unions of both the Nigerian Union of Petroleum and Natural Gas Workers (NUPENG) and the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) in the company.

The discussion sessions with the two union groups revealed that while the collective bargaining arrangement of alternate years is timely and favourable to the eighteen (18) affiliated unions, the management of Chevron Nigeria Limited sees the time elements of the arrangement as unfavourable largely because every collective bargaining year is an opportunity for the unions to make multiple demands.

The twin problem of the magic-cure mentality of the management of CNL in respect of the collective bargaining instrument and poor commitment to collective agreements are, in the views of the two focus groups of union leaders, are permanent sources of conflict culminating in strike actions by unions on a yearly basis, particularly in the last seven years. The two focus group discussion sessions with the union leaders also indicated that the high level of insensibility to the salary disparity and differentials in condition of service between main-stream (pay-roll) and contract employees of Chevron Nigeria Limited. The discussants, in fact, stressed emphatically that apart from the fact that the monthly salary of the highest paid contract staff is three hundred and seventy thousand naira (N370,000) and that of the least paid main-stream staff is nine hundred thousand naira (N900,000), main-stream staff are entitled to sundry benefits including yearly safety bonus, yearly turkey ticket, yearly fuel allowance, yearly profit sharing, yearly rent allowance, furniture allowance every four years and house ownership scheme (HOS) every five years.

The failure by the management of Chevron Nigeria

Limited to manage the environmental or ecological imbalance in respect of salaries and other benefits for main-stream and contract employees through constant environmental scanning in other to be able to reduce the existing gap between the main-stream and contract staff and minimize the occurrence of conflict including strikes, the two discussion groups of union leaders stressed, is another source of conflict between the management of Chevron Nigeria Limited and the affiliated unions. The focus group discussion with management staff of Chevron Nigeria Limited, on the other hand, showed that there have cases of breach in the implementation of collective agreements between management and the affiliate unions in Chevron Nigeria Limited. They were of the view that while management needs to be more committed to the welfare of the contract workers and be concerned about their demands, the workers should be considerate in making their demands. They equally accepted that the level of differential in the salaries between main-stream and contract staff is evidently high and a source of concern to the contract staff.

Data Analysis

The central aim and objective of the focus group discussions was to identify the key areas of consensus or disagreement among the discussants. The outcome of the three focus group discussions on different aspects of the central theme "the efficacy of the ecological approach to the management of the collective bargaining instrument for the resolution of conflicts between management and contract workers in Chevron Nigeria Limited," shows that the management of Chevron Nigeria Limited sees the collective bargaining option as a magic-cure for conflict resolution in the organization. All the focus group discussants also agreed that there is a poor level of commitment by the management of Chevron Nigeria Limited (CNL) to the implementation of collective agreements between the management of CNL and the affiliated unions. In a similar vein, there was convergence of opinion by the discussants that the existing wide gap in the salaries and other benefits between the main-stream and contract employees is a source of conflict in the organization.

In sum, the consensus in the opinions and the commonality in the ideas expressed and presented during the focus group discussion sessions constituted the basis for answering the research questions raised in this study. This process corroborated and modestly re-enforced the qualitative data generated in the study through in-depth content analysis of cognate text books and journals premised on the thematic discourse "the efficacy of the ecological approach to the management of the collective bargaining instrument for the resolution of

conflicts between management and contract workers in Chevron Nigeria Limited." Consequent upon the data presented and analyzed above, the three research questions in this study- Is there any relationship between the poor understanding of the collective bargaining option as magic-cure for organizational conflicts and conflict management in Chevron Nigeria Limited, is there any relationship between the ecological approach to the management of the collective bargaining option and effective conflict resolution in Chevron Nigeria Limited and is there any relationship between the commitment of the management of Chevron Nigeria Limited to the collective bargaining option and effective conflict resolution in the Organization are significantly sustained and accepted.

Summary of Findings

This study came up with some valuable findings. Such findings became possible through the use of selective utilization of focus group discussions and in-depth library and documentary sources of information. First and foremost, the study revealed the understanding by the management of Chevron Nigeria Limited (CNL) of the collective bargaining option as a magic cure for the resolution of conflicts with the various affiliated unions in the organization. The study also revealed that the poor level of commitment to the implementation of the collective agreements by management of Chevron Nigeria Limited. The study further showed that the wide gap in the salaries and other benefits between the main-stream and contract employees is a major source of conflict between the management of CNL and the different affiliated unions and a reflection of the insensitivity of the management to the gross ecological imbalance in the reward system of the organization.

Conclusion

In both public and private sector organizations, conflicts are inevitable. As a consequence, conflict resolution methods have become essential and critical to industrial peace and organizational functionality. In the face of the utilitarian value of the collective bargaining option in the management of the organizational conflicts, however, there appears to be a magic-cure mentality of the workability the option. This mentality, a product of poor management, seems to be constraining the potential effectiveness of the collective bargaining instrument for conflict resolution. It is therefore instructive to assert that, beyond the importance of collective bargaining in conflict resolution is the exigency for appropriate management of the collective bargaining instrument and ecological approach to the management process through

environmental scanning of the determinants of the reward system that will result in the minimization of conflicts. Thus, collective bargaining is a necessary condition and not a sufficient condition for conflict resolution in organizations.

Recommendations

To actualize the facilitating role of the collective bargaining option in the resolution of conflicts in Chevron Nigeria Limited as well as other organizations, there is a need for proper management of the reward system in order to avoid huge differentials among different categories of employees. This is largely because salaries and other conditions of service are evidently potential sources of conflict, apart from the fact that conflicts can negatively affect organizations and their employees in sundry ways including loss of man-hours and decline in productivity and profitability. Besides, the need for high-level commitment by management and unions to collective agreements reached by both parties cannot be over- emphasized. In fact, in so far as employees are the most critical of all organizational resources and their capacity to function and contribute maximally to the achievement of organizational goals is a function of both their inward potentials and the outward environment in which they operate, the management of Chevron Nigeria Limited and other organizations should see the adoption and application of an ecological approach to the management of the collective bargaining option as a desideratum.

Finally, both the management of Chevron Nigeria Limited and the affiliated unions should genuinely realize and accept the value and potential benefits of collective bargaining and put in place a think-tank or special team that will periodically identify areas of disagreement, determine the frequency and magnitude of such problem areas and proffer solutions so as to avoid the escalation of such disagreements into costly and disruptive conflict.

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Determinants of Employee Turnover Intention: The Role of Organizational Justice, Authoritarian Organizational Culture and Job Satisfaction

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ABSTRACT

In this paper, the determinants of employee turnover intention were investigated. However, three work-related determinants such as organizational justice, authoritarian organizational culture and job satisfaction were assessed as they affect employee turnover intention in the hospitality industry in South-East, Nigeria. Questionnaire was administered to 224 employees and data obtained were analyzed by means of both descriptive (mean, standard deviation, correlation, skewness and kurtosis) and inferential (simple regression) statistical techniques. Given the results of the regression, it was established that organizational justice, authoritarian organizational culture and job satisfaction significantly and positively affect employee turnover intention; hence are determinants of employee turnover in hospitality industry. Impliedly, when there is practicality of authoritarian organizational culture, organizational justice and job satisfaction, employees' turnover intention decreases and hence, employees are willing to stay or remain with the organization. In view of the findings, it was recommended that management of hospitality organizations should focus on practicality of ensuring organizational justice, with low authoritarian organizational culture and take appropriate measures in ensuring that employees are satisfied in their workplace via the use of stimulating packages such as improved remuneration, work environment among others.

Keywords: Employee turnover; Organizational justice; Authoritarian organizational culture; Job satisfaction; Supervisory justice

JEL Classification: M51; M12; D23;

1. INTRODUCTION

In recent times, the hospitality industry in Nigeria is facing numerous challenges; fundamental among the challenges are issues relating to inability of employees or their desire to leave the organization; thus, the opulence of human resource management becomes a significant aspect for the hospitality industry. Inarguably, problems posed by employees turnover intentions have assumed extraordinary magnitudes because of the integration of global economic arena (Irfan & Rehman, 2015), coupled with the form of work-related stress employees face in their workplace (Babushe, 2018; Mugove & Mukanzi, 2018; Chowdhury & Nazmul, 2017; and Kim, Tam, Kim & Rhee, 2017).

Practically, there are two variants of employee turnover; positive and negative. The most vital (negative) linked with employee turnover falls within the purview of recruiting, training and developing fresh employees to take place of employees leaving the organization (Huselid, 1995); the reason being that as employee turnover intent increases, the function of recruitment and selection becomes cumbersome for the human resource department of an organization.

Broadly speaking, employee turnover intention implies the possibility that an employee may leave an organization permanently in near future or quit from his/her current job due to work-related, external and individual factors (Yang, Wan & Fu, 2012; Cho, Johanson & Guchait, 2009; and Harrison, Newman & Roth, 2006).

Whilst we acknowledge the fact that there is robust empirical researches in this area; there are mixed results in management literature on the effect of work-related dynamics on employee turnover intention in both developed and developing countries (Nasir & Mahmood, 2016; Chowdhury & Nazmul, 2017; Babushe, 2018; Belete, 2018; Mugove & Mukanzi, 2018). Consequent upon this, the paper investigates determinants of employee turnover intentions by exploring the role of three (3) work-related dynamics - authoritarian organizational culture, organizational justice and job satisfaction in the hospitality industry in Nigeria.

2. LITERATURE REVIEW
2.1 Employee Turnover Intention

In management literature, the concept of employee turnover intention has been widely define; it refers to a predisposition among employees to leave their organization. The intention to leave an organization has been a foremost determinant of actual turnover among employees (Harrison, Newman & Roth, 2006). Cho, Johanson and Guchait (2009) see employee turnover intention as the likelihood that an employee may leave an organization permanently in near future. In the same vein, Yang, Wan and Fu (2012) refer to employee turnover intention as the intent of an employee to quite from his/her present job and the inclination to seek employment in other organizations.

Voluntary employee turnover intention is the choice of an employee to quit the organization; while involuntary employee turnover intention is the parting of an employee triggered by the employer (Albattat & Som, 2013). In most contemporary organizations, voluntary and the involuntary turnover intention are colossal. Notably, the motives of employee turnover can generally be categorized into three - work-related dynamics (e.g. job satisfaction, salaries and wages, organizational commitment, organizational justice and authoritarian organizational culture), individual dynamic (education, age, gender) and external dynamics (incidence of trade union, increase in unemployment rates (Foreman, 2009; and Yazinski, 2009).

Prior studies (Nasir & Mahmood, 2016; Chowdhury & Nazmul, 2017; Babushe, 2018; Belete, 2018; Mugove & Mukanzi, 2018) have shown that decrease in organizational justice, job satisfaction and authoritarian organizational culture lead to an intention to leave an organization. Moreover, diverse studies have found a strong inverse connection between job satisfaction and turnover intention of employees (Mannheim, Baruch & Tal; and Abraham, 1999). Employee turnover intention can be grouped into two (2): voluntary and involuntary turnover(Albattat & Som,2013). In this paper, it was proposed that increase in job satisfaction, authoritarian organizational culture and organizational justice will affect turnover intention of employees in an organization.

2.2 Organizational Justice

Justice is an extensive and multidimensional concept connected with the non-discernment and rational adherence of disparities within diverse field of learning. Organizational justice refers to the extent to which employee sense work environment practices, interactions and results to be fair (Belete, 2018). Aghaei, Moshiri and Shahrbanian (2012) opine that organizational justice is perceived by diverse employees as fairness of behaviour in an organization and they respond to those perceptions. Alkahtani (2015) asserts that to ensure that an employee is committed, loyal and well fulfilled; an organization needs to be fair in its schemes regarding procedural, distributive and interactional justices.

Prior studies (Aghaei, et al, 2012, Belete, 2018) have found that employee turnover intention have inverse

and significant link to organizational justice. Remarkably, the better the justice organizations enforce in their workplace, the lower the intention to quit among employees (Aghaei, et al, 2012). Contrary to the findings of Aghaei, et al, (2012); Belete (2018); Iyigun and Tamer (2012); found a negative and statistically significant link between organizational justices and employee turnover intention. Besides, Phayoonpun and Mat (2014) stressed that the higher the organizational justice employee perceives, the higher their tendency not to quit the organization. On basis of the above, we therefore hypothesized that:

H1:   There is no significant connection between organizational justice and employee turnover intention

2.2   Authoritarian Organizational Culture

In literature, organizational culture mirrors learned and shared values, attitudes and beliefs among employees (Hellriegel & Slocum 2011). In the views of Robbins and Judge (2013), organizational culture is a system of shared belief held by employees and differentiates the organization from others. Organizational culture is a vital part, which have the tendency to influence employee retention (Belete, 2018). It reduces employee absenteeism and withdrawal intents from the job and organization (Carmeli, 2005).

Contrarily, an authoritarian organizational culture increases withdrawal intents by employees in an organization. Employee turnover intentions have been found to significantly influence organizational culture (Haggalla & Jayatilake, 2017; and Dwivedi, Kaushik & Luxmi, 2013). Similarly, a study by Siew (2017) found a positive and significant link between employee intention turnover and authoritarian organizational culture; Park and Kim (2009) found a negative and strong nexus of employee turnover intention and authoritarian organizational culture. In view of the above, we thus hypothesized that:

H2:   There is no significant link between authoritarian organizational culture and employee turnover intention

2.3   Job Satisfaction

An extensive issue that has been examined in relation to employee turnover intention is job satisfaction. The term 'job satisfaction' shows the amount of fulfilled employees with their jobs. Largely, job satisfaction has been found to be negatively affects employee turnover intention (Griffeth, Hom & Gaertner, 2000). Numerous studies conclude that job satisfaction is the most predicting facet in employee turnover intention (Rizwan, etal, 2014; Phayoonpun, & Mat, 2014; Albattat & Som, 2013; Foreman, 2009; Park & Kim, 2009).

Rizwan, et al (2014) believed that when job satisfaction increases, employee turnover intention decreases. Moreover, dissatisfied employee with his/her job will likely increase the chances of such employee leaving the organization (Kim, et al, 2017; Haggalla & Jayatilake, 2017; Babushe, 2018; Belete, 2018; Mugove & Mukanzi, 2018; Nasir & Mahmood, 2017). Given the viewpoints of prior studies on the nexus between job satisfaction and employee turnover intention, we therefore hypothesized that:

H3:   There is no significant connection between job satisfaction and employee turnover   intention

2.4   Theoretical Framework

This study is anchored on expectancy theory proposed by Victor Vroom (1961). The idea of the theory is that employees have diverse series of choices and these choices can be driven by positive expectations. There are three levels of expectations as indicated by Victor Vroom - attractiveness, reward-performance and effort-performance. Thus, whether an employee has the aspiration to enhance performance relies on employee's specific aims and intuition of the relative worth of performing his/her duty as a trial to the actualization of those aims (Mugove & Mukanzi, 2018).

There are two (2) phases of the expectancy theory; first, purported benefits the job offers to an employee such as having good remuneration, job security, flexibility and a conducive work environment, positive organizational justice and organizational culture among others; second, whether these benefits are considered attractive by the employee. According to Mugove and Mukanzi (2018), an employee who sees certain benefits attractive will not want to leave that organization.

2.5   Prior Studies

In Ethiopia, Babushe (2018) evaluated the determinants of employees' turnover intention of the Finance and Economic Development of Benishangul Gumuz Regional State using primary data (questionnaire). The determinants employed were organizational commitment, salary, work environment, promotion opportunity and job satisfaction and the regression result revealed that all the determinants used contributes negatively and significantly to employee turnover intention.

In Kenya, Mugove and Mukanzi (2018) studied the dynamics of employee turnover in public universities of Masinde Muliro, Maseno and Kibabii using teaching and non-teaching staff. Questionnaires and interviews were employed and the method of analysis was chi-square and regression statistical techniques. The study found that dynamics of employee turnover which include job satisfaction, work environment,

supervisory support and work flexibility are major determinants of employee turnover intention.

Chowdhury and Nazmul (2017) in Bangladesh examined the dynamics influencing employee turnover and sound retention strategies in organization using descriptive analytical framework as basis for analysis. Findings suggest that there are conceivable retention strategies aimed at minimizing employee turnover in organizations. Impliedly, that sound retention strategies influence employee turnover.

In South Korea, Kim, Tam, Kim and Rhee (2017) evaluated the dynamics affecting employee turnover intention. Dynamic of employee turnover intention employed were supervisory justice, organization-employee relationship quality and authoritarian organizational culture. The online survey was employed and hierarchical regression result showed that supervisory justice positively relates with employee relationship quality while authoritarian organizational culture relates with it negatively. Also, the study found positive nexus of turnover intention and authoritarian organizational culture; organizational justice and employee relationship quality negatively relates with turnover intention of employees.

Nasir and Mahmood (2016) researched on dynamics affecting employee turnover intention in Pakistan using questionnaire. Pearson correlation result indicated that supervisory support, career development, rewards recognition, work environment, job satisfaction and work life balance correlate with employee turnover intention. In addition, the study established that employee retention is highly dependent on these dynamics.

Ahmed, Hidayat and Rehman (2015) investigated dynamics of employee turnover intention in Pakistan. Dynamics used were organizational commitment, job satisfaction, job performance, work family conflict, job engagement and job insecurity. Questionnaire was administered to both academic and administrative staff of the university and the regression results showed that organizational commitment, job satisfaction and job performance inversely relate to employee turnover intention. Moreover, inverse link was found between employee turnover intention, work family conflict, job insecurity and job engagement.

In Bhutan, Wangchuk and Rugnruang (2015) studied the determinants of turnover intention of employees using questionnaire administered to senior and supporting staff of Anti-Corruption Commission. The qualitative results indicated that the determinants

(job stress, absence of long-term training and development opportunities, work-family conflict and small society affect turnover intention of employee.

In Turkey, Emiroğlua, Akovab and Tanrıverdic (2015) scrutinized the demographic variables (age, marital status, gender, and education) as well as factors like job tenure, employee wage, position, work department as they affect employee turnover intention in hospitality industry. Primary data (questionnaire) and analysis of variance (ANOVA) were employed and findings showed that the demographic variables as well as the other factors are major determinants of employee turnover intention.

In Pakistan, Rizwan, etal, (2014) assessed the determinants of employee intention to leave using both public and private sector organizations. The determinants employed encompassed job satisfaction, stress, commitment and organizational fit and questionnaire was the major instrument of data collection. The regression result indicated that while organizational fit and job stress significantly and positively affect employee intention to leave, job satisfaction and organizational commitment has positive and significant effect on employee intention to leave. In view of the literature review, the following conceptual model was conceptualized to guide the analytical framework of the study:

Source: Conceptualized by the Researcher
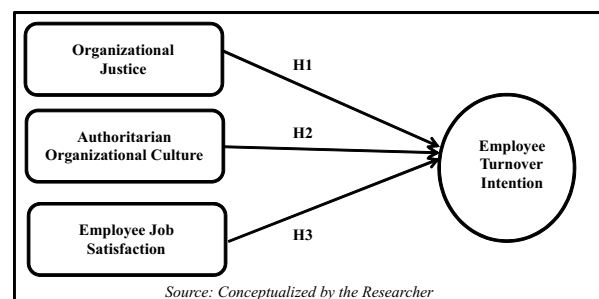
3.   RESEARCH METHODS

This paper used descriptive design with the aim of supporting the conceptualized model and developed hypotheses. The research instrument is the questionnaire for each of the aspects of employee turnover intention dynamics viz: organizational justice, authoritarian organizational culture and job satisfaction together with demographic variables. Concise and well-structured questionnaires were administered to respondents who are employees of hospitality organizations in South-East geopolitical zone of Nigeria. The choice of selecting this zone is based on the fact that there are numerous hospitality organizations in the South-East zone of Nigeria.

A convenient sample of 275 employees both male and females were selected at appropriate management

levels, out of which 224 respondents returned the research instruments after properly filling, thus comprising of 81.5% response rate. The administration of questionnaire was done by the researcher alongside two trained research assistants for precise and effective administration and collection of data. The questionnaire was designed on 5-point Likert scale of strongly agree, agree, undecided, disagree and strongly disagree. For internal consistency of research scales, Cronbach alpha was used yielding a coefficient of 0.76

The coefficient (0.76) is greater than 0.5 scale (Nunnally, 1978), hence is considered reliable. Impliedly, questionnaire items were reliable and valid to measure the views of respondents on determinants of employee turnover intention. Furthermore, data obtained in the survey were analyzed using descriptive

(mean, standard deviation, skewness, kurtotis and correlation) and inferential (regression) statistical tools. The following regression models were employed to validate the hypotheses of the study:

$$eti = f(orgj, aoc, jobs) - eq. 1$$

Given equation 1, the explicit forms of the individual regression models were re-estimated as equations 2-4:

$$etii = \alpha0 + \beta1 orgji + \mu t - eq. 2$$
$$etii = \alpha0 + \beta1 aoci + \mu t - eq. 3$$
$$etii = \alpha0 + \beta1 jobsi + \mu t - eq. 4$$

The results of descriptive statistics were used to validate the developed hypotheses at 0.05% level of significance. The statistical analysis was performed by means of STATA 13.0 Microsoft software.

4.   RESULTS AND DISCUSSIONS

Table 1: Demographic Variables of Respondents

Ranks	Variables	Respondents	Frequency N=224	Percent (%)
1	Gender	Male	146	59.8%
		Female	78	40.2%
		Total	**244**	**100%**
2	Marital Status	Single	135	55.3%
		Married	97	39.8%
		Separated	12	4.90%
		Widowed	-	-
		Total	**244**	**100.0%**
3	Age	18-25years	123	50.4%
		26-33years	99	40.6%
		34-41years	22	9.00%
		42years & above	-	-
		Total	**244**	**100%**
4	Level of Education	Primary/Secondary	11	4.50%
		OND/NCE	194	79.5%
		B.Sc./HND	37	15.2%
		Others	2	0.80%
		Total	**244**	**100.0%**

Source: Field Survey, 2020

Presented in Tables 1 are the demographic variables of two hundred and twenty-four (244) respondents who are employees of hospitality organizations in South-East Nigeria. The result showed that 146(59.8%) of the respondents are males while 78(40.2%) are females. On the marital status, it was shown that 135(55.3%), 97(39.8%) are single and married respectively while 12(4.9%) are separated.

The data showed that 123(50.4%) and 99(40.6%) of the respondents are within the age brackets of 18-25years and 26-33years respectively while only 22(9.0%) are within the age brackets of 34-41years. On level of education, it was observed that 11(4.5%) and 194(79.5%) of the respondents had primary/secondary education and OND/NCE degree respectively while 37(15.2%) and 2(0.8%) had B.Sc./HND and degrees respectively. It thus shows that majority of the respondents had formal education and may be able to respond to the questionnaire items.

Table 2: Descriptive Statistics

	Employee Turnover Intention	Organizational Justice	Authoritarian Organizational Culture	Job Satisfaction
Mean	4.0773	4.1894	3.8795	3.7242
Median	4.3960	4.6158	4.1762	4.009
Maximum	5	5	5	5
Minimum	1	1	1	1
Std. Dev.	1.8148	1.3785	1.0990	1.7672
Skewness	2.0372	2.3926	1.8409	1.9974
Kurtosis	22.06649	7.839	2.0807	19.572
Variance	2.996753	1.7289	20.3881	2.9603
Sum	407.729	418.93	3.0838	372.42
Obs.	244	244	244	244

Source: STATA, 13.0 Output 2020

The descriptive statistics in Table 2 revealed that employee turnover intention has a mean value of 4.0773 with standard deviation of 1.8148, indicating the level by which employee turnover intention deviates from mean value among the research subjects. The skewness indicates that it is positively skewed with a coefficient of 2.0372. Moreover, practicality of organizational justice in the hospitality industry depicts a mean value of 4.1894 with standard deviation of 1.3785, suggesting the level by which practicality of organizational justice deviates from mean value among the research subjects; skewness implies that it is positively skewed with a coefficient of 2.3926.

Similarly, authoritarian organizational culture has a mean value of 3.8795 with a standard deviation of 1.0990, implying that authoritarian organizational culture deviates from mean value among the research subjects and the skewness indicates that it is positively skewed with a coefficient of 1.8409. In addition, job satisfaction has a mean value of 3.7242 with a standard deviation of 1.7672; an indication that job satisfaction deviates from mean value among the research subjects and the skewness shows that it is positively skewed with a coefficient of 1.9974.

Furthermore, the maximum and minimum values of 5 and 1 respectively show the measuring scale of the research instrument was designed on 5-point Likert scale. Overall, organizational justice, authoritarian organizational culture and job satisfaction moved in similar direction and were considered fundamental dynamics predicting employee turnover intention.

Table 3: Correlation Matrix of the Dependent and Independent Variables of the Study

Variables	Employee Turnover Intention	Organizational Justice	Authoritarian Organizational Culture	Job Satisfaction
Employee Turnover Intention	1.0000			
Organizational Justice	0.0462	1.0000		
Authoritarian Organizational Culture	0.1486	0.0680	1.0000	
Job Satisfaction	0.3469	0.1823	0.1486	1.0000

Source: Field Survey, 2020

Presented in Table 3 are the correlation coefficients of the dependent (employee turnover intention) and independent (organizational justice, authoritarian organizational culture and job satisfaction) variables. The correlation matrix showed that all the variables are carrying the right signs (positive); impliedly, the independent variables are positively related to employee turnover intention. Besides, none of the correlation coefficients exceeded 0.8, thus indicates the absence of multi-collinearity among pairs of the independent variables of the study.

Table 4: Regression result of Employee Turnover Intention and Organizational Justice

Dependent Variable: Employee Turnover Intention (eti)				
Variable	Coefficient	Std. Error	t-Statistics	Prob.
C	0.9136	0.5745	9.3969	0.0000
orgj	0.0574	0.1826	5.9472	0.0050
No. of Obs.= 244	*F (1, 243)*= 22.40	R^2= 0.79	R^2 *Adj.*= 0.72	

Source: Field Survey, 2020

Table 4 presents the result of employee turnover intention (eti) and organizational justice (orgj). The R-squared (R2= 0.79) shows that there are few excluded variables driving the dependent variable, indicating that organizational culture explains about 79% of systematic variation in employee turnover intention. Moreover, the coefficients are carrying positive signs; a clear indication that organizational justice positively affects employee turnover intention. In addition, it was found that f-ratio = 22.40 (p = 0.0050 < 0.05); leading to rejection of the null hypothesis and acceptance of the alternate hypothesis that there is significant and positive connection between organizational justice and employee turnover intention. This result corroborates with the viewpoints of Kim, et al (2017) that organizational justice such as procedural, distributive and interactional justices positively and significantly affects employee turnover intention.

Table 5: Regression result of Employee Turnover Intention
and Authoritarian Organizational Culture

Dependent Variable: Employee Turnover Intention (eti)				
Variable	Coefficient	Std. Error	t-Statistics	Prob.
C	0.7891	0.6190	11.9381	0.0000
aoc	0.9719	0.7298	7.1145	0.0000
No. of Obs.= 244	*F (1, 243)*= 24.75	R^2= 0.88	R^2 *Adj.*= 0.80	

Source: Field Survey, 2020

The results in Table 5 showed R-squared (R2= 0.88), indicating that there are few excluded variables driving the dependent variable, indicating that authoritarian organizational culture explains about 88% of systematic variation in employee turnover intention. Besides, the coefficients are carrying positive signs; a clear indication that authoritarian organizational culture positively affects employee turnover intention. Also, it was established that f-ratio= 24.75(p=0.0000<0.05); leading to rejection of the null hypothesis and acceptance of the alternate hypothesis that there is significant link between authoritarian organizational culture and employee turnover intention. This finding agrees with the studies of Kim, et al; Haggalla and Jayatilake (2017); and Dwivedi, Kaushik and Luxmi (2013); however, disagrees with the results of Park and Kim (2009) who found a negative and strong link between employee turnover intention and authoritarian organizational culture.

Table 6: Regression result of Employee Turnover Intention
and Job Satisfaction

Dependent Variable: Employee Turnover Intention (eti)				
Variable	Coefficient	Std. Error	t-Statistics	Prob.
C	0.7363	0.6493	11.9381	0.0000
jobs	0.4192	0.0711	7.5555	0.0000
No. of Obs.= 244	*F (1, 243)*= 27.35	R^2= 0.96	R^2 *Adj.*= 0.88	

Source: Field Survey, 2020

The results in Table 6 showed R-squared (R2= 0.96), indicating that there are few excluded variables driving the dependent variable, indicating that job satisfaction explains about 96% of systematic variation in employee turnover intention. Besides, the coefficients are carrying positive signs; a clear indication that job satisfaction positively affects employee turnover intention. Also, it was found that f-ratio= 27.35(p=0.0000<0.05); leading to rejection of the null hypothesis and acceptance of the alternate hypothesis that there is significant connection between job satisfaction and employee turnover. This finding corroborates with the studies of Mugove and Mukanzi (2018); Ahmed, et al (2015); and Rizwan, etal, (2014); however, is at variance with the results of Babushe (2018) who found a negative and significant association between job satisfaction and employee turnover intention.

5.   CONCLUSION AND RECOMMENDATIONS

Quite a number of studies have shown that employee turnover intention is determined by several work-related, external and individual. In this paper, we employed three work-related dynamics – organizational justice, job satisfaction, authoritarian organizational culture as determinants of turnover intention of employees in Nigerian hospitality industry. The results of the study suggest that the determinants (organizational justice, authoritarian organizational culture and job satisfaction) significantly and positively affect employee turnover intention.

Impliedly, when there is practicality of organizational justice, authoritarian organizational and job satisfaction, employees' turnover intention decreases and hence, employees are willing to stay or remain with the organization. The study outcome calls for policy recommendations; hence it was recommended that management of hospitality organizations should focus on the practicality of ensuring organizational justice, with low authoritarian organizational culture and take appropriate measures in ensuring that employees are satisfied in their workplace via the use of stimulating packages such as improved remuneration, work environment among others.

The results of this study have fundamental implications that it assesses employee turnover intention of staff in the hospitality industry based on work-related dynamics. In addition, the study is restricted to employees of hospitality organizations in South-East Nigeria. Provided that the study was carried using a diverse research instrument scale or areas of hospitality businesses with diverse employee profiles, it could reach diverse conclusions. Thus, future researches should look into those areas. More importantly, this study contributes to the dearth of empirical studies on work-related dynamics as predictors of employee turnover intention in Nigeria.

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Effect of Service Innovation on Customer Satisfaction in the Nigerian Banks

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ABSTRACT

Service Innovation, has emerged as a channel for assessing customer satisfaction in order to normalize existing services. The paper defines and presents service innovation in a manner that sheds light on the customer satisfaction in the Nigerian Banking industry and sets the stage for future research. The study proposes a conceptual paper aimed to provide a framework for classifying service innovation and its effects on customer satisfaction. The conceptual framework is still in its nascent stage and requires substantial empirical work. As the relationships between service innovation and customer satisfaction in the Banking industry are currently under-researched it might be worthwhile considering a quantitative approach to widen our understanding of the interrelationships of the concepts before embarking on a qualitative research endeavour.

Keywords: - Service Innovation, Customer Satisfaction, Nigeria, Banks

Background to the Study

Globally, conflict has become a feature of societies, organizations and sundry groups. This recognition may not be unconnected with the reasoning that in any group setting including organizations, there exist varying and conflicting interests among members. The absence of a monolithic interest among individuals is therefore a plausible explanation for the inevitability of conflicts within groups, organizations and societies. It is therefore instructive to note that beyond the recognition that conflicts exist in organizational contexts or environments, is the primacy of developing and applying the appropriate strategies and tools for managing conflicts. This is especially because organizational harmony is not synonymous with the absence of conflict. The above reasoning underscores the importance of collective bargaining in conflict resolution. Arguably, collective bargaining is a necessary tool for resolving conflicts in organizations. All the same, the collective bargaining option is not a sufficient condition for industrial harmony. This position explains the exigency of genuine realization of the value and potential benefits of the above option and the need to be committed to the implementation of collective agreements.

Statement of the Problem

Despite the utilitarian value of collective bargaining as highlighted in peace and conflict management studies (Mamoria et al 2012, Ratnam 2013 & Bean 2015), conflicts including strikes have remained common place. At the heart of the poor efficacy of the collective bargaining instrument for conflict resolution in organizations, is the near absence of an ecological approach to the management of the collective bargaining option largely due to the wrong perception of the option as a magic cure for organizational conflicts. This study therefore examines the efficacy of the ecological approach to the management of the collective bargaining instrument for the resolution of conflicts between management and contract workers in Chevron Nigeria Limited.

Objectives of the Study

The objectives of the study are to:

i. Examine the impact of the poor understanding of the collective bargaining option as magic cure for organizational conflicts on conflict management in Chevron Nigeria Limited.

ii. Investigate the relevance of the ecological approach to the management of the collective bargaining option for effective conflicts resolution in Chevron Nigeria Limited.

iii. Assess the commitment of the management of Chevron Nigeria Limited to collective bargaining with the umbrella union of contract workers in the organization.

iv. Make valuable recommendations for an efficacious management of the collective bargaining system and practice through an ecological approach.

Research Questions

i. Is there any relationship between the poor understanding of the collective bargaining option as magic cure for organizational conflicts and conflict management in Chevron Nigeria Limited?

ii. Is there any relationship between the ecological approach to the management of the collective bargaining option and effective conflict resolution in Chevron Nigeria Limited?

iii. Is there any relationship between the commitment of the management of Chevron Nigeria Limited to the collective bargaining option and effective conflict resolution in the Organization?

Review of Relevant Literature and Theoretical Framework

Conflict: A Conceptual Clarification

According to Kornhauser et al (2012), conflict is the total range of behavior and attitudes that express opposition and divergent orientations between individual owners and managers on the one hand and working people and their organizations. The commonsense view of conflict is that of a process that is disruptive and destructive and a similar assumption predominates among Sociologists also. In fact, Sociological orthodoxy has something of a fixation about 'order' and it tends to treat any threat to the stability of the status quo as a problem to be both deplored and if possible eliminated (Hyman, 2009). Another sociological tradition, very much in minority, has tended to define the status quo as the 'problem' and to welcome conflict as a possible precursor of an alternative form of social order. There is yet a third and an increasingly influential approach, which insists that paradoxically, the expression of conflict can act as a means of reinforcing the status quo. It should therefore be stated, at the onset, that conflict is indicative of an adversarial relationship between management and employees. However, if conflict is

institutionalized, it helps to create a peaceful industrial relations climate in the work place. This explains why industrial peace does not mean absence of conflict. Although conflict is an element in the maintenance of peace and equilibrium in the industrial relations system, there is a point beyond which conflict can take both positive and negative forms. Conflicts in its positive form can bring about improvement in the working conditions of staff, while negative form of conflict becomes destructive and undesirable.

Besides, the conflict universe encompasses both collective and individual responses, including not only strikes (concerted, temporary cessations of work) but sabotage, work slowdowns and boycotts as well as individual actions such as absenteeism and quitting (Bean, 2015). The possibility of conflict exists among members of the widest variety of potentially co-operative, but frequently antagonistic interest groups working in contemporary organizations. Each episode of conflict may represent a limited trial of strength intended to preserve or, more usually, to modify the industrial status quo, that is, to bring about some changes in the rules that regulate the relationships of the parties concerned. Conflicts are endemic to industrial societies. In the face of the strength and advantage of labour-management cooperation, the interests of both parties usually seem to be opposed and conflicting. Conflicts may either be sustained and organized or sporadic and unorganized (Ratnam, 2013). They may manifest themselves in the form of a strike or a go-slow, which are essentially calculated attempts to apply pressure so as to alter the situation. It should therefore be stated, at the onset, that conflict is indicative of an adversarial relationship between management and employees. However, if conflict is institutionalized, it helps to create a peaceful industrial relations climate in the work place. This explains why industrial peace does not mean absence of conflict.

Causes of Conflicts
Although a multitude of causes lead to conflicts, it is not always easy, in specific instances, to ascertain the particular cause or causes involved. The surface manifestations of unrest and dissatisfaction that appear to be responsible for work stoppage may cover deep-seated and more basic causes that cannot be observed at first sight. Moreover, the relative importance of the causes, when more than one is present, is often very difficult to evaluate (Mamoria et al 2012). However, it has been pointed out by industrial relations experts that the causes of conflicts between labour and management are usually the same, wherever capitalist economy

prevails. In this context, the development of capitalistic enterprise, which means the control of the tools of production by a small entrepreneurial class, has brought to the fore the acute problem of friction between management and labour throughout the world (Mamoria et al 2012 citing Mukerjee). When people sell their services and spend their working lives on the premises of the purchaser of those services, a varying amount of dissatisfaction, discontent and industrial unrest are likely to occur (Mamoria et al 2012). The employees are especially interested in higher wages, healthy working conditions, opportunity to advance and satisfying work. When such things are denied to them (because employers cut down their expenditure on labour to inflate their profits), they are forced to exert their rights and stop working to make the employers understand their grievances and redress them. Industrial relations may be harmonious or strained and acrimonious. In the latter case, there may be many causes that are rooted in historical, political and socio-economic factors, and in the attitudes of workers and their employers. These causes of industrial disputes therefore include the following (Mamoria et al 2012).

Industry-Related Factors: Under this category, some of the causes of a dispute may be the industry-related factors pertaining to employment, work, wages, hours of work, privileges, the rights and obligations of employees and employers, terms and conditions of employment, including matters pertaining to dismissal or non-employment of any person, registered agreement, settlement or award; and demarcation of the function of an employee.

Management-Related Factors: The management –related factors that lead to conflict include management's unwilling to talk over any dispute with the employees or their representatives or refer it to "arbitration" even when trade unions want it to do so enrages the workers. The management's unwillingness to recognize a particular trade union and the dilatory tactics to which it resorts while verifying the representative character of any trade union is also a very fruitful source of industrial strife. Even when employers have recognized the representative trade unions, they do not in a number of cases; delegate enough authority to their officials to negotiate with their workers, even though the representatives of labour are willing to commit themselves to a particular settlement. Again, whenever, during negotiations for the settlement of a dispute, the representatives of employers unnecessarily and unjustifiably take the side of the management, tensions are created, which often lead to strikes, go-slow or lockouts. The management's insistence that it is solely responsible for recruitment,

promotion, transfer, merit awards, etc and there is no need to consult employees in regards to any of these matters equally annoys workers who in turn become un-co-operative and unhelpful and often resort to strikes.

Government-Related Factors: The various government-related factors that breed conflict include the changes in economic policies that create many dispute situations. Though there exists a plethora of enactments for the promotion of harmonious industrial relations, yet their ineffective or unsatisfactory working engenders conflicts. Most of the labour laws may have lost their relevance in the context of the changing industrial relations climate/culture.

Collective Bargaining: A Conceptual Understanding

Collective bargaining is treaty-making and treaty-enforcing process undertaken by the chosen representatives of management and labour (Damachi, 2008). In the view of Adeogun (2017), collective bargaining is a term applied to those arrangements under which wages and conditions of employment are settled by a bargain in the form of an agreement made between employers or association of employers and workers organizations. This definition by Adeogun focuses on agreement, which is thus the product of the process and which is not only termed collective agreement, but normally covers a great variety of matters such as rates of wages, hours of work, holiday, sick pay, overtime conditions, employment of apprentices, redundancy and procedure for settlement of grievances.

Besides, collective bargaining can also be seen in effect as meaning sharing this power with which management is invested to enable it to carry out its wide responsibilities with trade unions or representatives of employees who are entrusted with the same responsibilities (Webs, 2013). According to Imoisili (2008), Labour decree No. 21 of 1974, as amended in 1978 defines collective bargaining as "the process of arriving or attempting to arrive at a collective agreement. However, the "modern conception of collective bargaining is much wider than as stated above. Yesufu (2014) also posits that collective bargaining includes all methods by which groups of workers and the relevant employers come together to attempt to reach agreement in matters under discussion by a process of negotiation. Such matters are often regarded as constituting a challenge, which generates a relationship of competitive rivalry, and the usual method of reaching a decision is that of compromise and

authority, tends to be derived from the relative strength of the parties involved.

Federal Ministry of Employment Labour and Productivity defines collective bargaining in the traditional sense as negotiations about working conditions and terms of employment between an employer, a group of employers and one or more employers' organizations on the one hand and one or more representative workers' organizations on the other with a view to reaching agreement (Ubeku, 1983). Imoisili (2008) equally opines that collective bargaining is a process as well as a philosophy of agreeing on the terms and conditions of service between an employer (or group of employers) and his workers (or their union). The International Labour Organization (ILO, 2012) describes collective bargaining as "voluntary negotiation between employers or employers' organizations and workers' organizations with a view to regulating terms and conditions of employment by collective agreements. Chamberlain & Kuhn (2011), contends that collective bargaining is a means of contracting for the sale of labour, a form of industrial government and method of management, while Fashoyin (2000) views collective bargaining as a form of industrial jurisprudence in the work place where rules are jointly made by the employees and the employers or their representatives. Whitehead (2007) postulates that collective bargaining is a means of creating industrial peace. He identifies three aspects of collective bargaining: first, is joint control, which is often the likely cause of disputes, the second refers to procedures, which provides for resolution of disputes without a recourse to industrial action and thirdly, that sanctions can be applied if negotiation breaks down. Igun and Okumagba (2003) maintains that collective bargaining can be said to mean essentially a compromise and balancing of opposing pressure of two social groups who have enough mutual interests and aims to reach an acceptable agreement. Harbison & Coleman (2001) contends that collective bargaining is a process of accommodation between two institutions, which have both common conflict of interest, while Hyman (2005) see collective bargaining as a study concerning processes of control over work relations.

In sum, collective bargaining involves negotiation about working conditions and terms of employment of people who are affected by employer-employee relationship. It may deal with (a) the employment or non-employment of certain persons (b) conditions of labour which denotes the various physical conditions under which people work in wage employment which is found to be more regulated by law than collective bargaining matters like safety, health and welfare

have been considered to be more appropriate subjects for government regulation, and the need to protect physical well being of employees at least against the worst hazard of industrial employment, has been recognized for a long time. However, conditions of labour have also been the subject of negotiations and sometimes of formal collective agreement.

Collective Bargaining in Chevron Nigeria Limited

In Chevron Nigeria Limited (CNL), there is a collective agreement between CNL and the contract companies. Existing collective agreements are usually entered into by representatives of the management of Chevron Nigeria Limited and representatives of the unions (National Union of Petroleum and Natural Gas Workers and PENGANSSAN). The collective bargaining system in CNL is therefore based on collective agreements that are reviewable every two years and they are usually the product of bargaining between the parties to the agreement [the company and the union] in a free and voluntary association in the interest of good and harmonious relations to determine and regulate the conditions of employment of the companies' employees.

The representatives of management of CNL and those of the unions usually meet under the umbrella of the Joint Negotiation Committee (JNC). Negotiations and collective agreements normally cover basic salary, transport allowance, feeding allowance, rent allowance, electricity allowance and feeding allowance usually referred to as gross pay. The company recognizes the union as the sole collective bargaining agent in respect of salaries, wages and other conditions of employment of those of the company's employees who are members of the union and are covered by collective agreements. The company agrees to negotiate with only the union on behalf of such employees who are members of the union and this shall however, not be in derogation of the provisions of the Trade Union Act of 1973 and its amendments.

All collective agreements have tenure of two years. A month to the expiration of each existing collective agreement, the union is expected to communicate to the management of Chevron Nigeria Limited indicating its intention and readiness to enter into a new agreement. The management on the other hand, is expected to inform the union of its willingness to renegotiate the existing collective agreement after it has adequately and duly studied the proposal from the union. Management is also expected to communicate to the union a favourable date

including time and venue. During the renegotiation process, both parties (management and the union) are expected to deliberate on the proposal from the union and arrive at a consensus after some compromises. Whatever is eventually agreed to by both parties is considered as representative of the genuine interest of all stakeholders (CNL, 2014).   Under the collective bargaining system of CNL, the management recognizes the right of the union to nominate its member to attend trade union meetings, conferences and seminars and such delegates shall be granted permission with full pay by the management upon the receipt of a request from the National or Zonal secretariat. Request other than for emergency meetings, shall however be submitted in writing to the management at least one week in advance to allow for operational planning. The management will provide assistance and co-operation to the union on such occasions. Notwithstanding the provision above, the union shall be represented at all management – union collective bargaining meetings by 10(ten) persons drawn from NUPENG and PENGANSSAN. Management shall in all such cases bear the cost of passage and board of the union team. At JCC meetings, which shall take place at company level, the union shall be represented by six (6) union representatives of the respective contract companies.

Collective Bargaining for Conflict Resolution in Chevron Nigeria Limited

The company and the union accept the principles of collective bargaining for the determination of salaries and other conditions of employment. Similarly, the company agrees that the union shall have the right to exercise its functions as set out in collective agreements and manage its own affairs without interference from the company. All cases of payments, benefits and other conditions of service are determined by the provisions of collective agreements. The principle of "No Work, No Pay" is affirmed and upheld with regard to stoppages of work and the union agrees that its member shall co-operate with the company in carrying its legitimate functions and instructions in the event of a disagreement, both sides meet in order to resolve the issue in accordance with the grievance procedure as contained in clause 16 of the Collective Bargaining Agreement. In joint recognition by the company and the union, it is understood that there will be no victimization or intimidation of any employee or any union official by the company because of his trade union activities.

The Joint Consultative Committee (JCC) which will meet at company level on quarterly basis as follows: January to March (1st quarter), April to June (2nd quarter), July to September (3rd quarter), and October to December (4th quarter) respectively under the

chairmanship of management representative. A week's notice shall be given either party to hold the meeting.

In the event that the union changes its name or registers with the Register of Trade unions under another name during the term of this agreement, the union undertakes that this agreement will continue to apply to, and remain binding upon, the union during the said term. In a similar vein, in the event that the company changes its name or legal designation during the term of any collective agreement, the company undertakes that the agreement shall continue to apply to, and remain binding upon the company during the said term. In the event that the competent Government of the federal Republic of Nigeria by legislation or other measures provides for benefits, including increases in wages, both the union and the management shall meet to negotiate.

The management shall make appropriate deductions from the wages or salaries of members of the union and remit any sum so deducted directly to the registered office of the union, provided that a strike by the union shall relieve the management of the obligation to make check-off deductions, in accordance with section 16A (b) of the Trade unions (Amendment) Decree no.1 of 1999. In the event of trade dispute, both parties shall endeavour quickly to normalize relations without resort to stoppage or disruption of normal flow of work in keeping with the provision of the current Act on trade disputes in the country. Either party to a contract of employment may terminate the contract on the expiration of notice given by him to the other party of his intention to do so or by payment of money in-lieu of notice. The Joint Action Committee (JAC) in CNL that is made up of twelve representatives each of the management of Chevron Nigeria Limited and the union is responsible for assess the extent of implementation of collective agreements and labour laws is the most effective social institution of industrial democracy and as a statutory body, established within industrial units with representatives of the management and workmen for preventing, and settling industrial disputes. Its objectives are to: remove the causes of friction in the day-to-day work situation by providing an effective grievance-resolving machinery, promote measures aimed at securing unity and good relationship, serve as a useful adjunct in establishing continuing bargaining relationship and strengthen the spirit of voluntary settlement, rendering recourse to conciliation, arbitration and adjudication rather in frequent.

The above joint committees are supposed to give labour a greater sense of participation and infuse a spirit of co-operation between the two parties without encroaching upon each other's sphere of influence, rights and prerogatives. They are also supposedly established as a channel of close mutual interaction between labour and management which, by keeping tension at a low level, generates a co-operative atmosphere for negotiation and settlement. All the same, while such committees try to promote industrial goodwill and harmonious relations through better understanding of employees by management and of management by workers, the twin problem are the magic-cure mentality of the management of CNL in respect of the collective bargaining instrument and poor commitment to collective agreements are permanent sources of conflict culminating in strike actions by unions on a yearly basis, particularly in the last seven years.

The Ecological Approach to Conflict Resolution
Ecology or climate, whether in organizations, governmental administration or society at large connotes personality (Aldag & Brief 2010; Robinson 1990). It is a set of characteristics which are relativel9 enduring over time, typifying an organization and distinguishing it from other organizations (Knowles 1982; Forehand and Gilmer 1962; Hellriegel and Slocum, 1974). Such a set of characteristics create a distinctive ecology or climate and it has the tendency or potency of influencing the attitude of its members including individuals, organizations and societies (Pritchard and Karasick, 2013). Ecology or climate which is a commonly experienced but abstract phenomenon and often referred to by many expressions such as atmosphere, environment, milieu and culture, is a relatively enduring quality of the internal environment that is felt by its members, influences their behaviour and can be described in terms of the values of a particular set of characteristics of the organization, society and the like (Taguiru, 2010). It can) also be viewed as a global expression of what an organization or a society is (Schneider & Snyder, 2015). Ecology or climate which can equally be conceptualized as the study of how an organization, or society or any social system relate or interface with its environment (Webb 1996, 436) consists of multiple or diverse dimensions (Campbell et al, 2009).

Some ecologies or climates can be described as considerable, warm and supportive, while others are indifferent, cold, hostile, and competitive (Aldag & Brief, 2010). The supportive and warm climate is the type that encourages and protects the individual's sense of personal worth and importance, while an unsupportive and cold type is the defensive and

manipulative one (Gibb, 2001). In every organization or society certain factors or elements exert profound influence on the existing ecology or climate that is created or constructed whether by design or accidental (Rao & Narayana, 2014). James & Jones (2007), for instance, identified five factors that influence climatic creation or construction viz: context, structure, process, environment and system values and norms. Climate, whether supportive or hostile, is critical to the legal/constitutional, institutional and operational dimensions and it can be changed, recreated or reconstructed (Gordon & Goldberg 2016 and McClelland & Burnham, 2017).

Ecology is a term that is used to describe the relationship between any environment or climate and its environed system (Ezeani, 2006). The influence of different ecologies or environments (with their multiple dimensions viz: social, political, economic, cultural) on institutions and organizations succinctly explain the importance of the ecological approach.

The ecological approach was an attempt to relate public administration to its environment. In other words, it focuses attention on the dynamic relationship between a public administration system and its total environment: physical, cultural, historical, economic and political (Adamolekun, 2016). Every public administration system is influenced by its environment. Thus, a particular institution or administrative system and practices that function very well in one environment might perform poorly in a different environment. That is why Riggs (2001) noted that the significance of each (administrative) pattern lies in its setting. Although Riggs (2001) popularized the ecological approach, the importance of environmental factors in public administration systems has long been recognized by scholars like (Gaus, 2007). It therefore follows that the environment, climate or ecology of anything, may be, Chevron Nigeria Limited, sets parameters which must be viewed as constraints that limit what can be achieved and, concurrently, as resources or strengths that may be utilized by decision makers. These parameters or dimensions are very impinging in that they either constrain or enhance the policies, activities and operations that are germane for the smooth functioning of all social systems like institutions, organizations and societies. The concern in respect of the influence of the ecology or climate on institutions and organizations explains the importance of an ecological approach to the management of the collective bargaining option for conflict resolution in Chevron Nigeria Limited.

It is thus instructive to note that administrators should take cognizance of their environments in the decision-making process. The need for administrators

lends itself to exploratory, descriptive and explanatory methods. This study which examines the efficacy of the ecological approach to the management of the collective bargaining instrument for conflict resolution in Chevron Nigeria Limited utilized both primary and secondary sources of data.

Both primary and secondary sources of data were utilized in this study. While primary data were obtained from focus group discussion, the secondary data were derived from content analysis of relevant textbooks, journals and corporate documents. In respect of the primary data, three discussion sessions were conducted with three different groups made up of six (6) participants each. The first group was made up of six (6) management staff drawn from public affairs, human resources and production departments of Chevron Nigeria Limited; the second group was made up of six (6) contract staff drawn from the current presidents of six (6) affiliate unions in charge of six (6) contract firms (Oasis Corporate Systems Limited, Ozma Nigeria Company Limited, Avidor Nigeria Limited, Purview Investment Limited, Elper Nigeria Limited, Linkso Nigeria Limited and the third group was comprised of six (6) contract staff who are currently serving presidents of another six affiliate unions in charge of six other contract firms (Benkline Nigeria Limited, Midis Energy Services Limited , Grafen Integrated Oil Field Services Limited, Fajudan Nigeria Limited, Tonba Services Limited and Davton Energy Services Limited). On the whole, there are eighteen (18) affiliate unions in charge of the existing eighteen (18) contract firms in Chevron Nigeria Limited.

Method of Data Analysis

Analyzing focus group discussions involve firstly revisiting your aims and objectives and looking through the detailed notes or a full transcript if you have had the time to produce one. The analysis is aimed at identifying key themes and points of consensus or disagreement as well as noting useful quotations which reflect the purposes of your research (Woods, 2012). In this study, all the notes taken at the focus group discussion sessions were read and transcribed. The transcribed versions of the focus group sessions were compared with the notes taken during FGD sessions to fill the identified gaps. The consensus in the opinions and the commonality in the ideas expressed and presented during the focus group discussion sessions constituted the basis for answering the research questions raised in this study. This process was supported with the qualitative data generated in the study through in-depth content analysis of cognate text books and journals (Richard, 2012) premised on the thematic

discourse: Managing the Collective Bargaining Option for Conflict Resolution in Chevron Nigeria Limited: An Ecological Approach.

Data Presentation

From the data obtained during the focus group discussion sessions with two union groups made up of six (6) executive presidents each (all contact employees of Chevron Nigeria Limited- CNL), there was convergence of opinions suggesting that the management of CNL perceives the collective bargaining option as a magic that can cure all disputes between it and the union leaders as well as their teeming members. As a result of this perception, the two union groups asserted that the management of CNL is poorly committed to agreements reached between it (management) and the affiliated unions of both the Nigerian Union of Petroleum and Natural Gas Workers (NUPENG) and the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) in the company.

The discussion sessions with the two union groups revealed that while the collective bargaining arrangement of alternate years is timely and favourable to the eighteen (18) affiliated unions, the management of Chevron Nigeria Limited sees the time elements of the arrangement as unfavourable largely because every collective bargaining year is an opportunity for the unions to make multiple demands.

The twin problem of the magic-cure mentality of the management of CNL in respect of the collective bargaining instrument and poor commitment to collective agreements are, in the views of the two focus groups of union leaders, are permanent sources of conflict culminating in strike actions by unions on a yearly basis, particularly in the last seven years. The two focus group discussion sessions with the union leaders also indicated that the high level of insensibility to the salary disparity and differentials in condition of service between main-stream (pay-roll) and contract employees of Chevron Nigeria Limited. The discussants, in fact, stressed emphatically that apart from the fact that the monthly salary of the highest paid contract staff is three hundred and seventy thousand naira (N370,000) and that of the least paid main-stream staff is nine hundred thousand naira (N900,000), main-stream staff are entitled to sundry benefits including yearly safety bonus, yearly turkey ticket, yearly fuel allowance, yearly profit sharing, yearly rent allowance, furniture allowance every four years and house ownership scheme (HOS) every five years.

The failure by the management of Chevron Nigeria Limited to manage the environmental or ecological

imbalance in respect of salaries and other benefits for main-stream and contract employees through constant environmental scanning in other to be able to reduce the existing gap between the main-stream and contract staff and minimize the occurrence of conflict including strikes, the two discussion groups of union leaders stressed, is another source of conflict between the management of Chevron Nigeria Limited and the affiliated unions. The focus group discussion with management staff of Chevron Nigeria Limited, on the other hand, showed that there have cases of breach in the implementation of collective agreements between management and the affiliate unions in Chevron Nigeria Limited. They were of the view that while management needs to be more committed to the welfare of the contract workers and be concerned about their demands, the workers should be considerate in making their demands. They equally accepted that the level of differential in the salaries between main-stream and contract staff is evidently high and a source of concern to the contract staff.

Data Analysis
The central aim and objective of the focus group discussions was to identify the key areas of consensus or disagreement among the discussants. The out- come of the three focus group discussions on different aspects of the central theme "the efficacy of the ecological approach to the management of the collective bargaining instrument for the resolution of conflicts between management and contract workers in Chevron Nigeria Limited," shows that the management of Chevron Nigeria Limited sees the collective bargaining option as a magic-cure for conflict resolution in the organization. All the focus group discussants also agreed that there is a poor level of commitment by the management of Chevron Nigeria Limited (CNL) to the implementation of collective agreements between the management of CNL and the affiliated unions. In a similar vein, there was convergence of opinion by the discussants that the existing wide gap in the salaries and other benefits between the main-stream and contract employees is a source of conflict in the organization.

In sum, the consensus in the opinions and the commonality in the ideas expressed and presented during the focus group discussion sessions constituted the basis for answering the research questions raised in this study. This process corroborated and modestly re-enforced the qualitative data generated in the study through in-depth content analysis of cognate text books and journals premised on the thematic discourse "the efficacy of the ecological approach to the management of the collective bargaining instrument for the resolution of conflicts between management

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Effect Of Marketing Strategies On Entrepreneurial Development In Imo State

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ABSTRACT

The study examined effects of marketing strategies on entrepreneurship development in Imo State. It also attempts to determine the extent to which advertising increase sales of the firm. The researchers adopted survey method, using questionnaires to gather data from the selected business enterprises within the state. Three LGAs were drawn from each of the three senatorial districts of the state. The findings showed that marketing strategy such as advertising enhances the sales growth of any company. It was also noted that the use of segmentation strategy has a positive effect on the overall profitability of the firm. It is recommended that entrepreneurs should be able to understand the need for customer satisfaction in other to create a niche over the product they sell. Entrepreneurs should engage in more aggressive advertising by making use of the mass media such as TV, Radio, Internet, Newspapers, Magazines tec. As well as guerilla marketing (Advertising) to ensure that their customers are reached wherever they are located.

Key Words: Marketing Strategies, Entrepreneurial, Advertising and Development

INTRODUCTION

In a developing economy such as Nigeria, much emphasis is placed on locally produced goods and to facilitate a good exchange of these goods, it is important that any marketer maps out an effective marketing plan to help get these products, goods to the customers at minimum cost.

Marketers go into business aware that selling product to meet the marketing objectives can generate profits. The setting of marketing objectives is a key step in the marketing planning and the marketing objective i.e. what the organization wants to achieve in terms of sales volume, market share etc. and how the organization then sets out to achieve these objectives is the strategy and all companies must look ahead and develop long term strategies to meet the changing conditions in their businesses. No one strategy is best for all companies and each must find the game plan that makes the most sense given its situation, opportunities, objectives and resources, since corporate environments are rapidly changing and the successful firm is the one that can most effectively anticipate and manage the external environment to discern and interpret opportunities and threats in the environment and then capitalize on these opportunities in a timely fashion organization when faced with a complex and changing environment since it has become increasingly important for them to adopt a strategic approach to their market.

Basically, a strategy is a statement regarding what an organization wants to be and how it wants to be and how it plans to get there. It is also considered as a way of thinking that strives to ensure the long term prosperity of the firm, and are usually based on clearly defied terms that takes a comprehensive approach to the organizations problem.

Companies do develop strategies at a number of different levels ranging from overall corporate strategies to strategies for individual products and markets. Here corporate strategy deals with overall development of an organizations business activities while marketing strategy focuses specifically on the organization's activities in relationship to the market served. Marketing strategies must therefore be consistent with the overall corporate strategies. Which means that the market strategy must fit with corporate efforts in such areas as finance, personnel, technology and production. From a strategic standpoint, marketing focuses on questions regarding where, how and when to complete. Marketing strategy is therefore a specification of the way in which the marketing mix is used to attract and satisfy the target market(s) and achieve the organizational objectives. A good marketing strategy provides a framework for marketing mix decisions, which centers on product, distribution, promotion and price plans. It should also be efficient and effective, the efficiency component simply relates to doing a task, having the right product at the most appropriate time in the right markets.

A market seeks to develop a unique competitive advantage in each market it operates and also develop a strategic plan for existing product lines which forms one of the most critical element of the company's marketing planning activity. It is usually based on two concepts namely the marketing environment and the strategic fit that is the company organizes its resources in order to secure an effective relationship with the market in which it operates.

Kotler (2000) stated that where a firm is marketing oriented, its entire organization welded together in one unified coherent system which is directed towards a well-defined set objective unless an organization has devised an effective strategy that is open to benefiting from its competitors. This statement however attests to the fact that an organization without a strategy is like a ship without a rudder going round in circles. Every business organization now adopts the application of strategy to help indicate its specific value in developing their marketing performance in the organization. According to Mintzeberg (1989) one of the more important functions of management is to formulate strategy for her organization or at least oversee the process by which they and others make strategies. He goes further to say that in a narrow sense, strategy making deals with the position of an organization in market riches, but in broader sense it refers to how the collective system called organization establishes and if necessary changes its basic orientation. Marketing strategies are used to increase sales, launch new products and generally provide profit for a company.

The aim of every entrepreneur is to create products and services even ideas that will be able to satisfy the needs and wants of its target customers and to ensure that the customers get to know about the existence of the products and services no matter where they are located. This can be achieved by advertising strategy which increases the demand for the product category through increased awareness thereby raising the per capital consumption for the product and convert customers from other products. Advertising is the most commonly used and the most noticed of all the promo-tools, it is the one that gets to the greatest number of the firms' target audience at the same time.

Entrepreneur is a person who chooses or assumes risks, identifies business opportunities, gathers resources, initiates actions and establishes organization or enterprise to meet such market

demand or market opportunity. They help economic growth in both developed and developing countries, start new business, thereby creating jobs for themselves and those they employ. They often increase competition and can increase productivity as well.

Entrepreneurship can and does play a big role in improving people's lives by people banding together to diversity and the source of income in a community where there are only one common sources of income. It helps young and adults who often face joblessness because it is a way for them to channel their energy, creativity and fresh perspectives into innovation and problem so long so they can contribute to their communities.

Drucker (1985) maintained that entrepreneurs' searches for change respond to it and exploits it as an opportunity. The implication of this is that through the activities of entrepreneurs, they initiate actions that will lead to the development of novel products that will meet the needs and wants of the consumer. Furthermore, they are always seeking for opportunities to turn ugly situations into a profitable opportunity to make debut in life.

LITERATURE REVIEW

The term strategy can be traced from the military language and it means a general programme of action and deployment of emphasis and resources to attain comprehensive goals. Hence, a strategy is a pattern of actions and resources allocations deigned to achieve the goals of the organization. Put more differently, strategy is a definite line of action designed to achieve specific objectives under a given set of conditions. Marketing strategy is the fundamental goal of increasing sales and achieving a sustainable competitive advantage. It includes all basic, short term and long term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market oriented strategies and therefore contributes to the goals of the company and its marketing objectives.

DEVELOPING A MARKETING STRATEGY

The process generally begins with a scan of the business environment, both internal and external, which includes understanding strategic constraints. It is generally necessary to try to grasp many aspects of the external environment, including technological, economic, cultural, political and legal aspects goal. Then a marketing strategy is an explanation of what specific actions will be taken over time to achieve the objectives. Ideally, strategies are dynamic and interactive, partially planned and partially unplanned, to enable a firm to react to unforeseen developments while trying to

keep focused on a specific pathway, generally, a longer time frame is preferred.

There are simulations such as customer lifetime value models which can help marketers conduct "what if" analysis to forecast what might happen based on possible actions and gauge how specific actions might affect such variables as the revenue per customer. Strategies often specify how to adjust the marketing mix, firms can use tools such as marketing mix modeling to help them decide how to allocate scares resources for different media, as well as how to allocate funds across a portfolio of brands. In addition, firms can conduct analysis of performance, customer's analysis, competitor analysis and target market analysis. A key aspect of marketing strategy is often to keep marketing consistent with a company's overarching mission statement.

The strategies are:

Diversity Strategies: Marketing strategies may differ depending on the unique situation of the individual business. However, there are number of ways off categorizing some generic strategies. They are:

Strategies based on Market Dominance: In this scheme. Firms are classified based on their market share or dominance of an industry. Typically, there are four types of market dominance strategies, leader, challenger, follow and niche.

Marketing Growth Strategies: In the early growth stage, the marketing manager may choose from two additional strategies alternatives: Segment expansion, Smith (1978) or brand expansion Borden, Ansott, Kerin and Peterson (1978).

Marketing Maturity Strategies: In maturity, sales growth slows, stabilizes and starts to decline. In early maturity, it is common to employ a maintenance strategy where the firm maintains or holds a stable marketing mix.

Market Decline Strategies: At some point the decline in sales approaches and then begins t exceed costs. And not just accounting costs, there are hidden costs as well as Kotler (1965) observed, no financial accounting can adequately convey all the hidden costs. At some point, with declining sales and rising costs, a harvesting strategy becoming unprofitable and divesting strategy necessary.

Differentiation and Segmentation Strategies: In product differentiation according to Smith (1956), an enterprise tries bending the will of demand to the will of supply. That is, distinguishing or differentiating some aspect(s) of its marketing mix from those of competitors in a mass market or large segment, where customer preferences are relatively homogenous (or heterogeneity is ignored, Hunt (2011) in an attempt to shift its aggregate demand curve to the left (greater

quantity sold for a given price) and make it more inelastic (less amenable to substitutes). With segmentation, an enterprise recognizes that it faces multiple demand curves because customers' preferences are heterogeneous and focuses on serving one or more specific target segment within the overall market.

Skimming and Penetration Strategies: With skimming an enterprise introduces a product with a high price and after milking the least price sensitive segment gradually reduces price, in a stepwise fashion, tapping effective demand at each price level. With penetration pricing an enterprise continues its initial low price from introduction to rapidly capture sales and market share, but with lower profit margins than skimming

Porter Generic Strategies: Porter generic strategies on the dimension of strategic scope and strategic strength.

Strategic scope refers to the market penetration while strategic strength refers to the firm's sustainable competitive advantage. The generic strategy framework (Porter, 1984) comprises two alternatives each with two alternative scopes. These are differentiation and low cost leadership each with a dimension of focus broad or narrow.

Single Market Strategies: A company may concentrate its efforts to serve a single segment. A small company with perhaps a unique product may select a niche to develop its effort so as to avoid confrontation with large competitions. The company should analyze the market carefully to find which segment is currently being ignored, served inadequately or the ones larger competitors may consider to be too small, too risky or unprofitable to serve. Due to concentrated effort in such a market, a company may find it possible to keep costs down at higher prices and profits.

Multi-Market Strategies: A company may decide to serve distinct segments of a market for example higher education student, secondary students and primary school pupils. It should choose those segments with which it feels comfortable and able to avoid confronting other companies serving in the market. A company can sell different products in different segments or distribute the same product in both segments.

Total Market Strategies: A company may choose to serve the entire spectrum of the market by selling different products to different segments in the market. It is a strategy that evolves over a number of years of operation. The company may start with one product as the market grows into separate segments. It modifies its product offerings to serve them. It tries to compete in all the segments with combinations of price, promotion and distribution programmes. The company enters new segments as

Table 1:
The nature of business that respondent' enterprises are into

	No of Questionnaires	No. of Unreturned Questionnaires	No of Returned Questionnaires	Percentage (%)
Owerri Municipal	20	4	16	13.3
Owerri North	18	3	15	12.0
Aboh Mbaise	12	3	9	8.0
Okigwe	17	3	14	11.3
Ehime Mbano	17	4	13	11.3
Onuimo	16	3	13	10.7
Ideato South	16	2	14	10.7
Oguta	18	6	12	12.0
Njaba	16	2	14	10.7
	-	-	-	-
	150	30	120	100

Source: Field Survey 2017

Table one above shows the nature of business enterprises respondents from each of the local government and Senatorial districts of the state. Of the 120 respondents, 40 (33.3%) respondents are from Owerri Zone, which includes those in whole selling servicing, manufacturing and retailing also 33.3% respondents are from Okigwe zone while 33.4% respondents are from Orlu zone.

Table 2: Which of the marketing strategies does your organization use?

Options	Response	(%)
Product		
Pricing	10	12
Promotion	15	17
Advertising	50	30
Distribution	10	12
Guerilla Advert	30	22
Packaging	5	7
Others	-	-
Total	120	100

Source: Field Survey 2017

From the above table, 10 respondents which represent (12%) said they use pricing, 15 r 17% of the respondents said they use promotion. While 50 or 30% of the respondents said they use advertising. Also, 30 or 22% of the respondents said because of the high cost of advertising in the media houses they have adopted the use of guerilla advertising to win customers.

Table 3: How often does your organization use marketing strategy?

Options	Responses	(%)
Very often	20	15
Often	70	60
Moderately	10	9
Rarely	10	8
Very rarely	10	8
Total	120	100

Source: Field Survey 2017

In response to item above 20 or 15% of the respondents said they always use marketing strategy to pursue their organizational goals, 70 or 60% respondents said they often use marketing strategy, 10 or 8% of respondents' said they rarely and very rarely use marketing strategies while 10 or 9% respondents said they use marketing strategies moderately in their organization.

Table 4:   How wo uld you rate the effectiveness of advertising strategy in the sales of your company products?

Options	Responses	(%)
Strongly Agree	80	65
Agree	30	19
Undecided	5	8
Disagree	5	8
Strongly Disagree	-	-
Total	120	100

Source: Field Survey 2017

The table above shows that 80 or 65% of respondents strongly agree that advertising strategy helps them to sell their products as fast as possible, 30 or 19% also agreed on the effectiveness of advertising in the marketing of their products. While 5 or 8% respondents disagree and strongly disagree that advertising is not the best strategy for entrepreneurs in the state.

Table 5: Does your organization employ professionals to take charge of its marketing operations?

Options	Responses	(%)
Yes	20	10
No	100	90
Total	120	100

Source: Field Survey 2017

The number of respondents who answered Yes are 20 which represents 10% of the total while 100 representing 90% answered No meaning that the company does not employ professionals to take charge of its marketing operations.

DISCUSSIONS OF FINDINGS
From the results of the field survey, it is found that marketing strategy has a significant effect on entrepreneurial development because marketing strategy helps the enterprises achieve optimum turnover on the long run. It helps the enterprises know what is the customers want and how to satisfy their needs. The advertising strategy helps the customers to be aware of the existence of the products. It has also discovered than guerilla advertising did not only create awareness but helps the enterprises t achieve his marketing objectives especially for the enterprises that might not have all the resources to go into print and electronic advertising. Furthermore, the result of the findings reveals entrepreneurs that use segmentation achieve optimum sales growth in their organization.

CONCLUSION
Findings of the research implies that government should formulate policies that will encourage enterprises in adopting marketing strategy by creating awareness programmes to intimate them of the benefits to enterprises. Also, the enterprises should know that no firm can survive without adequate marketing strategy. The earlier the enterprise starts creating awareness of their product and services the better for them. The workers should be properly informed about marketing and everything it entails so that they can be making the most of it in their daily operations, because marketing strategies are used to increase sales, launch new products and generally provide profit for a company (Cyprus, 2010)

RECOMMENDATIONS
1) Entrepreneurs should intensify more effort on marketing their products either through open market r consumer contact (one on one sale) will improve sales. This is the need for guerilla marketing.
2) Entrepreneurs should engage in more advertising by making use of the internet, print and electronic media etc to ensure their clients get reached wherever they fare found
3) Entrepreneurs should endeavor to always check and review their marketing strategy on regular basis. They should engage in a realistic that will produce result
4) Entrepreneurs should be able to understand the need for customer satisfaction and create niche for the product they sell. Hence, the need of the consumers should be known before production is done. They should try and know what their customers want and make sure that maximum satisfaction is being derived.
5) Entrepreneurs should endeavor to engage professionals in marketing to handle their marketing activities because they know how to generate revenue that will sustain the organization.

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Influence of Brand Image on Buying Behaviour among Undergraduates in Federal University of Agriculture, Abeokuta

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ABSTRACT

Brand image is an influential means to cajole new customers by inducing their behaviour with numerous schemes that will make them dedicated to one brand. The focus of brand value creation was on individual goods whereby customers make use of brands to exhibit ownership. The main objective of this study is to analyze the relationship between brand image and buying behaviour in Funaab. This study focuses on soft drinks and tries to investigate brand equity and customer consumption values in order to compare different purchase behaviours. Stratified sampling technique was adopted for this research study. A structured questionnaire was used to get data from the respondents. The data was analyzed using through the data preparation grade and Statistical Package of Social Sciences (SPSS) version 20.0. Sample size of one hundred (100) were employed out of the total population of undergraduates in Funaab. The study uses descriptive analysis in interpreting the results of the research work. The research work adopted statistical tools such as regression analysis and ANOVA in testing the hypothesis. The result shows that there is a significant relationship between brand name and buying behaviour, brand value and buying behaviour, price and buying behaviour, packaging and buying behaviour. The study observes that brand image is an influential means to cajole new customers. In view of this finding, certain recommendations were arrived at; adequate provision of funds, provision of adequate facilities, allocation of adequate time, provision of development strategies and marketing research on brand image in most business organization should be properly done. The finding of this study provided useful information which is helpful not only for the students but also as a successful guidance to the brand managers for future marketing strategies and policies

Keywords: Brand image, Brand value, Buying behavior, Purchase behavior, Marketing strategies

Introduction

In business world today it is of great significance and value to be able to differentiate your product from all others in existence. The society is so mindful about their status and they desire to use branded products to express their status symbol. Brand is well-thought-out as implied device via which any business can achieve the attraction of the general public and can take delight in the competitive edge. In our indigenous state it also well thought-out as a prized asset for any business as it can modify peoples' buying behaviour. Branding contains as a part of creating an image in a consumer's mind. The inflexible part is to liaise similar characteristics and promises to consumers but it is with ease for a company to specify what it wants to be like. A sim Nasar *et al*. (2012) has a view that thriving businesses all over the world have the widespread goal of strengthening their brand Image. By means of making available the best quality brand, companies can get a positive brand image with the help of proper and adequate brand positioning through advertisement. If brand is built and handled in a way of being able to accomplish its purpose, a business can derive or receive pleasure from a maximum number of customers and can construct an extended term profitable affairs with customers.

Today, brand image is an influential means to cajole new customers by inducing their behaviour with numerous schemes that would make them dedicated to one brand. The focus of brand value creation was on individual goods whereby companies made use of brands to exhibit ownership and take accountability for their goods. This in turn helped customers place and distinguish a firm's goods on sight. At present, brands produce an extensive competition in diverse forms, sizes, functions and features and they are the indispensable capital of the most trades. The market is swamped with new and old brands and the strong point of brand conflict is increasing day by day. In the present day in a competitive market, the inquiry is about the existence and endurance of the company in the market. But the response hinges on companies to stay alive by packaging, design, price, quality, distribution channel and other means. According to Sheena and Naresh (2012), the personal experience of using a brand can be of assorted shapes from the personal experience of using an indistinguishable product without the brand. Consumers distinguish and experience these aspects and features about brands and respond to them. Often, consumers will have a tendency to select a brand that they regard corresponding with their self-image.

Nevertheless, response to the inquiry of exactly how and why consumers show interest in a specific brand personality and selecting a brand can be an influential tool in the hands of brand managers to evolve and increase the perceived value of the brand. The business environment is becoming cultured generation by generation and as such, decision-making is becoming more and more challenging and risky. It is equally important for a business to have knowledge on how to build or transform a brand in order to have the ability to maintain and nurture it, and also what are the risks that might lead to a brand's failure in order to avoid them. Consumers are also faced with the challenge of choice making due to indecisiveness, scepticism, indifference and confusion which are among the key sales killers in business world. Related to this Keller's CBBE-brand building method is introduced. Also reasons why brands might fail are shown briefly. Consumer purchasing choice is a process that comprises dissimilar stages like the recognition of need, search for the information, evaluation of alternatives, selection and in the last post purchase behaviour. There are lots of factors which have emotional impact on the consumer behaviour and those factors lead him towards purchasing. A wide-ranging variety of efforts and philosophies have endeavoured to outline the factors which influence the consumers and their behaviours when making purchasing decisions. Consumers identify the brands in a different way according to their preferences and from time to time may be influenced by past familiarities and their choices are directly or indirectly associated with these perceptions. The terminus of the inquiry of consumer behaviour is to ascertain a perceptual structure of consumers' attitudes in their choice to buy or to turn a blind eye to a product.

According to Keller (1993), Aaker's brand equity model and Keller's customer-based brand equity model is viewed as the most authentic and valuable models that mainly consider the consumer perceptions and their buying decisions basis on the evaluation of their knowledge about brand, their association with specific brands and how the purchase will affect them if they purchase a recognized brand. Brand Equity (Aaker, 1991, and Keller, 2003) is make known to in order to expatiate upon four elements (brand awareness, perceived quality, brand association, brand loyalty) which provide a part of a whole amount in brand image conception. According to Keller (1993), positive brand image could be established by connecting the unique and strong brand association with consumers' memories about the brand through marketing campaigns. Put differently, brand image and brand awareness are the foundation and origin of brand equity.

In this study, we will see the influence of branding on consumer behaviour which helps a consumer in choosing a precise brand according to his need and choice. Therefore, this study concentrates on brand and how it affects consumer's choice.

Methodology and Purpose of the study

In order to address the recognized problems, research questions are essential in order to find solutions. This

study has therefore attempted to find answer the following questions:

1. What relationship exists between brand name and buying behaviour among undergraduates?
2. To what extent has brand value has influenced the buying behaviour of undergraduates in Federal University of Agriculture, Abeokuta?
3. What is the effect of price on the buying behaviour of undergraduates in Federal University of Agriculture, Abeokuta?
4. What is the impact of packaging on the buying behaviour of undergraduates in Federal University of Agriculture, Abeokuta?

In this study, the descriptive survey research method has been adopted. the population of this study is the entire undergraduates in FUNAAB. A sample size of one hundred (100) undergraduates out of a hundred and thirty-five (135) undergraduates of FUNAAB was sampled as calculated above. All 135 undergraduates of the population have equal chances to be chosen as part of the sample and one hundred (100) questionnaires has been administered randomly to the entire undergraduate population of FUNAAB. In addition, the hypotheses were tested using a liner regression via Statistical Package of Social Sciences (SPSS) version 20.0. This was used to assess if there is a relationship and the extent of the relationship between variables.

Literature Review

Brand Overview
Brands are very old in this world. Time dates back to people who mark cattle's, horses, livestock, clay pots and personal belongings with burnt mark in the earlier days. "The word brand comes from old Norse brand, meaning to burn." (Keller, 2008). It is an old form of personalizing a product. It was of sequence by burning that initial mankind embossed ownership on personal livestock, and with the advance of trade, consumers would use brands as a means of telling apart between the livestock of one farmer from another. A farmer with the chiefly upright repute for the quality and value of his livestock would find his brand greatly pursued, while the brands of farmers with a smaller repute were given lesser attention.

Thus, the utility of brands as a conduct to preference was recognized, the role has stayed on unaffected to the present day.

Today the word brand has gained more and more abstract meanings. A brand means all the inceptions, associations, descriptions, ideas and promises that develop in consumers' minds about a product or business (Brändäys 2007; 2010). The significance of the term is only obvious with citation to linguistic communication use, for the reason that there is no one 'real' or 'true' definition or meaning. A brand can be seen as the added value which an end user is willing to pay more, compared to an average, unidentified product that live up to the same desire.

Keller (2008) reasons out American Marketing Association's definition of a brand as follows: "whenever a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand."

This article identifies twelve main themes which is thought to be a precise classification of the comprehensive variety of descriptions of the "brand" in the literature, i.e. as:

i. Legal instrument: Mark of ownership, Name, logo, design. Trademark.
ii. Logo: Name, term, sign, symbol, design.
iii. Company: Recognisable corporate name and image. Culture, people, programs or organisation defines corporate personality.
iv. Shorthand: Firm stresses quality not quantity of information.
v. Risk reducer: Confidence that expectations being fulfilled.
vi. Identity system: More than just a name
vii. Image in consumers' minds: Consumer centred. Image in consumers' mind is brand "reality"
viii. Value system: Real brands have an understanding of values that characterise them
ix. Personality: Psychological values, communicated through advertising and packaging define brand's personality:
x. Relationship: Consumer has attitude to brand. Brand as person has attitude to consumer.
xi. Adding value: Value satisfier. Consumers imbue brand with subjective meaning they value enough to buy
xii. Evolving entity: Change by stage of development

However, the twelve themes represent a categorisation of the most important propositions in the branding literature. Various academic disciplines, such as consumer behaviour (Assaei, 1995), strategy (Hamel and Prahalad, 1994) and marketing management (Kotier et al, 1996; Balmer, 1995) support this literature. A mutual feature is that the brand's name and logo are reckoned further than plain legal and visual identifiers, and denote the set of experiences and associations that users have acquired over time as a result of organisations' activities.

Factors that build up a brand
In order to create a successful brand, there are some brand related factors that are vital. Such factors are value creator, brand associations, brand image and brand identity. All these factors are covered because these are the brand related factors that are vital not only for the research but in order to create a successful brand.

Brand image

A business's brand image can stand as significant as the goods or services it produces. A robust brand image is a powerful asset. From the customers' side, crucial to the perception of the brand is the concept of brand image. Dobni and Zinkhan (1990) outline brand image as:" largely a subjective and perceptual phenomenon that is formed through consumer interpretation, whether reasoned or emotional" According to Keller (1993), positive brand image could be established by connecting the unique and strong brand association with consumers' memories about the brand through marketing campaigns.

Brand identity

According to Aaker (1996), Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. These associations signify what the brand stands for and suggest a promise to customers from the organization members. The dissimilarity between brand image and brand identity is that brand image is shaped in the cognizance of consumers but brand identity is pulled together by the brand owner. Aaker (1996) explains that to ensure that the brand identity has enough depth and particles a firm should consider its brand as a product, organization, person and symbol. According to Aaker (1996) definition, four perspectives are show in respect to brand identity

· Brand as a product: Brand as a product deals with the brand associations committed to a product or service. It is strictly related to brand high-quality decisions and the involvements consumers have of its use. The essential component is to identify the product class the brand fits into. The crucial impression is to link the brand to the precise product class so that it is the first one the consumers remember when thinking of the group. The attributes that are related to brand as a product are quality, purpose of use, types of users and the origin of the product or service (Aaker 1996).

· Brand as an organization: Brand as an organization focuses a reduced amount of concentration on the product or service itself but mainly on qualities of the organization. These qualities (for example innovation and quality) are formed by the people, culture, values and programs of the company and are further resilient to competitive rights. This is so because it is stress-free to duplicate a product and product features but replicating an organization with unique people, values, and programs is almost impossible (Aaker 1996).

· Brand as a person: Brand as a person deliberates the brand as possessing human characteristics such as fun, active, formal or youthful. A brand nature can improve the brand because a consumer possibly will relate to it and express their own personality. In the same way as personalities influence human relationships, brand personality can be the basis of a relationship between the customer and the brand.

· Brand as a symbol: A robust symbol makes it relaxed for consumers to identify and remember a brand. The non-appearance of a symbol can be an actual shortcoming to a brand. A symbol can be a visual imagery, metaphors and/or brand heritage that relates to a brand.

Brand Association

According to Aaker's Managing Brand Equity (1991) brand associations are "anything linked in memory to a brand." By this Aaker (1991) refers to feelings, product characteristics, symbols, life-style, certain object and activity. Aaker (1991) also clarifies that associations produce value to both firms and customers by facilitating to process and repossess information; set of realities and stipulations that if not would be problematic for the customer to process and access, and costly for the company to communicate. Associations aid to distinct one brand from a different brand by distinguishing the product/service and positioning it. Brand associations can produce and connect positive feelings and attitudes to a brand. These feelings can either be created during the use experience but also likable symbols can trigger those feelings for example. (Arnold 1991). Brand associations also provide a motive to make a purchase.

Brand Equity

Brand equity is the additional value gifted to products and services. Aaker (1991) defined the brand equity as a set of brand assets and liabilities linked to brand that adds or detracts the product or service value based on the customer's perspectives. This value may be reflected in how consumers think, feel and act with respect to the brand that consumers had perceive from marketing programs. Brand equity is mostly as a result to the that consumers have in a brand compared to other brands as this faith and belief is interpreted as consumers' loyalty and their readiness to pay greater prices for the brand.

Aaker (1991) defined brand equity as a set of five categories of assets (Liabilities) that are attached to a brand name or symbol and add or (reduce) value provided by a product or a service. He has outlined five (5) classes that is usually considered the four main dimensions. They are brand awareness, perceived quality, brand association, brand loyalty, and other assets, such as brand exclusive rights, trademarks and communication board. Therefore, in marketing theory, customer based brand equity is shared into two classifications: customer`s perception (brand awareness, brand association, brand perceived) and customer`s behaviour (brand loyalty, willingness to pay higher prices).

Brand Loyalty

Brand Loyalty refers to the level of commitment that customers have for a specific brand. Loyalty involves the quality of being loyal and having feelings of allegiance. A brand loyalty is always inspired by love for the brand due to satisfaction for the perceived brand. The primary advantage of brand loyalty is that it renders a promise of commitment from customers against market share loss when a new competitor enters the industry. Another company may have a huge customer base but if they are not loyal to customers, they are more easily seduced away by competitors. Loyalty is a benchmark that assesses the leaning of consumers to brand. Customers who are loyal to a specific kind of brand continuously endeavour to purchase it always and have zero interest in purchasing other brands.

Brand Awareness

This is the likelihood that consumers are conscious and acquainted about the life and availability of a product. Brand awareness means that how can a customer, tell apart and recall unidentified from identified brands in purchase decision situations. The role of brand awareness in brand equity rest on the level of attained knowledge. Brand awareness comprises of both brand recognition as well as brand recall. Brand awareness is enhanced to the degree to which brand names are wisely selected, that is, simple and easy to pronounce or spell; known and expressive; and unique as well as distinct. For instance - Coca Cola has come to be known as Coke.

Brand Associations

Brand associations can be given to customers to take the best choice by having precise items in their mind, where there are numerous choices. Aaker (1991) defines brand association as anything related to the association of a certain type of the brand or its image. Brand Associations are not benefits, but are images and symbols associated with a brand or a brand benefit. Brand should be allied with something positive so that the customers tell your brand to being positive.

Brand perceived quality

Perceived quality is defined as consumer perception of the overall quality or superiority of a product or service than other options (Zeithmal, 1988). High perceived quality guides consumers to choose one brand over the other competing brands (Yoo and Donthe, 2000). In order to thrive, it is essential for companies to recognize features that customers seek in relation with quality. Perceived quality is a competitive necessity and nowadays most companies find quality customer oriented as a strategic weapon (Atligan, 2005).

Consumer Buying Behaviour

Walters (1974) provides such a definition by stating that "A consumer is an individual who purchases, has the capacity to purchase, goods and services offered for sale by marketing institutions in order to satisfy personal or household needs, wants, or desires." It comprises of the study of what, why, when, where and how frequently consumers purchase and how they make use of the purchased manufactured goods. The fundamental purpose of existence of the marketing department is to recognise and please consumer needs, wants and desire. In addition, it involves all the behaviours that end-users exhibit in searching for, purchasing, using, evaluating and disposing of products and services that they assume will be satisfactory to their needs. Consumer behaviour reviews all the parts of purchase, utility and disposal of products and services.

Consumer buying behaviour refers to whatever consumers purchase at a definite point of time which consist of their decision making. So it is key for any firm to strongly analyse on consumer buying behaviours as it has a large effect on the firm's marketing scheme. It also plays a significant part in the success of the firm. It is vital for any firm to construct a marketing mix that pleases the customers. According to Kotler (2003), there are five roles people play during a purchase. They are:

Initiator: It is the person who gives the idea of buying the product or service.
Influencer: It is the person who reviews or influences the decision.
Decider: It is the person who makes the buying decision: what to buy, how to buy, when to buy and where to buy.
Buyer: It is the person who actually makes the purchase.
User: It is the person who consumes or uses the product or service.
Consumer buying behaviour is swayed by an individual's own personality traits. These personality traits do not keep on being the same but adjust with the life cycle.

The knowledge on consumer behaviour illuminates on:
  i.   Why and why not a consumer buys a product?
  ii. When a consumer buys a product?
  iii. How a consumer buys a product?

Consumer Behaviour is a division which deals with the numerous phases a consumer goes through before buying a product or service for his or her end-use.

Buying Decision Process

Consumers take part in a decision process to take action with respect to the marketing environment and make purchases. The buyer goes by a series of rational stages to attain the decision when he faces a problem which could be decided over a purchase.
A consumer goes through several stages before purchasing a product or service.
i. Need/Problem Recognition: The problem recognition stage is also known as the need stage. It is a stage where the end user goes through a state of felt deprivation (need) or wants.

According to Nwaizugbo (2004), a problem stage is when the consumer feels an imbalance between his actual state and desired state. In this case, a need had been recognised which has to be satisfied, which must be properly recognised to evade wrong decision making.

ii. Information Search: Once a problem has been recognized by the consumer, the resulting stage is to search for information in order to resolve the problem. The consumer pursues information on which brand that can solve the acknowledged problem.

iii. Evaluation of Alternatives: The next step is to evaluate the numerous alternatives made accessible in the market. An individual after collecting significant information tries to select the paramount decision accessible as per his need, taste and pocket.

iv. Purchase of product/service: This is a purchase decision stage. After assessing the alternative brands and picking out the best, the Consumer is presently prepared to make a purchase. It's however, significant that occasionally, purchase objective does not necessarily result in a definite purchase. This is where the role of the organization in facilitating the consumer to act his purchase intention becomes very necessary.

v. Post Purchase Behaviour: This is the concluding stage of the decision making process, where consumers equate the product's performance against their expectations. It is very common for a consumer to feel worried after making a purchase decision. As stated by Kotler and Armstrong (2007), a purchase behaviour is the stage of the buyer decision process in which the consumer takes further action after purchase, based on his satisfaction or dissatisfaction. Having purchased a product, the consumer may sense that a substitute would have been most preferred. In this state, re-purchase by the consumer may not be immediately, but it is to be expected to switch brands in an upcoming purchase.

Figure 1: Buying decision model
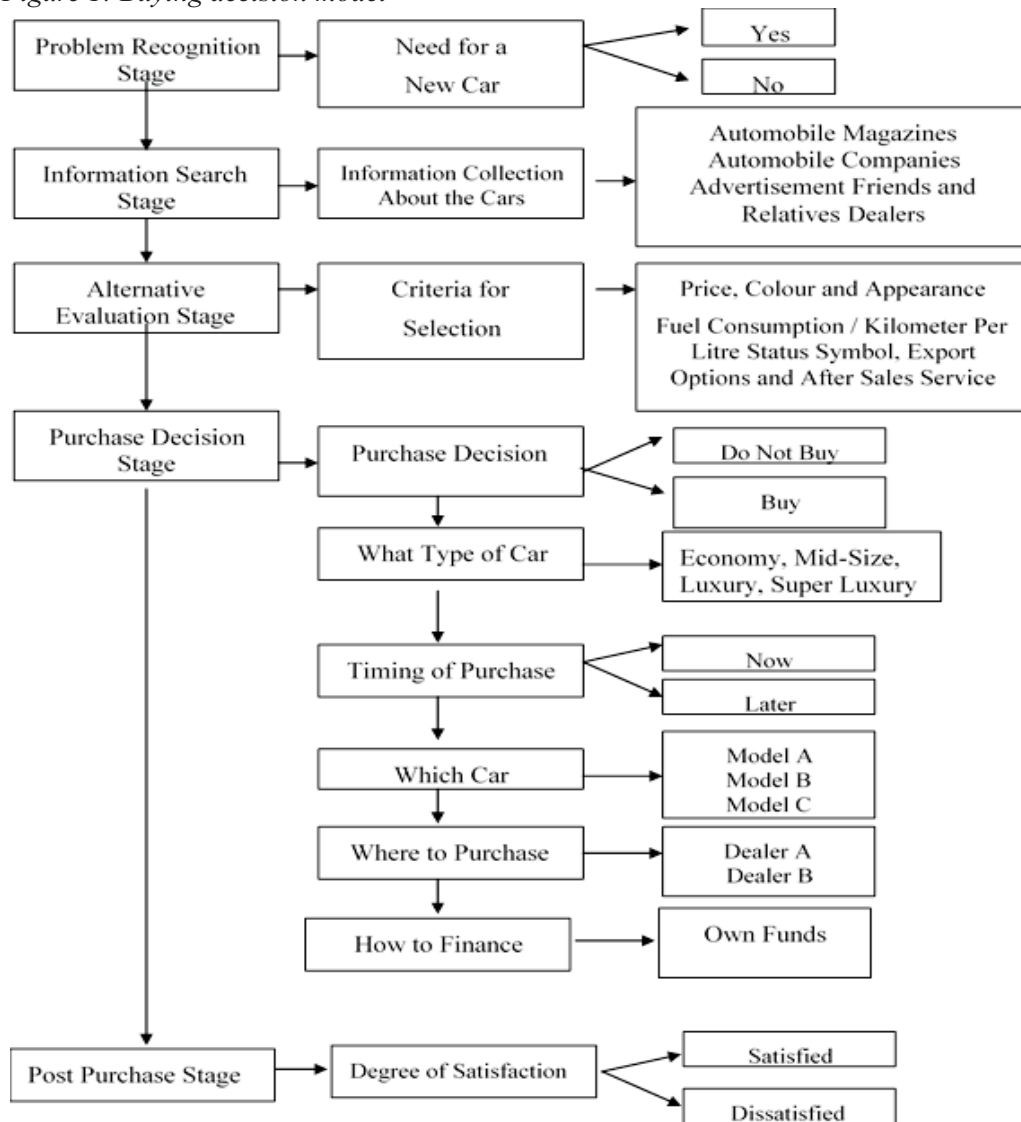
Source: Researcher's Buying decision model

Buying roles in consumer behaviour

For numerous of brands, it is easy to place its consumers. Men normally choose their shoes and women their cloths. Other products involve a joint decision making. Consider the selection of a family that wants a new house. The teenage son may have suggested the type and structure of the house. The daughter may suggest on the colour and painting of the interior and exterior of the house. A friend or relative may advise the family on where the house may be located due to safety and amenities. The wife may have a definite desire regarding the number and sizes of rooms for the house. The husband may make the financial offer. The husband may not be home often due to travels on work matters and the children may not be home to due to schooling. In lieu of this, the wife uses the house more than others. Thus, we can pick out five (5) roles people play in a buying decision:

i.   Initiator: The person who initiates the course of action. This is the person who lays the thought of purchasing the specific product.

ii. Influencer: The person who gives a view or advice that has the power to influence the decision

iii. Decider: A person who gives the final judgement on the buying decision: whether to buy, what to buy, how to buy, or where to buy.

iv. Buyer: A person who actually makes the purchase

v.   User: A person who actually makes use of the product or service.

A company needs to identify these roles because they have implications for designing the product, determining messages, and allocating the promotional budget.

Consumer satisfaction

Oliver (1997) defined satisfaction as "the consumer's fulfilment response. Consumer satisfaction is the main and highest aim for any organization, for getting a more vigorous organizational performance, and it is sensed to be the solely factor that influences a repeated purchase, especially in the service industries. In a business life, it is essential for an organization to satisfy every customer or client, in order for a business success. Anton (1996) perceives customer satisfaction as a state of mind in which the customer's needs, wants, and expectations throughout the product or service life haven been met or exceeded, resulting in future repurchase and loyalty. Today, satisfaction has been researched broadly in scope and has concentrated majorly on the link between pre purchase performance expectations and post purchase satisfaction. Consumers are demanding, abreast and emphatic when service issues arise. Marketing is said to orbit around the customer with bring satisfaction to its customer's as its ultimate objective. For this study, the satisfaction response will be reflected towards the level of affection for the brand which is in line with the suggestions by Jacoby and Chestnut (1978) and Oliver (1997, 1999). Oliver (1999) noted that consumers at the affective stage would develop a positive attitude towards the brand or liking the brand as a result of satisfactory repetitive usage over time.

Results of the study

Demographic Characteristics of the Sample

Table 1: Analysis of Response Rate

QUESTIONNAIRE	RESPONDENT	PERCENTAGE
RETURNED	100	100%
NOT RETURNED	0	0%
TOTAL	100	100%

Field survey, 2019

One hundred (100) questionnaires were fully filled and returned which implies that 100% of the questionnaires were returned. The table below shows the detail in a glance:

Test of Hypotheses

Hypothesis 1: There is no relationship between brand name and buying behaviour among undergraduate

Table 2a Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.349[a]	.122	.113	1.98412

a.   Predictors: (Constant), Brand image

Table 2b: ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	461.409	1	461.409	49.344	.000[b]
	Residual	916.381	98	9.351		
	Total	1377.790	99			

a.   Dependent Variable: Buying behavior

Predictors: (Constant), Brand image

The results from model summary table above revealed that the extent to which the variance buying behaviour can be explained by brand image is 11.3% i.e. (R square = 0.113). The ANOVA table shows that the fcal is 13.613 at 0.000 significance level. The table shows that brand image has a significant relationship with buying behaviour.

Table 2c: Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.752	3.545		3.598	.001
	Buying behaviour	.477	.129	.349	3.690	.000

a.   Dependent Variable: Buying behaviour

The coefficient table above shows that the simple model that expresses how brand image has a positive effect on buying behaviour. The model is shown mathematically as follows:

$Y=a+Bx$ where y is buying behaviour and X is brand image, a is the constant factor and b is the value of the coefficient. From this table therefore, buying behaviour= 12.752 + 0.477brand image. Therefore, for every 100% increase in buying behaviour, brand image contributed 47.7%.

The above result implies that brand image has a positive significant relationship on buying behaviour i.e. since P value 0.00 is less than 0.05. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between brand image and buying behaviour. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between brand image and buying behaviour.

Hypothesis 2: Brand value does not influence the buying behaviour of undergraduate in Funaab

Table 3a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579[a]	.335	.328	3.05791

a.   Predictors: (Constant), BRANDVALUE

Table 3b: ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	461.409	1	461.409	49.344	.000[b]
	Residual	916.381	98	9.351		
	Total	1377.790	99			

a.   Dependent Variable: Buying behaviour
b.   Predictors: (Constant), brand value

The results from model summary table above revealed that the extent to which the variance buying behaviour can be explained by brand value is 33.5% i.e. (R square = 0.335). The ANOVA table shows that the fcal is 49.334 at 0.000 significance level. The table shows that brand value has a significant relationship with buying behaviour.

Table 3c: Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.735	2.634		2.177	.032
	BRANDVALUE	.743	.106	.579	7.025	.000

a.   Dependent Variable: Buying beh aviour

The coefficient table above shows that the simple model that expresses how brand value has a positive effect on buying behavior. The model is shown mathematically as follows:

$Y=a+Bx$ where y is buying behaviour and X is brand value, a is the constant factor and b is the value of the coefficient. From this table therefore, buying behaviour= 5.735 + 0.743brand image. Therefore, for every 100% increase in buying behaviour, brand image contributed 74.3%.

The above result implies that brand value has a positive significant relationship on buying behaviour i.e. since P value 0.00 is less than 0.05. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between brand value and buying behaviour. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between brand value and buying behaviour.

Hypothesis 3: Price does not have effect on the buying behavior of undergraduate in Funaab

Table 4a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.248[a]	.062	.052	2.30929

a. Predictors: (Constant), price

Table 4b: ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.293	1	34.293	6.430	.013[b]
	Residual	522.617	98	5.333		
	Total	556.910	99			

a. Dependent Variable: Buying behaviour
b. Predictors: (Constant), price

The above result implies that brand value has a positive significant relationship on buying behaviour i.e. since P value 0.00 is less than 0.05. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between brand value and buying behaviour. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between brand value and buying behaviour.

Table 4c: Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.670	.959		24.690	.000
	Price	.093	.037	.248	2.536	.013

a. Dependent Variable: Buying behavior

The coefficient table above shows that the simple model that expresses how price has a positive effect on buying behavior. The model is shown mathematically as follows:
$Y = a + Bx$ where y is buying behaviour and X is price, a is the constant factor and b is the value of the coefficient. From this table therefore, buying behaviour = 23.670 + 0.093 price. Therefore, for every 100% increase in buying behaviour, price has contributed 93%.

The above result implies that price has a positive significant relationship on buying behaviour i.e. since P value 0.00 is less than 0.05. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between price and buying behaviour. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between price and buying behaviour.

Hypothesis 4: Packaging does not have impact on buying behaviour

Table 5a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540[a]	.292	.284	3.50119

a. Predictors: (Constant), PACKAGING

Table 5b: ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	494.443	1	494.443	40.335	.000[b]
	Residual	1201.317	98	12.258		
	Total	1695.760	99			

a. Dependent Variable: buying behaviour
b. Predictors: (Constant), packaging

The results from model summary table above revealed that the extent to which the variance buying behaviour can be explained by packaging is 29.2% i.e. (R square = 0.292). The ANOVA table shows that the fcal is 40.335 at 0.000 significance level. The table shows that packaging has a significant relationship with buying behaviour

Table 5c: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.826	2.153		5.028	.000
	PACKAGING	.530	.083	.540	6.351	.000

a.   Dependent Variable: buying behaviour

The coefficient table above shows that the simple model that expresses how packaging has a positive effect on buying behaviour. The model is shown mathematically as follows:

$Y = a + Bx$ where y is buying behaviour and X is brand packaging, a is the constant factor and b is the value of the coefficient. From this table therefore, buying behaviour= 10.826 + 0.530packaging. Therefore, for every 100% increase in buying behaviour, packaging contributed 53%.

The above result implies that packaging has a positive significant relationship on buying behaviour i.e. since P value 0.00 is less than 0.05. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between packaging and buying behaviour. The decision would be to reject the null hypothesis (Ho) and accept H1, i.e. there is a significant relationship between packaging and buying behaviour.

Discussions
These findings were gotten from the data analyzed from the questionnaires. The findings are itemized below:

Hypothesis 1
The first hypothesis state that "there is no significant relationship between brand name and buying behaviour" was rejected at brand image is 11.3% i.e. (R square = 0.113). This implies that there is a significant relationship between brand name and buying behaviour, that is, brand name has a positive effect on buying behaviour. However, Moon, Joo and Jeon (2009) cited that there is a significant relationship between brand name and buying behaviour.

Hypothesis 2
The second hypothesis state that "there is no significant relationship between brand value and buying behaviour, it was rejected at 33.5% i.e. (R square = 0.335). This implies that brand value has a significant relationship with buying behaviour. Bloemer, DeRuyter and Peeters (1998) expressed that image does not have a direct positive effect on consumer buying decision and value. Kim, Ma and Kim (2006) inferred that there is a significant relationship between brand value and buying behaviour.

Hypothesis 3
The third hypothesis state that there is no significant relationship between price and buying behaviour can be explained as price is 62% i.e. (R square = 0.062). This implies that price has a significant relationship with buying behaviour. Soni and Verghese (2013) also argued that price has a positive relationship with price.

Hypothesis 4
The fourth hypothesis state that "there is no significant relationship between packaging and buying behaviour, it was rejected at 29.2% i.e. (R square = 0.292). This implies that packaging has a significant relationship with buying behaviour. Matthew, Ogedebe, and Ogedebe (2013) also cited that there is a significant relationship between packaging and buying behaviour.

Conclusion
Brand image is an influential means to cajole new customers by inducing their behaviour with numerous schemes that would make them dedicated to one brand. The focus of brand value creation was on individual goods whereby companies made use of brands to exhibit ownership and take accountability for their goods. This in turn helped customers place and distinguish a firm's goods on sight. At present, brands produce an extensive competition in diverse forms, sizes, functions and features and they are the indispensable capital of the most trades. The market is swamped with new and old brands and the strong point of brand conflict is increasing day by day. In the present day in a competitive market, the inquiry is about the existence and endurance of the company in the market. But the response hinges on companies to stay alive by packaging, design, price, quality,

distribution channel and other means.

In view of this finding, the researchers deem it necessary to make some important recommendations that would be of help to both individuals in business or business firm who are interested in finding solution to the problems of market research. Based on the findings the following recommendations were made.

1. Adequate provision of funds: Adequate fund should be budgeted by players of industry on market research in order to improve the brand image. Such finances when adequately employed would go along why to improve brand image and placed the business environment in a vintage disposition to achieved optimal result and performance and further create sides for the teaming youths.

2. Provision of adequate facilities: The provision of suitable and adequate facilities would enhance the business environment and make it more responsive to the needs of customers. This would also help the business organization to have a close contract with the business environment thus maintaining an enhance business relationship.

3. Allocation of time: Special time for adequate research on brand image should be included in the business lexicon of a business organization and once this is maintained, it will give time to meet potential customers.

4. Development strategies should be placed to enhance staff performance and increase their contribution to the industry. This should come in form of seminars, workshops, symposium syndicate and implement training performances. Furthermore, existing staff should be retained and continuously given orientation and refresher courses in order to cope with the increasing demand for marketing activities vis-à-vis market research in all its form. However, it is therefore hoped that the recommendations presented above will help our business institutions improve tremendously on the disappointing business environment decadence in which business players are being engulfed with.

5. The nature of implementation of marketing research on brand image in most business organization should be properly done and carried out in such a way that it will boost the company sales and also meet the target consumers' needs and wants.

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Enhancing Customer Loyalty through Customer Satisfaction and Financial Switching Cost among Computer Business Centers Operating Within Some Selected Tertiary Institutions in Jos Metropolis

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ABSTRACT

Although there is an increasing recognition among marketing scholars and business practitioners of the impact of switching costs on customer satisfaction and loyalty relationship, there is still lack of research about the process through which this variable strengthens the relationship between satisfaction and loyalty among Computer Business Centers. This paper therefore aims to evaluate how customer loyalty can be enhanced through customer satisfaction and financial switching cost among computer business centers operating in some selected tertiary institutions in Jos metropolis. The study covered three tertiary institutions in Jos, plateau state Nigeria namely; University of Jos, College of Forestry and Plateau State polytechnic. The total population was 48, 848 students of the three tertiary institutions in Jos metropolis. The use of questionnaire was adopted as the primary method of data collection, administered to the sample size of 245 customers out of which 200 was duly completed and retrieved. Structural modeling and multiple regressions was used in analyzing the data. From the result, hypothesis one was tested and it was discovered that there is a significant relationship between customer satisfaction and customer loyalty. Hypothesis two also showed that there is a significant relationship between customer satisfaction and financial switching cost with an estimate (β) of 0.33. This means that financial switching cost constitutes 33% of satisfaction among customers patronizing the business centers in these institutions. Hypothesis three also showed a significant relationship between financial switching cost and customer loyalty, and finally it was confirmed that financial switching cost mediate the relationship between customer satisfaction and customer loyalty. The study concluded that enhancing customer satisfaction alone does not predict long term loyalty of customers but the use of financial switching cost can further increase satisfaction among customers in ensuring loyalty. This is because quality and relationship alone cannot guarantee effective loyalty among customers without giving discounts, bonuses, and credit when necessary. Based on the findings in this paper, it was recommended that every small scale business owner operating within Nigerian tertiary institutions should take into cognizance the use of financial switching cost as most students are interested in the financial aspect of switching cost to determine the extent of their loyalty to a service provider. This is because it is an important factor which ensures the sustainability of competitive advantage over rivals.

Keywords: Customer Satisfaction, Customer Loyalty, Financial switching cost, switching intention.

BACKGROUND OF THE STUDY

All over the world, marketing strategy has experienced a significant change in attracting and retaining customers with more effectiveness in the 21st century. Different business practitioners have come to realize that an effective focus on the long-term relational bond with customers may positively impact on the success of any organization. According to Wang and Wu (2011), customers are the heart of any business and customer loyalty plays an important role in the performances of any organization. Several studies conducted by Wang and Wu, Lee, Guo and Liu (2011) on the impact of customer satisfaction on customer loyalty showed that in order to increase customer loyalty, switching costs are very important.

According to Chadha and Kapoor (2009), Loyalty is obviously of greater interest among academicians and practitioners for its proximity to profitability. Brunh and Grund (2000) asserted that acquiring customers alone is not viewed as a guarantee to long-term success but gaining customers loyalty. Prior to this, entrepreneurs and managers laid more emphasis on enlarging their businesses by devoting greater attention and marketing efforts to retaining existing customers through customer satisfaction as stated above. But despite all the effort that business owners or service providers put in enhancing satisfaction, customers still find one or two reasons to switch from one provider to another looking for optimum satisfaction.

In Nigeria today, increasing market competition among small scale businesses has forced computer business centre operators to work harder to remain competitive by competing to get more customers. The intense competition is an indication that there are many operators of the same line of business within the industry which expose customers to a wider choice of firms that are willing to provide services to them at a lower rate. This makes them more inclined to switch to other service providers. Therefore, for small scale owners that want to pursue sustainability, it is necessary for them to understand the nature of customers in order to maintain customer loyalty. The motivation for the study therefore was to evaluate how customer loyalty can be enhanced through customer satisfaction and financial switching cost among computer business centers operating in tertiary institutions in Jos metropolis, Nigeria.

STATEMENT OF THE PROBLEM

The challenges of customers switching from one organization to another in search of satisfaction has posed a great concern to small scale business practitioners in the modern day business practice. It can be said that failure to provide effective service can be a reason behind the switching intention of the customers. According to Evanschitzky and Ramaseshan, (2012), proper understanding of the needs and wants of customers are highly required in order to provide effective customer satisfaction. However, in recent times, small scale business practitioners are incapable of assessing the actual needs of the customers. They fail to adopt the right strategies to meet customer's expectations and to understand the actual value of customers, and also how to handle them. They rather concentrate on strategies such as enhancing customer services and service quality delivery as the only strategy to attract and retain customers. Along with that, lack of regulatory certainty in different new market structures, and failure to improve the ability of the organization to retain customers are reasons behind the switching intentions of the customers. The computer business centers operating in tertiary institutions in Jos metropolis are known to be facing this dilemma daily.

Customers are rational beings who believe in 100% satisfaction from every purchase they make; they are also always looking for every reason to switch in search for better satisfaction and services than what their present organization is providing (Edward & Sahadev, 2011). Therefore, it is expected of every business practitioner to enhance customer loyalty through satisfaction and other important strategies to ensure effective loyalty among customers. In view of this, the research therefore intends to investigate the activities of some business centers' operating in tertiary institutions in Jos metropolis and how customer loyalty can be enhanced through customer satisfaction and financial switching cost.

OBJECTIVES OF THE STUDY

The primary objective of this study is to determine how customer loyalty can be enhanced through the impact of customer satisfaction and financial switching cost among computer business centres operating in tertiary institutions in Jos metropolis. The following are the sub-objectives to support the achievement of the main objective:

I.   To evaluate the impact of customer satisfaction on customer loyalty among computer business centers operating in some selected tertiary institutions in Jos metropolis.
ii. To assess the relationship between customer satisfaction and financial switching cost
iii. To determine the extent to which financial switching cost influence customer loyalty
iv. To determine the extent to which financial switching cost mediates the relationship between customer satisfaction and customer loyalty

RESEARCH HYPOTHESES

This research chose to use the above alternative hypotheses for better decision making;
Ha1: There is a significant relationship between customer satisfaction and customer loyalty among computer business centre's operating in some selected tertiary institutions in Jos metropolis.
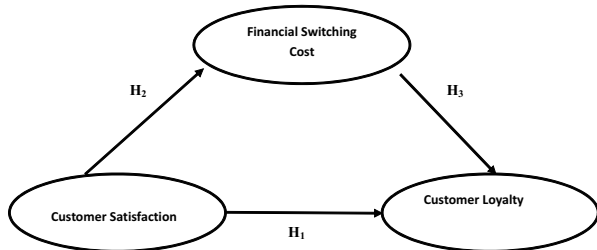**Ha2:** There is a significant relationship between customer satisfaction and financial switching cost

Ha3: There is a significant relationship between financial switching cost and customer loyalty

Ha4: Financial switching cost mediates the relationship between customer satisfaction and customer loyalty

LITERATURE REVIEW

Conceptual Framework

Source: The Research (2018)

Customer Satisfaction and Loyalty

Silvestro and Cross, (2000) researched on the relationship between service quality, customer satisfaction and loyalty. They discovered that although customer satisfaction and customer loyalty are distinct constructs, they are highly correlated. It was argued that customer satisfaction can lead to customer loyalty since people tend to be rational and risk-adverse so that they might have a tendency to reduce risk and stay with the service providers where they already had good experience. Actually, customer satisfaction has been suggested to be an antecedent of loyalty in service context in previous studies (Mittal & Kamakura, 2001). Oliver (1999) in his work "whence customer loyalty" suggests that customer satisfaction can play many roles in the relationship with customer loyalty. It can be just the starting point of customer loyalty; it can be the core components of loyalty or it can just be one of the components of loyalty. In addition, the relationship between customer satisfaction and customer loyalty might be nonlinear. Heskett, J.L., Jones,T.O., Loveman, G.W., Sasser, W.E. and Schelsinger, L.A. (2011) in their work "employee satisfaction and customer loyalty" suggested that customer loyalty should improve dramatically when customer satisfaction overcomes a certain level. In summary, the proposition is that satisfaction is an essential or necessary part to achieve customer loyalty.

However, customer satisfaction is not enough to retaining customers in the long-term in most of the cases. Fleming and Asplund (2007) after studying on "Employee engagement and customer satisfaction" assert that customers might need more than "satisfying transactions" to become the truly loyalty customer. They find that the level of engagement between customers and companies plays important role in forming the loyalty in customers. The engagement is usually affected by the emotional satisfied rather than the rational satisfied (Fleming & Asplund, 2007). If companies cannot afford to build the emotion connection with the customers, the

satisfaction with the products or service is worthless (McEwen & Flaming, 2003). Neal (1999) who also researched on "job design and customer satisfaction" also finds that even highly satisfied customers usually switch brands and suppliers. He also argues that customer satisfaction did not have direct connection to loyalty because customer satisfaction is attitude which is too far from the behavior concept like customer loyalty. In this study, the authors compromise both school of thought and proposed that customer satisfaction is the necessary ground for customer loyalty. However, in order to go the whole way to loyalty from satisfaction, other factors should be considered as mediators for this linkage. From the above discussion, the following hypothesis was formulated:

Ha1: *There is a significant relationship between customer satisfaction and loyalty among computer business centers operating in some selected tertiary institutions in Jos metropolis.*

Customer satisfaction and financial switching cost

The influence of customer satisfaction on customer switching behaviour is a well-explored topic [Oliver, 2009]. The majority of prior studies conducted on the impact of customer satisfaction on customer loyalty showed that customer satisfaction can act as an effective switching barrier which prevents existing customers from switching to competitors (Chowdhury, 2011). However, some other studies conducted by Jones and Sasser (1995) on "customer satisfaction and loyalty link" revealed that satisfied customer also switch. For example, in studying the switching behaviour of subscribers in the mobile communication services industry in Taiwan by Chuang (2011), he concluded that "customers sometimes switch service providers not because they are unsatisfied, but because a competitor offers a lower price or more value-added service". As far as computer business centers in tertiary institutions are concerned, it is generally considered that the more satisfied their customers are with the service rendered and the price; the more reluctant it is for them to switch to another service provider (Strombom, Buchmueller, Feldstein, 2002). Based on the aforementioned, it was hypothesized that:

Ha2. *There is a significant relationship between Customer satisfaction and financial switching cost among computer business centers operating in some selected tertiary institutions in Jos metropolis.*

Financial Switching Cost and Customer Loyalty

From a firm's perspective, the primary purpose of switching costs is to stimulate customer loyalty (Edward & Sahadev, 2011). From a consumer's point of view, switching from a familiar service provider to a new service provider costs time, effort and money (Chuang, Dimitriadis; 2011). Therefore, unless there is a considerable performance gap in service delivery with respect to the current service provider, e.g., a serious service failure which the service provider has

failed to recover from or the presence of an aggressive marketing campaign by a competitor, it is unlikely that customers will make a decision to switch (Chowdhury, 2011).

Ping (1993) found that when customers perceive the switching costs to be high (associated with leaving the current relationship and establishing a new one), they tend to be loyal. Jones and Sasser (1995) mentioned switching costs as one factor that determines the competitiveness of market environment, since high switching costs discourage consumers to switch to alternate providers. Lee et al. (2001) and Ranaweera and Prabhu (2003) have tested and confirmed the positive effect of switching costs on customer retention in continued purchasing settings of mobile phone services in France and the fixed line telephone market in the UK respectively and discovered it to be positive.

Prior studies on service generally found that switching costs are a key antecedent of customer loyalty (Ranaweera & Prabhu, 2003). For example, (Gremler & Brown, 1996) found that "switching costs can affectively strengthen service loyalty by making it difficult for the customer to go to another provider". Strong interpersonal relationships, Bonuses and credit facilities are found to have a positive influence on motivation of customers to stay in different contexts, such as frontline services (Kim, Park, & Jeong, 2004; Dwyer, Schurr & Oh, 1987), small business (Adamson, Chan & Handford, 2003), and business services (Young & Denize, 1995). Based on these, the researcher hypothesized that:

Ha3. *There is a significant relationship between financial switching costs and customer loyalty among computer business centres operating in some selected tertiary institutions in Jos metropolis.*

Mediating Effect of Financial Switching Costs
The mediator in this work is an intervening variable which strengthen the relationship between customer's satisfaction and loyalty among computer business centers operating in tertiary institutions in Jos metropolis. The construct between customer satisfaction and loyalty has been established in literature; however, its relative strength can be influenced by other variables. In order to transform satisfaction to loyalty, other factors need to be included in this linkage. For this purpose, switching cost is usually viewed as a moderator and mediator in the relationship between customer satisfaction and customer loyalty (Chen and Wang, 2009; Pick and Eisend, 2014).

The mediating role of switching costs is usually overlooked in marketing literature. Oliver (1999) suggests that customer satisfaction might be just the starting point for customer loyalty and if the satisfaction is not nourished by other elements, satisfaction cannot transform to loyalty. Satisfaction with current service provider might lead to the commitment and the willingness to invest in the relationship with the current service provider which

may lead to the potential loss of social benefit when leaving the current relationship. Satisfaction with current providers can also lead to increase in the usage of more services from the current service provider and may lead to more bonding and procedural cost when switching. These arguments are conceptualized in the term "customer bonding" proposed by Hax and Wilde (2001) in their works to describe more deep and meaningful relationships which customers have with their companies. According to marketing literature, this type of affective emotion connection is necessary to achieve beyond the satisfaction but to ensure customer loyalty in the long-term (Fleming & Asplund, 2007; McEwen & Fleming, 2003; Jones & Sasser, 1995; Oliver, 1999). In this study, mediating effects of financial switching costs and negative switching costs on service value- loyalty linkage and satisfaction-loyalty linkage are tested. Based on the theoretical background, the following hypotheses are proposed to test propositions of mediating effects of financial switching costs:

Ha4: *Financial switching cost mediates the relationship between customer satisfaction and loyalty among computer business centres operating in some selected tertiary institutions in Jos metropolis.*

METHODOLOGY
Survey research design was adopted with the use of cross sectional approach for the data collection while carrying out the study. This was because the data was collected once by means of personal response questionnaire. The populations of the study comprised of the students of tertiary institutions who are majorly customers of computer business centres in the selected tertiary institutions in Jos metropolis. The selected tertiary institutions are university of Jos, Plateau State polytechnic and the College of Forestry. The total population of 49,848 was used for this study, out of which the sample size of 245 was derived with the use of Cochran formula (1963). The analysis of the study was run based on the sample size with Co-Variance Based Structural Equation Modeling (CB-SEM).

RESULTS AND DISCUSSIONS
Based on the Exploratory Factor Analysis (EFA), all of the items in the dimensions have factor loading above 0.50 which suggests that they are able to explain their respective constructs well. Furthermore, Confirmatory Factor Analysis (CFA) was conducted to assess the fitness of the measurement model. After several iterations, ten items were discarded due to high measurement errors. All the remaining items have factor loading above 0.6 and Cronbach alpha are above 0.7 which was included in the analysis.
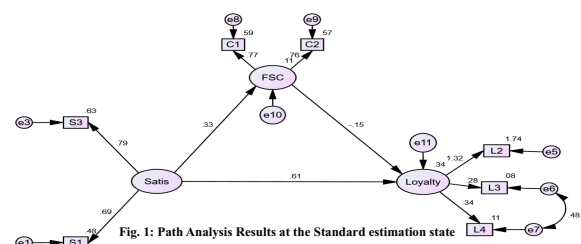

Fig. 1: Path Analysis Results at the Standard estimation state

Table 3: Model Fit Summary

Fit Statistic	Critical Value	Obtained Value	Model fit
Relative chi-square (CMIN/DF)	<5.0	2.206	Good
RMSEA	<0.06	0.053	Good
NFI	>0.90	0.950	Good
GFI	>0.90	0.971	Good
CFI	>0.95	0.970	Good
TLI (NNFI)	>0.90	0.937	Good

Source: PLS SEM

Given that n= 205, it is required that relative chi-square is not more than 5.00 but can be less according to . Here the relative chi-square is 2.206 which mean that the model fit is good. The RMSEA is also 0.053 which is less than 0.06 which is an indicator of good fitness. The NFI is 0.950 which is also an indicator of a good fitness. According to Hu and Bentler (1999), a value of CFI = 0.95 is presently recognized as indicative of good fit. And from the table above the obtained value of Comparative Fit Index is 0.970 which is a good indicator that the model fit is good enough. Also, in using goodness of fit to determine the model fit, it was disclosed that obtained value must be greater than 0.90 (= 0.90) and from the table above GFI obtained value is 0.971 which indicates that the model fit is good enough. In addition, Tucker-Lewis index (TLI) also known as Non-Normed Fit Index (NNFI) according to Bentler and Bonnet (1980) recommended values greater than 0.90 to indicate a good fit. Following the table above, TLI obtained value is 0.937 which is greater than 0.90. This supported the fact that the model fit is good.

Table 4: Standardized Regression Weights Estimates and the mediating effect

Variable	Estimate(β)	Std. error	T-value	P
Loyalty <--- Satis	0.612	0.207	4.31	****
FSC <--- Satis	0.33	0.214	6.044	0.002
Loyalty <--- FSC	-0.149	0.081	4.435	0.013
loyalty<---FSC<--- Satis	0.563	0.375	5.981	****

Source: PLS SEM

TEST OF HYPOTHESES

The hypotheses formulated are tested at 5% level of significance and the decision rule is that, if the t-value is less than the critical value, the hypothesis will be accepted and if equal or greater than the critical value, it will be rejected

Hypothesis One

Based on the above estimates, it was discovered that there is a significant relationship between customer satisfaction and loyalty with an estimate (β) of 0.612 indicating a strong relationship withT-value of 4.31 and the P-value of less than 0.001 which is less than 0.05 and it is statistically significant. It means that once customers are satisfied, the outcome of their behavior is loyalty. Here, objective one is achieved in consistent with the findings of Hall, 2011; Silvestro and Cross (2000) who discovered that customer satisfaction and loyalty are distinct construct which are highly correlated and are already established.

Hypothesis two

Based on the table above it was estimated that the relationship of customer satisfaction on financial switching cost is 0.33 which is 33% which is the β, with T-value of 6.044 and the P-value less than 0.05 which is statistically significant. This means that even though customer satisfaction leads to customer loyalty, but financial switching cost still have 33% influence on satisfaction in enhancing customer loyalty among computer business centers operating in tertiary institutions in Jos metropolis. Here, the alternative hypothesis is accepted since it is statistically significant with P-value less than 0.05. i.e There is a significant relationship between customer satisfaction and financial switching cost. This means objective two is achieved, which is consistent with the findings of Jones and Sasser (1995), Chuang (2011) and Chowdhury (2011) who concluded that customer satisfaction can act as an effective switching barrier which prevent existing customers from switching to

competitors, but satisfied customers also switch not because they are not satisfied but because a competitor offers lower price. Therefore, financial switching cost can as well influence the level of satisfaction and loyalty in an organization.

Hypothesis Three

Thirdly, the relationship between financial switching cost and customer loyalty estimated -0.149 which showed a weak relationship and it is statistically significant with T-value of 4.435 and P-value of 0.013, which is less than 0.05. It means that there is a significant relationship between financial switching cost and customer loyalty among customers of computer business centers operating in Tertiary institutions in Jos metropolis. Here, objective two is achieved which is consistent with the findings of Edward and Sahadev (20110, Dimitriadis (2011), Chuang, (2011) who also discovered that financial switching cost can only to an extent lead to loyalty among customers, but customers can eventually switch if there is a performance gap in service delivery i.e. a serious service failure can weaken the level of influence that switching cost will have on customer loyalty.

Hypothesis Four

Following the table above, the mediating effect of financial switching cost on customer satisfaction and customer loyalty is estimated to be 0.563 which is a strong relationship and it was discovered to be statistically significant. This means that the impact customer satisfaction has on customer loyalty with the aid of financial switching cost is high. Here, the alternative hypothesis four is accepted which states that financial switching cost mediate the relationship between customer satisfaction and loyalty. This also supported the findings of Jones and Sasser (1995); Oliver (1999) who discovered that customer satisfaction might just be the starting point for customer loyalty, and if the satisfaction is not nourished by other elements, satisfaction cannot transform to effective loyalty. In view of this the study supported the fact that financial switching cost mediates the relationship between customer satisfaction and loyalty.

CONCLUSION AND RECOMMENDATIONS

Existing literature confirmed the impact of customer loyalty on the profitability of businesses (Reichheld, 1996). This study also confirmed that customer satisfaction significantly influences loyalty and therefore enhances continuous patronage. Satisfaction has been established to form the basis of customer loyalty in service industry (Crosby et al., 1990; Chen & Wang, 2009).

The significance of the mediating effect of the switching costs has equally been established with financial switching cost being the focus of the study.

The impact of financial switching cost associated with computer business centers was also established in the study. This implies that the switching intention of customers can be minimized by embracing the proxies of financial switching costs by making use of discounts, low price, giving of bonuses to customers, and credit facilities by service providers which can further strengthen the relationship between customer satisfaction and loyalty. The study concluded that enhancing customer satisfaction alone does not predict long term loyalty of customers but the use of financial switching cost can further increase satisfaction among customers in ensuring loyalty

Having done a proper study on how to enhance customer loyalty through satisfaction and financial switching cost, the research therefore makes the following recommendations

1)   There is need for computer business centre owners to understand the significance of customer satisfaction in sustaining customer loyalty; this is because customers are open to a wide choice of who to buy from in the midst of competition. Therefore, business owners must learn to enhance customer satisfaction which will in turn enhance their loyalty by ensuring their commitment in the face of competitions.

2)   Business centre operators within tertiary institutions should know that their customers are majorly students who are believed to be less financially buoyant; therefore, they need to be aware that, to enhance customer satisfaction in such an environment, bonuses, credit and discount are the driving force to aid satisfaction among customers.

3)   In the midst of competition, quality is necessary to sustain loyalty, but where quality is given and discount is not given, the tendency of the loyalty of such customer to be very low is high since customers are rational beings looking and searching for satisfaction from any little purchase they made. Therefore, the study hereby recommends that every computer business centre owners should be mindful of pricing strategies by ensuring that their prices are favourable to customers and this should be supported with other strategies to ensure customer loyalty.

4)   Finally, computer business centre owners who want to grow in the midst of numerous rivals should know that financial switching cost in terms of discounts, bonuses and credit purchase allowed will go a long way in strengthening the relationship between customer satisfactions and loyalty.

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Value Creation Via Marketing Of Unsought Products: An Evaluation Of Life Insurance Products In Nigeria

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ABSTRACT

This study evaluated the imperative of value creation via marketing of life insurance products in Nigeria. The study attempted to paint the picture of life insurance policies as unsought products; and simultaneously adopted premium pricing and hierarchy of needs theories as the underpinning theories under which the study is anchored. The study revealed that the imperative of value creation via the adoption of life insurance products in Nigeria can only be appreciated in the context of organic marketing functions. The study concluded that Nigerian people generally have negative attitude to life insurance products. The life assurance companies therefore need to entrench more professional marketing practices into their operations, and as well be sensitive to the customized needs of their respective clients in order to realize the relevance of life insurance as an engine room of value creation in this contemporary dispensation of fairer trade in goods and services.

Key words: Life assurance companies, Life insurance, Marketing, Unsought products, Value creation.

1.0   INTRODUCTION

Insurance needs of individuals as well as those of corporate organizations are as different as their situations and operational circumstances. So, insurance companies often design products in various ways to satisfy different purposes. Insurance could be classified in different ways - life and non-life, long-term and general insurance, traditional and modern insurance, etc. Insurance could also be classified by the function it performs, such as insurance of the person, insurance of property, insurance of liability and insurance of rights and financial interest among others. However, for the purpose of this study, emphasis shall be placed on life insurance products which are often referred to as life assurances or life policies. According to Okhakia (2010), life assurance business is a contract on longevity of human life between the insurance company and the life assured wherein the insurer promises to pay a lump sum or agreed installment at maturity or prier death of the life assured, on the receipt of small installment payments/premiums on due date. Life assurance companies generally design and package different products to meet individual needs and these products include whole life polices (with or without profits), investment linked policies, group life polices, and health insurance scheme among others.

Life insurance is yet to become big business in Nigeria, and the services that emanated therefrom are tagged "unsought products'. The unsought products, according to Kotler and Armstrong (2006) are products that the consumers either do not know about or know about but do not normally think of buying. Meanwhile, life insurance is widely acclaimed worldwide an index of measuring the degree of sophistication and maturity of a given industrialized economy. In the United States of America, on the average, 6 per cent of disposable incomes are paid to life insurance companies as premium. A nearer example in sub-Saharan Africa is South Africa where life insurance premium is up to 9 per cent of the Gross Domestic Product (Gbede, 2003). In Nigeria, however, life insurance products are not as marketable as they ought to be in an economy that is supposed to be in ascendancy. A number of reasons have been advanced to the abysmal patronage of life insurance products in Nigeria.

The effect of the stagflation and accompanying recession in Nigeria had salutary negative consequence on insurance business in general and life insurance business in particular. According to Nwachukwu (2018), the paltry contribution of the insurance sector to the country's Gross Domestic Product is currently standing at 0.06 per cent. This performance index is abysmal when compared to the developed economy of Japan whose insurance sector accounts for 9.94 per cent of the country's Gross Domestic Product. Consequently life premium as a percentage of total premium is nothing to write home about in a country adjudged as the most populous in sub-Saharan Africa as life assurance premium accounts for a mere 9.7 per cent of the Gross Premium Income (National Insurance Commission, 2008). It is to this fact that this study is to conceptually evaluate the attitudinal disposition of consumers toward the life insurance productsin realization of value creation via marketing of unsought products in Nigeria. This is the fundamental background that informed the concepts behind the study.

2.0   REVIEW OF LITERATURE
2.1   Conceptual Clarification

Insurance companies often design and package different products to meet individual needs. Therefore, insurance products are not exhaustive as insurance companies are always ready to come up with tailor made products to meet customer needs in line with changes in the society. However, it is important to state that for any individual or group to take a policy of insurance, there must be insurable interest. According to Okhakia (2010), the categories of people having insurable interest include husband/wife, creditor/debtor, mortgagor/mortgagee, employer/employee, club/members, trustees and administrators among others. The principle of insurable interest states that for insurable interest to arise, the individual or organization concerned must stand to benefit as a result of the continued existence of preservation of the subject matter of insurance or loose as a result of damage to it (Okhakia, 2010). Therefore blood relation such as brothers and sisters cannot insure one another.

Meanwhile, under the term 'insurance', the sum assured is payable in event of death occurring within an agreed period of years. It is a short period policy which is required for different purposes. If the insured survive till maturity, nothing will be paid. The intention is to protect the assured against premature death and is often taken by travellers, people with disability, to secure a loan, etc. In a nutshell, the policy is intended to benefit the dependents of the life assured and not to benefit the life assured directly (Falegan, 1991; Oluoma,2006). Besides the direct 'dependants', a man may take a term assurance to cover a loan. For instance, Mr Chukwuemeka Ademola Danjuma takes a four-year loan facility from Union Homes Savings & Loans Plc. and obtains a mortgage term assurance for four years so that in event of death within the four years his policy will pay the loan balance to Union Homes Plc. By this, Union Homes is guaranteed repayment of the loan in event of death of the borrower or mortgagor. However, the term assurance may be convertible term assurance,

decreasing term assurance or constant term assurance. It is a very cheap form of cover (Okhakia, 2010).

Whole life assurance on the other hand, pays the benefit to the dependent or beneficiaries of the life assured upon his death (Barnette, 1998). It is a long-term policy as premium are usually paid throughout the life of the assured person or for a limited period for example, 65 years at which the premium payment ceases, but the policy continues to be in force till death occurs. The reason why premium payment might stop at old age, according to Okhakia (2010), is because the policy holder or the assured person would have retired and income dropped. The policy could be written on with-profits basis in which case the sum assured will be increased by the addition of bonuses every year by the life assurance company-depending on the profit made by the insurer (Idemudia & Edeko, 1999).

Endowment assurance policy, however, provides payment of the sum assured on maturity or death, whichever that occurs first. According to Okhakia (2010), the term of the policy is such that where the life assured dies before maturity, the full sum assured is paid to his beneficiary but if he lives till maturity of the policy, he collects the benefits himself. This differentiates endowment assurance from whole life and term assurances where the life assured will never collect the benefits himself; because, if he does not die, the polices will not pay the benefits. An endowment policy could also be written on with - profits basis so that the policies could have bonuses added to it as the life assurance company declares bonuses. Declaration of profits depends on actuarial valuations of the life business which might take place annually, bi-annually, and monthly among other options (Idemudia & Edeko, 1999).

Generally, individuals and corporate organizations become customers of an assurance company when they "buy" or "enjoy" the products or policies of that particular insurance firm (Aigbiremolen & Aigbiremolen, 2004). However, there is no gainsaying that the life insurance products are traditionally classified as unsought products. According to Kotler and Armstrong (2006), unsought products are consumer products that the consumer either does not know about or knows about but does not normally think of buying. Most major new innovations are unsought until the consumer becomes aware of them through marketing promotions. Apart from life insurance, other classic examples of known but unsought products and services are preplanned funeral services, and blood donations to the hospital blood banks. By their very nature, life insurance as an unsought product requires a lot of advertising, personal selling and other marketing efforts (Kotler& Armstrong, 2006).

2.2   Theoretical Framework

The underpinning theories under which this study is anchored are the premium pricing and hierarchy of need theories. The premium pricing theory states that insurance companies cannot always target high premium receivable as they have to consider the problems of adverse selection and moral hazard since it is very difficult to forecast the nature and characteristics of the associated risks involved at the start of the business relationship between the insurer and the insured (Diatchavbe, 1981). If insurance companies target high premium receivables, they may induce adverse selection problem because high-risk clients are willing to pay these high premium rates. This is called client moral hazard since they are likely to take on high risk projects or investments (Snider, 1978). There is no gainsaying that financial resources are mobilized and channeled to economic activities by financial services institutions (such as insurance firms) from surplus units to deficit economic units. In doing this, appropriate strictures are evolved to deliver on the financial intermediation functions. Various studies have established that there is a strong and positive relationship between the financial services sector and economic development (Nwaobia, Kwarbai&Ajibade,2015).

On the other hand, the hierarchy of need theory is the most popular needs classification platform developed by a renowned managerial psychologist – Abraham Harold Maslow. In his hierarchy of need theory, Maslow developed five (5) major layers of needs, which he listed in order of importance, namely physiological needs, safety and security needs, social needs, esteem needs, and self-actualization needs. According to Maslow (1970), these needs are generally experienced by people.Self-actualization is the highest level of Maslow's hierarchy of need theory. The theory states that at this point, individuals have the desire to achieve their full potentials and skills. Unlike the lower order needs, this need is never fully satisfied. As individuals grow psychologically, new opportunities to grow tend to emerge. Only a small percentage of the population attained this level of self-actualization (Maslow, 1970).Physiological needs, however, are the ones required in order to satisfy the basics of life, such as food, shelter and water. The lower order needs have to be satisfied in order to pursue higher level motivators along the lines of self-actualization. Following the achievement of physiological needs, one's attention shifts to safety and security needs in order to overcome the threat of physical and emotional difficulties. Such needs may be met by protection against threats, risks and uncertainties which life insurance products certainly guaranteed. In his theory, Maslow (1970) argues that if a person feels threatened, perhaps by risks and uncertainties of life, then the desire to satisfy safety

and security need might increase, while all other needs above it in the order hierarchy might not be desire until the need to mitigate risks and uncertainties is met.

3.0   LIFE INSURANCE: AN UNSOUGHT PRODUCT

The policy inconsistency in the arena of fiscal and monetary policies, dwindling productivity and shrinking purchasing power of the populace among other accounted for the decline in the growth of life insurance business in Nigeria. Gbede (2003) states that the Nigerian public is still very naive about the benefits and attraction of life insurance products, especially when compared with those of its compatriots in South Africa and Zimbabwe where the patronage of life insurance products are relatively higher. It is against this backdrop that Hassan-Odukale (2018) observed that:

"Insurance is one of those things Nigerians do not like to hear about. Many people neither know much about insurance nor do they know about what is being done. When you talk about insurance, the average Nigerian position is "not for me!" It has become the general perception that insurance is a luxury. In addition, the average Nigerian is of the opinion that having insurance does not exactly translate to a better life. Majority of them cannot be bothered and most people who understand the need get to see the benefit a little too late after their uninsured assets have been damaged. Sadly, this notion about insurance does more harm than good to Nigerians."

Meanwhile, low level of education among Nigerian populace also makes the concept of life insurance and its associated benefits more difficult to grasp by them. According to Gbede (2003), the average Nigerians perceive life insurance as another ploy by insurance companies to deprive them of their hard-earned income. They therefore invest in savings and fixed deposits accounts more than life insurance products. This low rate of patronage of life insurance products makes some of the assurance companies to resort to unwholesome, unethical and unprofessional marketing practices to snatch clients away from their competitors at the expense of the stability and growth of the industry (Cornejo, 2007).

Morever, the Nigerians generally had been suffering from the erosion of their purchasing power due to inflation, devaluation of the naira, over dependence on imported goods, high cost of living and sky-rocketing children education fees among others. These usually leave their pockets nearly empty at the end of every month and in such a situation, life insurance products/policies will be the last thing they will ever think about. Even some of those that start paying the premium often stop midway as their purchasing power usually fail to take care of the periodic life insurance premiums (Idemudia & Edeko, 1999). Furthermore, with low remuneration packages especially among the employees in the Nigerian civil services, it becomes a mirage for such employees to afford life insurance premiums. It is in line with the assertions in the preceding sentences that Nwachukwu (2018) observed that:

"The low market penetration rate as a result of wide financial protection gap among many operators in the Nigerian insurance industry; low level of insurance sector's contribution to the country's Gross Domestic Product; and the general poor perception of the Nigerian public towards insurance constitute serious setbacks to the development of life insurance market in the country".

Another major problem afflicting the life insurance market in Nigeria is the obsolesce of the life insurance products being offered which in most instances looks like old wine in new bottle (Gbede, 2003). A cursory look at some life insurance policies will reveal that no bonus had been paid to the policyholders in some cases in the last one or two decade(s). This may not be unconnected with the fact that most life assurance companies do not have innovative investment savvy to earn enough returns from which bonus can be paid to their policyholders. Due to the shortage of investment specialists and associated problems, most of the life assurance companies in Nigeria do not have access to sophisticated investment schemes with manageable risk. Low level of investment practice therefore accounted for some of the problems being faced by life insurance companies in the country (Asenuga, 2008).

The government had also contributed to this situation through various legislations passed to ensure that life insurance funds are invested in relatively risk free or low risk assets with very low returns. For instance, the Insurance Decree of 1997 clearly enforces the investment of insurance funds in specified investments like securities specified under the Trustee Investment Acts. These investments are usually characterized by low returns. As much as this may be true, the intention of the regulatory authorities must not be misconstrued as conservatism must be used to guard the funds associated reserves upon which the confidence of the people rests in terms of assurance of cover promised them whenever the insured events occur. However, mismanagement of these funds or poor investment decisions on them can be extremely dangerous. Importantly, there is no gainsaying that the dearth of high yielding and relatively low risk investment avenues constitute a serious setback to the

general acceptability of life insurance products in Nigeria.

4.0   VALUE CREATION VIA MARKETING OF LIFE INSURANCE

One of the greatest hallmarks of marketing as an organic business function is embedded in its capacity to serve as the engine-room of value creation for consumer empowerment and society's development. According to the National Institute of Marketing of Nigeria (NIMN), marketing as a dynamic business activity engenders enduring and distinctive value for all stakeholders through the development, promotion and application of world-class marketing fundamentals (NIMN, 2014). It is to this fact that this study is to embark on the conceptual evaluation of value creation via marketing of life insurance products in Nigeria.

There is no gainsaying that poor marketing tactics on the part of many life assurance companies in Nigeria had continued to undermine the growth of life insurance business in the country. Despite the proliferation of the insurance firms in the country, the Nigerian public is still very naive about the advantages of life insurance products. This is a result of poor enlightenment campaign and low level of advert creation among the life assurance companies in the country. These had consequently led to poor public patronage and low premium earnings among other. According to Gbede (2003), the problem of inadequate awareness creation about the attractions of life insurance is so chronic that there are quite a large number of people that can afford life insurance but who are not patronizing it due to lack of awareness.

To make the matter worse, most of the marketers of life insurance products in Nigeria are so used to cold calling methods which seem to be offensive in approach and usually put off customers who with sophisticated scientific selection and approach would have patronized life insurance products. Similarly, the unwholesome, unethical and unprofessional marketing practices that make some of the companies that engage in the life assurance business to snatch clients away from their competitors at the expense of the stability and growth of the industry should be mitigated or totally discontinued. These unwholesome, unethical and unprofessional marketing practices, according to Roff (2004) and Ozioko (2007), include making false claims in advertisements to attract patronage, unethical and tricky reduction of amount due on claims, and cheating the insured out of what is due to them under policies incorporating profits plans among others.

5.0   EVALUATION AND CONCLUSION

Life insurance as an unsought product came into being as a 'child of necessity' since the art of modern living is associated with various kinds of risks. These risks are expected to be managed by firms so defined by objectives. In this sense, life insurance has been described as a business that exists in order to ensure the success and survival of the beneficiaries whenever the insure events occur to the policy holder(s). The purpose of life insurance is to indemnify the beneficiaries for the financial or material loss to be suffered as a result of sickness, death and other risks of life that could befall the policy holder(s). In other words, this type of insurance softens the 'blows' of life hazards in a purely financial sense by offering monetary compensation to the beneficiaries, thereby placing the insured on the status quo as much as possible and within the terms of the agreed policy.

The relevance life insurance products to the national economic reality cannot be overemphasized. The primary attraction of life insurance is the assumption of the pure risks of life of many insured based on the principle of certainty (i.e., the life) to help uncertainty (i.e., the death). The insurance industry in each country of the world has devised and continues to device different types of insurance products to cater for each one of the insurable risks. The most conventional one being life, and the evergrowing and assorted types of contingencies that are being underwritten by a number of new generation life assurance companies. In many developed countries of the world, people's attitude and disposition towards insurance practice is largely positive. However, the trend is very different in Nigeria. Despite the proliferation of insurance companies in Nigeria, and the obvious benefits of insurance to the growth of her economy and the insured, many Nigerian people still fail to patronize the services being offered by these essential corporate entities. A plausible explanation of this negative attitude towards insurance behaviour among Nigerians can be explained using Abraham Maslow's hierarchy of need theory which has been used to argue and explain individuals' consumption patterns. According to Maslow (1970), individualsconstantly strive to satisfy their needs and that the satisfaction of basic needs gives rise to other important needs which dominates the individual's life.

Unfortunately, many Nigerians are poor and are therefore preoccupied with satisfying the most basic needs - food, water and shelter, and as such will not be capable of satisfying the next need in hierarchy which is safety and security needs like insuring one's properties and life. This finding is very crucial to this study, as Maslow's hierarchy of needs explain why many Nigerians are not threatened or bothered to insure their lives/products, despite the presence of perceived and actual threat of armed robbers to lives

and properties because many see themselves as poor and therefore cannot be bothered by insurance behaiviour. This explains why in societies where people still scramble for food and shelter, consumptionbehaviour would be centered on these and therefore people bother less on safety needs like insurance products. This invariably justifies the classification of life insurance as an unsought product.

Finally, there is no gainsaying that Nigerian people generally have negative attitude to life insurance products. There is thus, a lesson to note by the life assurance companies that are currently in operations within the Nigerian business landscape. These corporate entities need to entrench more professional marketing practices, and as well be sensitive to the customize needs of their respective clients in order to realize the relevance of life insurance as an engine room of value creation in this contemporary dispensation of fairer trade in goods and services.

6.0　　RECOMMENDATIONS

From the evaluation done and conclusion drawn from the conceptual analysis above, the following recommendations therefore become imperative:

- It is a new dawn in the Nigerian insurance industry as the regulator – the National Insurance Commission and the underwriters are strategizing to rebrand the industry for a better perception from the general public. This rebranding programme should be aimed at changing the mindset of Nigerians on the intrinsic benefits of insurance products in general and life insurance in particular, ensuring that the public understands the importance, values and benefits of insurance.

- The rebranding should also showcase the achievements made by several insurance companies in the areas of claims settlement and indemnity, while the underwriters should deliver more efficient services within the insurance sector to encourage more Nigerians to take up insurance products and propagate same as the engine that drives sustainable economic growth.

- All stakeholders in the insurance industry must walk hand-in-hand to ensure that risk protection and insurance education is readily accessible to the average man on the street. They need to look beyond making insurance product sell to reverse the negative perception that many Nigerians have about the unsought product. With increased knowledge and accessibility, the industry will increase its patronage and enhance its contribution to the country's Gross Domestic Product.

- § As the ability of the public to purchase insurance products is positively correlated to their purchasing power, a stable and growth-oriented economy that can confer economic and financial empowerments of Nigerians is a sine qua non for a boost in the patronage of life insurance products in Nigeria.

- § In the same vein, the investment opportunities opened to life assurance companies should be enlarged to enable them contribute more significantly to the nation's economy without jeopardizing the safety of the investments.

- § Unwholesome, unethical and unprofessional marketing practices likely to negate the image of life insurance should be mitigated or totally discontinued in an attempt to solve image problem facing life insurance practice in Nigeria so as to encourage more people to embrace all aspects of life insurance services.

- § Adequate and appropriate tax reductions should be given to encourage individual employees, especially those that work in the Nigerian civil services, to embrace individual life insurance as the bulk of life insurance products are group life policies usually taken by corporate organizations.

- § Finally, the assurance companies must ensure that new life insurance products to be developed must be investment-linked as nobody wants a life insurance policy that promises death benefits. Most insurance policy holders want to 'eat the fruits of their labour'.

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Trade Fairs And Marketing Performance

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ABSTRACT

Fairs are considered as one of the major part of a marketing strategy for companies. Trade fair have led to the growth of many small businesses in the country to enter international markets as foreign buyers visit trade fairs and make business relationships with these local businesses. The main objective of this study is to examine the effect of trade fairs on marketing performance in the Nigerian manufacturing industry. The study made use of a sample of 380 covered all employees of some selected companies in Lagos State. Cross sectional survey research design method was adopted, and the statistical tools used comprised simple percentage, correlation and multiple regression analysis. Findings showed that trade exhibition exhibited the relatively highest positive effect on marketing performance. The study concluded that Trade exhibition helps companies to display their products and services, demonstrate and transfer technological improvements, knowledge and innovation; develop and improve network and trade relationships with visitors to form strategic alliances, expand market share, and exchange information. It is therefore recommended that organizations should only attend an exhibition if it fitted in with its overall plan and assisted in obtaining set business objectives.

Keywords: Trade fairs, trade exhibition, stand personnel, adaptive selling, fair communication strategy

Introduction

Fairs are considered as one of the major part of a marketing strategy for companies. The attendance in trade fairs is an effective method for expanding product awareness and generating sales leads to prospective buyers and visitors of the fair that results to an increase in sales during and after the fair. Acquisition of new customers, increase awareness, care of regular customers, presentation of new products/services, improve the image of the company/brands, opening up new markets, contracts and sales, new cooperation partner, market research, and new sales channels are the exhibitors' goals in participating in trade fairs (Prenzel, 2009; AUMA, 2008).

According to the AUMA, (2015) trade fairs have wide range of functions. First, the business function which includes the development and cultivation of customer relations, searching for partners and staffs, positioning of the business, testing markets for new products, increase public awareness, analysis of market situation, preparing the ground for selling the products, and gaining an overview of the products and performance of competitors. Second, the macro-economic function which is benefiting to the local economy in the region where the trade fair is conducted including hotels and restaurants, transport companies, construction and logistics for their services. This would result to the creation of considerable number of jobs in the region.

The social function allows business participants and the public to exchange knowledge about production and marketing strategies. Thus, trade fair have led to the growth of many small businesses in the country to enter international markets as foreign buyers visit trade fairs and make business relationships with these local businesses. In addition, Boukersi (2000) discussed that trade fairs provides benefits to the sellers, buyers, and to the community. These benefits are selling benefits, promotional benefits, research benefits, and strategic benefits. The wide array of benefits could result to meeting potential customers as well as regular customers; having trade fair as a platform for the organization's marketing package to be in direct contact with potential customers who can experiment with the desired product and acquire technical information; gaining first-hand information and in-depth feedback that might help measure the outcome of the trade fair through profiling of visitors and pre-launch market and product testing to gain a conducive environment to conduct trade fair; and adopting 'we cannot afford not to be there' attitude with the sole objective of entertaining existing customers.

Companies can be able to see easily their competitors and check new products of their existing competitors (Keinonen and Koponen, 2003). Besides, increase sales, gain brand awareness, get contacts and names, researching the competition, and making new contacts are the benefits of businesses in trade fairs (AnzCompany, 2015). Further, companies can maintain their relationship with their customers (Jansson, 2007).On the other hand, the International Trade Centre (2002) discussed that participating in trade fair allows firms to find out good agents to handle products in foreign countries; conduct market test; study competition in relation to prices, quality and packaging; make sales directly to customers; and learn sales and promotion methods. Direct contact with customers during trade fair facilitates exchange of ideas, views, and opinions (Koirala, 2011).

Over 5,000 exhibitors from 12 countries are participating in this year's Lagos International Trade Fair which kicked off on the 3ʳᵈ of November 2017.The President of the Lagos Chamber of Commerce and Industry (LCCI), the organizer of the fair, Mrs. Nike Akande, said the participants at the 31st edition of the fair, were well over what was recorded last year, an indication of the recovery of the economy. She commended the Federal Government over its commitment to the promotion of the ease of doing business in Nigeria. She noted that the programme being driven by Presidential Enabling Business Environment Council under the Chairmanship of Vice President Yemi Osinbajo, will no doubt impact positively on current investment climate in the country.

The Problem

In every trade fair, there are some loopholes that hinder the success of the fair. However these can be minimized if not solved by both the sponsoring body and the participants. Problems encountered by trade participation are the availability of proper information, the suitability of the product to the fair that is being conducted, and the availability of strategic location in the fair. Aside from this, adequacy of government support in terms of funding, cooperation, and market intelligence, competitiveness of mode of payment for export such as consignment and payment documents, mechanism for selecting participants, and decreasing sponsored trade fairs are some of the problems in trade fairs. Participation costs are considerably marketing problems for businesses to consider in attending trade fairs. This includes transportation costs, entrance ticket, hotel and food expenditure, stand, construction and design, organizational costs, staffing capabilities, and other costs. These costs are being considered by entrepreneurs in their decisions before they

participate in trade fairs. At present, many entrepreneurs use online virtual trade shows. They do not attend trade fairs but can show and sell their products online.

The Objective of the Study

The general objective of the study is to determine the effect of trade fairs on marketing performance in the Nigerian manufacturing industry. The specific objectives are to:

i.   determine the effect of trade exhibition on marketing performance.

ii.   examine the impact of stand personnel on marketing performance.

iii. ascertain the effect of adaptive selling on marketing performance.

iv.   determine the extent to which fair communication strategy affect marketing performance.

Theoretical Consideration

Concept of Trade Fairs

Trade fair is related to trade show, trade exhibition or trade expo that is being organized by any organization for companies to showcase their latest products and examine recent market trends and opportunities which involves marketing costs such as space rental, telecommunications and networking, display design and construction, travel and accommodations, as well as promotional items that is given to attendees (Rahman, 2013). Participants in trade fairs bear these marketing costs for their business advantage such as to increase their markets as well as their sales.

According to Luis (2001), business people participate in trade fairs as there is much impact to their marketing activities which includes: (1) generate inquiries and trade leads, the participants can be able to pick up prospective buyers especially for the introduction of highly technical products that need a long discussion and detailed exchanges of information; (2) generate sales, fairs have the capacity to draw a crowd in which the exhibitors have the chance to sell their products; (3) test product acceptance, the fairs is the best testing ground to test the new product market acceptance; (4) introduce new products, all new products can be introduced during the fair or to begin initial marketing with lesser cost than making an introductory sales campaign; (5) maintain company exposure in the market, for the reason that publicity is a major factor in promoting products and it is essential for companies to be seen in fairs in order to maintain their public image as part of their institutional advertising.

Sousa, (2002) opined that participants attend trade fairs for they can (1) keep in touch with customers and distributors, (2) look for new customers and distributors, (3) exchange information with the competition, (4) closer look at the competition, (5) introduce new products and discover the latest novelties/trends of the market. Trade show is an organized event, where at the same time meet exhibitors with potential buyers. It is hold for a specific purpose and a character of the trade fair changes during the time (Vysekalová*et al.* 2004) 'Trade shows are a part of the marketing communications and one of the important tools of the communication mix' (Vysekalová*et al.* 2004). In purpose of a maximum impact of the exhibitor to the attendee, marketers turn to the broader concept of marketing communication and promotional strategy. This approach is called integrated marketing communications (IMC) and includes media advertising, direct mail, personal selling, sales promotion, PR and sponsorship. (Kurtz and Boone 2006)

Other studies, have described trade fair as a temporary cluster (Bathelt et al. 2004; Bathelt and Schuldt, 2005), whereby 'cluster' is meant a meditation of firms securely interrelated by commercial and other relations; or to use Porter's definition (1998): *"A cluster is a physically proximate group of interrelated companies and associated institutions in a particular field, linked by commonalities and complementarities"*. A trade fair embeds the activities of a large number of firms increasingly specialized and therefore potentially isolated and (geographically) distant from other producers and from users – in a network where other firms are the components of a complex system of productive and technological, market-related and relational knowledge. A fair therefore has certain features typical of the industrial cluster (Bathelt et al. 2004) and exhibiting the phenomena. Vertical and horizontal synergies are in place during a trade fair, and those relationships are very closed to the one which characterize an industrial cluster and its learning modalities (Maskell, 2001)

Stand construction as well as furniture and accessories, electricity, cleaning services, internet connection, space and promotion cost are all expected in the trade fair participation which affects businesses in their participation decisions. Similarly, the AUMA (2013) highlighted that attendance to trade fair involves cost such as stand rental and utilities like electricity, water, and disposal. Stand construction and outfitting, services on the stand and communication, transport and waste disposal as well as personnel and travel are all cost for the participating company. These costs may hinder participants in

joining the trade fair. However, the amount of costs varies depending on the type of trade fair. International trade fair requires higher costs than local trade fair.

Skov, (2006) defines trade fairs as social settings which are enacted and experienced simultaneously by thousands of members, and done by bringing together geographically dispersed, socially embedded, culturally diffuse sets of companies on a neutral ground on which they re-enact an internal structure that is abstract and relational. Around the world and for many centuries' trade fairs have been crucial sales and communication tools (Kirchgeorg et al. 2010).

Trade Exhibitions

Trade show is a variant of sales promotion, and periodically, industries sponsor trade shows for their members and customers (Griffin et al, 2004). They therefore promote products to marketing intermediaries. Trade shows are common in electronics industries, to name a few (Griffin & Pustay, 2007).More importantly, trade shows are relatively inexpensive and are very effective, since the buyer comes to the seller already interested in a given type of product, as a result international trade shows are becoming more important (Ricky et al, 2004).

Patten (2001) enumerated some of the marketing objectives that organizations could use to exhibit in shows as; selling more products, launching a new line, finding distributors or outlets in a new territory and finding agents. Others were attracting new market, repositioning ones company in the market, giving support to field agents, collecting feedback on a projected new range of products, re-establishing links with clients whom the organization did not see often and public relations to strengthen the organization's position in the market place. During the last decade the celebrations fairs have situated themselves in the enterprise market as one way of confining market information and promoting more advantageous.

Kotler (2000) defined a trade show as a mean of upholding sales (Chu & Chiu, 2013). Arzt (2006) adds that companies which attend trade shows can internationalize faster and stand lower costs than companies which do not attend (Ayci, 2011). Trade show participation leads companies exporting and gaining global business view cost efficiently (Chiou et al., 2007). The counterpart is an attendee who visits the fair but does not take part in exhibiting in the fair. A paralysing conflict can occur between attendees' and exhibitors' interests, as exhibitors may just focus on selling and networking activities while attendees may just gather product or technology information

(Dallmeyer 2010). Dallmeyer (2010) lists reasons for attendees to participate:

1. To learn about the latest styles, trends modifications, improvements, etc. to their existing products and/or services
2. To see the newest product offerings
3. To meet with technical representatives regarding equipment updates or problem solving
4. To meet the management team
5. To compare and evaluate competitive products
6. To pay a social visit or attend a hospitality function
7. To network
8. To purchase something new

Fair Communication Strategy

If the companies want to be successful they need to integrate trade fairs into their multi-channel communication strategy. Fair participation depends on the integration of various media since it includes other marketing communication tools such as advertising, social media, direct mail, sponsoring, promotion and printed matter (Häyrinen and Vallo, 2012). Trade fair participation should be supported by other marketing communication tools such as direct mail (both pre- and post-fair), advertising and field sales. For example an exhibitor could have an ad in the magazine about being at the trade fair or a radio broadcast telling that the exhibitor is sponsoring the fair or some parts of it (e.g. show stage). The company should invite its present customers and new prospects to the trade fair via direct mail or social media. Especially if firms have multiple objectives for exhibiting (e.g. increasing awareness and boosting sales) they should use several communication instruments at trade fairs (Kirchgeorg et al. 2010). At the fair it is crucial to have a stand that communicates about the company and its value in a positive way and the personnel should be taking advantage of the face-to-face selling opportunity in a best possible way. Not to forget the posters, give-a-ways and printed material needed at the stand. The stand should be thought as a three-dimensional ad where the exhibitor wants the right people to get the right message and take action. Therefore the stand should call for an action, showcase the message clearly, focus on benefits versus features and be personable (Stevens 2005).

Importance of Trade Fairs

Trade fairs are especially essential for SMEs that can use them as a route for new market areas (Evers and Knight 2008). Bettis-Outland et al. (2010) conducted a third kind of classification which separates the benefits of trade fair information into tangible and non-tangible ones. The tangible benefits include information that affects acquisition of new customers,

technical updates, and training and implementation advice. The intangible benefits listed by Bettis-Outland et al. (2010) include trade fair information that enables improvements in sales planning, strategic planning, policy development, marketing communications, customer/supplier relationships, and new product development.

Marketing Performance

It is viewed as a marketing performance measure which shows the swiftness with which sales are acquired through trade sales promotion strategies (Nwielaghi, 2003). Sales turnover is guided by the simplification that a promotion will result in temporary price reductions that can significantly boost sales. Market share is a sign of market competitiveness showing how well a firm is doing against its competitors (Armstrong and Gerene, 2007); or the breaking up of market size in percentage terms, to aid recognize the top players, the middle and 'minnows' of the market place based on the volume of business conducted (Mahajan, and Muller, 1997); or the capability of business performance management in evaluating the degree to which consumers patronize a given product in the market environment, (Nwielaghi, 2013). Conversely, a main supposition regarding market share as a measure of marketing performance is that superior market share brands are less deal elastic.

And without profitability, the business cannot survive at least in the long run (Hofstrand, 2007). This is why measuring past, present and future profitability is significant to the firm.

In many cases, the most extremely visible promotional mix often used in marketing mix relates to sales promotion (Ricky et al, 2005). Trade fairs are events that perform a marketing task. They bring customers to a fair centre where they can see, touch, listen, smell and sometimes taste the goods on the exhibition.

Trade Exhibition and Marketing Performance

Trade fairs, also known as trade shows, exhibitions or expositions, are thus a way for industrial companies to promote themselves (Evers & Knight 2008). Shi and Smith (2012) believe that international trade shows are cost-efficient and quick way to increase exports and gather priceless market information to enter international markets. When planning for a trade show, the most important decision a firm must make concerns the objectives of attending a show.

According to TOBB (2007), a trade show is an action which has a detailed name, type, scope, organizer, date, duration, location to support benefits of a society and a certain industry. It leads companies to show

their products and services, exhibit and transfer technological improvements, knowledge and innovation; widen and improve network and trade associations with visitors to form strategic alliances, expand market share, and exchange information (Ayci, 2011). Benefits of trade fairs as a marketing tool are due in large part to the continuation of a target audience, large and elevated quality with a high positive bias towards the products exhibited, and which can provide an imperative communication, as are the customers who come to the diverse positions of the speakers (stands) for information.

Thus we hypothesized that:

Ha₁: There is significant relationship between trade exhibition and marketing performance.

Stand Personnel and Marketing Performance

In order to do well in their exhibiting, the firms should appoint one person who is primarily responsible for coordinating all fairs and there should be adequate and appropriate stand personnel (Tanner and Chonko 1995). The exhibiting firms should staff the stand with personnel that can best achieve the objectives set. This means that if the objectives are to increase sales there should be sales personnel at the stand (Tanner and Chonko 2002). Stand personnel training has found to have positive impact on image-building, information-gathering and relationship improvement performances (Lee and Kim 2008).

Thus we hypothesized that:

Ha₂: There is significant relationship between stand personnel and marketing performance.

Adaptive Selling and Marketing Performance

Today the world becomes more complex and the risk in purchasing is high. Point-of-purchase in decisions play a major role in influencing customer's in the final stages of decision making, as then customers will make final decisions or change brands (Varley and Rafiq, 2004). As a general rule, goods that are new and different technically complex or expensive requires more personal selling effort. It is where salesperson enthusiastically presents products to customers, showing its positive attributes that will sway their attitudinal and subjective norms thus resulting to consumer buying intention. When it comes to building relationships with customers, salespeople are vital front line players honestly connected to the revenue-generation capabilities of almost all commercial enterprises (Verbeke et al., 2004).

Ha₃: There is significant relationship between adaptive selling and marketing performance.

Fair Communication Strategy and Marketing Performance

Kowalik, (2012) examined the influence of trade fairs on a host city brand. Kowalik opined that the influence of persistently held trade fairs on the brands of organizing cities is infrequently analyzed, conversely it has been noted that they can be treated as a city marketing tool and their positive impact on city image is often misjudged. The potential contributions of fairs to the host cities are seldom demoralized, since the organizers tend not to see them as part of a long-term strategy of the city. The investor-based place brand equity approach and the city branding framework are used as a theoretical basis for the analysis. The cases of two cities from the eastern part of Poland were analyzed, taking their marketing strategies and the potential influence of persistently held trade shows on their brands into account.

Karabulut, (2014) in a study examined the pre-show activities of Turkish companies which partake in the 2nd Turkish Products Trade Show in Algeria and effects of this trade show on development activities of these companies in Algeria. Istanbul Chamber of Commerce is the biggest chamber in Turkey with 350000 member companies. It organized a tradeshow among 7th and 10th of December 2013 in Algeria for its members to smooth the progress of meeting with Algerian customers and making export agreements. This tradeshow could be a tool for Turkish companies to explore and enter both Algerian and African markets. The author conducted a study on these 134 companies which participated in this trade show. The data collection method was the use of questionnaire that was filled out by the owners of companies that participated in this tradeshow. 61% of the questionnaires were answered. Exploratory research method was used in this study. Frequency distribution analysis and crosstab analyses were applied to the data. The study concluded that in participating in trade show requires planning, dedication, and long term commitment. It is not one-time activity; it has to be consistent and requires additional follow-up activities. Trade shows offer opportunities to explore industries, innovations, competitors, potential customers, partners, and suppliers.

The Methodology

The cross-sectional survey research design method was adopted. The population of this study covered all employees of some selected companies in Lagos State. Out of which the total 400 staff were selected as the sample objects through stratified random sampling technique. A total of 400 copies of structured questionnaires were distributed to the respondents and out of the 391 copies returned 380

were properly filled. Therefore, the analysis for this study was based on the sample size of 380. The

Data Analysis

Table 1. Correlation, reliability and descriptive statistics

Correlations

		trade exhibition	stand personnel	adaptive selling	fair communication strategy	marketing performance
trade exhibition	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	380				
stand personnel	Pearson Correlation	.882[**]	1			
	Sig. (2-tailed)	.000				
	N	380	380			
adaptive selling	Pearson Correlation	.605[**]	.654[**]	1		
	Sig. (2-tailed)	.000	.000			
	N	380	380	380		
fair communication strategy	Pearson Correlation	.242[**]	.333[**]	.505[**]	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	380	380	380	380	
marketing performance	Pearson Correlation	.875[**]	.883[**]	.764[**]	.390[**]	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	380	380	380	380	380

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

Source: Analysis of field survey, 2019

Table 2 Cronbach Alpha
Reliability coefficients of study constructs

Dimension of study constructs	Cronbach's Alpha coefficient
Trade Exhibition	0.789
Stand Personnel	0.763
Personal Selling	0.754
Multi Channel Communication	0.812
Marketing Performance	0.811

Source: Analysis of field survey, 2019

Table 3 Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936[a]	.875	.874	.5774

a. Predictors: (Constant), fair communication strategy , trade exhibition , adaptive selling , stand personnel
Source: Analysis of field survey, 2019

Table 4   Results of multiple regressions of dimensions of   trade fairs and marketing performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.260	.435		-2.897	.004
	trade exhibition	.404	.039	.405	10.297	.000
	stand personnel	.317	.040	.326	7.922	.000
	adaptive selling	.309	.029	.285	10.712	.000
	fair communication strategy	.038	.021	.039	1.841	.066

a. Dependent Variable: marketing performance
Source: Analysis of field survey, 2019

As indicated in the regression analysis table that examined the influence of trade exhibition, stand personnel, adaptive selling, fair communication strategy on marketing performance. It was revealed that trade exhibition (β=.405, P<0.01), stand personnel (β=.326, P<0.01), adaptive selling (β=.285, P<0.01), and fair communication strategy (β=.039, P<0.01) exhibited significant positive effect on marketing performance. The Adjusted R2 indicated that the three dimensions of the independent variable explained 87.5% of the variance in marketing performance.

Discussion of Findings
The study examined the impact of trade fairs on marketing performance in the Nigerian manufacturing industry. The results of the correlation analysis involving all components of trade exhibition exhibited positive correlation coefficient values among the variables. This is an indication that they are appropriate dimensions and measures of trade exhibition. The results from the multiple regression analysis reported the effect of trade exhibition on marketing performance.

Specifically trade exhibition exhibited significant positive effect on marketing performance (β=.405, P<0.01). The findings is in agreement with H_1 test result (r=.000 <.005) which showed that there is a significant relationship between trade exhibition and marketing performance. This is consistent with the finding of Chiou *et al.*, (2007) that trade exhibitions is a tool for suppliers in a certain industry to show their products and services. Alkibay and Songür (2002) believe that a trade exhibition is a substantial tool to enhance export potentials of countries. Arzt (2011) adds that companies which attend trade shows can internationalize faster and stand lower costs than companies which do not attend. This implies that companies can globalize and compete in international markets by attending trade shows.

Similarly the findings also indicated that stand personnel is found to have the relatively highest significant positive effect on marketing performance (β=.326, P<0.01). The findings is in consonance with the test result of H_2 (r=.000 <.005) which reported that stand personnel has a significant positive relationship with marketing performance. This result affirms the works of Lee and Kim (2008) that stand personnel training was found to have positive impact on image-building, information-gathering and relationship improvement performances. This was also in line with Gopalakrishna and Lilien (1995) view that more personnel at the stand can make more contacts with visitors and thus result in greater number of leads. This implies that trade fairs function mainly through personal contacts of stand personnel.

Specifically adaptive selling exhibited significant positive effect on marketing performance (β=.285, P<0.01). The findings is in agreement with H_3 test result (r=.000 <.005) which showed that there is a significant relationship between adaptive selling and marketing performance. This finding is confirmed by the works of Kamaruzaman, and Mohd, (2009) that adaptive selling is the ability of the salesperson to adapt his or her selling behaviour to accommodate particular interactions with the customer. This is also in agreement with the views of Siguaw, 1991; Franke and Park, 2006 that an empathetic relationship between the salesperson and the customer may also result from the process of adaptive selling, thus suggesting that adaptive selling may be considered both an antecedent and consequence of customer orientation. This implies that been equipped with sound customer information, salespeople will better anticipate customer responses, prepare appropriate ways to meet customer needs, and overcome customer objections.

Furthermore, the result of the regression analysis showed that fair communication strategy has positive effect on marketing performance (β = .039, P < 0.01). This finding is in conformity with the result of H_4 test (r=.066 > .005) which exhibited that there is a significant relationship between fair communication strategy and marketing performance. This is in line with the work of Häyrinen and Vallo, (2012) that fair participation depends on the integration of various media since it includes other marketing communication tools such as advertising, social media, direct mail, sponsoring, promotion and printed matter. This is also in line with the findings of Kirchgeorg et al. (2010) that it is important to use several communication tools at trade fairs if multiple objectives are combined e.g. increasing awareness and sales simultaneously.

Conclusion
Based on the findings from the foregoing analysis the following are the conclusion arrived at:

Participating in an international trade exhibition is relatively cheap, fast, and focused activity which offers opportunities to discover foreign markets, learn about their customers, and trigger exporting. Trade exhibition helps companies to display their products and services, demonstrate and transfer technological improvements, knowledge and innovation; develop and improve network and trade relationships with visitors to form strategic alliances, expand market share, and exchange information.

It is much more effective to train the stand personnel properly to understand their role and enable them to make effective contacts with the visitors and come up with marketing results. It is the stand personnel who provide the data needed to evaluate the results. Thus quality of the stand personnel is crucial. It is on their shoulders to maintain a professional atmosphere and attract the visitors. Firms focus on dialogue rather than one-way communication in order to get more satisfactory results from the fairs.

Adaptive selling recognizes that no single sales approach is applicable to all situations. Sales *practitioners* and researchers have recognized that "one-size-fits-all" selling strategies may not be appropriate for all customers. There is increasing evidence that the degree to which salespeople practice adaptive selling positively affects their performance. In modern markets, supply usually exceeds demand, resulting in the need to adopt a marketing orientation in which companies make what they can sell, not sell what they can make.

Fair advertising strategy organic reach for brand-to-consumer interaction is limited, fair advertising strategy helps marketers to bridge the gap and drive key audiences towards trade fairs.

Recommendations
i. An organization should only attend an exhibition if it fitted in with its overall plan and assisted in obtaining set business objectives.
ii. Since domestic and global competitions lead companies to gain and maintain competitive advantages both in their domestic and global markets. They need to conduct SWOT analysis and have the opportunities to expand abroad.
iii. The exhibiting firms should staff the stand with personnel that can best achieve the objectives set.
iv. To attract a customer, firms should have good promotional programs that will aim at awakening and stimulating customer demand for the product or the service.

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Question one: How does trade exhibition influence marketing performance?

S/N	Statement	Respondents Choice				
		SA 5	A 4	U 3	D 2	SD 1
5	Companies can globalize and compete in international markets by attending trade shows.					
6	Trade exhibition helps to see the newest product offerings.					
7	Trade exhibition helps to meet with technical representatives regarding equipment updates or problem solving					
8	Through trade exhibition customers compare and evaluate competitive products					

Question two: To what extent do stand personnel influence marketing performance?

S/N	Statement	Respondents Choice				
		SA 5	A 4	U 3	D 2	SD 1
9	The personnel at the stand meet as many prospects as they can in a short time to stimulate sales.					
10	Stand personnel helps to quickly separate the "lookers" from the "buyers".					
11	More personnel at the stand can make more contacts with visitors and thus result in greater number of leads.					
12	Quality of stand personnel is crucial. It is on their shoulders to maintain a professional atmosphere and attract the visitors.					

Question three: Does adaptive selling affect marketing performance?

S/N	Statement	Respondents Choice				
		SA 5	A 4	U 3	D 2	SD 1
13	Empathetic relationship between the salesperson and the customer may also result from the process of adaptive selling					
14	Adapting to customers helps to focus on their individual needs and preferences, this leads to higher levels of customer orientation					
15	Adaptive selling strategy generally enhance performance outcomes, and the relationship in the industrial buying arena					
16	To attract a customer, firms should have good promotional programs which aim at awakening and stimulating customer demand for the product					

Question four: To what extent does fair communication strategy affect marketing performance?

S/N	Statement	Respondents Choice				
		SA 5	A 4	U 3	D 2	SD 1
17	Companies invite customers and new prospects to the trade fair via direct mail or social media to increase sales.					
18	A post -fair follow -up should be supported with follow-up communication to stimulate repeat purchase.					
19	Integration of pre -show messages via direct mail or advertising would increase the number of trade fair visitors at the stand					
20	Social advertising helps marketers to bridge the gap and drive ke y audiences towards marketing performance					

Marketing Performance

S/N	Statement	Respondents Choice				
		SA 5	A 4	U 3	D 2	SD 1
21	Market share is an indicator of market competitiveness showing how well a firm is doing against its competitors					
22	Measuring past, present and future profitability is important to the firm					
23	Trade fair information enables improvements in sales and strategic planning					
24	Domestic and global competitions lead companies to gain and maintain competitive advantag es both in their domestic and global markets					

Pattern and Structure of Defence Spending and its Impact on Economic Growth in Nigeria

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ABSTRACT

This paper examines the pattern and structure of defence spending and the impact on economic growth in Nigeria over the period 1980-2015. The study used the multiple regression specification to estimate the impact of defence expenditure on economic growth in Nigeria using the Aizeman-Glick (2003) model. A trend analysis for each of the variables of the study was conducted to observe the pattern of movements in the variables used as proxies for defence expenditure and economic growth in Nigeria over the study period. Result of the trend analysis reveals a common characteristic that exist in defence expenditure allocation decisions in Nigeria and that defence expenditure in Nigeria is largely a composition of the recurrent expenditure. Findings further reveal that defence expenditures during the period of study have both positive and negative impacts on the growth of Nigerian economy. While the impact in the short-run is negative, it is clearly positive in the long-run as shown in the estimated long run co-integrated coefficients and results of multiple regressions. Based on the findings, there is the need to plug leakages and increase defence allocation in the budget, to enhance the combat readiness of the Nigerian armed forces in order to create a peaceful environment for growth.

Key Words: Defence Spending, Economic Growth, Multiple Regression Models.

1.0 Introduction

Early Economists of the classical tradition including Wagner (1890) and later Smith (1980), recognize the role of defence spending in the economy when they argued that a free market-based economy function well only when the activities of government are limited to defence, security and maintenance of law and order. This argument was on the basis that the Military, on whom the power to defend the country against internal and external threats is vested, is part of the national economy and can be funded adequately only through the machinery of the State. However, the amount of budgetary resources that should be allocated to the defence sector in order to maintain its structure and personnel has generated much controversy in the literature. One strand of the argument is the view that expenditure on defence is unproductive and as such, budgetary allocation to the defence sector should be as minimal as possible. This view was shared by Dunne and Tian (2015), Olaniyi (2000), etc. In Nigeria, the problem of understanding the structure, pattern and impact of growth of defence spending on economic growth has engaged the attention of researchers over the years. This is against the backdrop that, though defence expenditure in Nigeria has been increasing over the years, there is no significant reduction in economic growth-retarding elements such as Boko-haram resurgence, threatening life and property in the eastern zone of Northern Nigeria. Many factors, including corruption in the military, have been cited as responsible for the abysmal failure of the defence sector, Eme and Anyandike (2013). In terms of structuring, defence expenditure is structured into recurrent and capital.

Furthermore, the size and pattern of budgetary allocation to the defence sector in Nigeria has fluctuated over the years. For example, defence expenditure as a percentage of the total Federal Government budgetary provision was 10.13 percent in 1974 and 11.99 percent in 1975. However, it fell to 9.79 per cent in 1986 and to 2.45 in 1992 and increased to 9.10 in 2002 during the civilian administration and maintained 7.23 and 7.74 in years 2005 and 2006 respectively. By 2011, 2012 it rose to 9.7 and 9.8 percent respectively and fell to 9.3 percent in 2013 and in 2015 stood at 9.8 percent. These fluctuations have continued till date. Therefore, with the increasing responsibility of Nigerian military in maintaining peace and tranquility in the West African sub-region and the world at large, the issues that need to be resolved are the size and funding of Nigeria's Armed Forces (**Anyanwu*et. al*. 2010**). In relation to the impact of rising defence spending on economic growth in Nigeria, expectations are that the level of security in the country will be high. However, the result of previous studies on defence spending and economic growth relationship reveal mixed findings. For example, while Studies such as Eme and Anyandike (2013), Yildrinand Ocal (2014) find evidence of a positive relationship between defence spending and economic growth, findings of Saidu (2008) and Musayev(2015) reveal a negative relationship.

This study carried out an in-depth analysis of the structure and pattern of defence spending in Nigeria. This aspect needs to be re-examined to guide against likely misdirected policy intervention and inappropriate allocation to the sector. Against this backdrop, the objective of this paper is to examine the pattern and structure of defence spending and its impact on economic growth in Nigeria over the period 1980-2015.The rest of the paper is structured as follows: section two reviewed literature relevant to the study and captured the theoretical framework, while section three is the methodology. Section four presents and discusses the findings while section five, provides the conclusion and recommendations.

2.0 Empirical Literature Review and Theoretical Framework

Dunne and Tian (2015) examine the impact of military expenditure on economic growth using the dynamic panel data method for the period 1988–2010. They find that military expenditure has a negative effect on growth in the short and long run. Yildirim and Öcal (2014) analyze the influence of military expenditure on economic growth for the time period 2000–2010 for a sample of 128 countries. Employing an augmented Solow model specification, the authors find that military expenditure has a positive effect on economic growth. Dunne (2012) studies the economic effects of military spending using a cross-country panel dataset spanning 1988–2006. The author also examines the Sub-Saharan Africa region that has suffered from a number of violent conflicts. The results indicate a significant negative short-run effect and insignificant long-run effect of milex on per capita income growth. Houa and Chena (2013) restrict analysis to 35 developing countries over the period of 1975–2009. They used the system Generalized Method of Moments (GMM) estimators and document a negative and significant effect of defense spending on economic growth in the sample countries. Alexander (2011), in his study examined the macroeconomic impact of defence expenditure on economic growth in Nigeria. Using a stimulation approach and two stage least square technique, he established that defence expenditure had a significant positive impact on output of oil and gas, agriculture and social services sector, but a negative effect on manufactured output in Nigeria.

Saidu (2008) uses simple regression methods on a time series data covering 1975 to 2005 to establish the relationship between defence expenditure and national development in Nigeria. The result shows a negative relationship between defence expenditure and national development over the period of study. Waya (2005) analyses the trends and patterns of defence spending and relates it to economic growth in Nigeria over the period 1980 to 2003, using the ordinary least square method of econometric analysis. Findings show that there is a significant positive impact of defence expenditures on Nigerian GDP growth rate.

Olaniyi (2000) uses the two stages least square method to determine the relationship between defence spending and economic development in Nigeria by examining the linkages between defence spending and the socio economic sectors of the Nigerian economy and determining the direction of causality. The analysis on a time series data for the period 1975 to 1995 shows that military capital expenditure has no significant effect on productivity and that military capital is less productive than civilian capital in the economy. Musayev (2015) re-examined the relationship between military spending and economic growth with a focus on the direct and indirect effects of conflict, corruption, and natural resources on economic growth. The author finds that the impact of military expenditure on growth is generally negative. However, the effect is not harmful for countries facing higher internal threats once corruption levels are accounted for. The empirical literature reviewed in this paper suggests that the impact of defence expenditure is quite extensive and largely negative on economic growth. However, some studies found positive impact of defence expenditure on economic growth while others were both positive and negative and inconclusive.

Under Keynesian demand side hypothesis growth in government expenditure leads to economic growth. Public expenditure is considered a policy variable which can be used to influence economic growth and development. Wagner treats public expenditure as an outcome, or endogenous factor of the growth of an economy, while Keynes regards public expenditure as an exogenous factor which can be utilized as a policy instrument to stimulate economic growth. This study adopted the Keynesian Demand Side Hypothesis as a guide. The adoption was on the basis that Keynes regards public expenditure as an exogenous factor which can be utilized as a policy instrument to stimulate economic growth. This conception tallies with the reality of the pattern and the trend of military expenditure in Nigeria over the years.

3.0 Methodology
3.1 Sources and Methods of Data
Annual time series data for the period 1980 to 2015 was used in the study. While some were collected from the publications of the Central Bank of Nigeria (CBN), others were sourced from the publications of the national Bureau of Statistics (NBS). The data from these two sources were compared with those in other sources such as The Military Balance (a publication of the International Institute of Strategies Studies) and the year book of Stockholm International Peace Research Institute (SIPRI) in order to confirm their accuracy. The data figures were found to be slightly different and could not alter the researcher's reliance on the CBN and NBS data.

3.2 Model Specification and Estimation Procedure
The study used the multiple regression specification to estimate the impact of defence expenditure on economic growth in Nigeria. The model was adopted from the empirical work of Aizeman-Glick (2003) with modifications. The original Aizenman–Glick (2003) growth equation is specified as:

$$GY_i = c + a_1 DB_i + a_2 THR * DB + b_1 THR + \beta X_i$$
$$\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots 3.1$$

$a_1 < 0$, $b_1 < 0$, $a_2 > 0$ $a_2 = b_2$

Where: GY_i = per capital real growth; THR_i = Threats; DB_i = military expenditure as a ratio of GDP and is also referred to as the defence burden; $THR * DB$ = the interactive effect of threat and military burden or simply as a country's security consciousness; X_i = set of control variables. The Aizeman-Glick (2003), modified equation is as stated below:

$$RGDP = \beta_0 + \beta_1 CDXP + \beta_2 RDXP + \beta_3 PSXP + \beta_4 OHXP + \mu \ldots\ldots\ldots\ldots\ldots\ldots\ldots 3.2$$

Where: RGDP = real gross domestic product; CDXP = capital defence expenditure; RDXP = recurrent defence expenditure; PSXP = personnel expenditure; OHXP = overhead expenditure and μ = error term which is normally distributed. To capture non-linear properties and to correct for heteroscedasticity, the variables employed were all transformed into logarithms.

3.3. Unit Root Test
Two-unit root tests, the Augmented Dickey-Fuller (ADF) and the Phillips-Perron (PP), were used in this study to investigate the stationarity status of the time series data set. The choice of two-unit root methods was informed by the imperatives of comparison and consistency. Usually, the unit root is conducted on individual variables and stated in three forms as model without intercept and trend, model with intercept but no trend and model with intercept and trend. The specified models are as shown below:

$$? Y_t = Y_t + \beta$$

4.0 Results and Discussion of Findings
4.1 Pattern and Trend of Defence Spending in Nigeria
Table4.1: Components and trends of Defence Spending in Nigeria

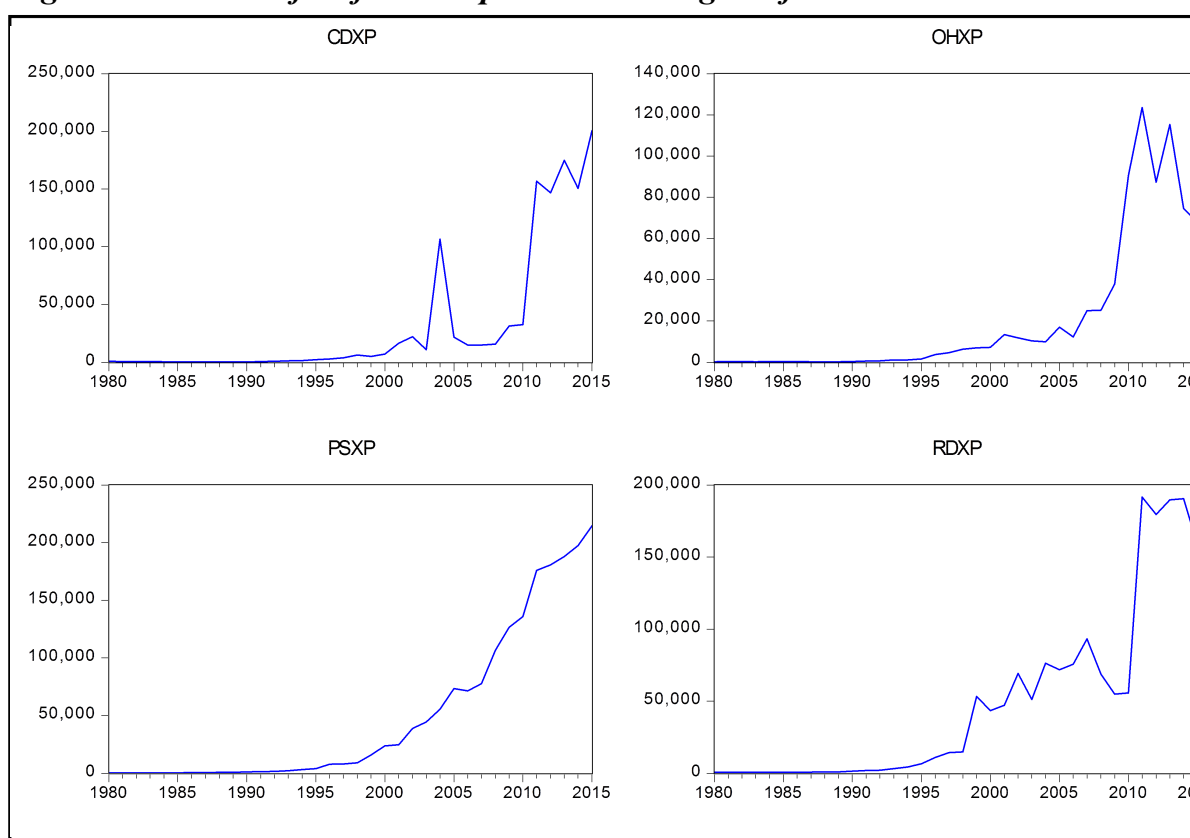| Years	Capital Defence Expenditure ₦-m	Recurrent Defence Expenditure ₦-m	Personnel Expenditure ₦-m	Overhead Expenditure ₦-m
1980	666.70	652.50	292	180
1981	415.20	725.10	397	282
1982	464.30	660.80	386	275
1983	554.80	535.40	338	198
1984	359.00	569.20	384	237
1985	319.10	656.60	394	263
1986	209.00	742.40	445	297
1987	18.30	717.70	597	114
1988	271.30	830.00	610	220
1989	124.10	957.30	737	220
1990	196.40	1410.50	1140	270
1991	411.10	1834.20	1355	479
1992	683.20	2023.40	1456	567
1993	1085.60	3085.40	2051	1034
1994	1286.80	4206.07	3110	1095
1995	2031.20	6597.60	3844	1500
1996	2670.10	10823.30	7804	3621
1997	3820.80	14206.33	7986	4517
1998	6,147.70	14,762.74	8881	6254
1999	4856.30	53155.44	15769	6903
2000	6954.90	43402.32	23639	7108
2001	16400	47069.24	24753	13313
2002	22093.6	69133.82	38652	11758
2003	10679.7	51064.29	44288	10286
2004	106571.1	76321.36	55498	9902
2005	21535.2	71670.04	73431	16902
2006	14686	75564.94	71444	12229
2007	14717.24	93080.85	77672	24926
2008	15601.11	68700	106670	25217
2009	31186	54842	126457	37852
2010	32567.2	55625.6	135675	90537
2011	156746.7	191579.3	175893	123457
2012	146787.05	179535.95	180567	87303
2013	174861.33	189567.67	187903	115292
2014	150479.78	190345.22	197456	74604
2015	200567.20	158257.80	214543	67739

Source: CBN Statistical Bulletin, Various issues

Figure 4.1: Trend of components of defencespending in Nigeria
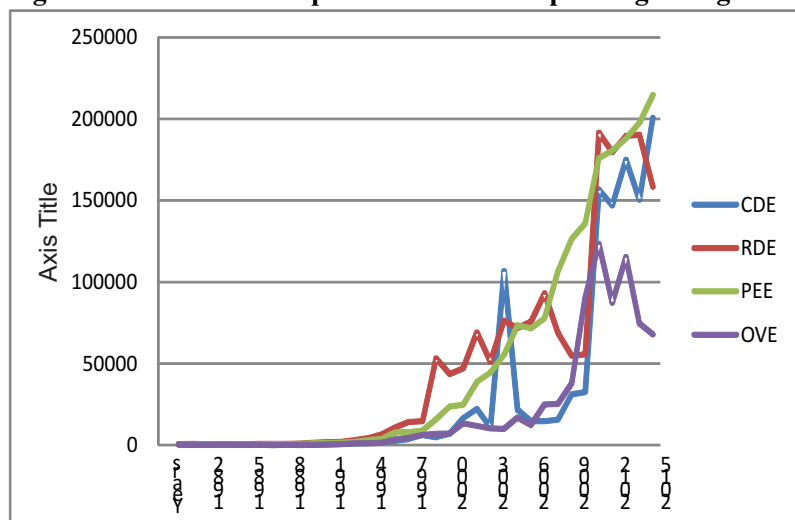
CDE= capital defence expenditure; RDE= recurrent defence   expenditure; PEE= personnel expenditure, OVE= overhead expenditure
Source: Compiled by the Researcher from Table 2.1 using Excel 2010

The trend and pattern of the various components of defence expenditure in Nigeria has fluctuated over the years as depicted in table 4.1 and figure 4.1. Table 4.1 and Figure 4.1 above show the trend of defence expenditure for the period 1980 to 2015. The table 4.1 and the figure 4.1 reveal that the recurrent defence expenditure and the personnel expenditure take the highest part of the total expenditure to the defence sector. They both increase faster than others. Recurrent defence expenditure has been in excess of capital defence expenditure for all the years, except in 1980, 2004 and 2015 when capital defence expenditure was greater than the recurrent expenditure, amounting to N666.70, N106571.1 and N200567.20 respectively. This suggests that as total defence expenditure rises over time in Nigeria, recurrent defence expenditure rises proportionately.

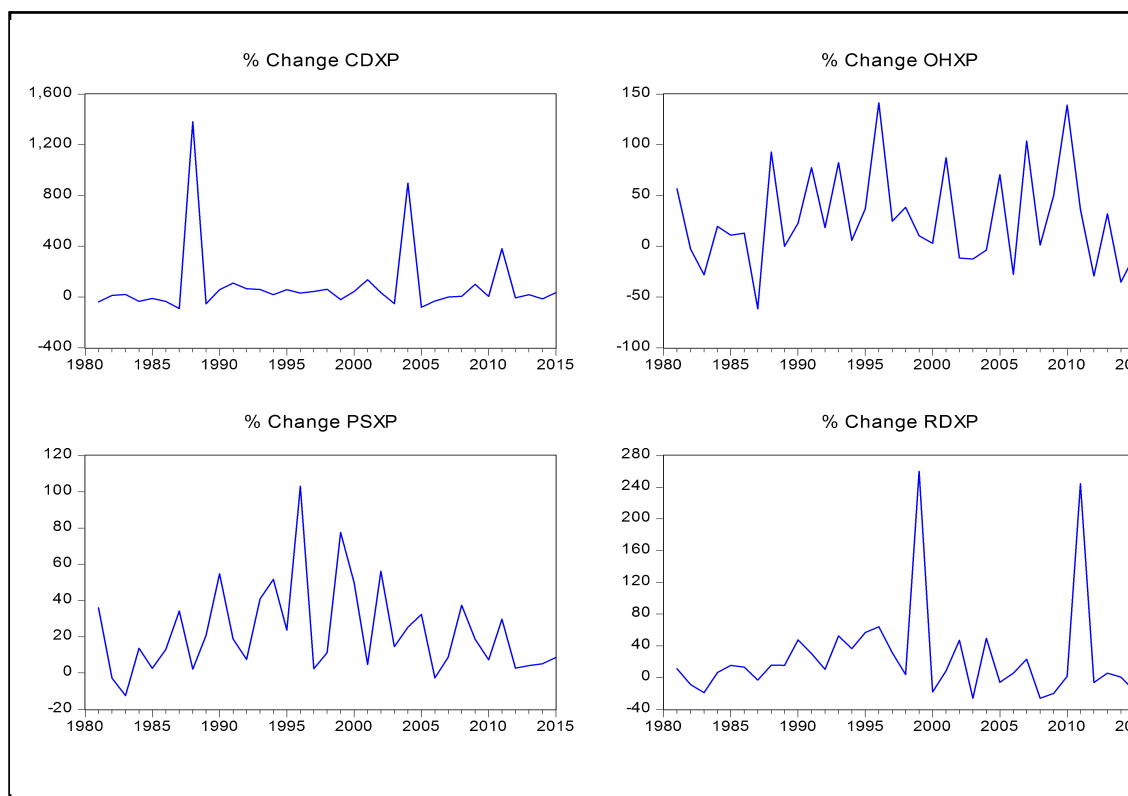**Figure 4.2: *Trend of Defence Expenditure in Nigeria from 1980-2015***

Note: CDXP = Capital Defenceexpenditure;
RDXP = *Recurrent Defence Expenditure,*
PSXP = *Personnel Expenditure;*
OHXP = *overhead Expenditure*
Source: Computed by the researcher using Eviews version 9

Figure 4.2 show the trend of government annual defence expenditure for the period 1980 to 2015 and they are in real terms. From the Figure, CDXP, RDXP, PSXP and OHXP have revealed similar trends over the years. Defence expenditure for all the categories (CDXP, RDXP, PSXP and OHXP) was very low and almost zero before 1995 but rises gradually in the mid-2000s and steadily in the mid-2010s. After rising to a peak around 2013s, it falls but very slowly into mid 2015s. This probably, could be attributed to the increasing activities of the militant group in the Niger-delta region as well as Boko-Haram insurgence in the north eastern part of Nigeria.

Figure 4.3: Trend of Defence Expenditure as a percentage share of GDP in Nigeria, 1980 -2015

Source: Computed by the researcher using E-views version 9

Figure 4.3also show the trend of government annual defence expenditure for the period 1980 to 2015. It reveals the values of defence spending as a percentage share of GDP in Nigeria. From the Figuresdefence expenditures for CDXP and RDXP show similar trends while PSXP and OHXP reveal similar trends over the years. What could be logically deduced from the results of the trend analysis is that a common characteristic could be found in defence expenditure allocation decisions in Nigeria. In addition, the structure of defence expenditure in Nigeria is largely a composition of the recurrent expenditure. On this basis, there is a significant trend in the pattern and structure of defence spending in Nigeria over the study period.

Table 4.2: Unit Root Test of Stationarity; H_0: The Series has a Unit Root

Variables	ADF Levels	ADF Difference	PP Levels	PP Difference	Remarks
LCDXP	-0.359[1]	-8.195[1]**	-0.208[1]	-8.195[1]**	I (1)
LRDXP	-0.715[1]	-6.551[1]**	-0.507[1]	-7.184[1]**	I (1)
LPSXP	-0.162[1]	-6.387[1]**	-0.336[1]	-6.407[1]**	I (1)
LOHXP	-1.006[1]	-6.310[1]**	-1.088[1]	-6.298[1]**	I (1)
LRGDP	-1.173[1]	-4.039[1]**	-1.247[1]	-4.039[1] **	I (I)
ADF Critical Value at 5% = -2.95;			**PP Critical Value at 5% = -2.96**		

** indicates significant at 5%
[1] Indicates that a maximum lag length of 1 was included in the tests.
Source:Computed by the researcher using E-views version 9

Table 4.2 shows the result of Augmented Dickey-Fuller (ADF) and Phillip-Perron (PP) tests conducted to ascertain the stationarity status of the data. The test was conducted using a lag length of one decided by the lag selection criteria in Table 4.3. For both ADF and PP at levels, all the variables are non-stationary since their calculated values, in absolute terms, are less than the critical values at 5%. However, at first difference, the variables are stationary at 5% for both ADF and PP. Hence, all the variables could be said to be stationary at the same level and are integrated of order one [I (1)]. Thus, the presence of a unit root in the series suggests that it is necessary to test for co-integration.

Table 4.3: Selection of Lag length for Co integration Test.

Lag	LogL	LR	FPE	AIC	SC	HQ
0	-1917.157	NA	8.76e+42	113.0681	113.2925	113.1446
1	-1777.069	230.7331	1.02e+40*	106.2982*	107.6450*	106.7575
2	-1680.115	131.1738*	1.65e+38	102.0656	104.5347	102.9076*

* indicates lag order selected by the criterion

LR: sequential modified LR test statistic (each test at 5% level)
FPE: Final prediction error; AIC: Akaike information criterion

SC: Schwarz information criterion

HQ: Hannan-Quinn information criterion
Source:Computed by the researcher using E-views version 9

Before carrying out the co-integration test, it is necessary to determine the appropriate lag length for the test. The optimal length of lag selection for the co-integration test, based on the six information criteria, is reported in Table 4.3. From Table 4.3, three of the five information criteria, the FPE, AIC and SC, which are most widely used, suggest that a lag length of one is optimal for the test. Consequently, this study used a lag length of one for the test of co-integration ranks and for the subsequent diagnostic tests.

Table 4.4: Result of Test for Co -Integration Rank

No. of CE(s)	λ_{Trace}	5%	λ_{max}	5%
None *	215.9	69.82	99.24	33.88
At most 1*	116.7	47.86	0.812	56.79
At most 2	18.61	24.28	14.23	17.80
At most 3	4.382	12,32	3.969	11.22
At most 4	0.413	0.584	0.413	4.130

Trace test indicates 1cointegratingeqn(s) at the 0.05 level;
Max-eigenvalue test indicates 1 cointegratingeqn(s) at the 0.05 level
* denotes rejection of the hypothesis at the 0.05 level
λ_{Trace} = Trace Statistic,; λ_{max} = Maximum eigenvalue
Source:Computed by the researcher using E-views version 9

Table 4.4 shows the result of Johanson co-integration test. The test was conducted using a lag length of one decided by the lag selection criteria reported in Table 4.3. The test revealed that there are two co-integration equations in the system, implying that the variables of the study have a long-run equilibrium relationship. The implication of this result is that even when the variables disequilibrate in the short-run, they tend to equilibrate over the long-run and move together in a balancing manner. It is also evident from the co integration results that there is no presence of full rank since the subtraction of the number of co integrating equations and the variables under study do not equal to zero, implying that the model is good and in functional form.

Table 4.5: Estimated Long-run Co-Integration Vectors

Variables	Coefficients	t-values
LRGDP	1.00	
LCDXP	0.223	6.660
LRDXP	0.114	3.234
LOHXP	0.569	8.823
LPSXP	0.050	1.165

Source: Computed by the researcher using e-views version 9

The result of the estimated long run co-integration vector is reported in Table 4.5 and it indicates that the estimated coefficients of long-run for all the variables have positive signs. Similarly, all the coefficients are highly statistically significant except PSXP. A unit increase in CDXP increases real GDP by about 22 percent. Similarly, while RGDP increases by about 11 percent and 57 percent respectively following a unit increase in RDXP and OHXP, it again, increases by about 5 percent when PSXP increases by one unit. This finding disagrees with Anyanwu et al (2010) that military spending is still grossly inadequate as the impact of various regimes on military spending is negative. However, the result corroborates Waya (2005) of a positive relationship between defence expenditure and economic growth.

Table 4.6: Estimated Vector Error Correction Model(VECM)

Variables	Coefficients	t- Values
D(LCDXP(-1))	-0.016	3.369
D(LRDXP(-1))	-0.160	2.819
D(LPSXP(-1))	0.127	0.940
D(LOHXP(-1))	0.297	4.032
D(LRGDP(-1))	0.504	2.271
ECM$_t$	**-0.236**	**2.389**
Diagnostic Test	**Statistics**	**P-values**
R-squared	**0.518**	
LM test	**0.794**	**0.780**
ARCH test	**0.016**	**0.900**
Jacque-Bera	**99.77**	**0.000**

Source: Computed by the researcher using e-views version 9

From the Table 4.6, the estimated error correction term is consistent with the expected negative sign and significant at 5% level. This suggests that there is feedback adjustment from short-run to long-run equilibrium between the real GDP and the independent variables. In other word, the economy responds to deviations from equilibrium in a balancing manner and as such, if the short run variables (RGDP, CDXP, RDXP, PSXP and OHXP) deviate from equilibrium, they tend to re-adjust themselves back to equilibrium in the long run.

The coefficient of ECMt indicates an annual speed of adjustment from long-run disequilibrium of about 24% per annum. This suggests that about 24% of the disequilibrium errors, which occurred the previous year, are corrected in the current year. Furthermore, as shown in Table 4.6, the lagged values of LRGDP positively and significantly influenced the behaviour of current RGDP. The result revealed that 1 percent increase in RGDP during the previous one year increases the current RGDP by about 50 percent. While CDXP and RDXP have negative but significant impact on RGDP, PSXP and OHXP have positive effects and are statistically significant at 5% except PSXP. The negative impact of defence spending on RGDP agrees with Saidu (2008) that government expenditures on Defense are retarding the growth in the short run. It also agrees with Anyanwu et. al. (2010).

The diagnostic statistics also fit the model fairly well. The R-square of the model shows that about 52 percent of the variation in dependent variable (RGDP) is explained by the combined effects of all the independent variables used in the study, suggesting that about 48% variation in RGDP is accounted for by other factors not included in the model. The high probability value of the LM test revealed that there is evidence of absence of autocorrelation in the data set. Furthermore, the probability of the F-statistic for ARCH test is as high as 0.9 implying that the series data are homoscedastic. However, the result failed the normality test with a low very low probability value for Jaque-Bera as reported in Table 4

Table 4.7: Multiple Regression Model

Variable	Coefficient	Std Error	t-Statistic	Prob.
CDXP	0.075	0.039	1.913	0.064
OHXP	0.248	0.068	3.615	0.001
PSXP	0.187	0.047	4.027	0.000
RDXP	0.004	0.047	0.090	0.929
R-squared	0.958976	Mean dependent var		16636.71
Adjusted R-squared	0.955130	S.D. dependent var		26127.36
S.E. of regression	5534.411	Akaike info criterion		20.17980
Sum squared resid	9.80E+08	Schwarz criterion		20.35574
Log likelihood	-359.2363	Hannan-Quinn criter.		20.24121
Durbin-Watson stat	2.066279			

Source: Computed by the researcher using e-views version 9

Like the estimated long run coefficients in Table 4.5, the results of multiple regressions in table 4.7 have positive signs as indicated in the R2 and DW statistics. Similarly, all the coefficients are highly statistically significant except RDXP. A unit increase in CDXP increases real GDP by about 3 percent. Similarly, while RGDP increases by about 6 percent and 5 percent respectively following a unit increase in OHXP and PSXP, it again, increases by about 4 percent when RDXP increases by one unit. This finding agrees with Waya (2005) that a positive relationship exists between defence expenditure and economic growth.

5. Conclusion and Recommendation

This study examines the pattern and structure of defence spending and its impact on economic growth in Nigeria over the period 1980-2015. Findings reveal that a common characteristic exist in defence expenditure allocation decisions in Nigeria and that defence expenditure in Nigeria is largely a composition of the recurrent expenditure. Findings further revealed that defence expenditures during the period of study have both positive and negative impacts on the growth of Nigerian economy. While the impact in the short-run is mixed, it is clearly positive in the long-run. This is evident from the estimated short-run and long-run co-integrating equations as well as the long-run multiple regression

models. Unexpectedly however, the positive impact of defence expenditure on economic growth is so low that it may not allow appreciable level of economic prosperity in Nigeria. The reasons for these may not be unconnected to the corrupt practices in the military such as fiscal indiscipline, embezzlement and diversion of public resources by the military officials for personal use. These factors have contributed in no small amount to retarding economic growth in Nigeria.

Based on the findings, there is the need to increase defence allocation in the budget and check corruption in the military in order to enhance the combat readiness of the armed forces in Nigeria so as to fight the internal and external aggressions that retards the growth of the Nigerian economy. No amount that is spent on defence would be too much bearing in mind the multiplier effects of security of lives and properties.

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Comparative Analysis of the Long Run Effects of Economic, Political and Social-cultural Globalization on Nigeria's Economic Growth

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ABSTRACT

The paper examines the long run effects of economic, political and social dimensions of globalization on economic growth in Nigeria. Annual time series data spanning the period from 1070 to 2014 were analysed with the bounds test approach to cointegration and fully modified ordinary least squares analyses. The study finds significant positive effect of economic globalization on economic growth, and significant negative effect of political globalization on economic growth. The growth effect of social globalization is found to be positive, but not statistically significant. Based on the evidence, the paper recommends greater but cautious integration of Nigeria economy with the global market for goods, services and finance and a comprehensive review of the nation's current membership of international organizations and bilateral and multilateral agreements with a view to pulling out of the ones that are not favorable to her economic growth.

Keywords: Economic Globalization, Political Globalization, Social Globalization, Economic Growth.

1. Introduction

Globalization refers to the growing interconnectedness of the economies, politics and cultures of different countries. This definition indicates that globalization is not just about interconnection of economies in terms of increased trade and finance/capital flows, but it also encompasses interconnection of politics and culture/social life of people around the globe, thereby transforming the world into a so called *global village*. Through this process, new culture/lifestyles are imbibed, countries' political systems are intertwined, interconnected or interlinked, and markets (financial and products) are integrated. Hence, Ghai (1997, p.2) sees globalization as "rapid global spread of some dominant social, cultural and political norms and increasing acceptance of free market and private enterprise as the principal mechanism for promoting economic activities".

Social-cultural globalization refers to cross border movement of cultures and interconnectedness of ideas and knowledge facilitated mainly by migration and communication channels such as the internet, telecommunication networks and the print and electronic media (Goryakin, Lobstein, James and Suhrcke, 2015). Political globalization refers to the tendency towards formation and/or membership of transnational governing bodies such as the United Nations, World Trade Oganisation, World Bank, the European Union, African Union, etc. which apparently erodes the role of the nation-state as a result of transference of some their functions to the newly formed transnational governing bodies (Subasat, 2008).

Expectedly, in line with theoretical prescription and postulations, globalization engenders rapid growth. Proponents of globalization argue that globalization opens infinite growth opportunities as well engender development and social transformation of the less developed countries. However, the globalization-growth theory is not supported by anti-globalization economists who are of the view that globalization benefits the rich and highly industrialised (developed) countries, but hurt poor countries which may have to depend on the rich countries for virtually everything, thereby further plunging their economies into deeper economic woes (Aigheyisi, 2013).

Ample studies exist on the effects of economic globalization on economic growth in different countries and regions. Thus the literature is replete with empirical and theoretical studies on the effect of economic globalization on economic growth. This is because until recently various definitions of globalization tend to emphasize the economic aspect of globalization and pay little to political and sociocultural aspects or dimensions of the concept. A shortcoming of the extant literature therefore is the shortage of studies investigating the relative effects of the various aspects of globalizations – economic, social and political – on economic growth. This study therefore intends to contribute to the extant literature.

For ease of presentation, the paper is organized into six sections. Following the introductory section is section two which presents brief background information on the study. Section three presents the review of the literature. Section contains the methodology where amongst others, the theoretical framework is discussed, the model is specified and the estimation technique as well as data sources, measurement and description are presented. The empirical results are presented and discussed in Chapter 5. The evidence based policy recommendations are presented in section six which also concludes the paper.

2. Background to the study

Figure 1 shows the trends in political, social and economic globalization indexes for Nigeria between 1970 and 2014.
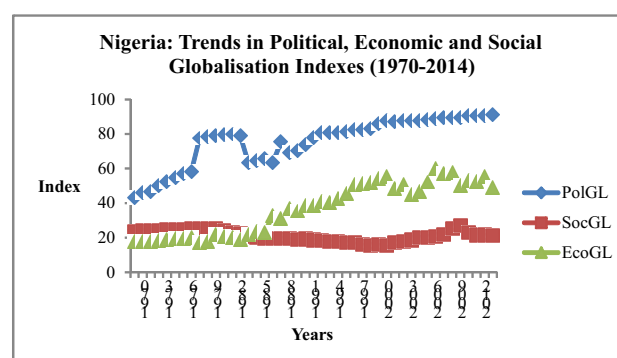

Figure 1. Trends in Globalization Indexes of Nigeria.
Source: Data from the KOF Globalization Index

The figure shows that the political dimension of globalization in Nigeria has been higher than that of economic and social globalization over the years. This reflects the fact that Nigeria has been an active member of numerous international organizations and has been into bilateral and multilateral agreements with several nations in the period under consideration. Until 1985 when the country formally embraced economic globalization by adoption of the Structural Adjustment Programme (SAP), the dimension of social globalization was greater than that of economic globalization. However, following the adoption of economic liberalization policies from 1985, the economic dimension of globalization has been more intensified than that of the social dimension. The low level of social globalization could be attributed to the pitiably low (though rising) number of people having access to communication and internet facilitate which could be associated with the cost of accessing them.

At the global level, there has been more intensification of globalization of the world's economy. This is shown in Figure 2. Generally, between 1970 and 2014 the pace of globalization has been rising, with economic globalization leading other dimensions of globalization. Following economic dimension of globalization is the political dimension of globalization and then the social dimension of globalization.
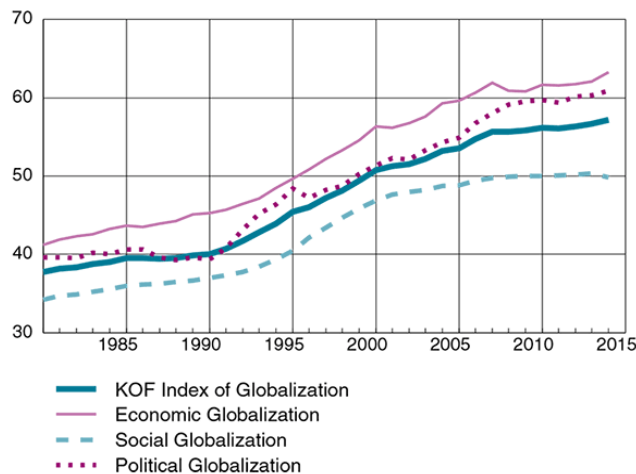
Figure 2. KOF Index of Globalisation Worldwide
Source: Culled from the KOF Swiss Economic Institute (2017)

Thus, the economic dimension has been the key driver of the interconnectedness process of world economies.

1.   Literature Review

Dreher (2003) examines the effect of overall globalization and its categories on economic growth in 123 developing countries over the period from 1970 to 2000. The OLS and the system generalized method of moments (GMM) estimators are employed for the analysis. The study finds that globalization positively impacts economic growth, but no to the extent of reducing poverty significantly. Flow of information which is an aspect of globalization positively affects growth, but political globalization adversely affects it.

The economic growth impact of globalization in Pakistan in the period from 1960 to 2006 is examined in Afzal (2007). Specifically, the study investigates existence or otherwise of long run relationship among economic growth, trade openness and financial integration (which are key component of economic globalization), and the effects of trade openness and financial integration on economic growth. The study finds that the three variables re cointegrated, that is, long run relationship exists among them, and that globalization will impact favourably on growth if sound policies are pursed by the government.

Chang and Lee (2010) examines the co-movement between overall globalization and economic growth, and the co-movement between components of globalization (economic, political and social) and economic growth in 23 OECD countries in the period from 1970 to 2006 using the Pedroni's panel cointegration and panel causality tests. The study finds that all the variables converge in the long run. This implies existence of long run relationship among them. The causality test results show long run causality running from economic social and political globalization to economic growth.

Fidelis and Olukayode (2012) employ OLS technique for estimation of separate multiple regression models to investigate the effect of social, political and economic dimension of globalization on economic growth (using growth rate of real GDP per capita as proxy) in Nigeria in the period from 1970 to 2010. The results of estimation of the models show that political and economic globalization positively and significantly affect economic growth, while social globalization negatively and significantly affects growth in the country.

Ying, Chang and Lee (2014) examined the impact of economic, social and political globalization on economic growth of the 10 ASEAN countries in the period from 1970 and 2008 using the Fully Modified Ordinary Least Squares (FMOLS) estimation technique. In the study, real GDP is used to proxy economic growth. The study finds significant positive effect of economic globalization on economic growth. The effect of social globalization on economic growth of the sub region is found to be negative and significant, while the effect of political globalization on growth of the sub region is also negative, but not statistically significant.

Dima (2014) investigates the relationship between globalization, economic growth and educational attainment in Romania in the period from 1990 to 2011 using simple regression model estimated with the ordinary least squares (OLS) estimation technique. The study finds significant positive effect of globalization on economic growth (measured as growth rate of GDP). It also finds significant and positive effect of educational attainment on GDP per capita. Further evidence from the study is positive and significant effect of education attainment on globalization, suggesting that the country is more inclined to embrace globalization the more educated the populace is.

The effects of political, economic and social globalization on economic growth in a sample of 74 developing countries in the period from 1981 to 2011 is investigated in Kilic (2015) using fixed effect estimators and the Dumitrscu-Hurlin panel causality test. Annual percentage change in real GDP is used to proxy economic growth in the study. The study found significant, positive effects of economic and political globalization on growth, while the growth effect of social globalization is found to be negative. The panel causality test result indicates bi-causal relationship between economic globalization and growth, and social globalization and growth. Unidirectional causality is however observed between political globalization and economic growth, with causality running from political globalization to GDP.

Neagu and Dima (2017) investigate the impact of overall globalization and its components namely economic, social and political components) on economic growth in Romania in the period from 1990 to 2013 using Granger causality test and the ordinary least squares (OLS) estimation technique for estimation of a linear regression model. The study finds significant positive effect of globalization on GDP per capita, and unidirectional causality between globalization and GDP per capita, with causality

running from globalization to GDP per capita. Further evidence from the study is that economic and political globalization positively and significantly affect economic growth (GDP growth rate), while social globalization adversely affects it.

Savrul and İncekara (2017) examined the effect of economic, social and political globalization on economic growth of the 10 member countries of the ASEAN in the period from 1970-2015 using the Panel Extended Generalised Least Squares (EGLS) estimation technique. Gross domestic product is used as proxy for growth in the study. The result of the analysis shows that economic globalization negatively and significantly affects economic growth, while social globalization positively affects growth of the sub region. The effect of political globalization on economic growth is not statistically significant, though it is positive.

Reeshan and Hassan (2017) examine the impact of overall globalization and its components on economic growth in a sample of 86 developing countries using multiple regression analysis. The study finds that the effect of overall globalization, economic, globalization, social globalization and political globalization on economic growth is negative, but not statistically significant. It however finds that the effect of economic globalization on FDI is positive and significant. This suggests that the positive effect of globalization on FDI inflows does not spillover to the economies of LDCs.

The growth effects of political, social and economic dimensions of globalization in a sample of 100 developing countries are investigated in Majidi (2017). The study finds significant negative effect of political globalization on economic growth in upper middle income countries. It also found significant positive effect of political globalization and non-significant effects of economic and social globalization on economic growth in lower middle income developing countries.

We see from the review of the literature that apart from the study by Fidelis and Olukayode (2012), no other study to the best of our knowledge has investigated separately the effects of the dimensions of globalization on economic growth in Nigeria. However, the study employed the ordinary least squares estimation technique which ignores the probable problem of endogeneity of the regressors which introduces some bias in the estimated model rendering the result less reliable. In this study, to overcome the problem of endogeneity, we adopt an estimation technique which accounts for endogeneity of regressors.

2. Methodology
2.1. Theoretical Framework, Model Specification and Estimation Technique

The study relies on the new endogenous growth theories which identify openness or globalization as a key determinant of growth. It also relies on the globalization theory of transformationalism which posits that globalization reflects increased interconnectedness in economy, political and cultural matters across the world, engendering creation of a shared social space. To estimate the effect of each of the components of globalization on economic growth, we specify, following the theoretical model developed in Kilic (2015), an endogenous growth model in its functional form as:

$$pcyg = f(ecogl, polgl, socgl) \dots \dots \dots \dots \dots \dots \dots \dots \dots \dots \dots [1]$$

Equation 1 expresses growth in per capita income as a function of economic globalization, political globalization and social-cultural globalization. The equation is expressed in stochastic form as:

$$pcyg_t = \delta_0 + \delta_1 ecogl_t + \delta_2 polgl_t + \delta_3 socgl_t + \varepsilon_t \dots \dots \dots \dots \dots \dots \dots \dots \dots \dots \dots [2]$$

Where pcyg = Annual growth rate of Real GDP per capita (proxy for economic growth), ecogl = index of economic globalization, polg = index of political globalization; socgl = index of social globalization. ε is the eror term. Equation 2 depicts the long run relationship between the explanatory variables and the dependent variable.

The a priori expectations are: $\delta_1 > 0$, $\delta_2 > 0$, $\delta_3 > 0$. Based on theoretical predictions, all dimensions of globalization are expected a priori, to positively affect economic growth. Greater integration of an economy with the global market, relaxation of barriers to capital flows, member ship of international organization and cross border transmission of cultural and social values are expected to enhance the growth of an economy.

The variables shall be tested for unit root using the augmented Dickey Fuller and the Phillips-Perron tests. The outcome of this test will determine the test procedure for cointegration to ascertain existence or otherwise, of long run relationship among the variables. If unit root test results indicate that the variables are of mixed order of integration, the autoregressive distributed lag (ARDL)(also referred to as bounds test) approach to cointegration (which is designed to correct for regressor endogeineity) will be used to test for cointegration (or long run relationship). If the variables are all integrated of order 1, the Johansen approach to cointegration or the Engle-Granger two-steps approach to cointegration would be used to test for cointegration.

If the cointegration test indicates existence of log run relationship, the long run coefficient will then be estimated.

2.2. Data and Sources

Data used for the study are annual times series data covering the period from 1970 to 2014. Data on growth rate of real GDP per capita were sourced from the World Bank's World Development Indicators (2017). Data on index the index of each dimension of globalization were obtained from the KOF Swiss Economic Institute's Index of Globalization also referred to as the KOF Index of Globalization originally computed by Dreher (2006) and revised by Gygli, Haelg and Sturm (2018). The index which measures the political, social and economic dimensions of globalization, observes changes in the globalization of a series of countries over a long-term period. It is based on 23 variables, and the updated

version covers 187 countries over the period from 1970 to 2014. This dictates the scope of the study.

2.3. Description and Measurement of Measurement

Economic Growth: This measured as the annual growth rate of real GDP per capita.

Economic Globalization: This dimension of globalization reflects the extent of cross border trade and investment and revenue flows to GDP. It also reflects the impact of restrictions on transaction involving trade and capital flows.

Social Globalization: This takes cognizance of three mechanisms through which people socialize, namely (i) cross border personal contact through the mechanisms or channels of letters, telephone calls, tourist flows, etc. (ii) cross-border information flows through the channels of TV, internet, foreign press products, etc. (iii) cultural proximity to the global main stream.

Political Globalization: This dimension of globalization is measured in terms of the number of a country's membership of international organisations, the number of foreign embassies resident in a country, the number of bilateral and multilateral agreements concluded by a country since 1945, the number of UN peace missions in which the country has been engaged.

The statistical robustness of usage of the KOF index of globalization in International Economics literature has been proven by Gozgor (2017). On the basis of this, as in many previous empirical studies, the KOF index of globalisation is adopted in this study.

5. Results and Discussions

5.1. Unit Root and Cointegration Tests

The results of the unit root test for the variables of our model are presented in Table 1.

The unit root test results indicate that apart from growth rate of real per capita income which is

stationary at level, other variables are stationary at first differences. Thus, the variables are of mixed order of integration. Considering that the variables of are mixed order of integration, the appropriate method to test for cointegration is the ARDL approach. The result of the test is presented in Table 2.

Table 2. ARDL (Bounds Test for Cointegration).

F-Bounds Test		Null Hypothesis: No levels relationship		
Test Statistic	Value	Signif.	I(0)	I(1)
		Asymptotic: n=1000		
F-statistic	8.774344	10%	2.37	3.2
k	3	5%	2.79	3.67
		2.5%	3.15	4.08
		1%	3.65	4.66

Source: Authors' computations using EVIEWS 10

The cointegration test result indicates that the variables are cointegrated as the computed F-statistic is greater than the upper bound I (1) critical value even at the 1% level. Thus the null hypothesis of no levels relationship between the explanatory variables and the dependent variable is rejected even at the 1% level.

5.2. Long Run Model Estimation Result

The result of estimation of the long run model based on ARDL (1,1,0,0) is presented in Table 3.

Table 3. Long Run Estimation Result

Variable	Coefficient	Std. Error	t-Statistic	Prob.
ECOGL	0.344939	0.139648	2.470064	0.0181
POLGL	-0.261313	0.145161	-1.800161	0.0798
SOCGL	0.191019	0.428784	0.445491	0.6585
C	4.977322	12.75153	0.390331	0.6985

$R^2 = 0.54$, Adj $R^2 = 0.53$, DW = 2.10

Source: Authors' computations using EVIEWS 10

The result shows that only the economic and political dimensions of globalization have had significant effects on economic growth in Nigeria. While the growth effect of economic globalization is positive and significant at the 2.5% level, that of political globalization has been negative and significant at the 10% level. This suggests that while economic globalization has tended to be favourable to Nigeria's economic growth, political globalization tends to have adversely affected the growth of the nation's economy, an indication that she is not benefiting from some of

Table 1. Unit Root Tests Results

Augmented Dickey Fuller (ADF) Unit Root Test							
Variables	Levels			First Difference			Order of Integration
	ADF test statistic	Test Critical Value (5%)	Inference	ADF test statistic	Test Critical Value (5%)	Inference	
Pcyg	-5.98	-3.52	S	-	-	-	0
Ecogl	-1.89	-3.52	NS	-7.85	-3.52	S	1
Polgl	-2.61	-3.52	NS	-6.99	-3.52	S	1
Socgl	-1.03	-3.52	NS	-4.69	-3.52	S	1
Phillips Perron (PP) Unit Root Test							
Variables	Levels			First Difference			Order of Integration
	PP test statistic	Test Critical Value (5%)	Inference	PP test statistic	Test Critical Value (5%)	Inference	
Pcyg	-6.00	-3.52	S	-	-	-	0
Ecogl	-1.93	-3.52	NS	-7.84	-3.52	S	1
Polgl	-2.62	-3.52	NS	-6.99	-3.52	S	1
Socgl	-1.29	-3.52	NS	-4.71	-3.52	S	1

Source: Authors' computations using EVIEWS 10.

her memberships of international organization and current bilateral and multilateral agreements with other countries. The observed positive effect of economic globalization on economic growth corroborates findings from previous studies such as Ying, Chang and Lee (2014), Savrul and İncekara (2017) and Kilic (2015). The observation that political globalization negatively affects economic growth in Nigeria corroborates the result from Reeshan and Hassan (2017), but goes contrary to the observation in Fidelis and Olukayode (2012). The effect of social globalization on economic growth has not been significant.

The coefficient of determination (R2) of the model indicates that the model has a fairly high goodness of fit, as 54% of the systematic variation in the dependent variable is explained by the regressors. The Durbin-Watson (DW) statistic of 2.10 points to absence of the problem of autocorrelation in the model.

5.3. Model Stability Test

The long run stability of a model enhances its reliability for policy purposes. In this study, the long run structural stability of the estimated model is tested using plots of the cumulated sum of residuals (CUSUM) and the cumulative sum of squared residuals (CUSUM squares) prescribed by Brown, Durbin, Evans (1975) for testing the constancy of regression relationships over time. The results are presented in Figure 3a and Figure 3b respectively.
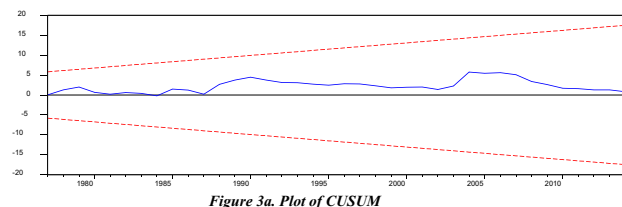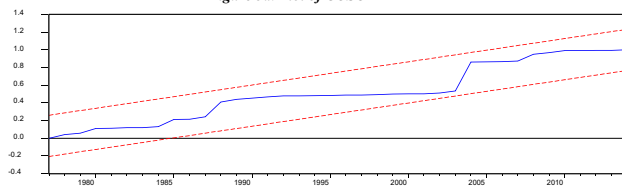

Figure 3a. Plot of CUSUM

Figure 3b. Plot of CUSUM of Squares

Since the plots of both CUSUM and CUSUM of Squares lie between the 5% critical bounds, it can be reasonably inferred that the model is structurally stable. Thus stable, constant long run relationship exists between the dimensions of globalization and Nigeria's economic growth. Hence the estimated long run model can be relied upon for policy formulation.

5.4. Robustness Check

For robustness check, we re-estimate the model using the Fully Modified Ordinary Least Squares estimator which like the bound test approach to estimation of long run relationship also corrects for endogeneity. The result of the estimation is presented in Table 4.

Table 4. DOLS Estimation Output of Long Run Model

Variable	Coefficient	Std. Error	t-Statistic	Prob.
ECOGL	0.340161	0.111814	3.042193	0.0041
POLGL	-0.276907	0.113358	-2.442753	0.0191
SOCGL	0.220104	0.339716	0.647904	0.5207
C	5.869532	9.915757	0.591940	0.5572

Source: Authors' computations using EVIEWS 10

The result of from the DOLS estimation is similar to that from the ARDL long run estimation. As in the previous estimation, economic and political dimensions of globalization significantly affect economic growth, while social dimension of globalization does not. Thus our results are quite robust to alternative estimation methods.

6. Recommendations and Conclusion
6.1. Recommendations

Based on the empirical evidence, the following are recommended for policy consideration:

i. Considering that economic globalization was found to positively and significantly affect economic growth, there is need for greater integration of the economy with the global markets for good, services and finance or capital. This entails cautious removal of restrictions or barriers to the trade and capital flows.

ii. The observed negative effect of political globalization on the growth of Nigeria's economy suggests that the country is not benefiting much from her membership of some international organization and her bilateral and multilateral agreements with other countries. In consideration of this, there is need to review some of these memberships and agreements and pull out of the unfavourable ones.

6.2. Conclusion

This study examines the long run effects of various dimensions of globalization on economic growth in Nigeria. Employing various estimation techniques, the study finds that economic globalization positively and significantly affects the nation's economic growth, while political dimension of globalization adversely affects it. The social dimension of globalization was found to positively affect economic growth, but its effect is not significant. Thus, the dimension of globalization that has contributed favourably to the growth of Nigeria's economy is the economic dimension. In view of the empirical evidence from the study, it was recommended that the country embrace economic globalization through cautious liberalization of trade and capital flows, and review some of her memberships of international organizations as well as her bilateral and multilateral agreements so as to pull out of the unfavouarable ones.

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Political Instability-Development Nexus: Empirical evidence from a small open economy

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ABSTRACT

The uncertainties connected with an unstable political environment may induce negative returns to investment and acceleration of development process. One important theoretical argument essential to this relationship is built on the outcome of uncertainty on productive economic decisions such as production and investment. In analyzing the relationship existing between political instability and economic development, the time-series analytical technique was adopted covering the period of 22 years (1996-2017). The Ordinary Least Square (OLS) technique was adopted, alongside other preliminary test; the unit root and Johansen cointegration test analysis. Thereafter, the Error Correction Method (ECM) was adopted to ascertain the long run relationship. Empirical result revealed that political stability and absence of terrorism showed a negative and significant relationship to real gross domestic product. It is thus recommended that for developing economies to be able to escape this cycle, making the necessary reforms in institutional structure and adapting policies of their own is a necessity confronting them.

Keywords: Political Instability, Development, Environment, Institution Quality, Nigeria

1.   Introduction

Institutions exert robust influence on macro-economic performances of economies by means of influencing transaction costs by decreasing uncertainty, re-directing economic activities to productive sectors and by developing trust and enhancing cooperation. The formation, development and effective functioning of institutions vary extensively among economies thus causing differences in development trajectories of countries'; making some countries relatively poor while making others rich Yildirim (2015). Development crisis has been and is still a penultimate issue in development states', coupled with series of contradiction which is prevalent in every facet of every economy, including Nigeria. Currently, the crisis of development poses serious problem due to the fact that the African continent remains largely under-developed amidst abundant human and natural resources. Several decades following the closing stages of colonialism, most economies in Africa including Nigeria are still facing inherent challenges such as basic infrastructural deficit; insecurity of lives and property (Alumona; 2009). For instance, Nigeria, being the most populous African country earning over US$500 billion in oil revenue since the 1970 has remained mired in deepening poverty, rising unemployment, bourgeoning domestic and external debt, infrastructural deficit, abysmal education and health services and attendant unrest and social frustration (Suberu, 2007).

Since the individuals who provide the funds for capital accumulation must be realistically assured that they will be able to acquire the earnings generated by their savings, the security of lives and property is relatively seen as an important determinant of savings and capital accumulation. Increased levels of political violence reduce the security of property rights, leading to a decrease in savings and capital accumulation. In addition, political instability supports capital-flight, including 'brain drain,' and thus discourages the free flow of foreign capital. The quest for stability and development is without doubt, and continues to remain a major concern for many emerging and developing countries; a never ending, yet elusive search for that condition under which these countries would be able to develop institutions and concrete structures with the capacity to ensure growth, equitable distribution of nations' surpluses, political stability and accountability. As scary as they appear, it is probable to bicker that there are certain levels which all economies, emerging and even those which are developing, aspire to reach. Every country seeks to attaining high-quality of life for its citizenry, strong and diversified economic-base, internal cohesion and political stability. How and to what extent these aspirations are attained largely depend on certain critical factors. For one, human and natural resources are fundamental, but the capacity to effectively harness and utilize them is principally the realm of administrative capacity, technological expertise as well as political leadership (Orubu & Awopegba, 2004).

The aim of the study is to examine the relationship between political instability and the development process in emerging economies, with particular reference to the Nigerian economy. Specifically, it attempts to present additional evidence to show that political instability constrains economic development in Nigeria. For easy leeway, the study is structured into five sections. The introductory chapter which gives a general overview of the study is followed by chapter two which reviews relevant literature. Chapter three focuses on the research methodology. Chapter four constitutes empirical analysis; and statistical analysis. The results obtained are interpreted in the same section. Conclusively, chapter five presents the summary of major findings in the research study, policy recommendations of the findings and conclusion.

2.   Literature review

2.1   *Africa's political structure and leadership problem*

The political composition and other related issues is today essentially a fundamental consequence of its leadership problem. At internal levels, governments in developing economies are patterned in dimensions which have been regarded as far from modern, upon which they are modelled (Tutu, 2004). However, it should be noted here that leadership is not a new concept to the cultural practices and traditions in developing countries. The context may be dissimilar, but systems of governance had characteristics which can be exemplified in modern systems of governance. These internal factors have contributed appreciably in shaping economic and political transitions in Nigeria. As argued by O'Donnell and Schmitter (1986), 'Domestic factors play leading role in this transition'. These domestic factors repeatedly range from 'corrupt rulers, repression, a colonial legacy, 'swollen' states, and inefficient political arrangement and the obliteration of democracy from above (Diamond, Linz & Lipset, 1989; Lipset (1989). However, the international contexts seldom play an important role in the transition and the presence of violence in particular (Lupo, 2004). Conversely, Linz & Stepan (1996) stress the relevance of 'international influences', which includes foreign-policies and the distribution effect which adversely affect the stability of developing countries. Nonetheless, positive developments have witnessed the reversal of some of these negative situations in terms of people involvement in bringing change. For this rationale, many economies have witnessed increased level of political awareness, as citizens are demanding full accountability of their governments.

The pace is somewhat slow and occasionally experience setbacks, particularly by the few remaining big guns, including Nigeria. However, it is important to be cautious about these developments, as global events keep unfolding, thus generating new challenges for the African economy. In this regard, concerted efforts towards fast-tracking critical political processes, establishment and formation of institutional and legislative frameworks that can with-stand international and domestic pressures, needs to be sped-up. The political stability generated from these framework and re-distributive systems is therefore critical to Africa's development.

2.2 Comparative analysis of institutional structure in emerging/developing economies

Institution-developing countries are usually plagued by lack of ample activity in supporting-productive investments and at the same time solving the low-efficiency problem. The effect of institutions on development performance takes shape in relation to the qualifications present (Edison, 2003). The immaturity of bureaucratic institutions performing economic-operations increases the cost-of-doing-business. Particularly in Latin-America and Africa, the fundamental weakness in terms of growth and development is the political institutions arrangements, which are usually inconsistent with the

interests of its citizens, thus providing irrelevant public services. In aforementioned regions, the applicability and reliability of contracts are limited. The uncertainties and manipulative white-spaces in the judicial system, bribery, ill-defined property rights, tax evasion and the existence of in-efficient institutions causes those countries to become risky and unattractive (Luiz, 2009; Fosu, Bates & Hoeffler, 2006; Baliamoune,2005; Birdsall, 2007; Charnock, 2009).

According to the data on the table 2.1; Taiwan and Chile draw attraction as emerging countries having the strongest institutional structure in relation to all six institutional indices while Nigeria and Venezuela are having the weakest institutional structure from all six indicators of institutional quality. According to table 2.1, while Taiwan and are at a more successful point in being politically stable, Nigeria and Venezuela have displayed a bad performance. The data contained in table 2.1 reflects the weakness of institutional structures in developing and some emerging countries. Nevertheless, when the aforementioned countries are appraised among themselves, the striking-point is that, Taiwan always takes precedence among the stronger nations in terms of institutional development, while Nigeria and Venezuela are always among countries with increasing weak institutional development.

Table 2.1: Institutional Indicators in Developing/Emerging Countries (2017)

	Asian Economies			African Economies			Latin America (Majors)		
	China	India	Taiwan	Nigeria	Senegal	Egypt	Venezuela	Brazil	Chile
Voice and Accountability	-1.45	0.38	0.98	-0.41	0.24	-1.28	-1.41	0.39	1.05
Political Stability and Absence of violence	-0.26	-0.96	0.85	-2.19	-0.09	-1.16	-1.34	-0.36	0.43
Government Effectiveness	0.48	0.28	1.36	-1.02	-0.27	-0.58	-1.58	-0.45	1.08
Regulatory Quality	-0.14	-0.18	1.36	-0.88	-0.11	-0.87	-2.33	-0.31	1.34
Rule of Law	-0.20	0.03	1.11	-0.88	-0.21	-0.41	-2.34	-0.28	1.12
Control of Corruption	-0.27	-0.19	1.03	-1.04	-0.02	-0.59	-1.47	-0.42	1.01

Source: World Governance statistics; *N.B: Estimate of governance (ranges from approximately -2.5 (weak) to 2.5 (strong) governance performances)*

2.4 Empirical Review

Relevant literature as regards political instability and other institutional performance index and economic development nexus are summarised in the table 2.2

3. Research Methodology

This section empirically describes the procedures employed for the analysis of data. The core purpose of employing this method is to facilitate a comparison of our results with those of other cross section studies in the recent literature such as those of Barro (1991). Despite the probable draw-backs mentioned experienced in several literatures, if adopted accurately, the time-series analysis presents the advantage of revealing dynamic changes which occurs within an economy due to policy (political) and development interactions. Such analysis was conducted by Burkhart & Lewis-Beck (1994), Przeworki et al. (2000) and Gasiorowski (1995). As a quantitative model, the time-series approach of analytical methods was adopted (Barro, 1991, 1996;

Przeworki, 2000; Feng, 2003) with relevant modifications. The multivariate equation is thus:

$$g_t \quad x_t \quad y_t \quad _t \quad (1);$$

The variable t refers to the time-period, x represents sets of economic variables adopted in the model, y represents sets of institutional index (political instability) which determines the occurrence of government change with a mix of economic-variables which will capture the interplay of policy variables on other variables, and ε is the error term. In its explicit form;

$$RGDP_t \quad _0 \quad _1POLS_t \quad _2INF_t \quad _3GDS_t \quad _t \quad (2);$$

Where

$RGDP$ = Gross Domestic Producer capita (measured in millions)

$POLS$ = Political Instability and absence of violence Estimate of governance (ranges from approximately-2.5 (weak) to 2.5 (strong) governance performances)

INF = Inflation rate (measures in percentage)

GDS = Saving rate (percent of GDP)

$_1 \quad _3$ = coefficient of parameters

$_t$ = error term

Table 2.2:   Summary of related literature review

S/N	Authors	Period	Country(ies) Studied	Results
1	Grossman and Elhanan (1991)	1960-1990	118 market economies	Institutional struc ture has a meaningful and significant impact on economic growth
2	Amja and Yeats (1995)	1950-1982	113 countries	The impact of democratic institutions was not found significant to the economic development
3	Ali & Crain (2002)	1975-1989	119 countries	Aside from economic freedom, political regimes and civil freedom was found to be insignificant to growth.
4	Dollar and Kraay (2003)	1980-2004	102 countries	There is minimal evidence to suggest that institutions have negative impact on development
7	Asiedu (2005)	1984-2000	22 African countries	The countries can attract more FDI by less corruption, political stability and good legal system
8	Busse & Carsten (2007)	1984-2003	83 developing countries	Democratic rights, government stability and ensuring law and order are highly significant determinants of FDI
9	Lindert (2004)	1984-2002	145 countries	Corruption must be analyzed as a directly unproductive profit seeking activity, such as tariff evasion or smuggling
10	Fabro and Aixalá (2009)	1996-2000	145 countries	Institutional quality was found to exhibit significant effect on economic development level in high income countries than in poor countries within the specific limit
11	Valeriani & Peluso (2011)	1950-2009	181 countries	Institutional quality had a pos itive effect on economic growth. The magnitude of the effects differs when considered in terms of emerging and developing countries
12	Fayissa & Nsiah (2013)	1995 to 2004	39 SSA countries	Their results suggested that all governance indicators had signific ant effects on per capita income growth of SSA countries, such that the magnitude and significance of this impact depends on the proxy of good governance indicator used.
13	Orubu C.O (2013)	1996-2012	35 countries (20 African countries and 15 others)	The findings reveal that countries with relatively strong degree of effective government exhibit upward intercept shifts, thus underscoring the relevance of the role that governments could play in reducing the level of corruption in the economy
14	Leyaro (2016)	1996 to 2012	46 SSA countries	His finding shows that institutional improvement matters for the recent growth in Africa.
15	Oluwatoyin and Folasade (2014)	1985 to 2012	30 SSA countries	Their findings reveal that institutions have significant effect on gr owth while openness only has little significance on economic growth in the selected SSA countries.
16	Kilishi, Mobolaji, Yaru, & Yakubu (2013)	1996 to 2010	36 SSA countries	Their findings reveals that institutions really matter for SSA economic performanc e, among which regulatory quality and rule of law appeared to be core and as such, economic performance of the region could be enhanced by improving these institutional development indicators.

Source: Author's Computation

Table 2.2 (contd.):   Summary of related literature review

S/N	Authors	Period	Country(ies) Studied	Results
17	Zureiqat (2005)		25 countries (Africa, Eastern and Central and Europe, Latin -America, the Middle -East, and South-East Asia)	The empirical results confirmed that the measured ins table indices had significant impact on growth of the economies of these countries
18	Farida and Ahmadi (2008)		Lebanon	The results revealed that corruption has adverse and indirect effect on GDP
19	Aisen & Veiga (2013)	1960-2004	169 nations	The study fo und that political instability was dependent on gross domestic product in the economy. The lower the rate of growth of GDP, the greater the stability of political systems.
20	Kaplan & Akçoraoğlu (2017)	1984-2012	28 countries	The results also found that political-instability has a depressing effect on growth levels, while democracy had no significant impact on the growth of such countries

Source: Author's Computation

Table 3.1: Definition and Nomenclature of variables

S/N	Variables	Definition	Expected sign	Source
1	*Per capita GDP (RGDPg)*	This indicates the individual performance of the economy. And as such, the higher the per capita GDP, the better the quality of life.		World Development Indicator
2	*Political stability and absence of violence (POLS)*	It measures perceptions of the likelihood of political instability and/or politically -motivated violence, including terrorism, as the value ranges from approximately -2.5 (weak) to 2.5 (strong) governance performances.	Negative (-)	WDI
3	*Inflation rate (INF)*	The effect of price change on development depends on the trade -off between the variables which the economy can achieve.	Negative (-)/ Positive(+)	WDI
4	*Savings rate*	Savings is expected to have a positive effect on growth. Support for this intuition can be observed in Lewis's (1955) traditional development theory which showed that increasing savings would accelerate growth	Positive (+)	World Development Indicator

Source: Compiled by Author

4.   Empirical Results

The empirical analysis commences with the trend analysis which is adopted to buttress the of policy variables as it affects the functioning of the economy under the period of review. For long run analysis under the Johansen cointegration test analysis is conducted after testing for the unit root.

Trend Analysis

The graphical analysis in figure 1a and 1b captures the trend analysis for each variable which include real gross domestic product, political stability and absence of violence, inflation rate, and gross domestic savings as a ratio of GDP. From the trend analysis, it is seen that political stability and absence of terrorism which is used as a core policy variables show decline overtime. This implies that policies have had negative effect on its target variables which include both growth and developmental variables. It is generally said that an unstable economy throws off unstable data which reflects in the performance of the economy. This is typical to the Nigerian economy.
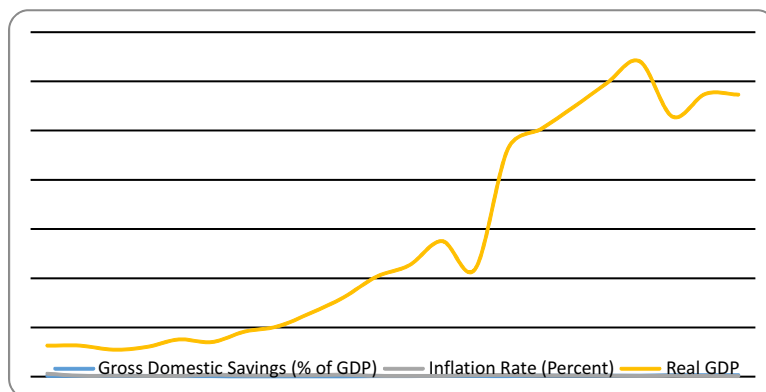

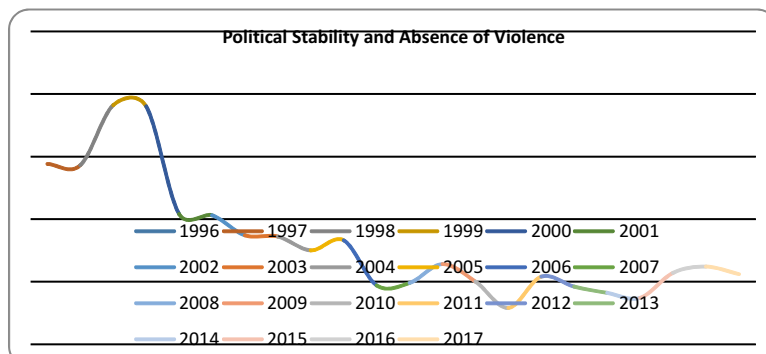*Figure 1a: Trend analysis of Macroeconomic Variables for Nigeria*

Figure 1b: Trend Analysis of Political Statbility and Absence of Violence for Nigeria Descriptive Statistics

The descriptive statistics of the variables shows that economic growth has a mean value of (6.89) with maximum and minimum values (8.07) and (6.95) respectively. The implication of this is such that the economy on the average can experience growth greater that is current mean value. The standard deviation of (0.91) suggests that there is little or no deviation in the true relationship as expressed by the mean value. Gross domestic savings has a mean value of (7.03) with maximum and minimum values (15.04) and (1.48) respectively. The implication of this result suggests that gross savings can increase far above the mean value and can also experience low decline. Political stability and absence of terrorism has a mean value (-1.68) with maximum and minimum value (-0.59) and (-2.21). The implication of this is that the political structure and policy structure overtime have yielded negative outcome on the average. Its impact on the economy could be far deteriorating as seen by the maximum value.

Table 4.1: Summary Statistics for period (1996-2017)

	RGDP	GDS	INF	POLS
Panel A: Descriptive Statistics (level value)				
Mean	1413.227	7.039	11.521	-1.680
Median	1053.352	6.538	9.750	-1.870
Maximum	3203.244	15.045	29.300	-0.590
Minimum	273.869	1.485	5.070	-2.210
Std. Dev.	1099.156	3.764	5.585	0.470
Jarque-Bera	2.797	1.598	15.033	5.441
Probability	0.246	0.449	0.000	0.065
Panel B: Descriptive Statistics (natural log value)				
Mean	6.894	1.797	2.350	-
Median	6.959	1.873	2.276	-
Maximum	8.071	2.711	3.377	-
Minimum	5.612	0.395	1.623	-
Std. Dev.	0.914	0.602	0.430	-
Jarque-Bera	2.265	1.198	0.937	-
Probability	17.563	7.624	3.893	-
Panel C: Correlation Matrix				
	RGDP	GDS	INF	POLS
RGDP	1			
GDS	0.709**	1		
INF	-0.368	-0.406	1	
POLS	-0.706**	-0.137	0.161	1

Source: Author's Computation using E-views 10

Table 4.2: Stationarity Test

0.1		At level		First Difference			
		ADF (prob.)	PP (prob.)	ADF (prob.)	PP (prob.)	DW	Decision
RGDP	(-4.467)* (-3.644)** (-3.261)***	-2.308 (0.411)	-2.255 (0.437)	-5.331 (0.001)**	-5.322 (0.002)**	1.93	I(1)
GDS	(-4.532)* (-3.673)** (-3.277)***	-0.842 (0.942)	-0.356 (0.982)	-5.532 (0.001)**	-7.986 (0.000)**	1.91	I(1)
INF	(-4.467)* (-3.644)** (-3.261)***	-5.268 (0.002)**	-5.086 (0.002)**	-6.899 (0.000)**	-17.733 (0.000)**	2.25	I(1)
POLS	(-4.467)* (-3.644)** (-3.261)***	-1.936 (0.600)	-1.916 (0.610)	-5.418 (0.002)**	-8.754 (0.000)**	1.88	I(1)

Source: Author's Computation using Eviews 10

Table 4.3:   Johansen Co-integration test for model

Unrestricted Cointegration Rank Test (Trace)

Hypothesized No. of CE(s)	Eigen-value	Trace Statistics	0.05 Critical value	Prob. (**)
None*	0.750	48.179	47.856	0.046
At most 1	0.396	20.399	29.797	0.396
At most 2	0.261	10.313	15.494	0.257
At most 3*	0.191	4.251	3.841	0.039

Unrestricted Cointegration Rank Test (Maximum Eigen Value)

Hypothesized No. of CE(s)	Eigen-value	Trace Statistics	0.05 Critical value	Prob. (**)
None*	0.750	27.779	27.584	0.047
At most 1	0.396	10.085	21.131	0.736
At most 2	0.261	6.062	14.264	0.605
At most 3*	0.191	4.251	3.841	0.039

Source: Author's Computation using E-views 10

From the correlation analysis, political stability and absence of terrorism show negative relationships to gross domestic savings with correlation coefficient (-0.137). This implies that political instability affects domestic savings negatively. With regards to change of government and policy inefficiency, bulk of the country's resources is being wasted and underutilized leading to a decline in per capita income and having a multiplier effect on the savings and consumption function. And once savings reduces overtime, this affects the investment position of the economy.

Unit root Test

The Augmented Dickey Fuller (ADF) unit root test was adopted to access whether or not the variables are stationary and their order of integration. The result of the ADF unit root test is shown below;

The result of the ADF unit root test for gross domestic savings, real gross domestic product and political stability were originally non-stationary but became stationary at first difference. Other variables such as inflation rate and political stability and absence of terrorism were stationary at level, I (1). This thus permits us to proceeds to the next stage which is the cointegration test.

Cointegration Test

The Johansen methodology which has the advantage over other cointegration techniques will be used to test for the long-run relationship among the variables. A key advantage is that it allows for more than one cointegrating equation. The result of the Johansen cointegration test is shown in the table 4.3 below;

The guideline for selecting or deciding whether co-integration exist or not is that if the probability value is greater than 0.05, then we accept the null hypothesis, implying that there is no co-integration among

Table 4.4: Inferential Statistics

Panel D: Ordinary Least Square (OLS) Estimates			
Variable	Coefficient	Std. Error	t-Stat.	Prob.
GDS	0.663	0.122	5.413	0.000**
INF	-0.100	0.171	-0.584	0.566
POLS	-1.556	0.138	-11.236	0.000**
C	3.321	0.603	5.498	0.000

R-Squared = 0.909
Adjusted R-Squared = 0.894
D.W Stat. = 1.777

Panel E: Over-Parametized Estimates			
LNGDS	-0.094	0.215	-0.439	0.667
LNGDS(-1)	0.764	0.251	3.035	0.010**
LNGDS(-2)	-0.080	0.165	-0.488	0.633
LNINF	-0.155	0.181	-0.855	0.408
LNINF(-1)	0.242	0.194	1.251	0.234
POLS(-1)	-1.551	0.127	-12.145	0.000**
ECM(-1)	-0.860	0.229	3.752	0.002**
C	3.131	0.676	4.631	0.000

R-Squared = 0.963
Adjusted R-Squared = 0.942
Schwarz criterion = 0.405
Akaike info criterion = 0.007

Source: Author's Computation using E-views 10

the variables. From the table above, given that the lag length selection criterion chosen is 2, from the trace statistics, a long-run relationship exist between the variables. This is because the prob. (value) for the co integrating equations is less than 0.05. From the trace statistics, it shows that there exist two (2) cointegrating equation. The same holds using the maximum-Eigen value, which implies that there exist two cointegrating equation and there exist a long-run relationship between the variables being specified. The result from both the trace statistics and Max-Eigen statistics suggests a long run relationship among the variables.

Inferential Statistics (OLS and Over-Parametized Error Correction Method (ECM) Results)

The Ordinary Least Square and over-parametized ECM result involving two (2) lags of each independent variable is presented in table 4.4 below;

The R^2 indicates that 96 percent of the total variation in economic growth has been explained by the changes in political stability and absence of terrorism, inflation rate, and gross domestic savings. The result further shows that political stability and absence of terrorism at lag one shows a negative and significant relationship to economic growth with probability value (0.000) less than 5 significant level. The implication of this is that for every policy at any point of administration initiated and targeted towards improving the performance of the economy ends up contributing negative to the development of the economy and this distortion or non-performance of these policies affects the economy significantly. Therefore, policy instability erodes developmental stride of the economy. Gross domestic savings at the current period shows a negative and insignificant relationship as compared its previous value which shows a positive and significant relationship to economic growth with probability value (0.094). The implication of this relationship is that the workability of quality institutions can effectively translate policies into productive outcome, but in situations were there is absence of quality institutions, positive outcomes experienced in previous periods can be rendered

null and void. So policy shifts affect the performance of variables in the economy which describes both the short run and long run periods. The result of the Error Correction suggests that the short-run to adjust to the long-run period by 86%.

1.   Conclusion and Recommendation

Most solutions which have been prescribed in recent times seem to view Nigeria through the prism of the natural-resources and the competition to acquire the benefit of their exploitation intervention (interventionist approach). However, what needs recognition is the fact that the economy is beginning to see the emergence of new social actors, different form of social and political mobilisation. In the process, the political and economic play field is also changing. Long term solutions to instability problems will basically be determined by a new type of leadership where policy issues whose repercussions heavily impact on the development of the Nigerian economy and other developing economies are made. Although much expectation is placed on the leadership structure which serves as a solution to its perennial problems, partners within the developing regions and also in the developed regions need to realise that marriage between these regions, whether through default or reinforced further by an integrated global economy and human security concerns, demand an in-depth understanding of its interest, which in essence require supporting Nigeria to lead itself. Key to this process is strengthening the domestic institutions that promote democracy and accountability with an input from the local perspectives. The persistent ignorance of developing nations views on how they crave to solve their problems, inform the missteps that continue to bug

economic and political policies, often peddled as good for the economy.

In terms of development in Nigeria, a most valuable offshore asset of developing regions is the human, and social and intellectual capital (i.e policy and managerial expertise) possessed by the Diaspora (ADPC, 2008). Such potentials can be of greater value to the on-going development initiatives but also to the advantage of destination countries. However, it is the policies prescribed for the economy from the developed regions that is likely to reverse these trends, if coupled with domestic and international visionary leadership, political will and its influence on its institutions.

Based on our findings, governments should employ policies to promote political stability to improve economic development. However, as stated earlier on, ineffective and inefficient institutions are basically the limitation to policy stability. As such, it is recommended that efficient institutions must be put in place so as to improve policies for the development of the economy.

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A Vector Error Correction Model Of Agricultural Finance And Economic Growth In Nigeria (1992-2018)

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ABSTRACT

The study examines the relationship between agricultural finance and economic growth in Nigeria based on vector error correction model(VECM) and vector error correction (VEC) granger causality. The study employed annual time series data obtained from Central Bank of Nigeria, Statistical Bulletin and World Development Indicators which spanned from 1992-2018. Findings from the correlational analysis reveals a strong, positive and statistically significant correlation between agricultural finance and economic growth. Furthermore, cointegration tests attest to the long run co-movement among the variables. In the short-run, agricultural finance has a negative and statistically insignificant relationship with economic growth. However, the converse holds between agricultural finance and economic growth in the long run. There was no causality between agricultural finance and economic growth but a unidirectional causality running from interest rate to economic growth, as well as a bi-directional causality exists between inflation rate and economic growth. It can therefore be concluded that agricultural finance has negative and statistically insignificant impact on economic growth in the short run but the reverse is the case in the long run. The study recommends that agricultural finance should be used in conjunction with other agricultural incentives capable of stimulation agricultural outputs in Nigeria. Proper watch should be placed on macroeconomic environmental factors such as inflation in decision making process of agricultural organisations.

Keywords: Agricultural Finance, Economic Growth, Granger Causality, VECM

1.0   Introduction

Agricultural sector constitutes a cardinal sector of the Nigeria's economy. According to Ayeomoni and Aladejana (2016), although the sector has been instrumental in food provision, employment and foreign exchange generation, but it has been constrained by various problems like poor funding and unstable macroeconomic policies (Ayeomoni & Aladejana, 2016). Finance has been regarded as the life blood of any organisation. Its dearth in any sector or unit has the capacity to curtail the output and productivity of such unit, agriculture, not an exception. It has been observed (Obansa and Maduekwe (2013) that finance is needed by agricultural sector to acquire land, construct buildings, acquire machinery and equipment, hire labour, pay for irrigation, and carry other activities in agriculture. Ayeomoni and Aladejana (2016) also emphasized the vitality of financial capital in agricultural enterprises, as a stimulant of economic growth and development of the country.

Economic growth is attained by the positive contributions of the different sectors of the economy. One of such is agriculture. The agricultural sector, according to Okunlola, Osuma and Omankhanlen (2019) has the potential to stimulate economic growth. The sector, according to Osuma et al. (2019) as cited in Okunlola, at al. (2019), was the mainstay of the Nigerian economy before the discovery of crude oil at Oloibiri oilfield on January 15th, 1956.

Obansa and Maduekwe (2013) posit that agriculture financing is posed to inducing agriculture-led growth and development in an economy. However, empirically, the extent to which this assertion true to Nigeria economy is still a subject of debate among scholars. Therefore, this study contributes to the existing literature by examining agricultural finance and economic growth in Nigeria from 1992-2018. Specifically, the study aims to determine the impact of agricultural finance on economic growth in Nigeria; examine the relationship between agricultural finance and economic growth in Nigeria; and ascertain the direction of causality between agricultural finance and economic growth in Nigeria.

2.0   Literature Review

Agriculture finance could be described as all forms of financial resources sourced by, made available by private individuals, governmental organisations, financial institutions, and other financiers, for the purpose promoting agricultural production and outputs in all ramifications. Obansa and Maduekwe (2013) regard agricultural financing as basically long term funding provided to agricultural outfits, with the aim of creating agriculture-induced economic growth and development. Furthermore, the authors classified

agricultural finance into two broad classes, namely domestic and external finance. Either of the two was sub-divided in to debt and non-debt finance. The authors exemplify debt domestic agricultural finance as including bank loans and advance, treasury bills, development stocks, treasury certificates, etc. Examples of non- debt domestic resources given by them are repatriated capital, agricultural share capital, savings, equity investments and others. In the same vein, multilateral debts, bilateral debts, foreign private, development bank loans are examples of debt external agricultural finance. On the other hands, foreign direct investment, foreign aid, foreign private investments are examples of non-debt external agricultural finance (Obansa & Maduekwe, 2013).

Economic growth refers to a quantitative and persistent increase in the productive capacity of an economy, thereby resulting in increase in goods and services. Economic growth has also been described as a sustained rise in national output, provision of wide range of economic goods, presence of improved technology and institutional, attitudinal and ideological adjustments (Ayeomoni & Aladejana, 2016; Obansa & Maduekwe, 2013). Economic growth is measured as gross domestic product (GDP), gross national product (GNP), either in nominal or real terms.

The nexus between agricultural finance and economic growth has been empirically investigated by different scholars. For instance, Ojo and Oluwaseun (2015) examined the Agricultural Credit Guarantee Scheme Fund(ACGSF) and its impacts on economic development in Nigeria. They concluded that the Fund has the potential to stimulate macroeconomic development when properly managed. In another study, Okunlola, et al. (2019) investigated the impact of guaranteed agricultural finance to oil palm, cocoa, groundnuts, fishery, poultry, cattle, roots, and tubers on the real gross domestic product (RGDP) of Nigeria (1981-2017) using Autoregressive Distributed Lag (ARDL). It was found that none of the guaranteed agricultural finance is statistically significant to RGDP.

Similarly, Ayeomoni and Aladejana (2016) examine the relationship between agricultural credit and economic growth in Nigeria.1986-2014 based on ARDL. The findings showed that short and long run relationship existed between agricultural credit and economic growth. Inflation rate revealed an inverse relationship with GDP. In a related study, Obansa and Maduekwe (2013) investigated the impact of agriculture financing on economic growth using Ordinary Least Square (OLS), and Granger causality test. The study found a bidirectional causality

between economic growth and agriculture financing. Similarly, Adetiloye (2012) examined agricultural financing through the lens of ACGSF (1978 to 2006) and its effectiveness in the process of lending for food production in Nigeria. The results of the t test and Granger causality reveal that though credit to the agricultural sector is significant it has not been growing relative to the economy.

3.0 Methodology

The study adopts ex-post fact design based annual time series data spanning 1992-2018. The data were sourced from the CBN Statistical Bulletin and World Development Indicators. Econometric techniques and models were applied to the data. Some of these tests include the unit root test, pairwise correlation test, Johansen co-integration test, VEC Granger causality test. The vector error correction model (VECM) was specified and estimated.

The VECM model estimated in this study is stated in equation 1.

Table 1: Descriptive Statistics

Measures	GDP	AGFIN	INTR	INFR
Mean	4.2392	4.2876	19.2725	19.1103
Maximum	5.1064	5.1549	31.6500	72.8355
Minimum	2.9589	2.9728	15.1358	5.3880
Std. Dev.	0.6543	0.6571	3.5510	17.6109
Skewness	-0.3671	-0.4087	1.8145	1.9126
Kurtosis	1.9010	1.9634	6.6168	5.4394
Jarque-Bera	1.9651	1.9607	29.5343	23.1572
Probability	0.3743	0.3751	0.0000	0.0000
Observations	27	27	27	27

Source: Authors' computation using Eviews 10, (2020).

Table 1 shows that the mean value of Gross Domestic Growth(GDP) is N4.2392billion with a standard deviation(S.D.) value of N0.6543billion. This implies that the series is widely dispersed given that the mean value is more than its S.D. The minimum and maximum value for the series was N2.9589b and N5.1064b respectively. The Jarque-Bera (JB) statistic value of N1.9651 with p-value of 0.374351 indicates that the series is normally distributed, since its p-value is more than 10% level of significance. The kurtosis of the series is N1.901048. The series' skewness (-0.3671) of approximately 0, also corroborates the normality of GDP in the period under investigation.

In the same vein, the Agricultural Finance (AGFIN) is well dispersed since its mean value (N4.2876billion) is less than its S.D. (N441.8908b). AGFIN values ranges between a minimum of N2.9728b and a maximum of N5.1549b. The series is normally distributed since the p-value of 0.375179 of its JB statistic(N1.960704b) is more than 5%. The series kurtosis of the series stands at N1.963468. The series' skewness of roughly 0 (that is -0.408794) shows that AGFIN is symmetric around it's mean and also attests

Table 2: Correlation Matrix

Correlation/Probability	GDP	AGFIN	INTR	INFR
GDP	1.0000			
	(-----)			
AGFIN	0.8098	1.0000		
	(0.0000)*	(-----)		
INTR	-0.7211	-0.7193	1.0000	
	(0.0000)	(0.0000)	(-----)	
INFR	-0.6458	-0.6546	0.5639	1.0000
	(0.0003)	(0.0002)	(0.0022)	(----)

*Values in parentheses are the probability values
Source: Authors' computation using Eviews 10, (2020).

to the normality of the distribution.

Furthermore, table 1 reveals that Interest Rate(INTR) mean value is 19.2725% and its S.D. is 3.5510%. Thus, the series is not widely dispersed from its mean, since its S.D. is less than its average value. INTR's minimum and maximum value of 15.1358 and 31.6500% respectively. The series fails the test of normality due to the fact that it's the p-value of 0.0000 of its JB statistic (29.5343) is less than 5%. Since the series' skewness (1.8145) exceeds zero, INTR is considered positively skewed. The kurtosis of the series (6.6168) of exceeding 3, also attests to the non-normality of the series and indicates that it is leptokurtic in nature.

Finally, the Inflation Rate (INFR) has an average value and a S.D of 19.1103% and 17.6109% respectively. Thus, the series is not widely dispersed from its mean. INFR's minimum and maximum value of 5.3880% and 72.8355% respectively. The series fails the test of normality due to the fact that it's the p-value of 0.0000 of its JB statistic (23.1572) is less than 5%. Since the series' skewness (1.9126) exceed zero, INFR is considered positively skewed.

4.2 Correlational Analysis: Contained in table 2 is the result of pair wise correlation among the variables presented in the form of matrix.

Table 2 indicates that GDP and AGFIN are strongly and positively correlated and are statistically significant. However, the relationship GDP and INTR is strong, negative and statistically significant. Similarly, INFR has a strong, negative and statistically significant relationship with GDP. Generally, the variables correlated well considering the highest coefficient (0.8017987) is within the threshold of 0.8. This also suggests the absence of multicollinearity problem among the variables.

4.3 Unit root Test: In order to avoid spurious regression due to non- stationary time series, the Augmented Dickey-Fuller (ADF) unit root test was carried out on the times series and the results are shown in table 3.

Table 3: ADF Unit Root Test

Variables	T-statistics	Critical values @5% level	P-value	I(d)
GDP	-6.166492	-3.737853	0.0000	I(1)
AGFIN	-6.723749	-3.603202	0.00001	I(1)
INFR	-4.885269	-2.986225	0.0006	I(1)
INTR	-7.939485	-3.724070	0.0000	I(1)

Source: Author's computation using Eviews 10, (2020).

Table 3 indicates that all the variables (GDP, AGFIN, INFR and INTR) are found to be stationary at first difference, that is, they are integrated at order one I(1). For each variable, the null hypothesis(HO) of non-stationarity is rejected since the p-value of ADF t-statistic is less than the level of significance at 1%.

4.4 Co-integration Test: Since the series attained stationarity after first differencing, the study tested for any evidence of cointegration among the variables. Thus, the Johansen cointegration Trace and Maximum Eigen tests results are presented in table 4.

Table 4: Johansen   Unrestricted   Cointegration Rank Test (Trace, and Maximum Eigenvalue)

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Max-Eigen Statistic	0.05 Critical Value
None *	0.902941	118.9469	47.85613	55.97843	27.58434
At most 1	0.794190	62.96846	29.79707	37.93920	21.13162
At most 2	0.430612	25.02925	15.49471	13.51666	14.26460
At most 3	0.381026	11.51260	3.841466	11.51260	3.841466

 * denotes rejection of the hypothesis at the 0.05 level
  **MacKinnon-Haug-Michelis (1999) p-values
 Source: Authors' computation using Eviews 10, (2020).

From the Trace and Maximum-Eigenvalue statistics in table 4, the null hypothesis of no conintegration was rejected because their respective critical values at 5% was less the respective test statistic. Both tests indicate that indicates 3 cointegrating equations at the 5 per cent significance level. This implies that are evidence of long run co-movement among the variables. Ayeomoni and Aladejana, (2016) also found a similar evidence between agricultural finance and economic growth in Nigeria.

4.5 Models Estimation: In order to ascertain the relationship between agricultural finance and economic growth also observe the long run and short dynamics, the VECM was estimated. The short run and long run estimates of the model are presented in tables 5 and 6 respectively.

Table 5: VECM: Long Run Estimates

	Constant	GDPL	GFINL	INTR	INFR
Coefficient	-5.7228	1.0000	-0.9232	0.2831	0.0010
Std. Error			0.2874	0.0516	0.0095
T-statistic			-3.2122	5.4881	0.1128
Decision			Positive and not statistically significant	Negative and statistically significant	Negative and not statistically significant

Source: Authors' computation using Eviews 10, (2020).

The long run estimates of the VECM in table 5 indicate that AGFINL (with a coefficient of -0.923261) implies that a percentage change in AGFINL is associated with 92.3% increase in GDP, on average, ceteris paribus, in the long run. This result is in agreement with the a-priori expectation in the estimated model but is not consistent with Ayeomoni and Aladejana (2016)'s submission of an inverse relationship between credit to agriculture and economic growth, in the long run. However, INTR (with an estimated coefficient of 0.283182), reveals that a percentage change in the series will lead to 28.3% decrease in GDP, on average, ceteris paribus, in the long run. Furthermore, INFR (with a coefficient of 0.001077) indicates that a percentage change in INFR is associated with 0.1 decrease in GDP, on average, ceteris paribus, in the long run.

For estimated statistic to be considered statistically significant, the t-test value must be greater than 1.96 (Usman, 2019). Therefore, in the long-run, AGFINL has a positive and statistically insignificant relationship with GDPL. This implies that increasing AGFINL will result in a positive change in the level of economic growth in Nigeria but the changes in GDP may not be significant in the long run. INTR has a negative and statistically insignificant relationship with GDP. Thus, increasing INFR will significantly endanger economic growth in Nigeria in the long run. Furthermore, though the impact may not be significant, but increase in INFR will result in decrease in the level of economic growth in Nigeria, in the long run, ceteris paribus. This result is in agreement with the a-priori expectation in the estimated model and is in consonance with Ayeomoni and Aladejana (2016)'s.

Furthermore, the short run estimates of the VECM are presented in table 6.

Table 6: VECM: S hort Run Estimates

Variables	Coefficient	T-statistics	S.E.	Prob.	Significance
ECM	-0.0339	4.3673	0.0077	0.0000	Significant***
D(GDPL(-1))	0.1145	0.6460	0.1773	0.5202	Not Significant
D(AGFINL(-1)	-0.0898	-0.6614	0.1357	0.5103	Not Significant
D (INTR(-1)	-0.0089	-4.3558	0.0020	0.0000	Significant***
D(INFR(-1)	0.0013	2.8879	0.0004	0.0050	Significant***
C	0.0772	5.6391	0.0137	0.0000	N/A
R-squared	0.7383		F-statistic	10.7224	
Adj. R-squared	0.6694				

*** denotes the rejection of null hypothesis at 1%.
 Source: Authors' computation using Eviews 10, (2020).

Table 6 indicates that the error-correction term (ECT) coefficient (-0.033999) with a p-value (0.0000) less than 1% reveals that the ECT is correctly signed (negative) and also statistically significant. This implies that the previous year deviation from long run equilibrium in the model is corrected in the current period at an adjustment speed of 3.3%. The model adjusts at a slow speed considering the ECT coefficient of 3.3%.

The AGFIN estimate (-0.0898) means that a percentage change in AGFIN is associated with 8.9 % decrease in GDP, on average, ceteris paribus, in the short run. The relationship is not statistically significant.

Furthermore, the INFR estimate (-0.0089), implies that a percentage change in the series will results in about 0.89% decrease in GDP, on average, ceteris paribus, in the short run. The relationship is statistically significant at 1%, since the p-value of INFR (0.0000) is less than 1%.

Similarly, going by the INFR coefficient (0.0013), a percentage change in INFR is associated with 0.13% increase in GDP, on average, ceteris paribus, in the short run. The relationship is also statistically significant, since the p-value of the series (0.0050) is less than 1%.

The coefficient of determination (R2) of the model (0.7383) shows that the explanatory variables (AGFINL, INTR and INFR) jointly account for about 74% of the total variation in gross domestic product (GDPL), while the unobserved features in the model constitute 26%. Thus, the model estimated is considered robust.

4.6 VEC Granger Causality: To ascertain the direction of causality among the variables, the VEC granger causality test was conducted. The results are presented in table 7.

Table 7: VEC Granger Causality Tes t

Dependent variable: D(GDPL)				
Excluded	Chi-sq	Df	Prob.	Causality?
D(AGFINL)	0.437508	1	0.5083	No
D(INFR)	8.340029	1	0.0039	INFR ⟶ GDPL
D(INTR)	18.97299	1	0.0000	INTR ⟶ GDPL
Dependent variable: D(AGFINL)				
D(GDPL)	0.739163	1	0.3899	No
D(INFR)	1.101952	1	0.2938	No
D(INTR)	8.070492	1	0.0045	INTR ⟶ AGFINL
Dependent variable: D(INFR)				
D(GDPL)	9.701830	1	0.0018	GDPL ⟶ INFR
D(AGFINL)	0.354091	1	0.5518	No
D(INTR)	8.764533	1	0.0031	INTR ⟶ INFR
Dependent variable: D(INTR)				
D(GDPL)	0.057219	1	0.8109	No
D(AGFINL)	0.588401	1	0.4430	No
D(INFR)	1.007797	1	0.3154	No

Source: Authors' computation using Eviews 10, (2020)

Table 7 indicates that there is a unidirectional causality running from INTR to GDPL. Similarly, a unidirectional causality was found running from INTR to AGFINL and from INTR to INFR. It was also established that there was a bi-directional causality between INFR and GDPL. There was causality found between AGFIN and GDP. However, Obansa and Maduekwe (2013) established a bidirectional causality between AGFIN and GDPL. Furthermore, a unidirectional causality running from INTR to GDP was established in this study.

4.7 Post-Estimation Diagnostic Tests: Presented in table 8 are results of the post-estimation diagnostic tests carried on the model.

Table 8: Post-Estimation Diagnostic Tests

Tests	Type	Test statistics	Prob.	Remarks
VEC Residual Heteroscedasticity Test	Joint test(Chi-sq)	128.4662	0.6293	Homoscedasticity
VEC Residual Serial Correlation LM Tests	LRE* stat at lag 2	47.0172	0.4230	Zero Serial Correlation
VEC Residual Serial Correlation LM Tests	Rao F-stat at lag 2	1.7230	0.6643	Zero Serial Correlation
VEC Residual Normality Tests	Joint test(JB)	8.3952	0.3958	Normality

Source: Author's computation using Eviews 10, (2020)

Based on the diagnostics results in table 8, the model estimated (VECM) is considered a good one. It neither suffers heteroscedasticity problem nor serial correlation. The model was found to be normally distributed.

4.5 Impulse Response Output: The impulse response output shown in table 9 indicates the accumulated response of GDPL to one standard deviation shock of each of the explanatory variables in the table. The accumulated response of GDPL to agricultural finance (AGFIN) is negative response in all the periods. Shock to AGFIN at period 9, imparts GDP by 2.08%. Conversely, the accumulated response of GDPL to both interest rate(INTR) and inflation rate (INFR) are positive response in all the periods. Shock to INTR at period 9, imparts GDP by 3.06%. In the same vein, shock to INFR at period 9 impacts GDP by 1.58%. This implies both variables (INTR and INFR) exhibited a relationship with gross domestic product (GDP), especially starting from the second period.

Table 9: Impulse Response of GDPL

Period	GDPL	AGFINL	INTR	INFR
1	0.0254	0.0000	0.0000	0.0000
2	0.0270	-0.0059	0.0006	0.0121
3	0.0222	-0.0072	0.0174	0.0147
4	0.0215	-0.0090	0.0286	0.0148
5	0.0214	-0.0098	0.0305	0.0157
6	0.0208	-0.0099	0.0307	0.0160
7	0.0207	-0.0098	0.0310	0.0158
8	0.0207	-0.0098	0.0309	0.0158
9	0.0208	-0.0098	0.0306	0.0158
10	0.0208	-0.0098	0.0306	0.0158

Source: Authors' computation using Eviews 10, (2020).

4.6 Variance Decomposition Output: Variance decomposition indicates how much of the forecast error variance of each of the variables can be explained by exogenous shocks to the other variables (Iheanacho, 2016). Thus, the variance decomposition output in table 10 shows the relative contribution of the variables of choice to change in GDP.

Table 10: Variance Decomposition of GDPL

Period	S.E.	GDPL	AGFINL	INTR	INFR
1	0.0254	100.0000	0.0000	0.0000	0.0000
2	0.0395	88.3063	2.2664	0.0290	9.3981
3	0.0513	71.2258	3.3624	11.5519	13.8598
4	0.0649	55.4412	4.0340	26.6165	13.9081
5	0.0771	46.9796	4.4827	34.4950	14.0426
6	0.0876	42.0389	4.7629	38.9663	14.2317
7	0.0971	38.8213	4.9191	41.9870	14.2724
8	0.1056	36.6604	5.0293	44.0185	14.2916
9	0.1135	35.1203	5.1117	45.4450	14.3227
10	0.1208	33.9505	5.1737	46.5284	14.3472

Source: Authors' computation using Eviews 10, (2020).

Table 10 shows that in the first year, economic growth accounts for 100% of it its changes. In the second year, AGFINL, INTR and INFR accounts for 2.26%, 0.02% and 9.39%, respectively, of the changes in economic growth. In third year, only marginal increase was 3.36% was noticed in the contribution of AGFINL to GDP but there was a substantial rise in the contributions of INTR (11.55%) and that INFR (13.85%) to the change in GDPL. From the fourth to the seventh year, AGFINL reveals a small increase in AGFINL, indicating an insignificant impact on the economic growth within the duration of forecast. Conversely, the substantial rise in the contribution of INTR to GDP, that began from period three was sustained through up to the ninth period, even till the tenth period. Just like AGFINL, the contribution of INFR from the fourth period till the ninth period, was not as substantial as INTR. Generally, over the period, though the contribution of both AGFINL and INFR to change in GDP increase but the increment was not as substantial as that INTR.

5.0 Conclusion and Policy Recommendations
The study investigates the nexus between agricultural finance and economic growth in Nigeria, using annual time series data spanning from 1992 to 2018, based on vector error correction model and VEC granger causality. Other techniques employed in the study include descriptive statistics, correlational analysis, ADF unit root test, Johansen co-integration test, variance decomposition, impulse response test. Findings from the correlational analysis reveals a strong, positive and statistically significant correlation between agricultural finance and economic growth. However, the relationship between interest rate and economic growth is strong but negative as well as statistically significant. Similarly,

inflation rate has a strong, negative and statistically significant correlation with economic growth. **Furthermore, cointegration tests attest to** the long run co-movement among the variables.
In the short-run, agricultural finance has a negative and statistically insignificant relationship with economic growth. However, the converse holds between agricultural finance and economic growth in the long run. Thus, increasing agricultural finance will result in a positive change in the level of economic growth in Nigeria but the changes in economic growth may not be significant in the long run and conversely, increasing agricultural finance will result in a negative change in the level of economic growth in Nigeria but the changes in economic growth may not be significant in the short run.

Furthermore, in the short run, a negative and statistically significant relationship exists between interest rate and economic growth unlike in the long run where interest rate has a negative and statistically insignificant relationship with economic growth.
The study indicates a positive statistically significant relationship between inflation rate and economic in the short run. Although the impact may not be significant, but increase in inflation rate will result in decrease in the level of economic growth in Nigeria, in the long run, *ceteris paribus*.

There was no causality between agricultural finance and economic growth but a unidirectional causality running from interest rate to economic growth was established in this study. A bi-directional causality exists between inflation rate and economic growth.
It can therefore be concluded that agricultural finance has negative and statistically insignificant impact on economic growth in the short run but the reverse is the case in the long run. Interest rates in both short run and long run have negative influence on economic growth in Nigeria. The impact is only significant in the short run and not in the short run. Inflation has positive significant effect on GDP in the short run but negative and statistical insignificant effect in the long run.

The study recommends that:
1. Agricultural finance should be used in conjunction with other agricultural incentives capable of stimulation agricultural outputs in Nigeria;

2. Proper attention should be given to interest rates on loans to agricultural sectors to ensure that they are business-friendly and sustainable to financial institutions providing the loans to the agricultural concerns;

3. Proper watch should be placed on macroeconomic environmental factors such as inflation. Proper discounting of these variables in the decision making of agricultural organisation will go a long way in ensuring optimum decisions that will boost agricultural production and contribution to economic growth in Nigeria;

4. Agricultural banks should be made mobile rather than being arm-chair banks. This will make them penetrate rural population where majority of the farmers are resident.

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River Ethiope and Socio-Economic Development of Abraka And Obiaruku In Delta State

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ABSTRACT

This study examined the impact of river Ethiope on the socio-economic development in Abraka and Obiaruku, Delta State. The study adopted the stratified random sampling technique. Data collection was based on direct interview and questionnaire administration. Data collected were based on any possible impact of river Ethiope on the socio-economic developmental level of the study area; as well as the relationship between the importance and of river Ethiope and economic development in the study area. A total of 100 questionnaire copies administered were retrieved correctly. Data extracted from the questionnaire were statistically analysed using the descriptive statistics, Student's t-test statistics and Pearson's Bivariate correlation analysis. Findings revealed that there is no significant difference in the socio-economic impact of river Ethiope between Abraka and Obiaruku; there is no significant relationship between the importance of river Ethiope and socio-economic development in the study area; socioeconomic development of the study area does not significantly depend on the presence of river Ethiope. Therefore, socio-economic development of the study area depends on other development drivers, thus, the need to ascertain such factors is here recommended.

Keywords: Economic development, recreation services, river basin, tourists' attraction, water use.tical Instability, Development, Environment, Institution Quality, Nigeria

1. Introduction

Apart from being a major source of water supply to the inhabitants of the adjoining settlements, river Ethiope has attracted significant economic development to the regions along its courses. Thus, Okolie et al. (2005) asserted that the role of rivers in the development of human society is quite enormous. The rise of human societal civilization together with settlement development can intimately be linked with rivers for access to drinking water, irrigation, transportation routs, fish habitation and production, Hydro-electric power (H.E.P) generation and sites for recreation and tourism. Indeed, Mertes (2009) stated that the first great African Civilization began along the banks of the Nile, about 5000Bc. The agricultural wealth along the Nile valley gave the Egyptians their power status. Thus it is often referred to as "No Nile River, no Egypt".

Generally, however, according to Ukugbeyinje (2004), a river is a mass of water flowing over the land surface from its source which may be a spring, lake march or as collected surface run-off of rain water, generally in an upland area. A river is the most important example of running water especially in the humid areas. "Rivers are truly perceived as processes through time and not as things in space (Godwin, 1999). Water in rivers are generally got from precipitation through the drainage basin from the surface runoff as well as other sources like ground water discharge and release from springs stored water in the natural ice and snow packs such as glacier (Noel, 2011). River generally are of multi-ferrous importance to the human existence, ranging from agricultural, industrial, economic, social, religious, political to domestic use (Iwena 2009). For instance, the Buddhists and Hindus in India see the Ganges as their source of spiritual blessing (Amold, 2011).

River Ethiope is one of the tributaries of Benin river; it is located in the mid western part of Nigeria. This river takes its source at Umuaja and flows South-wards to Igun, where it changes its direction to the Northwest into the Atlantic Ocean (Okolie et al 2005; Omo-Irabor et al., 2007). River Ethiope is a prominent river in Delta State and Nigeria due to its high economic and social value to the residence and entire populace at large. River Ethiope serve as important center for tourist attraction; an important employer of labour; it has led to settlement expansion; it has led to the establishment of tourist centres which have further led to the attraction of people from different geographical areas. River Ethiope has been observed to have a very high importance in terms of tourist attraction. People from all works of life visit the river as center for recreation and tourism. This further leads to settlement development due to the influx of people from different places that come to spend their money, creating business opportunities and employment within the adjoining settlements such as Abraka and Obiaruku.

Some rivers of great importance of their adjoining settlement include Mississippi in North America; Rhine in Europe; River Niger in West Africa; Congo river in Central Africa; Amazon in South America; others on smaller scale include the Benin River, River Ramos, Ethiope and Asse in Southern Nigeria (Iwena, 2009).

The roles of rivers in settlement development in modern times have rather increased cutting through agricultural, social, religious, economics, energy production, transportation to recreation and tourism. This according to Daniel (2006) is engendered by scientific and technological breakthrough. Ecologically, rivers have been known to have cooling effects on the climate of their immediate environment, provision of habitats to numerous aquatic lives even succour to terrestrial organisms (Ukugbeyinje, 2004). The significance of a particular river is principally dependent on its size, numbers of tributaries and its watershed; and the socio-cultural inclination as well as technological capacity of the inhabitants of the immediate environment or settlements (West et al, 2006; Mertes, 2009).

Study by Mertes (2009) observed that in Asia, people have revered the life-giving importance of rivers for thousands of years. Many of the ancient legendary leaders of China were respected because of their abilities to control water so that fields could be irrigated and floods prevented. Similarly, study by Dutt (2009) observed that the Hindus in India considered the Ganges as a sacred river. Several Hindus pilgrims travel all around the world to the Ganges to perform various religious ceremonies. Agriculturally, the banks of the Ganges provide an extensive fertile plain for the cultivation of rice, sugar cane, chilies, sesame, jute, legumes and so many other crops. Studies by Efe et al (2006); Iwena (2009) reported that rivers are sources of minerals and ornaments like coral and the provision of sand banks, reefs, spits and beaches which are tourism potentials; leading to the emergence of recreation centres for people to relax or engage in boating sports, fishing, e.t.c. and that give comfort and pleasure to fun seekers. Studies by Esimike (2006); Awaritefe (1991) revealed that the expansion of international tourism has led to significant employment creation to a wide majority of population.

Therefore, the main objective of this paper is to

examine the impact of river Ethiope on the socio-economic development of Abraka and Obiaruku in Delta State. In order to achieve this, the following research questions were answered: (i) What is the economic importance of River Ethiope to the inhabitants of Abraka and Obiaruku? (ii) Does River Ethiope have any social effect in the study area? (iii) Is there any relationship between the presence of river Ethiope and settlement development? (iv) Are there significant differences in the economic activities amongst the settlements?

2. The Study Area

This study was carried out in Abraka and Obiaruku which are adjoining settlements along river Ethiope. Geographically, the study area is located between latitude $5^0 48^1$N and $5^0 55^1$N of the equator and also between Longitude $6^0 06^1$E and $6^0 14^1$E of the Greenwich Meridian (figs. 1.1). The topography of the study area is low lying without remarkable hills, and falls within the interior coastal lowlands of Western Nigeria. The study area is well drained by river Ethiope, which flows West direction from Umuaja in Ndokwa L.G.A of Delta State, through Ethiope East L.G.A to empty itself water into the Atlantic Ocean at Sapele in Okpe L.G.A. The river is a fast flowing body of water which has a high velocity rate of about 1.65m/sec at the Abraka region and lower at Umutu (1.85m/sec) the upper course of the river which is very close to the source of the river at Umuaja. This study area falls within the humid tropical climate of AF Koppen classification; with mean annual rainfall and temperature of 30.6% and 30^0C respectively. According toe the USDA soil classification taxonomy, the soils of the study area fall under the oxisols, alfisols and psalment. The vegetation of this study area is typical of the moist tropical lowland rainforest and riparian cover. The land area of the study area provides necessary physical environment for farming. The farming practices are mainly arable farming that are concentrated on food crop production. Tree crops are cultivated as monoculture plantation. The major economic activities within the study area include farming, fishing, banking, hospitality services, small-scale industries etc. Shifting cultivation which is the major system of crop production in many tropical countries (Richards, 2012) is fully in practice within this study area.

Additionally, other vital socio-economic activities in the area include tourism/ recreation activities. The presence of River Ethiope and other smaller rivers in the area has brought about the development of

tourism/ recreational centers in the area; this has become a pull factor attracting people from both far
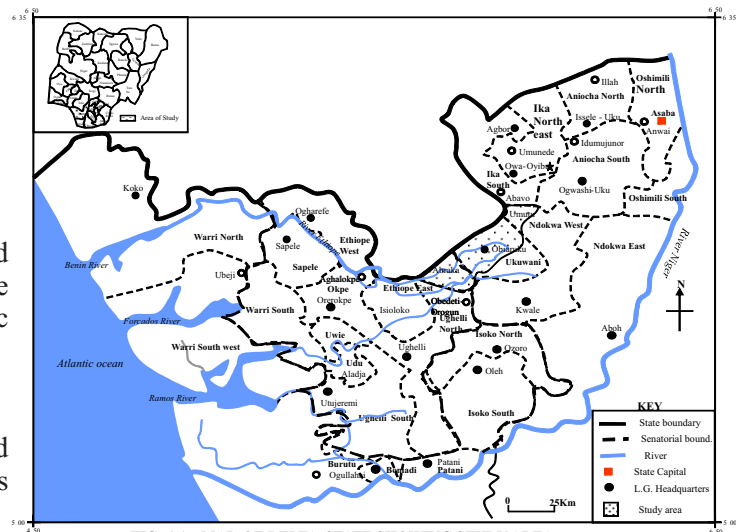

FIG. 1.1 : MAP OF DELTA STATE SHOWING STUDY AREA

and near to the area which has in one way or the other contributed to both social and economic development of the area

3. Materials and Methods

This study made use of the survey design to carry out an investigative study on the impact of river Ethiope on the socio-economic development of Abraka and Obiaruku. This study adopted the stratified random sampling technique. Abraka and Obiaruku were divided into 5 each based on the existing quarters in each of the settlements. Within each quarter, the simple random sampling approach was used to collect the required data for even representation of all parts of the study area. Data collected were on the contribution of river Ethiope to the socio-economic development of Abraka and Obiaruku. The data were collected through direct field observation and the use of questionnaire. 50 copies of questionnaire were administered at Abraka and Obiaruku respectively, making a total of 100 copies of questionnaire administered in the study; while in each of the two communities, 10 copies of questionnaire were administered in each of the quarters. Data collected were statistically analysed using the descriptive, student-t test and Pearson's Bivariate techniques.

4. Results and Discusion

4.1: Socio-Economic Impact of River Ethiope in Abraka and Obiaruku

The socio-economic impact of river Ethiope to the study area include the provision of fishes, centers for recreation and tourism, attracts population, it leads to settlement expansion and development, it leads to the creation of job opportunities, it support marketing, renders hospitality services and supports agricultural production..

Table 1: Socio-economic Impact of River Ethiope in Abraka and Obiaruku

S/N	Socio-Economic Impact Scale (SEIS)	Abraka				Obiaruku			
		SA	A	D	SD	SA	A	D	SD
1	Provision of fishes	28	12	6	4	24	14	8	4
2	Centers for recreation and Tourism	36	12	2	0	28	18	4	0
3	Attracts population	40	6	2	2	32	12	4	2
4	It leads to settlement Expansion	24	14	6	6	22	14	8	6
5	Creation of job opportunities	26	14	8	2	28	10	10	2
6	Support to marketing	20	18	6	6	22	16	6	6
7	Renders hospitality services	36	8	4	2	30	14	4	2
8	Supports agricultural Production	16	16	8	10	16	16	8	10
	Total	226	100	42	32	186	114	52	32
	Percentage (%)	57%	25%	10%	8%	48%	30%	14%	8%

Source: Fieldwork

Table 1 presents the responses of the respondents to the impact of river Ethiope in Abraka and Obiaruku. In Abraka, out of the 25 respondents, 25% agreed and 57% strongly agreed that river Ethiope has socio-economic impact in Abraka. 10% disagreed and 8% strongly disagreed that river Ethiope has socio-economic impact in Abraka. Generally, 82% of the respondents agreed that river Ethiope has socio-economic impact in Abraka, while only 18% respondents disagreed. However, in Obiaruku, 30% of the respondents agreed, 48% strongly agreed. While 14% disagreed, 8% strongly disagreed that river Ethiope has impact in Obiaruku. From the responses, 78% of the total respondents agreed that river Ethiope has socio-economic impact in Obiaruku, while only 22% disagreed. Table 2 presents the results of Student-T statistics on the difference in the socio-economic impact of river Ethiope between Abraka and Obiaruku.

Table 2: Results of T-test on the differences in the socio-economic impact of river Ethiope between Abraka and Obiaruku.

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Abraka	28.2500	8	8.44732	2.98658
	Obiaruku	25.2500	8	5.23041	1.84923

Paired Samples Test

	Paired Differences					t	df	ig. (2-tailed
	Mean	td. Deviatio	Std. Erro Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair Abraka - Obi	3.00000	4.14039	1.46385	-.46146	6.46146	2.049	7	.080

The results show that there is no significant difference in the socio-economic impact of river Ethiope between Abraka and Obiaruku at 5% level of confidence. Therefore, the hypothesis which states that there is no significant difference in the socio-economic impact of river Ethiope between Abraka and Obiaruku at the 5% level of confidence is accepted. This means that river Ethiope has impact on the socio-economic development in Abraka and Obiaruku.

4.2: Importance of River Ethiope to Inhabitants of Abraka and Obiaruku
River Ethiope serves much importance to the inhabitants of the study area. It serves as source of water supply, it is an avenue for fishing, source of water for crop production, source of water for industrial use, it helps to modify the temperature of the environment, it is home for fishes, and serve s transportation route within the study area.

Table 3: Importance of River Ethiope to Inhabitants of Abraka and Obiaruku

S/N	Importance of river Ethiope to inhabitants	Abraka				Obiaruku			
		SA	A	D	SD	SA	A	D	SD
1	Source of water supply	12	28	6	4	20	16	10	4
2	Avenue for fishing	16	12	12	10	22	12	6	10
3	Source of water for cop production	26	14	6	4	24	16	6	4
4	Source of water for industrial use	24	8	10	8	28	8	8	6
5	Temperature modification	22	16	4	8	28	16	4	2
6	Home for fishes	36	12	2	0	40	6	2	2
7	Threat to human existence	14	12	12	12	20	12	10	8
8	Transportation channel	10	8	18	14	10	8	16	16
	Total	160	110	70	60	192	94	62	52
	Percentage (%)	40%	28%	17%	15%	48%	24%	16%	12%

Source: Fieldwork

Table 3 presents the response of the respondents on the importance of river Ethiope to the inhabitants of Abraka and Obiaruku. In Abraka, 28% agreed, 40% strongly agreed, 17% disagreed, while 15% strongly disagreed. While 68% of all the respondents agreed, 32% disagreed that river Ethiope is not of importance to the inhabitants of Abraka. In Obiaruku, 24% agreed, 48% strongly agreed, 16% disagreed, while 12% strongly disagreed. While 72% of all the respondents agreed, 28% disagreed that river Ethiope is not of importance to the inhabitants of Obiaruku. However, comparison the responses between Abraka and Obiaruku shows that those who agreed that river Ethiope are of importance to the inhabitants are higher in Abraka than in Obiaruku.

4.3: Relationship between the Importance of River Ethiope and Socio-Economic Development in Abraka and Obiaruku.

The relationship between the impact of river Ethiope and socio-economic development involved the assessment of the importance of river Ethiope to the inhabitants of Abraka and Obiaruku, as well as the assessment of the socio-economic impact of river Ethiope to Abraka and Obiaruku as well. Table 4 presents the results of the Pearson's Bivariate statistical analysis on the relationships between the importance of river Ethiope and socio-economic development in Abraka and Obiaruku.

In Abraka, the correlation values are 0.07 and 0.87. This shows that the relationship is not significant. Therefore, there is no significant relationship between the importance of river Ethiope and socio-economic development in Abraka. While in Obiaruku, the correlation values are 0.17 and 0.67. This shows that the relationship is not significant. There is no significant relationship between the importance of river Ethiope and socio-economic development in

Table 4: Pearson's Bivariate Result for the relationship between the importance of river Ethiope and socio-economic development in Abraka and Obiaruku.

Correlations at Abraka			
		Socioeconomic	Importance
Socioeconomic	Pearson correlation Sig. (2-tailed) N	1 8	-0.070 0.869 8
Importance	Pearson correlation Sig. (2-tailed) N	-0.070 0.869 8	1 8
Correlations at Obiaruku			
Socioeconomic	Pearson correlation Sig. (2-tailed) N	1 8	0.177 0.674 8
Importance	Pearson correlation Sig. (2-tailed) N	0.177 0.674 8	1 8

Obiaruku. Therefore, the hypothesis which states that there is no significant relationship between the importance of river Ethiope and socio-economic development in both Abraka and Obiaruku at the 5% level of confidence is accepted. This shows that, the socio-economic development of the study area does not depend on the presence of river Ethiope. There are other factors responsible for economic development of the study area, which river Ethiope may be a contributory aspect of.

Table 5: Impact of river Ethiope on economic development in Abraka and Obiaruku

S/N	Impact of river Ethiope on economic development	Agree	Strongly Agree	Disagree	Strongly Disagree
1	It creates employment opportunities	40	22	12	4
2	urbanization	22	32	24	22
3	Transportation services	12	16	32	40
4	Economic support and growth	34	36	16	14
5	Improve housing development	30	30	24	16
6	Attracts social amenities	24	26	26	24
7	Attracts investors	20	30	26	24
8	Home to relax the mind	30	50	8	12
	Total	212	284	168	156
	Percentage (%)	25%	35%	21%	19%

Source: Fieldwork, 2020

Table 5 presents the impact of river Ethiope on economic development in Abraka and Obiaruku. Out of all the responses, 25% agreed, 35% strongly agreed, 21% disagreed and 19% strongly disagreed. This shows that higher proportion of the respondents agreed that river Ethiope has impact on economic development, while lower proportion of the respondents disagreed that river Ethiope has impact on economic development.

5: Conclusion

This study examined the resultant impact of river Ethiope on the socio-economic development in Abraka and Obiaruku, and ascertained the extent to which the presence of river Ethiope has impacted on both Abraka and Obiaruku with respect to socio-economic development. Findings revealed that the presence of river Ethiope in the study area contributes to the socio-economic development. However, the development of the study area does not depend on the presence of river Ethiope. This means that even without the presence of river Ethiope in this study area, development can still be achieved because of other factors acting as drivers to the socioeconomic development of the study area. The study is of paramount importance in the assessment of developmental factors and the prevailing conditions that can attract or has attracted development to the study area. It is also important in the economic assessment of what importance the river Ethiope has and the contribution to economic development in the study area. Since this study did not show that presence of river Ethiope has negatively impacted on the study area, there is the need to evaluate the extent to which the river Ethiope can be of higher importance to contribute to the economic development of the study area.

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Comparison of Tourists' Environmental Beliefs And Environmental Behaviour At Afan National Festival, Kagoro

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ABSTRACT

A number of studies suggest that tourists in general are aware of environmental and social problems caused by tourism and that they have positive attitudes towards efforts to reduce them. The general objective of this study is therefore to investigate tourists' environmental beliefs and tourists' environmental behaviour while on a trip and relationship between these two variables. In order to investigate tourists' environmental beliefs and behaviour, quantitative data was collected through a means of a self-administered questionnaire using a likert scale of five (5). The sampling frame in this study consisted of tourists who visited Afan National festival in January 2015 for leisure and recreational purposes, stayed overnight and were 18 years of age or older. The questionnaire was administered to a sample of 55 tourists approached on a random basis in a close vicinity of Afan National festival. In total, 52 usable questionnaires were collected. The result shows that respondents between the ages 30-39 made up 9.6%, which was the second lowest group to participate. Finally, those 70 and above made up 3.8% of the sample. The most common income bracket for respondents (34.6%) was over N200, 000.00. The second most common (17.3%), were those who made N100,000 – N50,000 followed by 15.4% of respondents who made N50,000- N10,000. It also showed that 41.7% of the participants had low environmental beliefs score and 66.7% of participants had low environmental behaviour score. It also revealed that tourists have a responsibility to do what they can to protect the environment with mean of 4.10, standard deviation of 1.100, representing 82.3% of respondents. The study concludes that the overall environmental beliefs results showed that majority of participants had positive environmental beliefs. For every statement asked, majority of responses were pro-environmental and showed that participants had concern for the environment. The strongest belief held by participants was the belief stating that the present generation should ensure the environment is maintained or enhanced for the benefit of future generations, as over half of the participants strongly agreed with this.

KEYWORDS: Environment; Belief; Tourist; Behaviour; Tourism; Afan

INTRODUCTION

In the last ten years there has been an increased concern regarding global warming, causing consumers to be more environmentally conscious towards their purchases and behavior. This issue is evident through the enhanced availability of "green products" being sold from groceries, to more fuel efficient and environmentally friendly vehicles, and to businesses and organizations implementing environmental programs (Newhouse, 1990; Minton and Rose, 1997; Pearce. 2005). Many individuals are taking initiative at home through recycling, changing light bulbs, and being more conscious about air conditioning and heating. However, there is a question as to whether they carry their sustainable behavior with them while on holidays.

Understanding environmental behaviour of tourists is important for a number of reasons. From the perspective of tourism businesses, it is relevant to know whether the sustainability initiatives are of importance to tourists and whether they will affect tourist choices of products. From the perspective of a destination, it is critical to understand tourist behaviour and develop appropriate ways of promoting sustainable tourism choices (Scott and Willis, 1994; Schultz, Oskamp and Mainieri, 1995; Schlegelmilch, 1996; Sharpley, 2001).

Tourism behaviour in general is a widely researched area (Swarbrooke, 1999). A number of factors affecting tourism behaviour were identified, including an individual's age, nationality, travel experience as well as their values, attitude, and knowledge. The interest is focusing on tourists' environmental behaviour in particular. Models such as the new environmental paradigm (Wearing *et al.,* 2002) and the schematic model of environmental concern (Stern *et al.,* 1995) were created to understand tourists' environmental behaviour. Studies that used these models as well as other tools have however found conflicting findings about tourists' environmental behaviour. On one hand, the literature is highlighting the emergence of environmentally-conscious tourists, often referred to as eco-tourists or responsible tourists, but at the same time a number of studies show more carless behaviour of tourists while on a trip compared to their behaviour at home. In similar manner, there is a number of conflicting studies on the willingness of tourists to pay extra for more environmentally friendly tourism products.

A number of studies suggest that tourists are in general aware of environmental and social problems caused by tourism and that they have positive attitudes towards efforts to reduce them (Budeanu, 2007). The increased awareness of the environmental

impacts of tourism led to the emergence of a new group of tourists, called, among others, eco-tourists, green tourists or responsible tourists. A large body of literature focuses on these tourists, in attempt to define them and explain their behaviour. For eample Wood and House (1991) defined the 'good tourist' as the one who behaves responsibly towards the environment and host community while in the destination.

Fairweather, Maslin and Simmons (2005) distinguished between people with ambivalent values who are comfortable using nature for economic and social benefits, and people with biocentric values who are cautious about the use of nature and therefore are more likely to behave in ways that are environmentally friendly. A significant amount of research indicates therefore that tourists are on average becoming more aware of the importance of protecting the environment and more involved in practicing environmentally-friendly behaviour on holidays.

REVIEW OF RELEVANT LITERATURE

Tourist behaviour is one of the most widely researched areas of tourism research. Existing studies focus on tourists' motivations for travel, their choices of destinations and activities, their planning behavior and finally their satisfaction with the experience. It is widely agreed that tourists and their behaviour differ from one another, depending on a number of factors related both to the destination and to the traveler. Among the traveler-related factors affecting tourist behaviour the following were identified in previous research: age, motives, level of affluence (Pearce, 2005), culture, personality, values, experiences, attitudes, nationality (Pizman and Sussman, 1995), the amount of skills a tourist has, perception and learning (Pearce, 2005). With the growth of interest in sustainable development in general and sustainable tourism in particular, a number of studies have been conducted on tourist behaviour towards the environment. Some of these studies proposed theories of environmental tourist behaviour; some attempted to define and classify responsible tourists; while others looked at reasons behind tourists' responsible or irresponsible behaviour towards the environment.

Several theories were proposed to explain the environmental behaviour of tourists, including the theory of planned behaviour, the schematic model of environmental concern, and the new environmental paradigm. Authors using the theory of planned behaviour (Reiser and Simmons, 2005; Wearing *et al.*, 2002; Budeanu, 2007) to explain the environmentally-friendly tourist behaviour argued that in order to be able to behave in a responsible way,

tourists must have a positive attitude towards sustainability, realize there is a need to care for the environment, and have the means available at the destination in order to act responsibly.

The schematic model of environmental concern, proposed by Stern, Dietz and Guagnano (1995) suggests that a person's values influence his or her worldviews and broad beliefs towards the environment. According to the theory, these general beliefs lead to more specific beliefs and attitudes, which may lead to the intention to act a certain way. Finally, also the new environmental paradigm was proposed to explain the relationship between tourists' environmental attitudes and their purchasing behaviour (Wearing et al, 2002) and relationship between environmental attitudes and nature-based tourism motivations (Luo & Deng, 2008).

However, at the same time, there is a large body of contradictory research that indicates that tourists tend to behave irresponsibly while on vacations and that environmental concern only plays a minor, if any, role in the decision making process of a tourist (Fairweather et al., 2005; Lubbert, 2001). Dolnicar and Leisch (2008) did a study on tourists' obligation to protect the environment and their results showed that 92% of the respondents felt morally obligated to behave in an environmentally friendly manner at home, while the average pro-environmental behaviour on vacation was only 25% of that at home. Sharpley (2001) also pointed out that tourists are under time and pressure constraints when booking for holidays, which leads to people ignoring irrelevant information, and that sustainability and eco-labels in the current tourism marketplace are in the category of irrelevant information because are not essential to the tourist's experience. Similarly, Becken (2004) argued that holidays are taken for personal benefits, making environmental risks caused by travel to be underestimated by tourists, and changes in travel behaviour for environmental reasons are not likely to happen, because tourists feel free of responsibilities when they are on vacation.

These findings are consistent with the more general research on consumer behaviour which suggests that environmental concern does not always convert into environmentally responsible behavior (Fransson & Garling, 1999; Hines et al., 1986/87; Minton and Rose, 1997; Newhouse, 1990; Roberts & Bacon, 1997; Schlegelmilch, 1996; Schultz et al., 1995; Scott and Willis, 1994; Tanner, 1999). Looking specifically at tourists, Wearing et al. (2002) pointed out that the same individuals who claimed to be concerned about the environment and factored these matters into their choice of tourism products, under specific conditions

were unwilling to let the concern for the environment affect their specific tourism purchasing behaviour.

The review of existing literature on tourists' environmental beliefs and behaviours shows conflicting results, indicating on one hand an increase in tourists' environmental concerns, and on the other hand, tourists' tendency to be more careless while on vacations when compared to their behaviour at home. In order to reconcile these two streams of literature, the present study aims at investigating the relationship between tourists' environmental beliefs and behaviours in more detail and proposes classification of tourists that would explain the different findings in the existing research on this topic.

METHODOLOGY
Data Collection:
In order to investigate tourists' environmental beliefs and behaviour, quantitative data was collected through a means of a self-administered questionnaire. The sampling frame in this study consisted of tourists who visited Afan National festival, Kagoro in January 2015 for leisure and recreational purposes, stayed overnight and were 18 years of age or older. The questionnaire was administered to a sample of 55 tourists approached on a random basis in a close vicinity of Afan National festival, Kagoro. In total, 52 usable questionnaires were collected.

Questionnaire Design:
When designing the questionnaire, effort was made to ensure that the language was simple and easy for participants to understand. The questionnaire was presented in English, which to some degree limited participation. A pre-test of the questionnaire on a group of five tourists was done in order to find any confusion in following directions of how to answer the questions, or phrasing of the questions. Based on the results of pre-test some minor modifications were made in the questions wherein the statements were ambiguous.

The questionnaire consisted of four sections. The first section focused on demographics including age, gender, nationality and income. Nationality was included because many studies suggest that different nationalities have different values and behaviours towards the environment. Household income or discretionary income was also considered because it could have potentially influenced tourist's willingness to pay for environmental standards to be in place at a destination. The second section of the questionnaire involved questions on tourists' general environmental beliefs. The scale used was a 5 point Likert-scale with 1 corresponding to 'strongly disagree' and 5 corresponding to 'strongly agree'. The third section of

the questionnaire collected information on visitors' trip to Niagara Falls and their behaviour while at the destination. It included questions about the length of stay in Niagara Falls, transportation used, and frequency of participation in a list of environmentally-friendly activities. The last section of the questionnaire looked at Niagara Falls in general and investigated whether it facilitates tourists' environmentally-friendly behaviour. Once again a Likert-scale was used with 1 representing 'strongly disagree' and 5 representing 'strongly agree'. The reason for inclusion of this section was that if Kagoro festival did not offer the amenities needed to be environmentally friendly, it would significantly limit tourists' opportunity to engage in environmental initiatives and affect the results of the study.

DATA ANALYSIS TECHNIQUES

The collected responses were coded and analyzed using SPSS Version 16. The quantitative data analysis techniques employed were means, standard deviations, relative/absolute frequencies by category and t-tests. Coefficient of variations is reported for each indicator to confirm the reliability of the measure. As a rule of thumb, the coefficient should be less than 0.3 to confirm the existence of a true mean among the sample. Also, t-statistic tests were performed in order to determine the significance of

the results. The null hypothesis for the t-test is stated as follows: there is no difference between the mean rating and the mid-point of the scale.

RESULTS AND DISCUSSIONS
Profile of the Sample:

There were 52 usable questionnaires collected for this study. Majority of respondents were females (33 respondents) while remaining 19 respondents were males. In terms of age, there was a good range of participants from every age group. The age group 19-29 accounted for 26.9% of responses, making it the largest group to participate in the study. Those who indicated they were 60-69 were the second most common group with 23.1%. The age group 40-49 made up 19.2% and those 50-59 made up 17.3%. The respondents between the ages 30-39 made up 9.6%, which was the second lowest group to participate. Finally, those 70 and above made up 3.8% of the sample. The most common income bracket for respondents (34.6%) was over N200, 000.00. The second most common (17.3%), were those who made N100,000 – N50,000 followed by 15.4% of respondents who made N50,000- N10,000.

In terms of country of origin, there were a total of three different groups. The largest group of respondents was Nigerian's, representing 89% of the sample.

Table 1: Tourists' Environmental Beliefs

Belief	N	Mean	Standard Deviation	Coefficient of Variation	%age of Respondent's in agreement
The present generation should ensure that environment is maintained for future generations	51	4.37**	0.916	0.21	90.2%
Tourists have a responsibility to do what they can to protect the environment	51	4.10**	1.100	0.27	82.3%
I am an environmentally conscious person	51	3.92**	0.796	0.20	78.4%
I expect hotels and tour operators to be environmentally friendly	52	3.85**	0.937	0.24	69.2%
I prefer to stay at hotels and destinations that are considered environmentally friendly	52	3.75**	0.833	0.24	63.5%
I am willing to pay extra for travel products with less negative impacts on environment	52	3.50**	0.980	0.28	57.7%
I consider environmental issues in tourism purchases	52	3.27**	0.843	0.26	44.2%
I worry about environmental impacts while I am traveling	52	3.17**	1.004	0.32	36.5%
I always look for environmental information about the destination visited	52	2.83**	1.004	0.35	23.1%
I always look for environmental information about the destination visited	52	2.81**	1.067	0.38	23.1%
Tourism has negative impacts on the environment	52	2.79**	0.936	0.34	23.1%

Five-point scale used: 1=Strongly disagree to 5=Strongly agree. *a=0.05 **a=0.01

Source: Fieldsurvey, 2018

Another 5% of respondents were English missionaries and 6% were Chinese. All participants in the study stayed in Kagoro for at least one night, as this was necessary in order for them to participate in the study.

Environmental Beliefs:
A number of indicators were used to assess tourists' environmental beliefs. Majority of respondents agreed or strongly agreed with the following statements: the present generation should ensure that environment is maintained for future generations, tourists have a responsibility to do what they can to protect the environment, I am an environmentally conscious person, I expect hotels and tour operators to be environmentally friendly, I prefer to stay at hotels and destinations that are considered environmentally friendly and I am willing to pay extra for travel products with less negative impacts on environment.

For all those beliefs the mean responses were significantly higher than the mid-point of the scale at confidence level a=0.01. The list of environmental beliefs, their means, and standard deviations, coefficients of variation and percentage of respondents who agreed are reported in Table 1.

Respondents felt uncertain regarding negative impacts of tourism on environment. Over one third of them (20 respondents) indicated that they are neutral to the statement while another 20 respondents disagreed with the statement. Only 12 participants (23.1%) agreed that tourism had negative impacts on the environment. The mean response is not significantly different from the mid-point.

The present generation should ensure that environment is maintained for future generations. Tourists have a responsibility to do what they can to protect the environment I am an environmentally conscious person. I expect hotels and tour operators to be environmentally friendly I prefer to stay in environmentally friendly hotels I am willing to pay extra for travel products with less negative impacts on environment I consider environmental issues in tourism purchases I worry about environmental impacts while I am travelling I always look for environmental information about the destination visited I would only consider accommodation that takes into account environmental issues Tourism has negative impacts on the environment.

When asked who is responsible for covering the costs of initiatives aimed at reducing environmental impacts of tourism, the respondents most often indicated accommodation (71.2%), tourists (63.5%) and attractions (59.6%). Half of the respondents also

felt that tour operators (51.9%) and destinations (50%) should cover those costs. Large number of respondents felt that the responsibility is shared among all the indicated stakeholders (17 respondents) or three or four of them (14 respondents) as shown in figure 1.
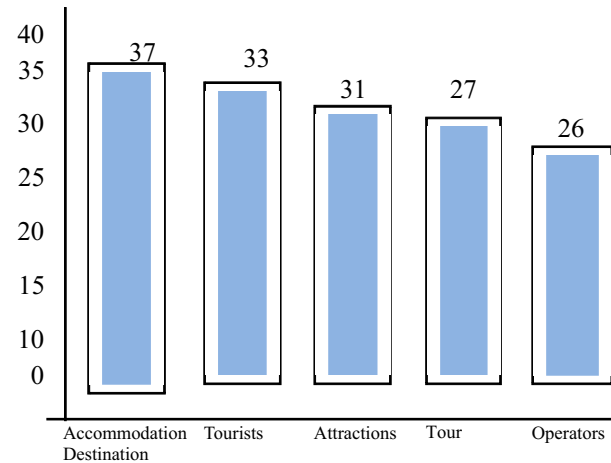

Figure 1: Stakeholders Responsible for Covering Costs to Reduce Environmental Impacts of Tourism
Source: Field Survey, 2018

Ten respondents saw the responsibility for covering the cost of initiatives aimed at reducing environmental impacts of tourism as resting only on one stakeholder type. The opinions among them were very diverse: 2 respondents saw attractions as the only stakeholders responsible, 2 respondents indicated accommodation, 2 respondents indicated tourists, 2 respondents indicated destination and another 2 indicated tour operators. Of participants who specified who else they felt could be responsible for covering costs, four participants said the government. 1 participant indicated that restaurants and manufacturers were also responsible.

When asked if they would participate in a tree planting program where they would pay N500 to plant a tree to offset some of their greenhouse gas emissions produced from their travels, over half of the respondents (57.7%) indicated they would, 26.9% were unsure and 11.5% said they would not. Overall, the responses suggest tourists' positive feelings towards environment and willingness to contribute to environmental well-being of destinations.

Comparing demographics with beliefs, it was found that British missionaries (94%) had more environmentally friendly beliefs than the Blacks (06%). Nigerians more strongly stated that price is a more important factor than environmental impacts and that while they are on vacation they are not concerned about practicing environmental behaviour. The findings on age and environmental beliefs show

that participants aged 50-69 had the most positive environmental beliefs. Comparing gender to beliefs, more females (89%) than males (79%) had positive environmental beliefs. Results for incomes and environmental beliefs reveal that as incomes go up, percentage of respondents who have environmentally friendly beliefs go up.

Environmental Behaviour:

In order to investigate the relationship between tourists' beliefs and behaviour, their environmental behaviour was investigated during their trip to Afan National festival. Majority of participants stayed in Kagoro for 2 days (25 participants) or for 3 to 4 days (22 participants). Only four participants stayed for five or more days. Majority of respondents travelled to Kagoro from home using only one mode of transportation, either car (26 respondents) or bus (10 respondents).
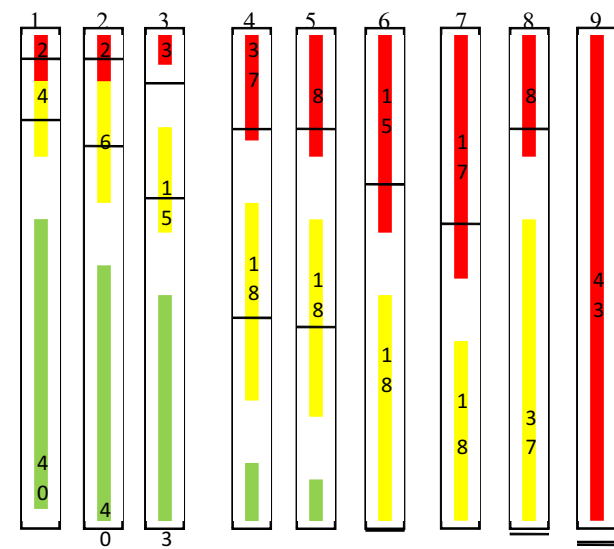
1: Turn on TV; 2: Turn off room Light; 3: Take Shower instead of Bath; 4: Use Recycling Bin; 5: Change cloths when necessary; 6: Turn off AC when leaving the room; 7: Refill water bottles; 8: Buy products in Cartoon package; 9: Ask hotel about energy usage.

Figure 2: Stakeholders Responsible for Covering Costs to Reduce Environmental Impacts of Tourism
Source: Field Survey, 2018

In order to capture environmental behaviour of tourists at the destination a number of questions were asked regarding different activities they could engage in. The responses indicating how many participants engaged in each activity while on their holidays and how often are presented in Figure 2.

There was a strong engagement of respondents in a number of activities, such as turning of the TV when not in the hotel room (40 respondents did it always),

turning off the light when not in the hotel room (40 respondents did it always) or taking short showers instead of bath (30 respondents did it always). However, for a number of activities the majority of respondents either did not participate in them or participated only sometimes: use recycling bins, get sheets and towers changed only when necessary, turn off air conditioning when leaving the room, and refill water bottles. Notably only six respondents asked the hotel they were staying at about energy use.

Eight respondents used multiple means of transportation, most often using combination of plane and car or plane, car and bus. In total car was used by 31 respondents, bus by 14 respondents, plane by 13 respondents and train by 3 respondents. When asked whether they participated in a carbon offsetting program to offset their travel, all of the respondents except for one said no. This behaviour is not consistent with the earlier stated willingness of 57.7% of respondents to participate in a tree planting scheme to offset some of the greenhouse gases emission produced as a result of their travel.

Environmental Beliefs Versus Environmental Behaviour:

In order to compare tourists' environmental beliefs and their environmental behaviour, a composite score for environmental beliefs and a composite score for environmental behaviour were calculated. The environmental beliefs score was calculated as the average of the individual scores for eight environmental beliefs. The following items were included in the composite score of environmental beliefs: I am an environmentally conscious person, the present generation should ensure that the environment is maintained or enhanced for the benefit of future generations, I prefer to stay at hotels and destinations that are considered environmentally friendly, I am willing to pay extra for travel products that have less negative impact on the environment, When I travel I worry about the environmental impacts, I consider environmental issues in tourism product purchases, I always look for environmental information about the destination I am visiting, I would only consider accommodation that takes into account environmental issues, and I think that tourists have a responsibility to do what they can to protect the environment. The histogram in Figure 1 shows the distribution of environmental beliefs scores for all the respondents.

Environmental behaviour score was calculated based on responses to seven behaviour-related questions after recoding the answers according to the following scheme: response of 'always practiced' was assigned 2 points; response of 'sometimes practiced' was given 1

point, and response of 'never practices' was given 0 points. Environmental behaviour score was calculated as the sum of all the points for behaviour given to any individual respondent. The range of environmental behaviour score was therefore 0 to 14 (2 points for each behaviour). The behaviours included in calculations of the composite score were: use recycling bins; only get sheets, towels and amenities changed when really needed to; turn off lights when left the room; turn off the TV when left the room; turn off the air conditioning when left the room; take short showers instead of a bath; and refill water bottles rather than using the ones provided. The distribution of environmental behaviour scores for all the respondents is presented in histogram in Figure
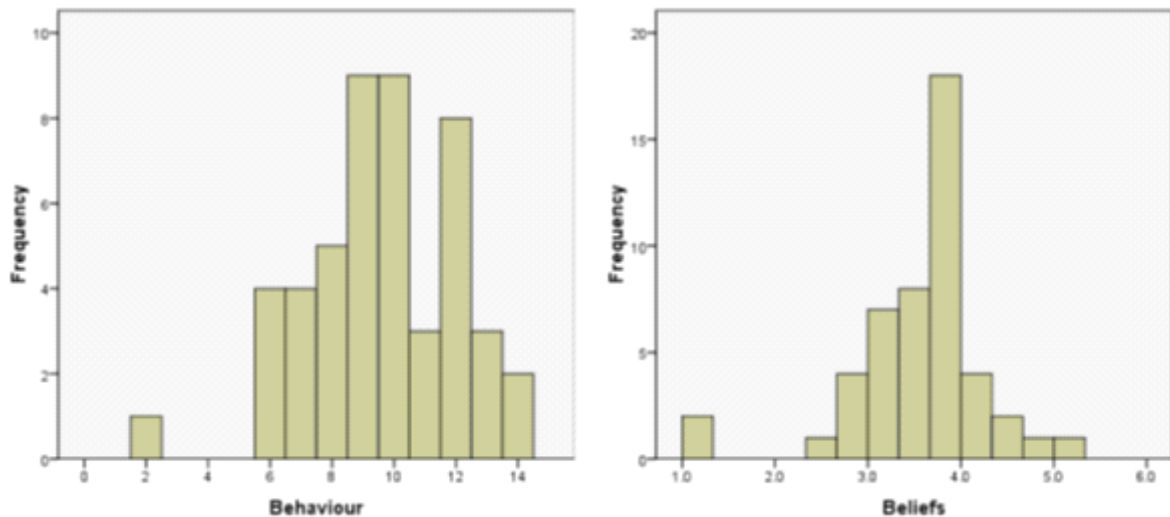

Figure 3: Histograms of Tourists' Environmental Behaviour Scores and Tourists Environmental Belief Scores
Source: Field Survey, 2018

Correlation between the environmental beliefs score and environmental behaviour score is 0.357 and is significant at the 0.05 level. In order to further analyze the results regarding the environmental beliefs and behaviour, the following categories were introduced: environmental belief scores equal or higher than 3 were considered to be high and environmental behaviour scores higher than 10 were consider high. Using the described cut points, 41.7% of the participants had low environmental beliefs score and 66.7% of participants had low environmental behaviour score. The Environmental Traveler Matrix in Figure 2 illustrates how participants' environmental beliefs were reflected in their behaviour.

Environmental Beliefs Score
It can be noted that for the majority of respondents (54%) beliefs towards the environment were not reflected in their behaviour. There were 26 participants who fell under the category of "Falsely Committed Tourists" due to having high environmental beliefs (figure 4) score but low environmental behaviour score. Tourist's that beliefs matched their behaviours were "Activist Tourists" (31%) and "Laissez Faire Tourists" (12%).
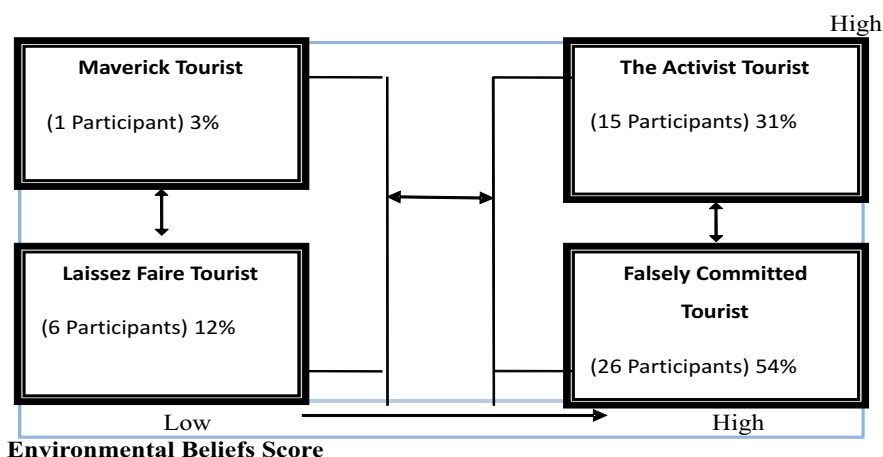

Environmental Beliefs Score
Figure 4: Tourist Environmental Belief Matrix
Source: Field Survey, 2018

CONCLUSION

The overall environmental beliefs showed that majority of participants had positive environmental beliefs. For every statement asked, majority of responses were pro-environmental and showed that participants had concern for the environment. The strongest belief held by participants was the belief stating that the present generation should ensure the environment is maintained or enhanced for the benefit of future generations, as over half of the participants strongly agreed with this. On the other hand, overall results for tourist's environmental behaviour for this study show majority of tourists do not have environmentally friendly behavior. In order to explain the inconsistencies between the beliefs and behaviour, this study proposed a new classification of tourists into four categories, depending on their environmental beliefs score and environmental behaviour score.

RECOMMENDATIONS

The study recommends that to enhance tourist environment behavior and awaken their environmental belief the following must be prioritized:

The maintenance of environment should be seen and taken as responsibility of all.

ii.   Hoteliers and tour operators should provide all sanitary environmental friendly environment and facilities (e.g. waste bins, billboards, warning sign, etc) with inscription that will alert and remind tourist of dangers of littering the environment.

iii.   Tourists should be made to pay more whiling using products that are termed environmentally damaging, e.g. use of cartoons instead of polythene or plastics.

iv.   Falsely Committed Tourist, Laissez Faire Tourist and Maverick tourists can be corrected with continuous enlightenment campaign written on pamphlets, radio jingles, jotters, signpost, etc.

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Financial Intermediation and Corporate performance: Evidence from Insurance Companies in Nigeria

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ABSTRACT

The study examines financial intermediation and corporate performance with an emphasis on insurance companies. Time series data collected over a successive point in time and ex post -facto research design. The population the study comprises all the insurance companies operating in Nigeria as at December 2018 without limitation to their area of operation in insurance business. The study adopts purposive sampling technique. Thus, the sample of the study covers the period of thirty-six years spanning from 1981 to 2016. The data to be used for the study are extracted from secondary sources only. The secondary data were sourced from Central Bank of Nigeria statistical bulletin, Bureau of statistics reports, the National Pension Commission Annual Reports, Text books and academic Journals. The study adopts vector autoregressive models such as vector error correction mechanism, autoregressive distributed lag and Toda and Yamomoto VAR approach to cointegration. The study found that insurance investment, insurance claim and insurance premium exhibit dynamic effect on insurance companies' growth, profitability and penetration. The study concluded that insurance intermediation operations have effect on corporate performance of insurance companies in Nigeria. In line with the conclusion, the study recommends that management of insurance companies should ensure that optima combination of assets should form their portfolio.

Keywords: Insurance investment, Insurance claim and Insurance premium, Insurance companies' growth, Insurance companies' profitability, Insurance companies' penetration

1.0   Introduction

Insurance business is also seen as the backbone of any country 's risk management system, since it ensures financial security, serves as an important component in the financial intermediation chain, and offers a ready source of long term capital for infrastructural projects in Nigeria (Augustine & Nwanneka, 2011). Similarly, insurance business plays a vital role in the Nigerian economy through risk bearing, employment of labour, payment of tax, providing vehicle for investors and other financial investment services, (Hamadu & Mojekwu, 2010). Therefore, it is important to ensure that insurance companies' in Nigeria are performing efficiently and significantly. Insurance companies are the sellers and suppliers of insurance product in Nigeria. According to the Nigerian Insurance Act 2003, there are two broad categories of insurance business in Nigeria: life insurance business; and non-life (General) insurance business. It is permitted under the Nigerian laws for an insurance company to engage in both, life insurance and non-life insurance activities. Furthermore, insurance companies in Nigerian were established to provide insurance cover for life insurance and non-life insurance. The life insurance companies provide cover for individual life, group life, pension and health risks, while non-life insurance activities include those in respect to fire, general accident, motor vehicle, marine and aviation, oil and gas, engineering, bond credit, guarantee and surety ship and miscellaneous insurance. Moreover, reinsurance companies in Nigeria were established to provide cover for insurance companies in Nigeria. The re-insurers also provide technical security and capacity for the insurance companies and do not supply insurance directly to the consumers (Hamadu & Majekwu, 2010). Moreover, in Nigeria, there are many international as well as indigenous insurance companies. Therefore, the formation of Insurance and re-insurance companies has to be with the approval of the Corporate Affairs Commission under conditions stipulated in Companies and Allied Matters Act, No. 1 of 1990 which was amended 2004. In addition, registration has to be made with the National Insurance Commission (NAICOM).

Globally, the performance of insurance companies is an important indicator of a thriving economy that could lead to an increase in Gross Domestic Product (GDP) of a nation, more specifically non-banking sector like insurance companies (USAID, 2012). Furthermore, the world economy has become more integrated; firms have been facing more and more pressure to disclose their business performance. In this view, regulators all over the world are negotiating and harmonizing global insurance regulations which could lead to greater standardization of insurance policies and promote globalization of the insurance value chain. Thus, this will also improve insurance intermediation operations. The necessity of insurance companies in Nigeria is due to the fact that most of the business organisations operate in a non-stable and dynamic environment which is full of risk and uncertainty and have a significant effect on the performance of the business organization.

In view of this, reform was introduced on 5th September, 2005 and ended on 28th February, 2007 by NAICOM. Besides, eight (8) years after completion of the reform; the official report revealed that the performance of insurance companies in Nigeria still remains below average (NAICOM, 2014). This is because there is lack of awareness and researches on the importance of insurance companies even when conducted most of the studies mostly focused on the effect of insurance companies on economic growth and development and some concentrate on determinants of insurance companies' performance but to the best of the researcher's knowledge very little studies exist on insurance companies' intermediation operation and performance of insurance companies in Nigeria. Based on this, this study intends to bridge the gap in the literature and contribute to the existing knowledge by examining dynamic effect of insurance companies intermediation operations on the performance of insurance companies in Nigeria. in line with this objective, the following research questions are stated; What effect does insurance intermediation operations have on growth of insurance companies in Nigeria? Do insurance intermediation operations have effect on profitability of insurance companies in Nigeria? Does insurance intermediation operations granger cause penetration of insurance companies in Nigeria? In consonance with these research questions, the following research hypotheses are formulated; Insurance intermediation operations have no significant effect on growth of insurance companies in Nigeria; Insurance intermediation operations have no significant effect on profitability of insurance companies in Nigeria; There is no granger causation between Insurance intermediation operations and penetration of insurance companies in Nigeria.

2.0   Literature Review

Literarily, intermediation is the of mobilizing resources from the surplus units for the use of the deficit units for investment purposes. The process bridge the gap between the ultimate users of the funds and ultimate savers of the funds. The institutions that serve as a link between those units those are in excess of funds and those in need of funds for economic activities are referred to financial intermediaries. Institutions that serve as financial intermediaries

include deposit money banks, Merchant Banks, Development Banks and Specialised Bank, Insurance Companies, Pension and Provident funds and unit Trust. Thus study focused on insurance intermediation operations. Performance measurement, on the other hand, measures both social impact and organizational performance, though in a less rigorous manner. In recent years performance measurement has gained popularity, especially as shareholders and regulators look for ways to compare organizations' efficiency within the periods. A measure (or metric) is a quantitative value that can be used for purposes of comparison (Simmons 2000). However, based on this study performance of insurance companies in Nigeria are measured by three proxies which are growth, profitability and penetration. Having explained the key concept, the study reviewed some of the related literature as follows; Kaguri (2013) conducted a study on moderating effect of firm characteristics (size, diversification, leverage, liquidity, age, premium growth and claim experience) on financial performance of life insurance companies in Kenya. The study findings indicated that the variables were statistically significance to influencing financial performance of life insurance companies as indicated by the positive and strong Pearson correlation coefficients. Empirical analysis by Daniel and Tilahun (2013) investigated the determinants of performance in Ethiopian insurance companies using a panel data set consisting of financial data of nine insurers over the period of 2005 to 2010. The results of regression analysis reveal that insurers' size, tangibility and leverage are statistically significant and positively related with return on total asset; however, loss ratio (risk) is statistically significant and negatively related with ROA. Thus, insurers' size, Loss ratio (risk), tangibility and leverage are important determinants of performance of insurance companies in Ethiopia. But, growth in writing premium, insurers' age and liquidity have statistically insignificant relationship with ROA. A study by Eze and Victor (2013) examined the impact of insurance practice on the growth of Nigerian economy. The study used insurance premium income, total insurance investment and income of insurance development as determinants of insurance practice. The study observed that the insurance premium has significantly impacted on economic growth in Nigeria and that there is causal relationship between insurance sector development and economic growth in Nigeria. Muhaizam (2013) investigated the determinants of financial performance with an emphasis on general Takaful and insurance companies in Malaysia using panel data over the period of 2004 to 2007, using investment yield as the performance measure. The study found that size of the

company, reinsurance dependence and solvency margin are statistically significant determinants of the investment performance of the general Islamic insurance companies in Malaysia. For conventional insurance, all factors are statistically significant determinants of investment performance, except for equity returns.

Mwangi, and Iraya (2014) investigated the determinants of financial performance of general insurance underwriters in Kenya. The study found that financial performance was positively related to earning assets and investment yield. Financial performance was negatively related to loss ratio and expense ratio. Growth of premiums, size of underwriter and retention ratio were not significantly related to financial performance. Lee (2014) investigated the relationship between firm specific factors and macroeconomics on profitability in Taiwanese property-liability insurance industry using the panel data over the1999 through 2009-time period. The results showed that underwriting risk, reinsurance usage, input cost, return on investment (ROI) and financial holding group have significant influence on profitability in both operating ratio and ROA models. The study concluded that insurance subsidiaries of financial holding group compared with other insurance companies have lower profitability. Yusuf, and Ajemunigbohun, (2015) studied the effectiveness, efficiency, and promptness of claims handling process in the Nigerian insurance industry. The study found that managing claims effectively and efficiently had significantly affected operational process in claims management and thus, promptness in claims handling processes does essentially assist in fraud detection and prevention.

Angima and Mwangi (2017) conducted study on effects of underwriting and claims management on performance of property and casualty insurance companies in East Africa. The findings showed that there is a significant positive relationship between underwriting and claims management practices employed by the firms and non-financial performance, but the relationship with financial performance was insignificant. From the literature reviewed, it is explicit that most to studies concentrated on firm specific factor as determinant of financial performance but few of the study examined insurance intermediation operations on performance of insurance companies. Thus, this study breaches the existing gap in the literature and contributes to body of literature on insurance intermediation operations and performance of insurance companies. Thus, in carrying out this study, resource-based theory is anchored on.

3.0 Methodology

The data to be used for this study are time series data collected over a successive point in time. Therefore, the research design appropriate for the study, considering the research problem, the questions and the hypotheses to be tested is ex post -facto research design. The population the study comprises all the insurance companies operating in Nigeria as at December 2018 without limitation to their area of operation in insurance business. The sample of the study comprises all the insurance companies operating in Nigeria as at December 2018 because the data used for this study time series. The study adopts purposive sampling technique. Thus, the sample of the study covers the period of thirty-six years spanning from 1981 to 2016. The data to be used for the study are extracted from secondary sources only. The secondary data were sourced from Central Bank of Nigeria statistical bulletin, Bureau of statistics reports, the National Pension Commission Annual Reports, Text books and academic Journals. The study adopts vector autoregressive models such as vector error correction mechanism, autoregressive distributed lag and Toda and Yamomoto VAR approach to cointegration. The model specifications of the three VAR models are specified as follow;

$$\Delta^{ko}GR_t = \Theta_o + \Sigma_{i=1}^{n}\Theta_1(\Delta^{k1}CLAIM_{t-i})$$
$$+\Sigma_{i=1}^{n}\Theta_2(\Delta^{k2}INV_{t-i}) + \Sigma_{i=1}^{n}\Theta_3(\Delta^{k3}PRE_{t-i})$$
$$+\Sigma_{i=1}^{n}\Theta_4(ECM_{t-i}) + \mu. (3.1)$$

The ARDL form can be given as:
$$PR_t = b_0 + \sum_{k=0}^{n} biCLAIM_{t-i}$$
$$+ \sum_{k=0}^{n} biINV_{t-i} + \sum_{k=0}^{n} biPRE_{t-i}$$
$$+w_t\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots.3.2$$
$n = n^1 = n^2 = n^3$

The Toda and Yamomoto is specified below:
$$\Delta^{ko}PEN_t = \Theta_o + \Sigma_{i=1}^{n+dmax}\Theta_1(\Delta^{k1}CLAIM_{t-i}) + \Sigma_{i=1}^{n+dmax}\Theta_2(\Delta^{k2}INV_{t-i}) + \Sigma_{i=1}^{n+dmax}\Theta_3(\Delta^{k3}PRE_{t-i}) + \Sigma_{i=1}^{n}\Theta_4(ECM_{t-i}) + \mu_t\dots\dots\dots\dots\dots\dots\dots (3.3)$$

From the models specifications, GR represents insurance growth, CLAIM represents insurance claim, INV represents insurance investment, PRE represents insurance premium, ECM represent error correction mechanism, Θ_o- Θ_4 and b_0- b_i represent the coefficients, ut and wt represent error term. For this analysis the model is specified in log equation in order to smooth the data all variables were converted to natural logarithm. The use of natural logarithm, rather than levels and percentage changes, mitigates correlations among the variables. Also, it helps in reducing heteroscedasticity as it compresses the scale in which variables are being measured. Kuwornu (2012).

Table 3.1: Measurement of Variable and Definition

S/N	Variables	Types of Variables	Measurements	Source
1	Insurance Growth	Dependent Variable	Logarithm of total assets	Momudu, Ezirim, and Olaletan (2015)
2	Insurance Profitability	Dependent Variable	Income divided by total asset	Momudu, et al (2015)
3	Insurance Penetration	Dependent Variable	Premium divided by gross domestic product	Momudu, et al (2015)
4	Insurance Claim	Independent Variable	Index	CBN Statistical Bulletin
5	Insurance investment	Independent Variable	Index	CBN Statistical Bulletin
6	Insurance premium	Independent Variable	Index	CBN Statistical Bulletin

Source: Author's Compilation, (2019)

4.1   Result

The data set on the variables for this study is summarized on yearly basis for quick overview as presented in table 4.1 below.

Table 4.1 -Data Set on Insurance Claim, Investment, Penetration, Premium, Profitability and Growth

	1981	1982	1983	1984	1985
CLAIM	1.87	1.90	1.90	1.89	1.81
INV	3.01	3.06	3.04	3.13	3.29
PEN	0.0	0.0	0.0	0.0	0.0
PREM	2.37	2.40	2.28	2.31	2.29
PROF	0.04	0.03	0.01	0.02	0.00
GROWTH	3.24	3.42	3.23	3.31	3.31
	1986	1987	1988	1989	1990
CLAIM	1.94	2.04	2.18	2.45	2.49
INV	3.40	3.42	3.63	3.72	3.80
PEN	0.0	0.0	0.0	0.0	0.1
PREM	2.41	2.61	2.69	2.83	3.01
PROF	0.02	0.05	0.05	0.03	0.08
GROWTH	3.36	3.44	3.51	3.58	3.62
	1991	1992	1993	1994	1995
CLAIM	2.59	2.79	3.43	3.12	3.18
INV	3.82	4.01	4.31	4.37	3.85
PEN	0.1	0.1	0.2	0.7	0.7
PREM	3.11	3.39	3.69	4.16	4.13
PROF	0.09	0.01	-0.01	2.71	1.44
GROWTH	3.63	3.69	3.72	3.60	3.81

	1981	1982	1983	1984	1985
CLAIM	1.87	1.90	1.90	1.89	1.81
INV	3.01	3.06	3.04	3.13	3.29
PEN	0.0	0.0	0.0	0.0	0.0
PREM	2.37	2.40	2.28	2.31	2.29
PROF	0.04	0.03	0.01	0.02	0.00
GROWTH	3.24	3.42	3.23	3.31	3.31
	1986	1987	1988	1989	1990
CLAIM	1.94	2.04	2.18	2.45	2.49
INV	3.40	3.42	3.63	3.72	3.80
PEN	0.0	0.0	0.0	0.0	0.1
PREM	2.41	2.61	2.69	2.83	3.01
PROF	0.02	0.05	0.05	0.03	0.08
GROWTH	3.36	3.44	3.51	3.58	3.62
	1991	1992	1993	1994	1995
CLAIM	2.59	2.79	3.43	3.12	3.18
INV	3.82	4.01	4.31	4.37	3.85
PEN	0.1	0.1	0.2	0.7	0.7
PREM	3.11	3.39	3.69	4.16	4.13
PROF	0.09	0.01	-0.01	2.71	1.44
GROWTH	3.63	3.69	3.72	3.60	3.81
	1996	1997	1998	1999	2000
CLAIM	3.22	3.22	3.29	3.77	3.75
INV	4.09	4.13	4.19	4.33	4.40
PEN	0.5	0.5	0.5	0.7	1.0
PREM	4.04	4.04	4.07	4.16	4.35
PROF	0.25	0.26	0.26	0.10	0.14
GROWTH	4.46	4.58	4.62	4.70	4.79
	2001	2002	2003	2004	2005
CLAIM	3.79	3.84	3.97	4.08	4.09
INV	4.51	4.57	4.74	4.87	5.09
PEN	1.1	1.3	1.4	1.4	1.8
PREM	4.46	4.58	4.64	4.70	4.83

	2006	2007	2008	2009	2010
CLAIM	4.88	4.20	4.41	4.69	4.58
INV	5.34	5.52	5.53	5.54	5.55
PEN	2.0	2.1	2.7	3.1	2.9
PREM	4.91	4.95	5.10	5.19	5.20
PROF	0.13	0.19	0.21	0.22	0.25
GROWTH	5.49	5.63	5.76	5.77	5.77
	2011	2012	2013	2014	2015
CLAIM	4.60	4.61	4.62	4.63	4.73
INV	5.56	5.54	5.52	5.32	5.68
PEN	3.1	3.9	3.6	3.7	1.8
PREM	5.24	5.37	5.35	5.39	5.09
PROF	0.28	0.60	0.27	2.62	1.26
GROWTH	5.79	5.50	5.72	5.46	5.81
	2016				
CLAIM	5.66				
INV	5.71				
PEN	10.3				
PREM	5.84				
PROF	1.68				
GROWTH	5.85				

Source: Annual Statistical CBN Bulletin

Table 4.1 presents approximate data point on each variable through 1981 to 2016. The data set for insurance claim, penetration, premium, profitability, investment and growth are converted to ratio in order to maintain a constant unit for all the variables. In respect of these metrics or units of measurement, the descriptive statistics are calculated, and as indicated in table 4.2.

Table 4.2 -Descriptive Statistic Results

	CLAIM	INV	PEN	PREM	PROF	GROWTH
Mean	3.449457	4.432041	1.426359	4.032969	0.394669	4.542333
Median	3.589635	4.350000	0.695618	4.163107	0.176032	4.658825
Maximum	5.656855	5.705458	10.26356	5.843368	2.709198	5.846936
Minimum	1.806173	3.006144	0.013059	2.282851	-0.014247	3.231469
Std. Dev.	1.090162	0.889726	1.952048	1.116459	0.680988	0.972204
Skewness	-0.073733	-0.022498	2.743235	-0.314627	2.442167	-0.016735
Kurtosis	1.853762	1.701629	12.66392	1.732522	7.943546	1.380507
Jarque-Bera	2.003412	2.531690	185.2390	3.003693	72.44306	3.935819
Probability	0.367252	0.282001	0.000000	0.222719	0.000000	0.139749
Observations	36	36	36	36	36	36

Source: Author's computation from E -view Output (2019)

Table 4.1 shows the summarized descriptive statistics computed on the series of insurance claim, insurance investment, insurance penetration, insurance premium insurance profitability and insurance growth respectively. It is remarkable that both the median and average values are positive in each case. I also observe that there is a significant margin between the median and mean. This means these variables displayed an increasing tendency through the period of investigation. Thus, there is statistical evidence that since the period of 36 years insurance claim, insurance investment, insurance penetration, insurance premium insurance profitability and insurance growth have been increasing.

Although, there is a minimum value in the profitability as shown by the descriptive statistics, this implies decrease in the profitability of insurance companies in Nigeria to the tune of (0.014247). Looking at the range of these variables, insurance penetration has the largest range (10.26356-0.013059) with a an associated largest standard deviation value of 1.952048 and this implies that insurance penetration is the most volatile variable among the variable under consideration. In a different token, insurance profitability has the lowest range of (2.709198-0.014247) with an associated lowest standard deviation value of 0.680988 and this implies

that insurance penetration is the most volatile variable among the variable under consideration. The scale of skewness with respect to insurance claim, insurance investment, insurance premium and insurance growth are negatively skewed and this implies that they exhibit large values over a long portion of the sampling period. On the contrary, insurance penetration and insurance profitability are positively skewed and have large values over a short period. The values of kurtosis that are larger than 3 show that insurance penetration and insurance profitability are leptokurtic, and therefore, they have tin tail in their distribution pattern, suggesting that there are presence of outliers or large values in the expected future date. However, while insurance claim, insurance investment, insurance premium and insurance growth are plytokurtic in nature. Finally, the probability values corresponded to JB statistics with respect to insurance penetration and insurance profitability are lesser than 5 percent, meaning that the distribution pattern of these variables is not normal. However, the probability values in respect to insurance claim, insurance investment, insurance premium and insurance growth are larger than 5 percent. This implies that these variables are normally distributed. The study proceeds to describe these variables using graphs as demonstrated below.
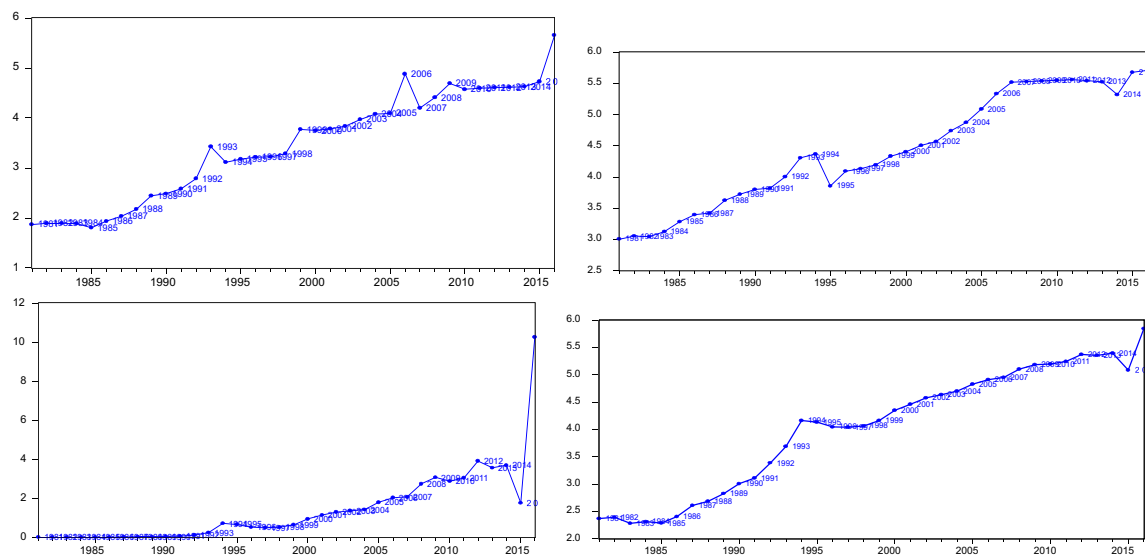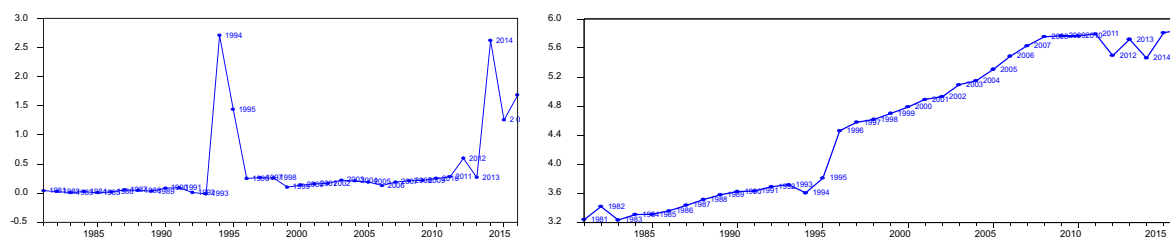
Figure 1: Line Graph of CLAIM, INV, PREM, PEN, PROF, GROWTH

The visual illustration shows that the insurance claim, insurance investment, insurance penetration, insurance premium, insurance profitability and insurance growth are persistently increasing and decreasing throughout the sample period. The graphs do not show any traces of constant trend. They all started rising gradually, but dwindling in-between the sampling period. Having described the underlying characteristics of the data collected on the interested variables. Summarily, both the statistical and visual methods provided mixed results with respect to symmetric, mexokurtic and normality features of the variables. However, by confirming the possibility of fitting the data into regression equations for estimation purpose, the study conducts pre-model estimation test using optimum lag selection approach and Augmented Dickey-Fuller (ADF) method for stationarity test. Table 4.3 provides the summarized results of the optimum lag selection approach while table 4.4 reports the result of stationarity test. In actual sense, test for lag selection precedes the unit root test. The maximum lag selection test based on all information criteria for the specified variables is conducted and the results are depicted in table 4.3 below.

Table 4.3 Optimum Lag Structure

Lag	LogL	LR	FPE	AIC	SC	HQ
0	-107.2326	NA	4.77e-05	7.077039	7.351865	7.168136
1	62.79611	265.6699	1.15e-08	-1.299757	0.624022	-0.662079
2	140.9793	92.84253	1.06e-09	-3.936206	-0.363475	-2.751946
3	220.8824	64.92130	1.48e-10	-6.680152	-1.458468	-4.949312
4	339.6239	51.94937*	7.10e-12*	-11.85149*	-4.980854*	-9.574069*

*Note that: * indicates lag order selected by the criterion, LR: sequential modified LR test statistic (each test at 5% level), FPE: Final prediction error, AIC: Akaike information criterion, SC: Schwarz information criterion and HQ: Hannan-Quinn information criterion.*
Source: Author's computation from E -view Output (2019)

The optimum lag is given by the smallest value of the information criteria. In the table above all the information criteria- FPE, AIC, SC and HQ have the smaller value at lag 4; implying that 1 is the optimum lag selected by these information criteria. Thus, the AR framework that gives rise to unit root test are operationalized using lag 4 as the optimal lag.

Table 4.4 -Test of Unit Root Based on ADF Mechanism

Variable	ADF-stat	5% critical value	P-value	Int
Prof	-4.887750	2.948048	0.0168	I(0)
Pen	-12.28883	2.960411	0.0000	I(2)
Growth	-6.460520	2.951125	0.0000	I(1)
Cla	-7.415206	2.951125	0.0000	I(1)
Inve	-6.203266	2.951125	0.0000	I(1)
Prem	-4.887750	2.951125	0.0004	I(1)

Source: Author's computation from E -view Output (2019)

4.1.1   Estimation Test
In the methodological background, the study proposed three relationships or three set of insurance intermediation operations that drive insurance performance in Nigeria. The first set comprises insurance intermediation operations and insurance companies' growth in Nigeria, while the second comprises insurance intermediation operations and insurance companies' profitability in Nigeria and the third set of the relationship is insurance intermediation operations and insurance companies' penetration in Nigeria. In response to the first set of the relationship the study subjects the variables to long run cointegration analysis using Johansen

method, error correction analysis and dynamic short run analysis introduced by Granger because all the variables under consideration (insurance claim, insurance investment, insurance premium, and insurance growth) are integrated at first difference only. The result of the cointegration test is presented below:

Table 4.5 Cointegrating factor

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
Panel A:				
None *	0.869232	121.7459	63.87610	0.0000
At most 1	0.525980	58.68158	62.91525	0.0607
At most 2 *	0.521647	35.53991	45.87211	0.0723
At most 3 *	0.335714	12.68033	22.51798	0.1470
Panel B				
None *	0.869232	63.06427	32.11832	0.0000
At most 1	0.525980	23.14167	25.82321	0.1087
At most 2	0.521647	22.85958	29.38704	0.1050
At most 3	0.335714	12.68033	22.51798	0.1470

Source: Author's computation from E -view Output (2019)

As shown in table 4.5, the outputs of the trace test are reported in panel A, and those of the maximum Eigen test are presented in panel B. In the first raw of panel A, the trace statistic (121.7459) is larger than the 5 percent critical value (63.87610), meaning that the trace test rejects the null hypothesis that there is no cointegration. However, in the second raw, the trace statistic (58.68158) is less than the critical value (62.91525), and as such the null hypothesis that there is only one cointegrating vector cannot be rejected. In an analogous vein, the null hypothesis that there is no cointegration is rejected in panel B based on the maximum Eigen value test. So also, the hypothesis of only one cointegrating vector is not rejected. Therefore, the trace and maximum Eigen tests unanimously consent that there is one cointegrating vector. This is also confirmed by the result of the probability values displayed in both panel A and B. This simply implies that there is strong evidence that insurance companies' growth in Nigeria and insurance intermediation operations correlate together in the long run. The nature of this long run relationship is shown in table 4.6.

Table 4.6 - Nature of the Long Run Relationship between Growth, Inv, Claim and Premium

Variable	Coefficient	Std-error	T-value
Inv(-1)	0.233939	(0.17230)	[1.35771]
CLAIM(-1)	-0.078059	(0.50276)	[-0.15526]
PREM(-1)	-0.896918	(0.39163)	[-2.29023]

Source: Author's computation from E -view Output (2019)

The long run coefficient with respect to insurance investment is 0.233939 and the associated t-value 1.35771. This means in the long run insurance investment will decrease significantly with increase in insurance companies' growth in Nigeria. The long run coefficient of insurance claim is -0.078059 and the associated t-value of -0.15526 and this imply that insurance claim has a negative but insignificant effect on insurance companies' growth in Nigeria. Insurance premium has a coefficient is -0.896918 with associated t-value-2.29023 and this implies insurance premium has a negative and insignificant on insurance companies' growth in Nigeria. The disequilibrium in the long run must be corrected otherwise, long run relationship does not exist. The correction mechanism is referred to error correction model (ECM). The study estimates the ECM coefficient along with short run dynamic coefficients, and the values of these coefficients are presented in table 4.7.

Table 4.7 - Dynamic Short Run Relationship between Growth, Inv, Claim and Premium, and the ECM Coefficient

Variable	Coefficient	Std-error	T-value
ECM	-0.725395	(0.12390)	[-5.85490]
D(GROWTH(-1))	-0.410615	(0.18354)	[-2.23717]
D(INV(-1))	-0.087841	(0.19555)	[-0.44920]
D(CLAIM(-1))	0.116626	(0.11880)	[0.98168]
D(PREM(-1))	-1.482363	(0.26768)	[-5.53776]

Source: Author's computation from E -view Output (2019)

Table 4.7 uniquely presents the coefficients of short run dynamic variables- D(GROWTH (-1)), D(INV(-1)), D(CLAIM(-1)), D(PREM(-1)) and ECM coefficient. The dynamic coefficient of insurance growth at lag 1 is negative. This means an increase in previous insurance growth could lead to decrease in current insurance growth in the short run. While previous insurance investment and insurance premium influence current insurance growth negatively. Hence, in the short run dynamic changes in the insurance claim could lead to positive changes in insurance growth. The ECM coefficient is negative -0.725395, suggesting that any disequilibrium can be corrected at the speed or rate of 72 percent within a year. In view of this, there is long run dynamic causality or influence running from insurance intermediation operations to insurance companies' growth in Nigeria.

Based on second hypothesis the study conduct the ARDL approach to cointegration to yield the short run dynamic relationship, long run relationship and the equilibrium parameter because the order of integration between insurance intermediation operations and insurance companies' profitability in Nigeria is I(1) and I(0). Thus, the test for ergodicity and LM serial correlation are carried out in order to conform with the pre-requisites for the ARDL or Bond test to cointegration.

4.2.1 Testing for LM Serial Correlation and Ergodicity
This test is carried out for the ARDL specifications between the insurance intermediation operation and profitability. Table 4.7 reports the test of LM serial correlation for the relation between insurance intermediation operation and profitability

Table 4.8 Showing LM Serial Correlation Test f or Insurance Intermediation Operation-Insurance Companies' Profitability Nexus

Lags	LM-Stat	Prob
1	15.68101	0.4754
2	15.75147	0.4704
3	16.48037	0.4200

Source: Author's computation from E-view Output (2019)

The study examined the LM statistics up to lag 3 and the statistics appear to be very small; while the corresponding p-values are respectively larger 5 percent. In view of this, the null hypothesis of no serial correlation cannot be rejected. The residuals are independently spread. The test for ergodicity is carried out by computing the root of the AR polynomial and it is shown in the figure 4.2 below.
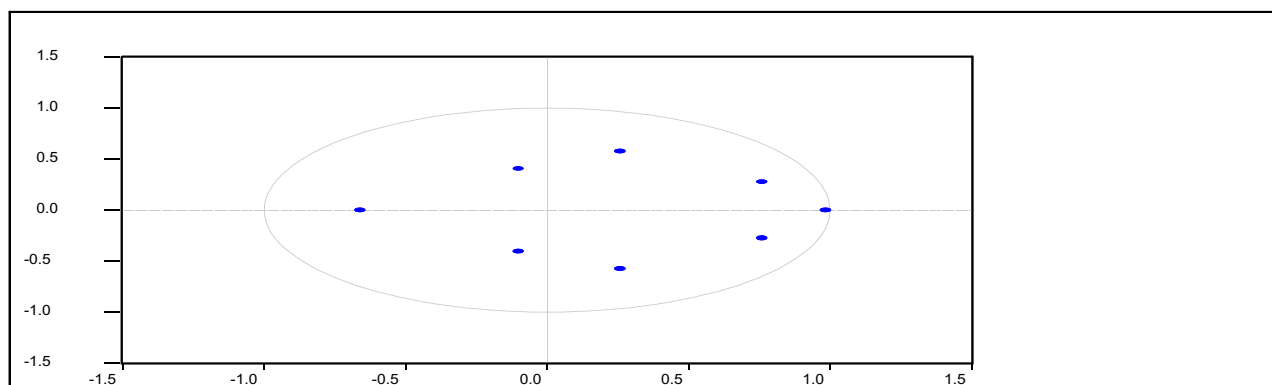
The root of the polynomial is the blue dot found within the unit cycle or interval and it is less than 0.5. Since the modulus or the polynomial root is less than 1 and is within the unit interval; the null hypothesis that the ARDL process is not stationary is rejected. Thus, the ARDL process for industrial out-banking factor specification is ergodic and the residual term for this system is reversible.

4.2.2 Model Selection
To test the hypothesis for this study, Autoregression Distributed Lag (ARDL) of various orders are tested; precisely 500 ARDL models are evaluated for each relationship, in which the study present the top 20 ARDL models below based on their information criteria. The Akaike Information Criterial (AIC) is adopted for the section of the optimum ARDL model. The result is presented in figure 4.3.

Figure 4.3- Optimum ARDL Model for Insurance Intermediation Operation-Insurance Companies' Profitability Nexus
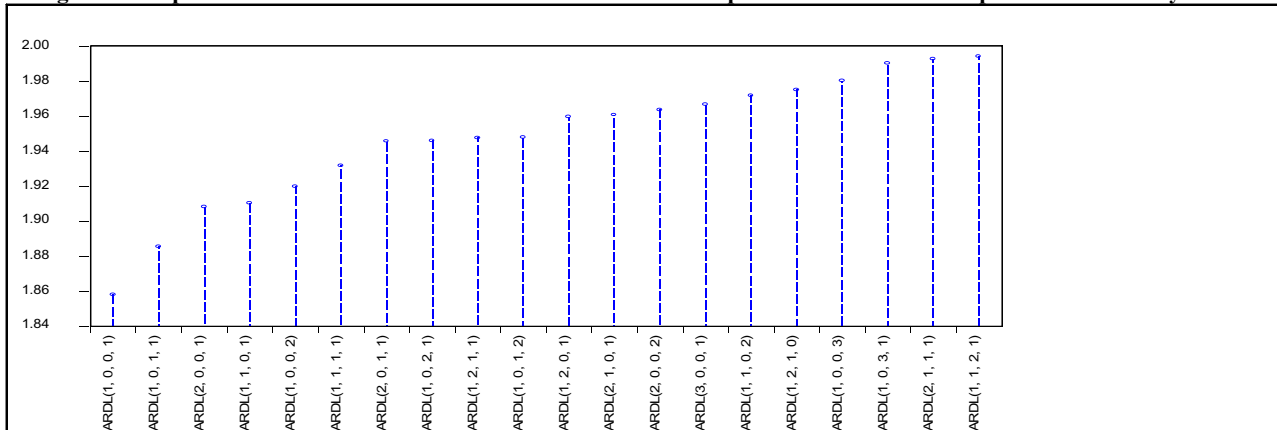
The ARDL model with the highest AIC value (almost approaching 2.0) among the top ARDL models is ARDL (1,1, 2,1). While the smallest AIC is 1.84 corresponding to ARDL (1, 0,0,1). Thus, ARDL (1, 0, 0, 1) is the optimum ARDL model.

4.2.3 Testing for Autocorrelation

The classical assumption says that if the residuals are autocorrelated, the estimated parameters will be inconsistent and bias. I conduct a test for the violation of this assumption on the two ARDL models selected. Tables 4.4 and 4.5 present the results.

Table 4.9 -Autocorrelation Test for ARDL (1, 0, 0, 1) Quoted for Insurance Intermediation Operation - Insurance Companies' Profitability Nexus

	AC	PAC	Q-Stat	Prob*
1	0.106	0.106	0.4280	0.513
2	-0.129	-0.142	1.0781	0.583
3	0.032	0.065	1.1197	0.772
4	0.012	-0.019	1.1260	0.890
5	0.066	0.083	1.3149	0.933

Source: Author's computation from E -view Output (2019)

The residuals of the ARDL (1, 0, 0, 1) quoted for insurance intermediation operations-insurance companies' profitability nexus tested for autocorrelation. The test results are shown in table 4.9. As observed in the table from lag 1 to 5, the p-values associated with the Q statistics are in each case greater than 5 percent alpha value, suggesting that hypothesis of no autocorrelation is not rejected. The model is appropriate based on the autocorrelation test.

4.2.4   Cointegration Test based on Bond Approach

The first question to address in this study is the issue of long run relationship. Here the specific hypothesis tested are insurance companies' profitability maintains a cointegrating relationship with insurance claim, insurance investment and insurance premium. In view of this, the study conducts bound test, whose results are reported in table 4.10.

Table 4.10 -Bound Test Results on Insurance Intermediation Operation -Insurance Companies' Profitability Nexus

Test-stat	Value	Sig	I (0)	I (1)	
			Asymptotic: n=1000		
F-statistic	9.857093	10%	2.37	3.2	
k	3	5%	2.79	3.67	
		2.5%	3.15	4.08	
		1%	3.65	4.66	
Actual Sample Size	33		Finite Sample: n=35		
		10%	2.618	3.532	
		5%	3.164	4.194	
		1%	4.428	5.816	
			Finite Sample: n=30		
		10%	2.676	3.586	
		5%	3.272	4.306	
		1%	4.614	5.966	

Source: Author's computation from E -view Output (2019)

As shown in the table the F statistic is 9.86, the lower bound I (0) values at 5 percent for the asymptotic sample and finite sample are 2.79 and 3.164 respectively; while the upper bound 1 (1) at 5 percent for the asymptotic sample and finite sample are 3.67 and 4.194 respectively. It seems good that the F statistic 9.86 exceeds the upper value in both sample sizes. Even in the less sample size where n=30, the F statistic still exceeds the upper value at 5 percent. This suggest that the null hypothesis that no level relationship is rejected at 5 percent level of significance. This investigation finds out that there is existence of cointegrating relationship between insurance companies' profitability, insurance claim,

insurance investment and insurance premium. This answers the question of cointegration between these variables.

4.2.5   Long Run Multiplier Effects

Evidences based on tables 4.10 indicate that long run relationship exists among the variables of interest in the base line models. This serves as a background to test the hypotheses whether there are positive or negative multiplier effects from the set of the covariates to the explained variable in each model. The test results are reported in tables 4.11 for insurance intermediation operation-insurance companies' profitability nexus.

Table 4.11 Insurance Intermediation Operation-Insurance Companies' Profitability Treated for Log Run Multiplier Effects

Variable	Coefficient	Std. Error	t-Statistic	Prob.
CLAIM	-1.940977	1.286335	-1.508920	0.1421
INV	0.141599	0.923719	0.153293	0.8792
PREM	2.013218	1.009135	1.994993	0.0555
C	-1.927881	1.868619	-1.031715	0.3107

Source: Author's computation from E-view Output (2019)

Table 4.11 shows that coefficients of insurance claim, insurance investment, insurance premium and insurance companies' profitability are -1.940977, 0.141599 and 2.013218 respectively; with corresponding probabilities of 14%, 87% and 5%. This implies that positive multiplier effects run from insurance claim, insurance investment and insurance premium to insurance companies' profitability in the long-run. Specifically, a 1 percent change in insurance claim decreases insurance companies' profitability by 194 percent. While a 1 percent rise in insurance investment and insurance premium leads to

14 percent and 201 percent increase in insurance companies' profitability respectively. It has long been discovered that within the purview of the short run situation, variables are not static rather dynamic because their present values depend on the previous values. Based on this stylized fact, the researcher attempts to investigate the short run dynamic relationship between the covariates and explained variables of the model specified for these variables in the previous chapter of the study. Therefore, tables 4.13 report the results of the short run dynamics and the adjustment parameter.

Table 4.13 Insurance Intermediation Operation-Insurance Companies' Profitability Treated for Short Run Dynamic Relationship and Adjustment Parameter

Regressors	Coefficient	Std-error	T-value	P-value			
D(CLAIM)		-1.038975			0.543489	-1.911675	0.0658
D(INV)		0.075796			0.485611	0.156083	0.8770
D(PREM)		2.739372			0.780573	3.509436	0.0015
CointEq(-1)		-0.535284			0.170937	-3.131468	0.0040

Source: Author's computation from E-view Output (2019)

The table reveals the adjustment parameter of -0.53 with the probability value of 0.0040 percent. This implies two basic condition of error correction mechanism was met which are; the value must be negative and lies between -1 and 0. This implies that, the long run causality or influence runs from insurance claim, insurance investment, and insurance premium to insurance profitability and also, 53 percent disequilibrium is to be corrected within a year. This suggests that 53 percent disequilibrium in economic growth is corrected/adjusted when insurance claim, insurance investment, and insurance

premium rate jointly changes by 1 percent. The coefficient of insurance claim is negative (-1.038975) and significant. This affirms that insurance claim has negative short run dynamic influence on insurance profitability. Also, the coefficients of insurance investment have a positive (0.075796) but insignificant. This affirms that insurance investment has negative short run dynamic influence on insurance profitability Remarkably, the coefficient of insurance premium has a positive and significant short run effect on insurance profitability.
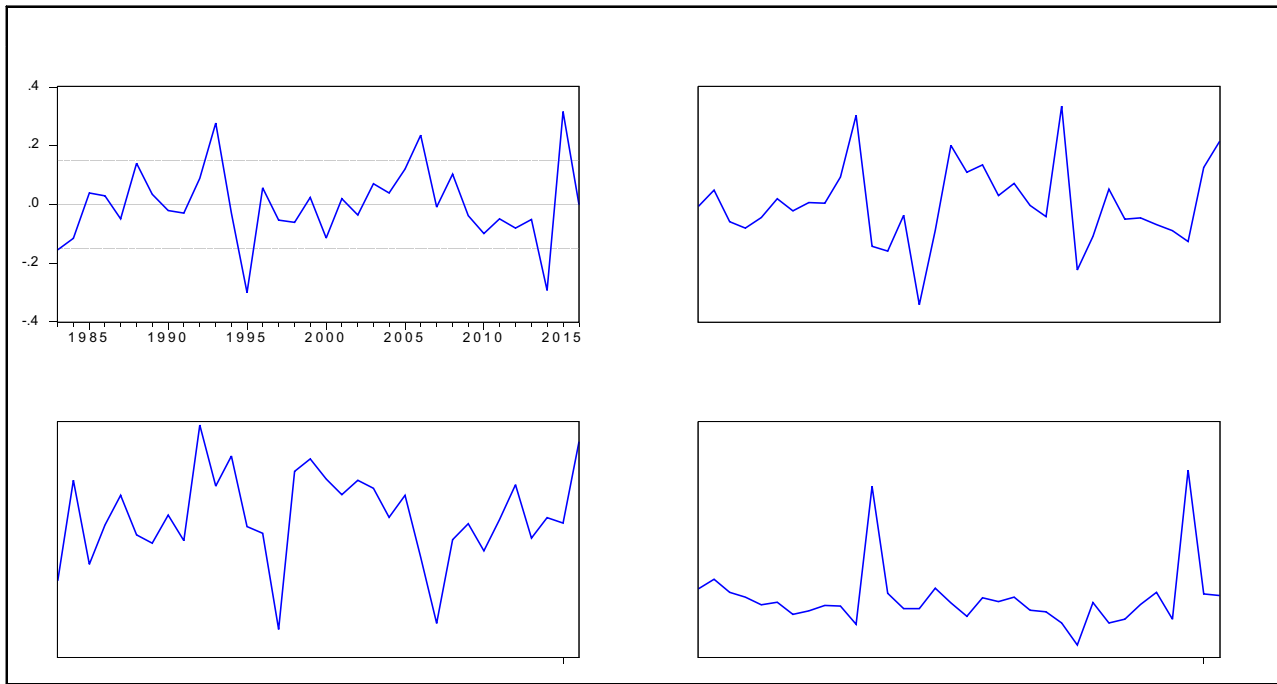
Based on third hypothesis the study conduct the Toda and Yamomoto Var to cointegration to yield the short run dynamic relationship, long run relationship and the equilibrium parameter because the order of integration between insurance intermediation operation and Penetration is I(1) and I(2). Thus, the test for ergodicity and LM serial correlation are carried out in order to conform with the pre-requirements for the ARDL or Bond test to cointegration. The pre-model estimation tests that are necessary to conduct are optimum lag structure and the autocorrelation LM Test. The results are presented in the table 4.14 and 4.15 below.

4.3.1   Maximum Lag Selection

The maximum lag selection test based on all information criteria for the specified variables is conducted and the results are depicted in table 4.13 below

Table 4.13 Optimum Lag Structure

Lag	LogL	LR	FPE	AIC	SC	HQ
0	-83.32418	NA	0.003288	5.633818	5.818849	5.694133
1	25.51708	182.5724	8.33e-06	-0.355941	0.569212*	-0.054364
2	51.19835	36.45084	4.72e-06	-0.980539	0.684737	-0.437701
3	61.16602	11.57536	8.11e-06	-0.591356	1.814042	0.192744
4	102.6988	37.51346*	2.15e-06	-2.238631	0.906889	-1.213270
5	130.8069	18.13429	1.86e-06*	-3.019802*	0.865841	-1.753179*

*Note that: * indicates lag order selected by the criterion,   LR: sequential modified LR test statistic (each test at 5% level), FPE: Final prediction error, AIC: Akaike information criterion, SC: Schwarz information criterion and HQ: Hannan-Quinn information criterion.*
Source: Author's computation from E -view Output (2019)

The optimum lag is given by the smallest value of the information criteria. In the table the information criteria- FPE, AIC and HQ have the smaller value at lag 5 while the information criteria-LR and SC have smaller value at 4 and 1 respectively; implying that 5 is the optimum lag selected by these information criteria. Thus, the AR framework that gives rise to unit root test is operationalized using lag 5 as the optimal lag.

4.3.2   Testing for LM Serial Correlation and Ergodicity

This test is carried out for the Toda and Yamomoto specifications between the insurance intermediation operation and Penetration. Table 4.14 reports the test of LM serial correlation for the relation between insurance intermediation operation and penetration.

**Table 4.14 Showing LM Serial Correlation Test for Insurance Intermediation Operation -Insurance Companies'
Penetration Nexus**

Lags	LM-Stat	Prob
1	11.44917	0.7809
2	37.54381	0.0018
3	22.81879	0.1187
4	13.61788	0.6272
5	22.09401	0.1402

Source: Author's computation from E-view Output (2019)

The study examined the LM statistics up to lag 5 and the statistics appear to be very small; while the corresponding p-values are respectively larger 5 percent. In view of this, the null hypothesis of no serial correlation cannot be rejected. The residuals are independently spread. The test for ergodicity is carried out by computing the root of the AR polynomial and it is shown in the figure below.
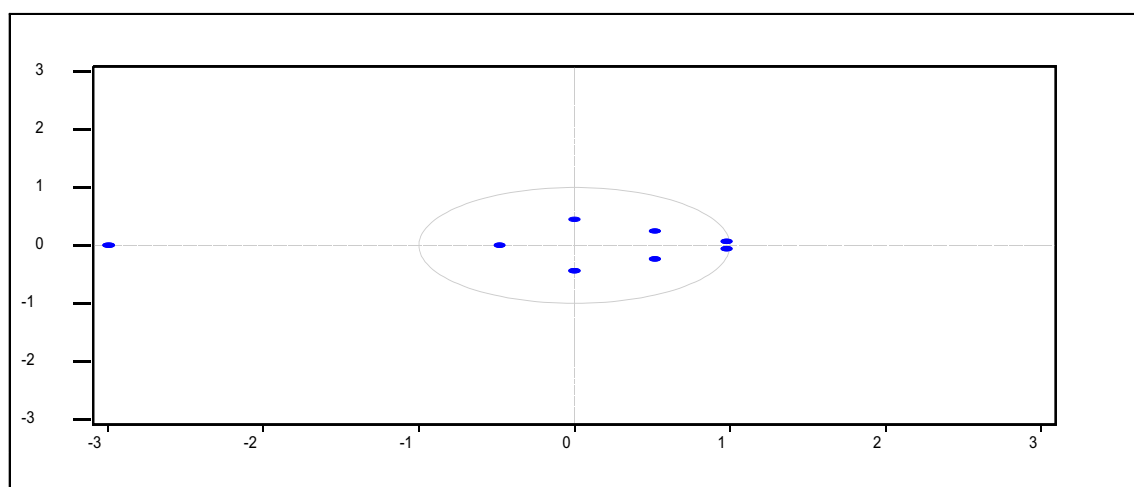
The root of the polynomial is the blue dots where some are found within the unit cycle and some marginally lies on the cycle. Since the modulus or the polynomial root is less than 1 and is within the unit interval; the null hypothesis that the ARDL process is not stationary is rejected. Thus, the ARDL process for industrial out-banking factor specification is ergodic and the residual term for this system is reversible. Having established that the residual of the model is ergodic, the study conducts the cointegration test between the variable and the result is presented in the table 4.15 below;

		Table 4.15	**Cointegrating Factor**		
Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**	
Panel A					
None *	0.534198	46.78480	40.17493	0.0094	
At most 1	0.278284	21.57296	24.27596	0.1056	
At most 2	0.275729	10.81088	12.32090	0.0884	
At most 3	0.005000	0.165411	4.129906	0.7365	
Panel B	**Eigenvalue**	**Eigen Stat.**	**0.05 CV**	**Prob**	
None *	0.534198	25.21184	24.15921	0.0359	
At most 1	0.278284	10.76208	17.79730	0.4082	
At most 2	0.275729	10.64547	11.22480	0.0631	
At most 3	0.005000	0.165411	4.129906	0.7365	

Source: Author's computation from E-view Output (2019)

As shown in table 4.5, the outputs of the trace test are reported in panel A, and those of the maximum Eigen test are presented in panel B. In the first raw of panel A, the trace statistic (121.7459) is larger than the 5 percent critical value (63.87610), meaning that the trace test rejects the null hypothesis that there is no

cointegration. However, in the second raw, the trace statistic (58.68158) is less than the critical value (62.91525), and as such the null hypothesis that there is only one cointegrating vector cannot be rejected. In an analogous vein, the null hypothesis that there is no cointegration is rejected in panel B based on the maximum Eigen value test. So also, the hypothesis of only one cointegrating vector is not rejected. Therefore, the trace and maximum Eigen tests unanimously consent that there is one cointegrating vector. This is also confirmed by the result of the probability values displayed in both panel A and B. This simply implies that there is strong evidence that insurance companies' growth in Nigeria and insurance intermediation operations correlate together in the long run. The nature of this long run relationship is shown in table 4.16, with emphasis on equation of preference.

Table 4.16: Dependent variable: PEN

Excluded	Chi-sq	df	Prob.
INV	3.574984	2	0.1674
CLAIM	0.218947	2	0.8963
PREM	0.041038	2	0.9797
All	9.959414	6	0.1264

Source: Author's computation from E-view Output (2019)

The result from the table shows that all p-values are insignificant at 5%. This implies that the null hypotheses that the excluded variables do Granger cause equation variables are not rejected with 95 percent confidence. Thus, it means that insurance penetration cannot be used in predicting the future behaviour of insurance investment, insurance claim and insurance premium.

4.4   Discussion of Findings

From the analysis, the study found that in the long run insurance investment will decrease significantly with increase in insurance companies' growth in Nigeria. This is does not conforms to the findings of Shan, Teng, Kai and Chuan (2016). The explanation for this is that most of insurance investments of the insurance companies in Nigeria are prone to higher level of risk which affects their growth negatively. The insurance claim has a negative but insignificant effect on insurance companies' growth in Nigeria. This is not in consonance with the findings of Shan et.al. (2016). The explanation for this is that most of the insurance claim affects the growth of the insurance companies in Nigeria. The study also found that insurance premium has a negative effect on insurance companies' growth in Nigeria. This is line with the finding of Shan et.al. (2016). Also, the study found that a decrease in insurance claim lead to increase in insurance companies' profitability. This conforms to the finding of Khan (2014). The explanation for this negative relationship is that an increase in the claim of policy holders are liabilities to insurance companies and this affects their profitability. The study found that insurance investment and insurance premium have positive effect on insurance companies' profitability respectively. This is in line with the findings of Khan (2014). The explanation for this is

that the premiums paid by policy holders are invested in viable ventures and this increases the insurance companies' profitability. Furthermore, the study also found that insurance premium has no significant effect on insurance penetration but this contradicts the findings of Dan and Shome (2016). The explanation is that there is linear relationship between the insurance premium and insurance penetration. Thus an increase in insurance premium should result to increase in in the penetration of insurance companies in Nigeria. Also, the study found that their insurance investment and insurance claim have no significant effect on insurance penetration but this does not conform to the apriori expectation.

5.0   Conclusion and Recommendation

The study concluded that in the long run insurance investment will decrease significantly with increase in insurance companies' growth in Nigeria while the insurance claim and insurance premium have a negative but insignificant effect on insurance companies' growth in Nigeria. While previous insurance investment and insurance premium influence current insurance growth negatively. Hence, in the short run dynamic changes in the insurance claim could lead to positive changes in insurance growth. Also, the study concluded that insurance claim has negative short run dynamic influence on insurance profitability. The study concluded that insurance investment has negative short run dynamic influence on insurance profitability and insurance premium has a positive and significant short run effect on insurance profitability. More so, the study concluded that insurance penetration cannot be used in predicting the future behaviour of insurance investment, insurance claim and insurance premium. In line with the conclusion, the following

recommendations are made in this study: The management of insurance companies should ensure that optima combination of assets should form their portfolio. Also the management of insurance companies should involve in diversification of investment from riskiest sector to some risky free sector in order to enhance their performance. Also, the management of insurance companies should devise a control mechanism to enhance flexible payment of premium for the policies holders and develop new products to increase the market share of insurance companies in Nigeria as well as their performance among the non-financial institutions.

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Tax Revenue And Economic Development Of The Nigerian Economy

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ABSTRACT

This study is designed to assess the relationship between components of tax revenue and economic development of the Nigerian economy. For this purpose, the ex-post facto research design was adopted and secondary time series data were sourced from relevant records of appropriate authorities for the study period (2003 – 2017). The components of tax revenue assessed in this study included value added tax, petroleum profit tax, personal income tax, company income tax and custom and excise duties, whereas, economic development was measured by real GDP and Human Development Index (HDI). The data were analyzed using the Autoregressive Distributed Lag technique alongside other necessary statistical tools. The results obtained from the study have far reaching policy implications. Specifically, we observed amongst others that even though petroleum profit tax stood as a major component of tax revenue, its relationship with measures of economic development (real GDP and HDI) were negative; thus suggesting that revenue generated from petroleum profit tax are not properly and directly channeled to the provision of the required infrastructure that will boost the economic development of Nigeria. Based on the above, we recommend that significant portions of the revenue generated from PPT and other sources should be designated and properly channeled to infrastructural development.

Keywords: Tax; Revenue, Infrastructure, Economic Development; Fiscal Policy; Nigeria

Introduction

Globally, governments at various levels deploy diverse measures to generate funds needed to provide certain infrastructural and basic/social amenities that will meet the demands of her citizenry. No doubt, the quality of available infrastructure in identified economies and the presence of law and order sometimes depict government's commitment to economic development. This is why the provision of basic infrastructures to the citizenry of any country has become one primary task of governments at all levels. It is in view of this that efforts of governments have been tailored at generating revenue in a bid to execute such tasks as infrastructural development, provision of social goods and services, maintenance of law and order amongst others. Experts and prior extant studies have maintained that taxation is an essential means through which governments generate the needed revenue to meet her financial demands and execute other functions (Azubike, 2009; Edame, 2011).

The concept of tax however, has severally been described as a mandatory levy charged by the government of a country, state, local council, municipal or jurisdiction on the income and properties of the citizens and corporate bodies in order to generate sufficient revenue that will finance the creation of infrastructures, provision of social services and support the improvement of the entire economy (Appah and Oyandonghan, 2011; Edame, 2011; Worlu and Emeka, 2012; Abata, 2014; Adudu and Ojonye, 2015; Etale and Bingilar, 2016; Oyebanji and Oyebanji, 2017). Taxes are generally categorized as either direct (where the taxes are charged on the income of body corporate or individuals) or indirect (where taxes are charged on goods and services rendered so that the burden of payment rests on the final consumers). In Nigeria, whether direct or indirect, taxes come in different forms – petroleum profit tax, personal income tax, value added tax, customs and excise duties, companies' income tax, stamp duties and capital gains tax.

Noteworthy, most developing economies has over time witnessed an ever increasing trend in debt crises, challenges with fiscal deficit financing amidst dwindling macro-economic indicators. This ugly trend has compelled governments to formulate different adjustments and/or stabilization policies to boost economic activities and sustain financial stability, growth and development (Kiabel and Nwokah, 2009; Wambi and Hanga, 2013). Additionally, with the dwindling oil prices in recent times, countries like Nigeria whose income has been dominated by oil revenue in the past is currently considering how to look inwardly to other sources of revenue that will support the quest to provide infrastructure, social amenities and the required atmosphere that will boost economic development. Therefore, since prior studies had posited that tax is a copious means through which governments could generate sufficient revenue to meet up with her ever increasing financial demands, this study thus examined the statistical association between the various forms of tax revenue and the economic development of the Nigerian economy. In this regards, we focused on an examination of the relationship between tax revenue and Nigeria's real Gross Domestic Product (GDP) and human development index.

On the basis of the aforesaid, we hypothesize as follows:

H_{01}:   there is no significant relationship between Nigeria's Real GDP and various forms of tax revenue.

H_{02}:   there is no significant relationship between Nigeria's Human Development Index (HDI) and various forms of tax revenue.

Literature and Conceptual Review

Tax according to Worlu and Emeka (2012) is a compulsory fee levied by the government on incomes, activities, products and properties by a government. Similarly, Abata (2014) and Adudu and Ojonye (2015) describes tax as a mandatory charge, intentionally imposed by governments on the people of a country in order to generate extra income that will support the running of the affairs of the entire state. Globally, tax is becoming an essential revenue source for governments. As observed by Azubike (2009), the income generated from tax is utilized by governments in the area of providing public goods and services, in addition to the sustenance of peace and order in the society. Tax is sometimes used to regulate business activities in specific sectors of the economy. Taxes are instruments deployed to pool available resources for public goods - infrastructure, health and safety, research, roads, pipe borne water, schools, courts, transportation, funding the police and the provision of parks and gardens amongst others. It is in view of the aforesaid that taxation has been considered a tool for the achievement of economic development in various countries.

Noteworthy, the instrumentality of taxation to economic development particularly in the purview of public policy tend to be a recent discovery, yet it presents a schema that may overshadow several of its potentials. Apparently, the deployment of taxation as an apparatus of fiscal policy in Nigeria may have been weakened due to corruption and other possible causes. This may have accounted for the abysmal level of tax revenue and poor developmental strides of past governments (Akintoye and Tashie, 2013; Abata, 2014; Adudu and Ojonye, 2015). In accordance with the above view, Kiabel and Nwokah (2009) posits that in response to the diminishing level of revenue generation accompanied by the constant rise in governance cost, government at all levels are compelled to establish policies and adopt possible approaches to foster an increase in the amount of revenue generated.

However, in order to enhance the management of tax systems and also augment the tax yield in Nigeria, the government embarked on the alteration of various tax laws which resulted to the adjustment of tax laws such as Value Added Tax (Amendment) Act, 2007. The reform in Value Added Tax (Amendment) Act, 2007 was expected to enlarge the tax generated from VAT and also enhance the methods of gathering VAT in Nigeria. Accordingly, the reforms in other tax laws such as Company Income Tax (Amendment) Act, 2007, Federal Inland Revenue Services (Establishment) Act, 2007 and the Personal Income tax (Amendment) Act, 2011are expected to expand the government revenue base through tax generated and ensuring adequate and strict compliance to tax laws (Chude and Chude, 2015).

Theoretical Framework

This research study is anchored on the benefits received theory of taxation (BRTT). This theory is believed to have been initiated by Knut Wicksell and popularized by Erik Lindahl (Cooper, 1994; Trotman-Dickenson, 1996). Proponents of the theory argue that an exchange relationship exist between the government of a people and the tax payers. On the basis of this relationship therefore, the government has a responsibility of providing goods, services and basic infrastructures for use by members of the society, who in return are expected to make contributions through taxation in proportion to whatever benefits that may have been derived from their access to the amenities, infrastructures, goods and/or services provided by government (Trotman-Dickenson, 1996; Bhartia, 2009; Ihenyen and Mieseigha, 2014). Impliedly, a contractual relationship tends to exist between the government of a people and the taxpayers; as such, the government has a responsibility to provide public goods and/or services; whereas, the responsibility to bear the costs associated with the provision of such public goods and services rest on the taxpayers in proportion to the level of benefits received (Chigbu, Akujuobi, and Appah, 2012). Clearly, the assumption of the BRTT is that citizens of a state or country should be taxed proportionate to the consumption of social goods and/or the services rendered by government. Since tax revenue of every government ought to be ploughed back to provide basic infrastructures and social amenities for sustainable economy development, the researcher is of the view that the BRTT is suitable for this study. It is on this note that the work was anchored on the BRTT as we set out to examine the statistical link between the revenue generated from the different forms of taxation in the country and economic development.

Review of Empirical Studies

Prior studies have been carried out to ascertain the relationship between taxation and economic development within and outside the Nigerian economy. Lee and Gordon (2004) examined the correlation between tax structure and economic growth. The aim of the study was focused at examining how tax policies influence the growth rate of a country. The study employed the use of cross-country data covering a period of 27 years ranging from 1970 to 1997. The study found out that company tax rate and differences in economic growth rate exhibit a negative significant relationship. Additionally, the result revealed that an increase in corporate tax rate will result an inverse increase in countries' future growth rate.

Adereti, Adesina and Sanni (2011) examined the relationship between Value Added Tax and economic growth in the Nigerian economy. The study employed time series data on both the dependent and independent variables such as Gross Domestic Product (GDP), VAT Revenue, Total Tax Revenue and Total Federal Government Revenue over a period of 14 years ranging from 1994 – 2008. The study's methodology comprised of a combination of descriptive and inferential statistics. The outcome of the study suggested a positive relationship exists between revenue generated from VAT and Gross Domestic Product (GDP).

Adegbie and Fakile (2011) carried out a study which aimed at ascertaining the statistical correlation between Company Income Tax (CIT) and the development of the Nigerian economy covering a period of 26 years spanning from 1981 – 2007. The Gross Domestic Product (GDP) was employed in the study as a proxy for economic development, and this was estimated against total revenue generated from CIT. primary and secondary data were utilized in the study and these data were analyzed using the Chi-square and multiple regression analysis. The result of the analysis depicts that Company Income Tax has a significant impact on economic development proxy as GDP. The study revealed that tax evasion and tax avoidance are the major factors responsible for dwindling in the level of revenue generated.

Similarly, Worlu and Emeka (2012) studied the relationship between tax revenue and economic development in Nigeria covering a period of 27 years spanning from 1980 – 2007 focusing on the on infrastructural development. Data employed in the study were secondary data, collated from Central Bank of Nigeria (CBN) Statistical Bulletin, Federal Inland Revenue Service (FIRS) and relevant articles. The analysis was carried out using the three stage least square estimation technique. The result revealed that tax revenue enhances economic growth via infrastructural development. Additionally, the study suggested that no independent relationship exists between tax revenue and economic growth through foreign direct investment and development of infrastructure.

Ude and Agodi (2014) studied the impact of non-oil revenue on the growth of the Nigerian economy. The study utilized secondary data from annual observations ranging from 1980 to 2013. The study

employed revenue from agriculture and manufacturing as proxy for non-oil revenue. The analytical findings revealed that non-oil revenue proxy as agricultural revenue; manufacturing revenue and interest are found to have significant impact on the growth of the Nigerian economy.

In a study carried out focusing on the OECD countries, Macek (2014) examined that influence of tax on economic growth. The study adopted a multiple regression model which pictures the relationship between the dependent and explanatory variables. The period covered in the study ranges from 2000 to 2011. Personal Income Tax, Company Income Tax, Social Security Contribution, VAT were employed as Tax variable, while GDP, capital accumulation, human capital and government expenditure proxy for economic growth. The study revealed that Company Income Tax has a statistical significant effect on economic growth.

Akwe (2014) examined the effect of non-oil tax revenue on economic growth in Nigeria. The study employed secondary data, which were collected from the Central Bank of Nigeria (CBN) Statistical Bulletin covering a period of 19 years spanning from 1993 – 2012. The study analysis employed the use of the Ordinary Least Square technique and the analytical result revealed that non-oil tax revenue has positive impact on economic growth in Nigeria.

Ifeacho, Omoniyi and Olufemi (2014) in their study which focused on the Nigeria economy, considered how non-oil export affects economic development. Per capita income was employed as a measure of economic development, which was dependent on the volume of non-oil export, trade openness, rate of inflation and exchange rate capital formation. The analytical result obtained using the Ordinary Least Square estimation technique revealed the presence of a positive significant correlation between non-oil export and economic development measured at Per Capita income.

In another Nigerian study, Akhor and Ekundayo (2016) analysed the link between revenue from indirect taxes and economic growth in Nigeria. The study focused on value added tax and custom and excise duty as the explanatory variables while real gross domestic product was adopted as the dependent variable. The study covered a 21-year period (1993 – 20130 and relied on secondary data which were collated from the statistical bulletins of the Central Bank of Nigeria (CBN) over the study. Analysis of data was based on descriptive and inferential statistics which included correlation analysis, co-integration test and the regression analysis via the Error Correction Model (ECM). The result from the analytical procedure suggests that revenue from value added tax and customs and excise duties had negative effect economic development. Specifically, it was observed that the relationship between VAT and economic development, though negative, was

significant, whereas, the relationship between customs and excise duties was weak.

Kalas, Mirovic and Andrasic (2017) conducted a study in the United States of America and examined the effect of taxes on economic growth. The study covered a period of 20 years from 1996 to 2016. The study utilized the Personal Income Tax and Company Income Tax as proxies for tax revenue while growth and Social Security Contributions on GDP were deployed as proxies of economic growth. The study employed the use of correlation matrix and other relevant statistical techniques in data analysis. The result revealed that Company Income Tax and GDP are not significantly correlated.

Research Method
The *Ex post facto* research design was adopted for this study. Time series data for the period 2003 - 2017 were sourced from the Federal Inland Revenue Service (FIRS), Central Bank of Nigeria Statistical Bulletin and United Nations Development Programme (UNDP) reports of the World Bank. The emphasis of the study is to ascertain the effect of tax revenue (value added tax, petroleum profit tax, personal income tax, company income tax and custom and excise duties) on economic development (measured by real GDP and Human Development Index). The data were analyzed using the Autoregressive Distributed Lag technique. Following prior empirical studies (Baghebo and Edoumiekumo, 2012; Okafor, 2012; Ihenyen and Mieseigha, 2014), the structural form of the model is specified thus with some modification:

$$\ln RGDP_t \quad {}_0 \quad {}_1 \quad \ln VAT_t$$
$$_2 \quad \ln PPT_t \quad {}_3 \quad \ln PIT_t$$
$$_4 \quad \ln CIT_t \quad {}_5 \quad \ln CEXD_t$$
$$_t \dots\dots\dots\dots\dots\dots (1); \text{ and}$$

$$\ln HDI_t \quad {}_0 \quad {}_1 \quad VAT_t \quad {}_2 \quad \ln PPT_t$$
$$_3 \quad \ln PIT_t \quad {}_4 \quad \ln CIT_t$$
$$_5 \quad \ln CEXD_t \quad {}_t \dots\dots (2)$$

Equations (1) and (2) are specified in their structural form where $RGDP_t$ is per capita GDP; HDI_t is Human Development Index; VAT_t is Value Added tax; PPT is Petroleum Profit Tax; PIT_t is Personal Income Tax; CIT_t represents Company Income Tax; $CEXD_t$ represents Custom and Excise Duties; and ... are coefficient estimates of $_t$ explanatory variables and represents the stochastic error term.

Based on economic theory, the expected signs of coefficients are such that; and ... > 0
The short run (ARDL) model is thus specified as;

$$\ln RGDP_t = {}_0 + \sum_{i=1}^{p} \ln RGDP_{t-i} + \sum_{i=1}^{q} {}_1 \ln VAT_{t-i} + \sum_{i=1}^{r} {}_2 \ln PPT_{t-i} + \sum_{i=1}^{s} {}_3 \ln PIT_{t-i} + \sum_{i=1}^{v} {}_4 \ln CIT_{t-i} + \sum_{i=1}^{w} {}_5 \ln CEXD_{t-i} + ECT_{t-1} + {}_t \quad .... (3)$$

Where $RGDP_t$, HDI_t, VAT_t, PPT, PIT_t, CIT_t, $CEXD_t$ are already defined; is the difference operator and ECT_{t-1} is the error term lagged one period; represents the speed of adjustment; $_0$ is the drift component, $_t$ denotes time components and $_t$ is the stochastic error term.

Results and Discussion

Before applying the Johansen's multivariate approach to co-integration and the ARDL test, the Augmented Dickey Fuller (ADF) unit root test was conducted in order to investigate the stationarity properties of the variables. All the variables were examined by first inspecting their summary analysis as shown in table 1.

Descriptive Statistics

Table 1: Summary of Descriptive Statistics

	LNRGDP	LNHDI	LNVAT	LNPPT	LNPIT	LNCIT	LNCEXD
Mean	10.841	-0.706	6.090	7.589	3.915	6.173	5.836
Maximum	11.142	-0.634	6.884	8.381	4.129	7.096	6.442
Minimum	10.364	-0.798	4.915	6.527	3.669	7.727	5.180
Std. Dev	0.265	0.054	0.673	0.527	0.146	0.859	0.428
Skewness	-0.397	0.005	-0.567	-0.137	-0.168	-0.611	-0.046
Jarque-Bera	1.317	0.877	1.686	0.329	0.929	1.682	1.341
Probability	0.517	0.647	0.430	0.848	0.628	0.431	0.511
Observation	15	15	15	15	15	15	15

Source: Author's Computation (using E-views 10)

Table 1 shows the descriptive statistics of the variables adopted. The mean value of real GDP for the period (2003-2017) is 10.84; human development (HDI) (-0.706); Value Added Tax (6.090); Petroleum Profit Tax (7.589); Personal Income Tax (3.915); Company Income Tax (6.173) and Custom and Excise Duties (5.836). From the mean values generated as shown in table 1, revenue generated from the petroleum profit tax is assumed to contribute higher to government total revenue for the period studied. This is followed by company income tax and value added tax. The Jarque bera values suggest that all the variables are normally distributed as the probability values are in excess of 5% level of significance.

Unit Roots Test

Table 2: Results of Unit root tests

Augmented Dickey-Fuller Unit Root Test			
Variable	At level (prob.)	First difference (prob.)	Decision
CEXD	-3.056 (0.153)	-3.935 (0.046)**	I(1)
CIT	-0.720 (0.949)	-4.908 (0.016)**	I(1)
HDI	-2.318 (0.399)	-3.404 (0.030)**	I(1)
PIT	-6.201 (0.002)**	-	I(0)
PPT	-2.236 (0.436)	-3.776 (0.054)***	I(1)
RGDP	-2.808 (0.086)***	-	I(0)
VAT	-0.513 (0.967)	-3.160 (0.048)**	I(1)

Source: Author's Computation (using E-views 10)

N.B: CEXD = Custom and Excise Duties; CIT = Company Income Tax, HDI = Human Development Index; PIT Personal Income Tax; PPT = Petroleum Profit Tax; RGDP = GDP per capita; VAT = Value Added Tax

*** indicates significant at the 0.05 level, *** indicates significant at the 0.1 level*

The test of stationarity as shown in table 2 shows that the time series data for revenue generated from custom and excise duties, company income tax, petroleum profit tax, value added tax and human development index were found to be non-stationary at level, implying the presence of random walk, but became stationary at first difference. This further implies that the afore-stated variables are integrated at order one. Conversely, time series data on personal income tax and real GDP were found to be stationary at level, which implies that the variables are integrated of order zero. Based on the mixed stationarity outcomes, the Autoregressive Distributed Lag model is adopted to ascertain the relational effect of the

various dimension of tax revenue on economic development.

Cointegration Tests

The one-on-one Johansen cointegration test between real GDP and components of tax revenue was conducted to establish the long run causal relationship

existing between and among the variable as shown in table 3. Results from table 3 reveals that there exist a bi-directional long run causal relationship between value added tax and real GDP with probability of the trace and Maximum-Eigen values less than 5% level of significance.

Table 3: Results of Cointegration Test [Tax Revenue and Economic Development]

Cointegration Results of RGDP versus VAT					
Hypothesized No. of CE(s)	*Eigen Value*	*Trace Statistics*	*0.05 Critical Value*	*Max. Eigen Statistic*	*0.05 Critical Value*
None	0.569	**18.080****	15.494	**10.951**	14.264
At most 1	0.422	**7.129****	3.841	**7.129****	3.841
Normalised Cointegrating Coefficients of RGDP versus VAT					
Series	*RGDP*	*VAT*			
	1.000	-0.335 (0.012)			
Cointegration Results of RGDP versus PPT					
Hypothesized No. of CE(s)	*Eigen Value*	*Trace Statistics*	*0.05 Critical Value*	*Max. Eigen Statistic*	*0.05 Critical Value*
None	0.782	**21.235****	15.494	**18.312****	14.264
At most 1	0.216	**2.923****	3.841	**2.923**	3.841
Normalised Cointegrating Coefficients of RGDP versus PPT					
Series	*RGDP*	*PPT*			
	1.000	-1.388 (0.197)			
Cointegration Results of RGDP versus PIT					
Hypothesized No. of CE(s)	*Eigen Value*	*Trace Statistics*	*0.05 Critical Value*	*Max. Eigen Statistic*	*0.05 Critical Value*
None	0.736	**18.228****	15.494	**17.361****	14.264
At most 1	0.064	**0.866**	3.841	**0.866**	3.841
Normalised Cointegrating Coefficients of RGDP versus PIT					
Series	*RGDP*	*PIT*			
	1.000	7.070 (1.68)			
Cointegration Results of RGDP versus CIT					
Hypothesized No. of CE(s)	*Eigen Value*	*Trace Statistics*	*0.05 Critical Value*	*Max. Eigen Statistic*	*0.05 Critical Value*
None	0.563	**17.575****	15.494	**10.779****	14.264
At most 1	0.407	**6.796****	3.841	**6.796****	3.841
Normalised Cointegrating Coefficients of RGDP versus CIT					
Series	*RGDP*	*CIT*			
	1.000	-0.175 (0.027)			
Cointegration Results of RGDP versus CEXD					
Hypothesized No. of CE(s)	*Eigen Value*	*Trace Statistics*	*0.05 Critical Value*	*Max. Eigen Statistic*	*0.05 Critical Value*
None	0.898	**36.791****	15.494	**27.414****	14.264
At most 1	0.542	**9.377****	3.841	**9.377****	3.841
Normalised Cointegrating Coefficients of RGDP v ersus CEXD					
Series	*RGDP*	*CEXD*			
	1.000	-0.536 (0.025)			

Source: Author's Computation (using E -views 10)

Furthermore, the normalized cointegrating coefficient of (0.335) reveals that a positive relationship exists between value added tax and real GDP, which implies that economic development measured by real GDP experiences an upward

trajectory triggered by a 1 percent change in the revenue generated from VAT. Similarly, a uni-directional causal relationship exists between real GDP and revenue generated from petroleum profit tax. With a normalized coefficient value of (1.338), it

indicates that that a 1 percent change in revenue generated from PPT will trigger a 133.8 percent increase in real GDP.

A uni-directional long run relationship was found to exist between personal income tax and real GDP with probability of the trace and Maximum-Eigen values less than 5% level of significance. Conversely, a negative relationship exists between personal income tax and economic development as revealed from the normalized cointegrating coefficient value of (7.010).

As indicated from the results from table 3 further reveals that a bi-direction causal relationship exists between revenue generated from company income tax and real GDP and between revenue generated from custom and excise duties and real GDP. Similarly, the normalized cointegrating coefficient values of (-0.175) and (-0.536) for CIT and CEXD suggests that a 1 percent increase in revenue generated from CIT and CEXD will yield a 17.5 percent and 53.6 percent increase in real GDP respectively

Table 4: Results of Cointegration Test [Tax Revenue and Human Development]

Cointegration Results of HDI versus VAT

Hypothesized No. of CE(s)	Eigen Value	Trace Statistics	0.05 Value	Critical	Max. Eigen Statistic	0.05 Critical Value
None	0.701	**19.440****	15.494		**14.498****	14.264
At most 1	0.337	**4.941****	3.841		**4.941****	3.841

Normalised Cointegrating Coefficients of HDI versus VAT

Series	HDI	VAT				
	1.000	-0.088 (0.011)				

Cointegration Results of HDI versus PPT

Hypothesized No. of CE(s)	Eigen Value	Trace Statistics	0.05 Value	Critical	Max. Eigen Statistic	0.05 Critical Value
None	0.440	**8.627**	15.494		**7.559**	14.264
At most 1	0.078	**1.068**	3.841		**1.068**	3.841

Normalised Cointegrating Coefficients of HDI versus PPT

Series	HDI	PPT				
	1.000	2.381 (-1.902)***				

Cointegration Results of HDI versus PIT

Hypothesized No. of CE(s)	Eigen Value	Trace Statistics	0.05 Value	Critical	Max. Eigen Statistic	0.05 Critical Value
None	0.630	**20.511****	15.494		**12.943****	14.264
At most 1	0.441	**7.567****	3.841		**7.567****	3.841

Normalised Cointegrating Coefficients of HDI versus PIT

Series	HDI	PIT				
	1.000	-75.152 (18.898)**				

Cointegration Results of HDI versus CIT

Hypothesized No. of CE(s)	Eigen Value	Trace Statistics	0.05 Value	Critical	Max. Eigen Statistic	0.05 Critical Value
None	0.924	**37.736****	15.494		**28.460****	14.264
At most 1	0.569	**9.275****	3.841		**9.275**	3.841

Normalised Cointegrating Coefficients of HDI versus CIT

Series	HDI	CIT				
	1.000	-0.003 (0.003)				

Cointegration Results of HDI versus CEXD

Hypothesized No. of CE(s)	Eigen Value	Trace Statistics	0.05 Value	Critical	Max. Eigen Statistic	0.05 Critical Value
None	0.882	**26.077****	15.494		**23.587****	14.264
At most 1	0.202	**2.490**	3.841		**2.490**	3.841

Normalised Cointegrating Coefficients of RGDP versus CEXD

Series	HDI	CEXD				
	1.000	-0.111 (0.006)				

Source: Author's Computation (using E-views 10)

Notwithstanding, in relation to its contribution to human development, table 4 results shows that revenue generated from value added tax, personal income tax, company income tax and custom and excise duties show a positive relationship to HDI as revealed by the normalized cointegrating coefficient values and at the same time exhibits a long run causal relationship to human development. On the other

hand, no long run relationship was found to exist between revenue generated from petroleum profit tax and human development as the normalized coefficient value of (2.381) reveal that an inverse relationship exists between PPT and HDI

Results of Bound Test
The results in table 5 reveal the short and long run

estimates showing the relationship between tax revenues and development. From analysis in table 5, in the short run, a one period lags generated revenue from value added tax, personal income tax, company income tax and custom and excise duties shows a positive relationship to real GDP with coefficient values (0.027), (0.200), 0.081 and (0.0009) respectively. From the aforementioned tax revenues, only company income tax contributes significantly to real GDP for the period under review. This implies that the short run movement in development is triggered significantly by company income tax revenue.

On the other hand, revenue generated from petroleum profit tax shows a negative relationship to real GDP, which implies that, a 1 percent change in PPT results in a negative effect on economic development. Furthermore, the coefficient of the error correction value of (-1.437) is significant at 5 percent having the correct sign. This implies that any short run deviation of development path is restored in the long run. The coefficient of the error term is relatively large which indicates that the speed of adjustment is relatively fast.

Table 5: ARDL Bounds Test Result

Short Run and Long Run Estimates

Dependent Variable: RGDP		Dependent Variable: HDI	
$D(\ln RGDP)_{t-1}$	0.605 (3.047)**	$D(\ln VAT)$	-0.028 (-0.442)
$D(\ln VAT)_{t-1}$	0.027 (0.509)	$D(\ln PPT)$	-0.007 (-0.749)
$D(\ln PPT)_{t-1}$	-0.0004 (-0.052)	$D(\ln PIT)$	0.942 (0.875)
$D(\ln PIT)_{t-1}$	0.200 (0.148)	$D(\ln CIT)$	0.004 (0.147)
$D(\ln CIT)_{t-1}$	0.081 (3.345)**	$D(\ln CEXD)$	0.006 (0.239)
$D(\ln CEXD)_{t-1}$	0.0009 (0.040)	ECM_{t-1}	-0.936 (-2.355)**
ECM_{t-1}	-1.437 (-3.089)**	C	-0.015 (-0.466)
C	-0.007 (-0.212)		

F-Bounds Test			
F-Statistic	34.051**	F-Statistics	4.888**
R-Squared = 0.940 **Akaike Info Criterion = -5.860** **F-stat. = 11.379** **D.W. stat.= 2.44**		**R-Squared = 0.506** **Akaike Info Criterion = -5.297** **F-stat. = 11.995** **D.W. stat.= 1.948**	

Source: Author's Computation (using E-views 10)

** indicates significant at the 0.05 level, *** indicates significant at the 0.1 level

As regards the relationship of tax revenues to human development, revenue generated from value added tax and petroleum profit tax shows a negative effect, which implies that, a 1 percent change in revenue generated from VAT and PPT will result in a (2.8 percent) and (0.7 percent) decline in HDI. On the other hand, revenue generated from personal income tax, company income tax and custom and excise duties triggers a positive effect on human development, howbeit not statistically significant. The coefficient of the error correction value of (-0.936) is significant at 5 percent having the correct sign. This implies that any short run deviation of development path is restored in the long run. The coefficient of the error term is relatively large which indicates that the speed of adjustment is relatively fast.

Conclusion and Recommendation

By means of empirical assessment, this paper examines the link between various forms of tax revenue and economic development of the Nigerian economy. We therefore obtained secondary data for different components of tax revenue in Nigeria and for measures of economic development (real GDP and HDI). The data were however obtained for the

period 2003 – 2017. Several statistical tools which included the Johansen's multivariate approach, Augmented Dickey Fuller (ADF) unit root test, Auto regressive Distributed Lag (ARDL) technique amongst others were adopted for the purpose of analysis. The results from the analytical process produced some insightful findings. As observed from our findings, PPT is a major component of tax revenue for Nigeria, although, its relationship with measures of economic development (real GDP and HDI) were negative; thus suggesting that revenue generated from PPT are not properly and directly channeled to the provision of the required infrastructure that will boost the economic development of Nigeria. Additionally, we observed that the revenue generated from personal income tax, company income tax and custom and excise duties positively affected human development index, howbeit not statistically significant. With the coefficient of the error correction value of (-0.936) it means that any short run deviation of development path may be restored in the long run. Based on the above, we recommend that significant portions of the revenue generated from PPT and some other tax revenue components should be designated and properly channeled to infrastructural development. Also, the Acts regulating the administration of taxation in the country is long overdue for revision. In this regards we call on the relevant tax authorities and regulatory bodies to consider the revision of the Acts regulating tax administration in the country and see that the revised Acts should create a fund that will authorize the mode of distributing revenue generated from tax. Such a fund should provide for how the economy could be developed through tax revenue.

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Accountability and transparency as a tool for Enhancing better work environment

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ABSTRACT

This paper examines the concept of accountability and transparency in the third tier of government as a tool for enhancing better work environment. The result of a survey by Afro-barometer shows that, the practice of accountability and transparency appears not to be deep-rooted in Nigeria local government system as evidenced from the respondents. Apart from a strong advocacy for the institutionalization of the culture of accountability and transparency into the local government system, the paper suggests campaigns by anti-corruption agencies for entrenchment of accountability and transparency in the local government system and an urgent need to increase the local government allocation through additional resources transfers as an incentive to improve performance.

Key words: Accountability, Transparency, Local Government.

1.   Introduction

Local government is the third tier in Nigeria's federal system of government. It is nearest to the people at the grassroots. It is a structure that provides for the goods and services needed by the people and to also bring development and good governance to the local level. To underscore this importance, Section 7(1) of the 1999 constitution of the Federal Republic of Nigeria specifically guarantees a democratically elected local government system, while schedule 4 of the same constitution defines the functions of the local government. The implication of its constitutionally guaranteed governance structure and its closeness to the people is that the institution of Accountability and Transparency and their norms in governance should be more evident at this level. In a situation where these cherished norms in governance (Accountability and Transparency) are absent unethical practices now take over, creating an unhealthy working environment which results into poor service delivery at this tier of government. Again, in recent years, issues of Accountability and transparency have taken an added prominence as people at the grassroots, interest groups as well as business and the media are demanding more from the local governments both in terms of service quality and cost effectiveness. The public wants to be sure that, what is been collected from them as tax is properly utilized and that, the decisions been made by their elected representatives are informed, fair and meet the needs of their respective communities.

Against this analytical background, this paper examines the concept of Accountability and Transparency and the link between them at the third tier of government. The paper also examines various strategies of institutionalizing the culture of Accountability and Transparency at the level of this governance so as to be able to reposition and create a conducive work environment for better service deliveries and development at the grassroots level.

2.   The Concepts of Accountability and Transparency

The concept of Accountability has a long tradition both in political science and financial Accounting. In political science, John Locke's theory of the superiority of representative democracy built on the notion that, accountability is only possible when the governed are separated from the governors (Staftan, 2009).

In ethics accountability is often used synonymously with such concepts as responsibility answerability, blame, worthiness, liability and other terms associated with account giving.

In leadership roles, accountability is the acknowledgement and assumption of responsibility for action, products, decisions and policies including the administration, governance and implementation, within the scope of the role or employment position and encompassing the obligation to report, explain and answerable for resulting consequences (Abubakar, 2010).

In line with the above, Akindele et. al, (2011) in their contribution to the discussions on the concept of Accountability contended that:

"Accountability is a way of being answerable or liable for ones' actions and/or inactions and conduct in office or position. It has equally been defined as the process of making elected officials and other office holders accountable and responsible to the people who elected them or appointed them for their actions while in office. Thus accountability connotes the state or quality of been liable and required by a special person or group of people to report and justify their actions in relation to specific matters or assigned duties".

Contributing to the debate, Erero (2000) said that, accountability focuses attention upon the sanctions or procedures by which public officers may be held to account for their actions.

Malena and McNeil (2010) defined accountability as the obligation of public power holders to account for or take responsibility for their actions. Accountability exists when power holders must explain and justify their action or face sanctions.

From the foregoing we can conclude that accountability is associated with three different meanings; greater responsibility to elected superiors; greater responsiveness to community groups; and greater commitment to values and higher standards of morality.

According to the United Nations manual for Local Government Accounting and Budget Execution (1952), accountability is a legal liability involving the establishment of a pattern of control over receipts and expenditure that permit a determination either by the executive or by legislative, funds that are spent for public purposes.

2.1   Forms of accountability

Accountability can be in the form of social accountability, financial accountability, political accountability, administrative accountability, ethical accountability and legal accountability.

2.1.1. Social accountability

Social accountability is affirming and making operational and direct accountability relationship between the citizens and the state (Malena and McNeil, 2010). Social accountability practices include for instance; participatory public policy, participatory budgeting, public expenditure tracking and citizen monitoring and evaluation of public services (Malena and McNeil, 2010).

2.1.2. Financial accountability

Financial accountability is the establishment of the pattern of control over the receipts and expenditures that permits a determination either by the executive or by the legislature (or both) that public monies have been used for public purposes (Ola and Effiong, 1999). It is concerned with the establishment of pattern of control over receipts and expenditure of public funds. Financial accountability is the justification of estimates, the superintendence of the use of appropriated funds, the devices for timing the rate of expenditure and the auditing of accounts (Ayo, 1998).

2.1.3. Ethical accountability

This is the practice of improving overall personal and organizational performance by developing and promoting responsible tools and professional expertise and by advocating an effective enabling work environment for people and organization to embrace a culture of sustainable development.

2.1.4   Political accountability

This arises where the political leadership being a social contract between the leader and the led rests on the sanctity of the constitution from which the government in power derives its legitimacy, Akpa (2008).

Political accountability can be measured in the following ways:

    the extent to which politicians in public offices have kept to the bounds of checks and balances contained in the constitution;
    the extent to which politicians have conducted themselves in a free and fair elections without violence, rigging and rancor;
    the extent to which politicians in office have kept faith with their electoral promises.

Administrative Accountability

Internal rules and norms as well as some independent commissions are mechanisms to hold civil servants within the administration of government accountable. Within the department or ministry, first behavior is bounded by rules and regulations; secondly, civil servants are subordinates in a hierarchy and accountable to superiors. Apart from internal checks, some watching units accept complains from citizens, bringing government and society to hold civil servants accountable to the citizens.

2.1.5   Legal accountability

Legal accountability is usually enforced through the courts and tribunals and other quasi-judiciary institutions. In developed countries like Britain, France, USA and a host of others, they ensure that everyone whose conduct is questionable in one form or the other is subjected to legal accountability regardless of the person's social or political status in the society Alakuro (1999).

2.2.   Transparency

Transparency refers to the uprightness, fairness and openness in dealing with people generally both at official and private levels. It has to do with living a life that is anchored on principles of probity, good conscience and clean track record devoid of stains of cover-up, cheating, or lying. A transparent officer insists on dispensation of justice in an unbiased manner which is devoid of ethnic, religious or nepotic considerations.

Akpa, 2008 enumerated the attributes of the transparent officer as follows:

    he is ready and willing to share information in an open manner;
    he makes open to the people existing procedures for making decisions;
    ensures that, there exist open channels of communication between the public and government to enable the citizens to understand and monitor government properly;
    he is responsive to the yearnings and aspirations of the people;
    he obeys due process procedures and the rule of law in order to be perceived as equitable and fair;
    he makes available to the public all public accounts and audit reports.

From the foregoing we can infer that transparency deals with moral obligation, act, attitude or behavior that is in tune with practices commonly applauded within a given society, organization or environment.

Dwivedi (1978) cited in Ikotun (2004) conceptualized transparency in the public service to exist whenever public servants, individually or collectively refuse to use position in a way which compromises public confidence and trust because of conflict of loyalties or values, or as a result or attempts to achieve some form

of private gain at the expense of public welfare on common good.

Egonwan (1999) maintains that a transparent worker does not relegate positive management practices to the background with a view of perpetuating systematic illegalities that guarantee personal enrichment, self aggrandizement and blatant misappropriation of public funds. He maintained that, the situation could be very worrisome as it could attract suspicion, distrust, youth restiveness and loss of confidence by the local populace, who are engaged in unabated demands for transparency, accountability, integrity in the management of their resources.

3.   The link Between Accountability and Transparency

The twin concepts of Accountability and Transparency have in recent years become household terms and the veritable ringtones of good governance. According to Abubakar (2010), these two paradigms are important pillars of democratic governance in modern societies and in governance in the local government system. They are closely related that they reinforce each other for optimum results. Accountability normally takes its roots from transparency because there is no way an officer will allow himself to the whims of accountability if he is not transparent. This is because transparency is a matter of ethical behavior and morality implying that it is only people of upright moral disposition that will want to be accountable (Akpa,2008). Accountability and transparency therefore constitute the wheel for democratic governance to run and therefore constitute its accelerator in compelling a government to live up to expectations.

Transparency alone many not lead to anything unless there is accountability, this is because accountability is the outward manifestation of transparency. The two are needed in a work environment to create an effective and efficient workforce that will be able to win the confidence of the public.

4.   Local Government in Nigeria: An Assessment

The 1999 Constitution of the Federal Republic of Nigeria specifically establishes local government administration as the third-tier of government. According to Awotokun (2001), the main functions of a local government as stipulated in the fourth schedule of the 1999 constitution are as follows: (see appendix I).

It could be seen from the constitutional provisions that, two groups of functions are set for local government to perform and the primary objective of establishing local government is to provide a means of making available a number of services stated in the constitution to meet the needs of the people at local level.

Based on the provisions of the constitution as per appendix I. Afrobarometer (2008) conducted an assessment of the performance of local government in Nigeria in 2008. The survey was done in two parts. The first part labeled Table 1a assessed the role of local governments on provision of essential services. The second part labeled 1b assessed the public opinion on consultation and accountability by the local councils. See the tables below.

Table 1a: Assessment of the role of local government on provision of essential services

Essential services	Fairly/very well	Fairly/very badly	Do not know/have not heard enough
Maintaining local roads	33	65	2
Maintaining local market	37	60	2
Maintaining health standards in public restaurant and food stalls	33	62	4
Keeping our community clean (for instance, refuse removed)	41	58	2
Collection of license fees of bicycles, carts, and barrows.	37	54	10
Collection rates on privately owned houses	31	57	13

Source: *Afrobarometer 2008 (www.afrobarometer.com)*

Table 1b: Public opinion on consultation and accountability by the local council.

Public opinion	Fairly/very well	Fairly/very badly	Do not know
Making the council's programme of work known to ordinary people	22	68	10
Providing citizens with information about the council budget (that is, revenue and expenditures)	20	71	9
Allowing citizens like yourself to participate in council's decisions	18	73	9
Consulting others (including traditional, civil and community leaders before making decisions)	24	63	12
Providing effective way to handle complaint about local councilors and officials.	21	68	11
Guaranteeing that local government revenues are used for public services and not private gain	22	68	11

Source: *Afrobarometer (2008) accessed at www.afrobarometer.org.*

The analyses are based on responses obtained from respondents in round 4 Afrobarometer survey conducted in Nigeria in April 2008.

In the survey, a total number of 2,408 Nigerian citizens aged, 18 years and above were interviewed using structured questionnaires in face-to-face interviews. The survey respondents were asked 'How well or badly would you say your local government is handling the following matters? Responses were collected and presented in table 1a and 1b.

From the results of the survey shown in table 1a and 1b the public seem not to be satisfied with the performance of the local councils. This may stem from a number of constraints the local councils face in their attempt to provide satisfactory services to the public. Some of them include inadequate trained manpower, poor budgetary provisions and absence of up-to-date annual accounts to work on among others. In the face of all these constraints, if the local councils make accountability and transparency their guiding principle, they will be able to create an enabling work environment that will result in effective and efficient work force that will win the confidence of the public.

The failure of local governments to provide accountable and transparent governance is particularly serious because it negates the popular slogan in the country that local government is closest to the people. The solution to this is that, there should be a deliberate attempt in trying to institutionalize the culture of accountability and transparency in the workforce of the local governments.

5.   Institutionalizing the Culture of Accountability in Local Government Administration in Nigeria.
Culture plays a critical role in governance. It defines the values, roles, norms and expectations of right and wrong and/or proper and improper behaviours of members of the society. It ensures transparency and accountability at several levels of governance such as family, village, local, state and federal government (Idachaba, 2006). Culture has a strong influence in defining the relationship between citizen and government and between the political leaders and the electorate.

This rests on the popular notion that, councils which are likely to put people first stand to propagate high moral standard in the conduct of their activities. This can only be achieved through institutionalization of the culture of accountability and transparency. To institute this culture, the councils must ensure the following;

- Council leadership must promote and support principles of ethics by setting examples for other council members to emulate.
- Training and orientating in ethical values and standards.
- Council chairmen and councilors must always uphold the law and order at all times, act within the trust placed on them.
- Council officials must ensure that, whenever there is conflict between public and private

interests, only public interest should prevail.

? Always put your conducts in a way that integrity is not at any point questioned.

? Try as much as possible to document all gifts, hospitality and a favour received as member of the council, but be close with discernment not to accept gifts meant to reasonably influence your sense of judgment.

? Ensure that in the course of carrying out public business, like awarding contracts/making public appointments or recommending individuals or groups for rewards and benefit, always steer to make decisions on ground of merit not on selfish and parochial considerations. The principle of due process should be scrupulously adhered to. Transparency international initiatives, Budapest (1999).

? Promotion of administrative accountability through relevant codes of conduct, laws, rules, public service reforms establishment of integrity and moral rectitude watchdogs (within and outside the public service).

? Provision of avenues for whistle-blowing as well as measures to protect whistle-blower.

? Application of local government financial memorandum civil service rules and public enlightenment against corruption by ICPC and other anti-graft agencies.

Various countries in the world have the principles of accountability and transparency enshrined in their local government system, for instance, in India, the 1996 Indian conference of Chief Minister initiated a drastic policy shift and stressed the charter of citizenry rights, accountability of public servants, and transparency in the State administration. This move led to the enthronement and the propagation of charter of ethics and a civil service code that must be based on secularism, equality, impartiality, social justice and the rule of law.

In United Kingdom, there is a symbolic relationship between the cabinet secretary and the Minister to the extent that, both do not see themselves as working at across purposes, but they see themselves as guarantors of government properties and programmes. The cabinet secretary ensures that, ministers do not use the civil service for party political ends.

In Sweden, the Swedish model of the local government system with a long tradition is different and unique. Here, elected representatives act as watchdogs to the electorate. The local government audit has increasingly been in the saddle of inspecting and assessing how committees, assembly drafting committees and individual elected representatives follow the laid down goals and political intentions of the assembly or local government. The audit unit of the local government has a central role in searching insight into and control of all the activities that local government are responsible for.

These few examples are models which local government operators in Nigeria should emulate.

Conclusion and Recommendations

The existence of local government as a third-tier of governance in Nigeria has apparently come to stay although debates continues as to whether they should be autonomous or placed under the control of states (Erero, 1997). Equally efforts are being made (albeit with significant obstacles) at making democracy and democratic governance an article of faith in Nigeria. Such a democratic culture will however not ensure at other levels of governance if it does not ensure at the local government level that accountability of local government officials to the people must be sustained (Erero, 1997).

Local Government in Nigeria must be open to scrutiny as found with the state and Federal-tiers of government. Therefore, there is need for civil society to constantly; demand transparency and accountability from the local government officials. Moreover, civil society organizations such as human and social-economic rights groups should help develop strong accountability and transparency processes/mechanisms as well as play active watchdog role. In addition, there should be explicit and enforceable constitutional and statutory provisions that will make local governments responsive transparent and accountable to local people (Afrobarometer, 2008).

The anti-corruption campaigns and other related campaigns to entrench accountability and transparency must be vigorous not timid. Such campaigns must be consistent in applications and must be devoid of selectivity in applications and choice of battle fronts if they are to retain credibility and to be internalized by all Nigerians (Idachaba, 2006).

The National Orientation Agency (NOA) must wake up from seeming slumber and rise up to the challenge of being the arrow head for the new national societal value reform that is well articulated through a consultative participatory process and which is imbibed and implemented by all segments of the society with particular focus on the family, youths, women, men and all age groups.

There is urgent need for the government to increase

local government allocation. The evidence of an overall problem of accountability and transparency of local government suggests that, the design of intergovernmental transfers is likely to be a blunt instrument to strengthen incentives for better allocation of public resources. Providing incentives to local government to improve performance through additional resource transfers (additional to their constitutionally determined share in federal revenues) conditional on actual improvements in service delivery will only have the desired impact if incentives of higher tiers of government are better aligned to improved services (Khemani, 2004).

Institutionalizing accountability and transparency in local government administration requires the total efforts of the electorate by playing a dominant role in ensuring good governance.

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Appendix I

Functions of Local Government as stipulated in the fourth schedule of 1999 constitution

(a) The consideration and the making of recommendations to a state commission on economic planning or any similar body on:
  i.   The economic development of the state population in so far as the areas of authority of the council and of the state are affected;
  ii. Proposal made by the said commission or body;

(b) Collection of rates, radio and television licenses;
(c) Establishment and maintenance of cemeteries, burial grounds and homes for the destitute;
(d) Licensing of bicycles, trucks (other than mechanically propelled trucks), canoes, wheel barrows and carts;
(e) Establishment, maintenance and regulation of slaughter houses, slaughter slabs, markets, motor parks and public conveniences;
(f) Construction and maintenance of roads, streets, stre   et lightings, drains and other public highways, parks, gardens, open spaces, or such public facilities as may be prescribed from time to time by the House of Assembly of a state;
(g) Naming of roads and streets and numbering of houses;
(h) Provision and maintenance of public convenience, refuse disposal;
(i) Registration of all births, deaths and marriages;
(j) Assessment of privately owned houses or tenements for the purpose of levying such rates as may be prescribed by the House of Assembly of a state;
(k) Control and regulation of:
  i.   Out-door advertising and boarding;
  ii.   Movement and keeping of pets of all description;
  iii. Shops and Kiosks;
  iv.   Restaurants, bakeries and other places for sale of food to the public;
  v.   Laundries; and
  vi.   Licensing, regulation and control of sale of liquor.

Secondly, the function of a local government council shall include participation of such council in the government of a state as regards, the following matters:
(a) The provision and maintenance of primary adult and vocational education;
(b) The development of agriculture and natural resources, other than the exploitation of minerals;
(c) The provision and maintenance of health services; and
(d) Such other functions as may be conferred on a local government council by the House of Assembly of the State.

Effect of Treasury Single Account Adoption On Accountability, Transparency And Public Finance Management In Nigeria

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ABSTRACT

This study examined the effect of Treasury Single Account (TSA) adoption on accountability, transparency and public finance management in Nigeria, using the perceptions of accounting professionals (AP), accounting academics (AA), and accounting officers (AO). A sample of 266 respondents was drawn from a population of 790 AP, AA, and AO within Benue State. The Chi- Square goodness of fit test was used in data analysis. The study found that TSA adoption has significantly improved accountability and transparency in Nigerian public finance. The study equally established that TSA adoption has significantly improved public finance management in Nigeria. The study, therefore, recommended that government should continue with the TSA implementation programme as it has a significant positive effect on accountability and transparency and also public finance management. The study equally recommends that adequate steps be taken as a matter of urgency to correct the delays in the release of funds as this will adversely affect most government activities.

Key words: Treasury Single Account (TSA), Accountability, transparency, public finance management, Nigeria.

1.0   INTRODUCTION

Over years, Nigeria's public funds have not been properly accounted for and to eliminate or minimize this menace, the Federal government of Nigeria implemented Treasury Single Account (TSA) in 2015 [1]. Efe [2] lamented that a country with abundant human and material resources became the honey pot of predators who occupy public offices. A report by KPMG rated Nigeria as the most fraudulent country in Africa [3]. The firm put the cost of fraud during the first half of 2012 at N225 billion ($1.5 billion). It is unarguable that sustainable development and security cannot be guaranteed under this situation [4].

TSA adoption in Nigeria is backed by Section 80 (1) of the 1999 Constitution as amended that states that, all revenues, or other moneys raised or received by the Federation (not being revenues or other moneys payable under this Constitution or any Act of the National Assembly into any other public fund of the Federation established for a specific purpose) shall be paid into and form one Consolidated Revenue Fund of the Federation. Successive governments have continued to operate multiple accounts for the collection and spending of government revenue in contradiction to the provision of the constitution which requires that all government revenues be remitted into a single account until in year 2015 when TSA was introduced [5] and [6].

According to [7], TSA is an essential tool for consolidating and managing governments' cash resources, thus minimizing borrowing cost. The primary aim of TSA is to ensure accountability of government revenue, enhance transparency and avoid misapplication of public funds [8]. It is to ensure that transparency on unspent budgetary allocations is carried forward automatically to another year.

Akinmutimi[9] averred that TSA is bound to improve transparency and accountability in public finance management. First, it will remove that organizational secrecy around the management of public finances. The discretionary aspect of accounting officers and politicians collaborating to do all manner of business with government finances before executing projects thereby causing delays or negotiating interest rates with banks for private gains will be over. The second is that revenue generating agencies that have been depriving the Treasury of due revenue through a plethora of bank accounts under their purview and which are not known to the authorities will no longer be able to defraud the government since all funds will be swept into the TSA. As asserted by Abayelu[10], beyond transparency and accountability, the TSA will introduce economy and efficiency into overall management of public finances and this will in the long run lead to effectiveness of government spending since it places government in a better position to realize overall policy goals.

Kaufman [11] argues that an emphasis on accountability by citizens is a fundamental aspect of eliminating corruption and promoting transparency in government. Okwoli[12] stated that the issue of accountability in Nigeria is a fundamental problem because of the high level corruption in all levels of government in the country which is evident from the Transparency International global Corruption Perception Index survey in October 2010 where Nigeria ranked 134 from its initial position of 130 in 2009 and 121 in 2008. The 2010 Corruption Perception Index drawn on a scale from 10 (highly clean) to 0 (highly corrupt), showed that Nigeria scored 2.4, and is ranked 134 amongst the 178 countries surveyed. Currently, Nigeria is ranked 142 out of 179 from the 2016 Corruption Perception Index.

According to the Accountant General of Federation (AGF), Ahmed Idris, The Federal Government has saved a total of N108.1bn from charges imposed by banks for managing funds belonging to its MDAs since the commencement of the Treasury Single Account in September 2015. He revealed that before the policy was introduced into the public sector as part of the public financial management reforms, a monthly sum of N4.7bn was incurred by the Federal Government as bank charges, interest on loans, and account maintenance fees among other charges. There are 23 months between September 2015 and July 2017, and with a monthly savings of N4.7bn, the total amount so far saved is now N108.1bn [13].

Accountability has therefore become imperative because the key to creating wealth and maintaining a free society have been recognized to lie primarily in accountability and transparency. Both require that broad based systems of accountability be built into the governance structures of government institutions as well as business corporations [14].

Accountability therefore, refers to being answerable to those who have invested their trust, faith, and resources to the leaders. Adegite[15] noted that accountability is the obligation to demonstrate that work has been conducted in accordance with agreed rules and standards and the officer reports fairly and accurately on performance results vis-à-vis mandated roles and or/plans. It means doing things transparently in line with due process and the provision of feedback. Johnson [16] says that public accountability is the hallmark of modern democratic governance and an essential component for the functioning of our political system, as accountability means that those who are charged with drafting and/or carrying out policy should be obliged to give an explanation of their actions to their electorate [17].

In addition, transparency promotes accountability and provides information for citizens about government activities. Iyoha & Oyerinde [14]

maintained that there is a need for accountable, open and effective management of public finance as they linked accountability to the principal-agent relationship. Transparency is however defined as an inclusive concept that requires loyalty, faithfulness, allegiance and dependability [18]. Kopis[19] defined transparency as an altitude of openness towards the public at large, about government structure and functions, policy intentions, public sector account and projections, reliable, comprehensive, timely understandable information on government activities so that the electorate and financial market can actually access government financial position and the true cost and benefits of government activities.

1.1   Statement of the Problem

Amongst other objectives, TSA was adopted to boost revenue collection and remittance but since its adoption, revenue collection in the form of tax has been on the decrease. Although according to the executive chairman of Federal Inland Revenue Service (FIRS), Fowler Babatunde, the agency in 2017 collected the sum of N4 trillion as tax income which is an increase of N720 billion or 21.7% from the N3.3 trillion it collected in 2016, however, the increase is still below what it collected in 2014 prior to TSA adoption. A detail breakdown between 2014 to 2017 is given below. In 2014, the agency targeted to collect N4.086.1 trillion and actually collected N4.714.6 trillion. In 2015, the agency targeted to collect N4.572.2 trillion but only collected N3.741.8 trillion. In 2016, the agency targeted to collect N4.957 trillion but only collected N3.303 trillion. In 2017, the agency targeted to collect N4.0 trillion and ended up to collect N4.03 trillion [20].

The introduction of TSA is as a result of numerous corrupt practices that exist in Nigeria, such as lack of transparency and accountability [1]. However, even after its adoption, Nigeria was still ranked 142 out of 176 in the 2016 Corruption Perception Index [21].

There exist mixed reactions by staff of MDAs as to the achievement of the stated objectives enunciated by the Accountant General of Federation (AGF), Ahmed Idris, that TSA adoption will boost revenue collection, block leakages and ensure transparency and timely disbursement of funds to beneficiaries. However, as reported by Daily Trust, some staff of MDAs are expressing dissatisfaction with the delays by TSA in release of funds needed to carry out their responsibilities which contrast with the stated objectives of its adoption. Some staff at the National Pension Commission (PenCom) blamed TSA for delay in release of funds to settle even bills for stationeries needed to run the commission [22].

Since the adoption of TSA is still at the early stage and scanty data exist on its effect, the study therefore, seeks to elicit the perceptions of key players in the TSA implementation programme as regards to enhancing accountability and transparency and also public finance management.

The objective of this study is to examine whether the implementation of TSA so far has improved accountability and transparency, and public finance management in Nigeria via the expert opinions of key players in the TSA implementation programme. Accordingly, null hypotheses, which emanates from the preceding objectives, are tested in this study. The hypothesis (H_{01}) states that TSA implementation has not significantly improved accountability and transparency in Nigerian public finance and (H_{02}) states that TSA implementation has not significantly improved public finance management in Nigeria.

This paper is organized into five sections, including this section one. A review of related literature is presented in section two, while section three articulates the methodology used to collect and analyze the data. Section four presents and discusses the results obtained from data analyses. Section five concludes the paper and makes recommendations.

2.0   Review of Related Literature

This section reviews extant literature related to the phenomenon of interest which is, Treasury Single Account adoption on accountability and transparency, and public finance management in Nigeria. It is organized into three sub-sections, namely conceptual framework, theoretical framework, and empirical review.

2.1   Conceptual Framework

Relevant concepts are discussed here to provide an insight to the study. The concepts are: **Treasury Single Account (TSA), Accountability, Transparency and Public Finance Management (PFM).**

2.1.1   Treasury Single Account (TSA)

TSA is a consolidated account or a set of linked bank accounts through which government transacts all its receipts and payments and gets consolidated view of its cash position at any given time [23]. Onyekpere[24] opined that TSA is a process and tool for effective management of government finances, banking and cash position. In accordance with the name, it pools and unifies all government accounts through a Single Treasury Account. Chukwu [25] defined a TSA as a network of subsidiary accounts all linked to a main account such that, transactions are effected in the subsidiary accounts but closing balances on these subsidiary accounts are transferred to the main account, at the end of each day.

TSA is a public accounting system under which all government revenue, receipts and income are collected into one single account, usually maintained by the country's Central Bank and all payments done

through this account as well [26]. The purpose is primarily to ensure accountability of government revenue, enhance transparency and avoid misapplication of public sector funds. The maintenance of a TSA will help to ensure proper cash management by eliminating idle funds usually left with different Deposit Money Banks (DMBs) and in a way enhance reconciliation of revenue collection and payment [26].

According to the former Accountant-General of the Federation (A.G.F) Jonah Otunla, prior to TSA adoption, Nigeria had fragmented banking arrangements for revenue and payment transactions. He stated that, there were more than 10,000 bank accounts in multiple banks, which made it impossible to establish government consolidated cash position at any point in time and this led to pockets of idle cash balances held in MDAs accounts when government was out borrowing money [27].

The idea of TSA came into being when some agencies refused to declare and remit the 25 percent of their annual revenue they generated to the treasury as demanded by law. It is in respect of this that the federal government in 2012 ran a pilot scheme for a single account using 217 MDAs as a test case. The pilot scheme saved the country about N500 billion in frivolous spending and the success of the pilot scheme motivated the government to fully implement TSA. President Muhammadu Buhari through the Central Bank of Nigeria (CBN) on August 9, 2015 directed to all MDAs to close all their accounts domiciled in Deposit Money Banks (DMBs) and transfer them to the federation account and gave September 15, 2015 as deadline for total compliance. The CBN equally directed all DMBs to implement the Remita e-Collection Platform. The Remita e-Collection is a technology platform deployed by the Federal Government to support the collection and remittance of all government revenue to a Consolidated Account domiciled with the CBN [28].

In 2012, about N120 billion was forcefully collected by government from MDAs being 25 percent of their gross revenue to the treasury with another N34 billion collected in 2013. Before then, most of the MDAs were reluctant to remit the requested amounts by law to the treasury [29]. The Revenue Mobilization and Fiscal Commission released an audit report which indicted some banks for withholding about N12 billion revenue collected on behalf of the Nigerian Customs Service and Federal Inland Revenue Service. The revenue according to the commission is stashed in 19 banks from January 2008 to June 2012 [30].

In October 2013, former minister of finance, Ngozi Okonjo-Iweala, explained that the introduction of TSA had helped to reduce how government account was being overdrawn. She said, 93 MDAs had hooked on to the TSA platform while governments overdrawn position has dropped from N102 billion in 2011 to N19 billion in 2012[31]. The minister stressed that the implementation of TSA play a central and strategic role in reforming the public financial management currently plagued with problems of corruption, high cost of governance. She said this will tackle the challenges of leakages in government revenue and wastages in expenditure patterns in MDAs [31].

Similarly, a development economist and financial analyst, Odilim Enwegbara noted that due to the high level of corruption and lack of accountability in Nigeria, revenue generating MDAs reportedly generated N3.06 trillion in 2009, but only remitted N46.80 billion to government coffers; generated N3.07 trillion in 2010 but remitted mere N54.10 billion; and generated N3.17 trillion in 2011 and remitted N73.80 billion. He cited the case of NNPC and its subsidiaries, which, having internally generated N6.132 trillion between 2009 and 2011 remitted zero naira to the government treasury [28]. Another accounting fraud he pointed out was the one committed by the Nigerian Communications Commission (NCC), which had two different audited accounts, one with lower figures sent to the Fiscal Responsibility Commission (FRC) and another with higher figures sent to the Office of the Auditor General of the Federation (OAGF). Enwegbara also cited the fraud discovered during a close examination of the Federal Inland Revenue Services (FIRS) presentation showing how in its 2009 audited accounts, N5.6 million was found in the audited account forwarded to FRC while N323 million was found in the same audited account it sent to the Office of the Auditor General of the Federation [28].

Reasons for the Adoption of Treasury Single Account in Public Sector

Until the introduction of the TSA, the country faced numerous challenges with management of Public Finances that affect government efficiency and effectiveness in service delivery, transparency and accountability. Some of these challenges were:

Loss of Control on the Number of government Bank Accounts: MDAs are required to get the approval of the Accountant-General of the Federation (AGF) for all their banking relationship. In addition, each MDA is required by regulation to maintain four bank accounts, one each for revenue, personnel costs, overhead costs and capital. However, many MDAs failed to comply, hence the number of bank accounts became over bloated and monitoring the accounts became a herculean task for the Office of the Accountant General of the Federation (OAGF). A survey of the number of such accounts with both the Central Bank of Nigeria (CBN) and Deposit Money

Banks (DMBs) carried out by the OAGF in 2010 puts the number of accounts at over 10,000 With such a large number, government could not have timely consolidated information of cash position necessary for efficient cash management in the country.

Maintenance of Several Extra Budgetary Funds: There exist idle funds (account balances) of MDAs outside the CRF with huge balances which result in high cost of servicing the accounts by MDAs while government borrows to finance the activities of other MDAs which attracts interest as well.

Non-Remittance of Independent Revenues by MDAs: A number of MDAs fail to remit their revenues into the CRF in line with S.80 of the Constitution and spend the funds without appropriation.

2.1.2   Accountability

Hines [32] has stated that accountability involves an obligation to answer for one's decisions and actions when authority to act on behalf of one party (the principal) is transferred to another (the agent). The responsibility for accountability in the public sector exists where there is a direct authority relationship within which one party accounts to a person or body for the performance of tasks or functions conferred by that person or body. Democratic governments are elected by citizens to act in the best interests of the nation on their behalf and citizens have a right to know what their governments are doing on their behalf. Funnell and Cooper [33] have averred that there is an implicit requirement for public trust in the operations of government and this is embodied in the responsibility for accountability. The provision of appropriate information by government to parliament and the people is critical to the accountability obligation, and hence to democracy. Okoh and Ohwoyibo[34] opined that accountability reflects the need for government and its agencies to serve the public effectively in accordance with the laws of the land.

According to United Nations Development Programme (UNDP [35]), accountability is the process by which reliable, timely information about existing conditions, decisions and actions relating to the activities of the organization is made accessible, visible and understandable. Accountability includes financial, administrative, social, and political stewardship [35]. Four important criteria, enunciated by UNDP as being fundamental to public service accountability include: fiscal accountability, managerial accountability, program accountability, and individual accountability [36]. The basic conclusion drawn from the concept of accountability as presented above is that TSA adoption could lead to enhanced accountability in public sector finance as all government receipts and payments are made directly

from a unified structure of government bank accounts via TSA.

2.1.3   Transparency

The concept of transparency is an ethical precept that is concerned with moral imperatives. In this regards, it is about fairness, uprightness and openness in dealing with people generally both at the official and private levels [37]. Akpa further asserted that transparency means actions anchored on the principle of probity, good conscience and a clean track record devoid of stains of cover-up, cheating, or lying. According to Adegite[15] transparency comprises all means of facilitating citizens access to information and their understanding of decision-making mechanism, public sector transparency begins with the clear application of standards and access to information.

Schnackenberg[38] proposed that transparency consists of three interrelated principles: *Disclosure*(i.e., the quality of information presented and the degree to which it is available to interested parties), *clarity*(i.e., the degree to which media selection, contextual sensitivity, linguistic coherence, presentation and relevance allow for understanding to take place), and *accuracy*(i.e., the degree to which information is correct as perceived by the sender). Independently, all three principles of transparency are necessary but not sufficient for information to be considered transparent. Further, all three principles are in a constant state of iteration as representations are constructed.

It is pertinent to state here however that, the concept of accountability and transparency are inter-related. Akpa[37] argued that accountability is an agency law concept while transparency is an ethical concept that are closely related and indeed do reinforce each other for effective harvest in their operations.

2.1.4   Public Finance Management

Public Finance Management (PFM) refers to the set of laws, rules, systems and processes used by sovereign nations (and sub-national governments), to mobilize revenue, allocate public funds, undertake public spending, account for funds and audit results. Public finance management involves the collection of sufficient resources from the economy in an appropriate manner along with allocating and use of these resources efficiently and effectively constitute good financial management. Resource generation, resource allocation and expenditure management (resource utilization) are the essential components of a public financial management system.

PFM basically deals with all aspects of resource mobilization and expenditure management in government. Just as managing finances is a critical function of management in any organization, similarly public finance management is an essential

part of the governance process. PMF includes resource mobilization, prioritization of programmes, the budgetary process, efficient management of resources and exercising controls. Rising aspirations of people are placing more demands on financial resources. At the same time, the emphasis of the citizenry is on value for money, thus making public finance management increasingly vital. The following subdivisions form the subject matter of public finance are; Public expenditure, Public revenue, Public debt, Financial administration and Federal finance.

Strong PFM systems are essential for effective and sustainable economic management and public service delivery. States are effective and accountable when they are underpinned by good PFM institutions and systems. Good PFM systems are also indispensable in ensuring that aid is being used to achieve development goals.

2.2   Theoretical Framework
Relevant theories are stated here to back this study. The theories include Agency Theory, Public Finance Management Theory and Institutional Theory.

2.2.1   Agency Theory
Agency theory emerged in the 1970s following the seminal works of Jensen and Meckling [39]. The theory is used to provide a coherent explanation or rationale for various public sector policy adoption including TSA in any governance jurisdiction to strengthen accountability between principals and agents. The agency perspective resonates from the separation of ownership and control in a modern corporation and the fears that the interest of the owners (the principal) and agent (the managers) may not cohere. Accordingly, the theory presumes tension between the principal and the agent, thereby creating the demand for tension diffusion mechanisms. The adoption of TSA is one of such mechanisms. The relationship between the agent (office holder) and the principal automatically creates a social contract between them. On this basis, the office holder must regard the contract as bringing to bear on him an inescapable obligation to stand ready and willing to be answerable for all his actions and inactions, both good and the bad on a consistent basis [40].

Baiman[41] has, however, provided a view of the agency theory from the public sector perspective, arguing that, a government official is elected or appointed to act on behalf of the public as an agent, performing the work of directing and controlling resources on behalf of the public (principal). The agency theory, therefore, calls for strong public accountability between the agent and his principal which can be done through the use of a unified structure of bank accounts where all government transactions can be tracked at any given time. Lenz [42] has construed public accountability as a function of the capabilities of principals to judge the performance of their agents. The agency theory has proven to be a flexible and useful approach for interpreting the effects of institutional arrangements on accountability of public decision makers and public policy.

In relation to this study, the agency theory calls for accountability by the agent to the principal and TSA adoption is intended to serve as a mechanism to foster such accountability as it unifies all government bank accounts and enables the government to track its transactions at any point and have a consolidated view of its cash position [43].

2.2.2   Public Finance Management Theory
The theory was propounded by Richard A. Musgrave [44]. This theory assumes that all aspects of financial resources (mobilization and expenditure) should be well managed in government for the benefits of the citizenry. It includes resources mobilization, prioritization of programmes, the budgetary process, efficient management of resources and exercising control to guide against threats. The purpose of TSA primarily is to avoid misapplication of public fund [45]. This theory relates to the study as TSA is concerned with the consolidation and prudent management of public funds for the benefit of the citizenry. This paper is anchored on both agency theory and public finance management theory.

2.2.3   The Institutional Theory
The theory was propounded by DiMaggio and Powell [46], considers organizations as operating within a social framework of norms, values and assumptions about what constitutes appropriate or acceptable economic behaviour [47]. The basic assumptions about institutional theory include: (1) adoption of structures and management practices that are considered legitimate by other organizations in their fields, regardless of their actual usefulness: (2) organizations responding to pressures from their institutional environments and adopting structures/or procedures that are socially acceptable and appropriate organizational choice; and (3) organizations conforming to predominant norms, traditions and social influences in their internal and external environments which will promote governments that gain support and legitimacy by conforming to social pressures [48] and [49]. From the perspective of the public sector, legitimacy might be pursued from other national governments, international organizations and groups of interest [50].

The institutional theory states that changes in management practice or culture of an institution to

new ones (e.g. from the previous public finance management system by MDAs to the unified structure of TSA) do not occur primarily because of the efficiency or usefulness of the new style adopted but as a result of some institutional pressure. Three mechanisms through which institutional isomorphic change takes place have been identified: (1) coercive isomorphism which stems from external factors like international organizations dictating the use of certain style of management to governments; (2) mimetic isomorphism which is standard response to uncertainty and following the actions of perceived more successful organizations; and (3) normative isomorphism which is associated with professionalization and is concerned with cultural innovations to adopt new styles that are considered superior to the one being used [46]. The relevance of the institutional theory in this study is that changes in organizational structures or style (such as public finance management style) do not occur because of the benefits associated with the new style but such changes do occur as a result of the three mechanisms posited above, that is coercive, mimetic, and normative isomorphism.

2.3   Related Prior Empirical Studies

The empirical literatures related to this study are reviewed here to guide the study and the study gap is also highlighted. The main purpose of this review is to appraise the extent of the research in terms of the methodologies adopted and the results obtained.

The first study was carried out by Yusuf [51] on the effects of TSA on public finance management in Nigeria. The main objective of the study was to examine the extent to which Treasury Single Account can block financial leakages, promotes transparency and accountability in the public financial management. The study made use of primary data via the use of a questionnaire designed on a five point Likert scale. The populations of the study were Ministries, Department and Agencies (MDAs) within Bauchi metropolis using a sample of 72 respondents through judgmental sampling. The statistical tool used for data analysis was Pearson Correlation technique. The result of the study showed that adoption of a Treasury Single Account (TSA) will block financial loopholes, promoting transparency and accountability in the public Financial System.

The second study was carried out by Oguntode, Alalade, Adekunle and Adegie[52] to analyze TSA and Nigeria's Economy Between 1999 and 2015. The study was conducted in the western part of the country to determine whether the establishment of a unified structure of government bank accounts via a Treasury Single Account (TSA) will solve the problem of frivolous and unscrupulous spending of Government fund and hence eradicate loss and enhance cash management, transparency and control. Secondary data was employed for the research work, CBN statistical bulletin (1999-2015) was analyzed using the OLS estimator. The result shows that the Treasury Single Account has a positive significant impact on the country's economic growth. The study equally revealed that TSA adoption will eradicate loss and enhance cash management, transparency and control.

The third study was carried out by **Igbekoyi and Agbaje**[53]**to assess the implication of TSA adoption on public sector accountability and transparency.** The study employed a survey design and made use of primary data via the use of a structured questionnaire. The population of the study was revenue generating MDAs located within Ondo state and a sample of ten (10) MDAs was selected from the population using Purposive Sampling Technique. A total of one hundred (100) respondents were covered in the study where ten (10) copies of questionnaire were administered to respondents in each of the MDAs selected. The study used Analysis of Variance (ANOVA) in analyzing the data. *The findings of the study showed that, TSA has a significant positive impact on financial leakages, transparency and curb financial misappropriation.*

The fourth study was carried out by Oti, et. al, [54] to examine the potency of TSA on transparency and accountability of governments financial transactions in Nigeria. The study adopts survey and exploratory research designs via the use of a five point Likert scale questionnaire. The study was carried out in Calabar, Cross River State and the population of the study cut across employees in MDAs, Deposit Money Banks staff, staff of central Bank of Nigeria, business operators, entrepreneurs, members of the civil society organizations and a cross section of the public. The estimated population of the study was 1012. While the sample size used was 286derived from Taro Yamane sample size formula. The data collected were analyzed using the Pearson Product Moment Correlation coefficient (PPMCC) at 0.05 level of significance. The study found out that TSA adoption will promote transparency and accountability of government financial transactions.

The fifth study was conducted by Akujuru**and** [55] to **a**scertain the extent to which the adoption of TSA has promoted transparency and accountability in the public sector finance. The study used a cross sectional survey design. The population of the study consists of the Federal MDAs in Rivers State. However, the study emphasized more on management staff and supervisors who are involved in TSA application practice which totaled 6393. The study employed simple random sampling technique. The sample size of 377 was determined through the use of Taro Yamane sample size formula. Descriptive and inferential statistics were used to analyze the data for this study. The study used Pearson Product Moment

Correlation coefficient (PPMCC) for data analysis. The study revealed that TSA adoption has promoted transparency and accountability in public sector finance.

This study seeks to bridge the gap that exists in the study area. Among all the reviewed works, non was carried out in the middle belt or north-central region and the views of critical stakeholders who are involved in the TSA implementation programme in the region are also important. The first reviewed work is from north-east geo-political zone while the second and third reviewed works are from south west zone and, the fourth and fifth reviewed works are from the south-south geo-political zone in Nigeria. Also from the reviewed works above, none of the works sort the opinions of accounting academics which are also another key stakeholder group in the TSA implementation programme. However, all reviewed works are related to the study as there seek to determine whether TSA adoption has an effect on accountability and transparency, and public finance management.

The views of the relevant stakeholders are sort because they possess an in-depth knowledge on TSA and are involved in the implementation programme and therefore, can offer more honest opinion about its effectiveness so far.

3.0   Methodology

The population for this cross sectional survey is 790, comprising of Accounting Officers (AO), Accounting Academics (AA), and Accounting Professionals (AP) from MDAs that are situated in Benue State and members of professional bodies like ICAN and ANAN in Makurdi. The sample size of 266 was derived through the Taro Yamane formula for sample size determination at a 5% error margin. The distribution of the sample among the three respondent's groups, based on Bourley's population allocation procedure, is presented in Table 1.

Table 1: Population and Sample Distribution

Population Group	Total Population	Sample Distribution	Percentage
AP	413	139	52.3
AA	59	20	7.5
AO	318	107	40.2
Total	**790**	**266**	**100**

Source: Field Survey (2018)

The study adopted a five-point Likert scale questionnaire as the research instrument for data collection and was designed to capture all vital answers for the research questions. The scales used in the questionnaire are strongly agree (5), agree (4),

undecided (3), disagree (2), and strongly disagree (1). The questionnaire contained a set of questions classified into sections A and B. Section A, addressed demographic concerns while Section B sought to obtain information related to the investigation. The research instrument was subjected to content validation to ensure that the content of the instrument used measures the variables investigated in the study. The data obtained were subjected to statistical analysis to test for the internal consistency of items on the instrument and the result revealed a Cronbach Alpha coefficient of 0.778 which suggests that the instrument was reliable enough to be used.

In order to analyze the data obtained from the administered questionnaire, both descriptive and inferential statistics are applied. The data are presented in tables, frequency and simple percentages. The Chi-square test is used with the aid of Statistical Package for Social Sciences (SPSS) version 21. The test variables for the study are accountability and transparency and public finance management.

4.0   Results and Discussion

This section presents the details on respondent's demographics, and the results of data analysis. The results are also discussed in this section.

Respondents Demographic Details

As can be seen in Table 2, 128(52.2%) of the total respondents were accounting professionals (AP), 18(7.4%) were accounting academics (AA), while 99(40.4%) were accounting officers (AO). These data indicate that majority of the respondents were AP who are members of professional accounting bodies (ICAN and ANAN). Next in number to AP are AO who work in the capacity of accountants in various establishments. The group with the least respondents are the AA who teaches accounting courses in higher institutions of learning.

Table 2: Distribution of Respondents According to Type of Work

Group	Returned Copies	Percentage of returned copies
AP	128	52.2
AA	18	7.4
AO	99	40.4
Total	245	100

Source: Field Survey (2018)

Results

The first objective of this study is to ascertain whether

Table 3: Respondents' Perception on Effect of TSA Adoption on Accountability and Transparency in Nigerian Public Finance

Question	SA	(%)	A	(%)	UD	(%)	D	(%)	SD	(%)
1	184	(75..1)	42	(17.1)	11	(4.5)	7	(2.9)	1	(0.4)
2	199	(81..3)	38	(15.5)	4	(1.6)	4	(1.6)	-	(0)
3	146	(59.6)	92	(37.6)	5	(2)	1	(0.4)	1	(0.4)
4	135	(55.1)	82	(33.5)	11	(4.5)	12	(4.9)	5	(2)

Source: Field Survey (2018)

agencies that have been depriving the Treasury of due revenue through a plethora of bank accounts under their purview and which were not known to the authorities are now no longer be able to defraud the government since all funds are swept into the TSA.

On whether TSA adoption has enabled the elimination of frivolous spending under the guise of account charges and maintenance fees that were hitherto imposed by the Deposit Money Banks on over 10,000 accounts owned by MDAs prior to its adoption, 135(55.1%) respondents strongly agreed, 82(33.5%) agreed, 11(4.5%) undecided, 12(4.9%) disagreed while only 5(2%) strongly disagreed. Based on the responses, it can be seen that an overwhelming majority of the respondents agreed to the fact that TSA adoption has enabled the elimination of frivolous spending under the guise of account charges and maintenance fees that were hitherto imposed by the Deposit Money Banks on over 10,000 accounts owned by MDAs prior to its adoption. This is because, government only operate the TSA which maintenance does not cost as much as the several accounts previously owned and all monies collected on behalf of the government are transferred to the TSA account at the end of each day.

In order to achieve objective one, hypothesis one (H_{01}), which states that TSA adoption has not significantly improved accountability and transparency in Nigerian public finance was tested using Cross Tabulation and Chi-square test. The results of this test are presented in Table 4.

Table 4: Effect of TSA Adoption on Accountability and Transparency in Nigerian Public Finance

Response	Observed Frequency	Expected Frequency	df	x^2	P
SD	1	49.0			
D	7	49.0			
UD	11	49.0	4	485.429	.000
A	42	49.0			
SA	184	49.0			

Source: Compiled from SPSS Version 21 Output

The result of Chi Square test presented in Table 4 revealed that 184 persons strongly agreed, 42 persons agreed, 11 were undecided while 7 disagreed and only 1 strongly disagreed with the expected frequencies of 49.0, df of 4 and Chi Square (x^2) value of 485.429 and p-value of .000. Since the p-value is less than the alpha level of 0.05 (i.e. p<.05), the null hypotheses which states

that TSA adoption has not significantly improved accountability and transparency in Nigerian public finance is therefore, rejected. In other words, TSA adoption has significantly improved accountability and transparency in Nigerian public finance.

The second objective of this study is to ascertain whether the adoption of TSA has improved public finance management in Nigeria. Data on this objective were collected on items 5-8 on the research questionnaire and the results obtained from analysis of data are presented in Table 5.

Table 5: Respondents' Perception on Effect of TSA Adoption on Public Finance Management in Nigeria.

Question	SA	(%)	A	(%)	UD	(%)	D	(%)	SD	(%)
5	170	(69.4)	66	(27)	4	(1.6)	4	(1.6)	1	(0.4)
6	208	(85)	29	(11.8)	3	(1.2)	3	(1.2)	2	(0.8)
7	177	(72.2)	47	(19.2)	9	(3.7)	7	(2.9)	5	(2)
8	1	(0.4)	4	(1.6)	11	(4.5)	41	(16.7)	188	(76.8)

Source: Field Survey (2018)

From Table 5, when respondents were asked whether the adoption of TSA has led to better cash management by the government, 170(69.4%) of the respondents strongly agreed to the question, 66(27%) agreed, 4(1.6%) were undecided while 4(1.6%) disagreed and 1(.4%) of the respondents strongly disagreed. This indicates that the majority of the respondents are in agreement that the adoption of TSA has led to better cash management by the government. This is because the system has eliminated idle funds usually left with different Deposit Money Banks and in a way enhance reconciliation of revenue collection and payment.

The respondents were also asked whether TSA adoption has blocked financial loopholes and revenue leakages in the Nigerian public finance, 208(85%) of the respondents strongly agreed, 29(11.8%) agreed, 3(1.2%) undecided, 3(1.2%) disagreed while only 2(.8%) strongly disagreed. As can be observed, majority of the respondents agreed and strongly agreed and this can be interpreted as the adoption of TSA has blocked financial loopholes and revenue leakages in the Nigerian public finance. This is because, all government revenue generated are now paid directly to TSA which cannot be diverted.

On whether TSA adoption has enabled strict monitoring and control of government transactions at all times, 177(72.2%) of the respondents strongly agreed, 47(19.2%) agreed, 9(3.7%) were undecided, while 7(2.9%) disagreed with the statement and 5(2%) strongly disagreed. The small number of those that disagreed and strongly disagreed to this statement implies that TSA adoption has enabled strict monitoring and control of government transactions at all times. This may be due to the fact that all government transactions are now captured by the TSA which enables monitoring of all activities.

When respondents were asked whether the adoption of TSA has enabled early and timely release of funds for effective utilization by MDAs, 1(.4%) of the respondents strongly agreed, 4(1.6%) agreed, 11(4.5%) were undecided while 41(16.7%) disagreed and 188(76.8%) strongly disagreed. As can be noted, majority of the respondents disagreed and strongly disagreed to the assertion that TSA adoption has enabled early and timely release of funds for effective utilization by MDAs. This implies that there has been delays in the release of funds since the adoption of TSA which contrary to its stated objectives.

To achieve objective two, hypothesis two (H02), which states that TSA adoption has not significantly improved public finance management in Nigeria was tested using Cross Tabulation and Chi-square test. The results of this test are presented in Table 6. The result of Chi Square test presented in Table 6

Table 6: Effect of TSA Adoption on Public Finance Management in Nigeria.

Response	Observed Frequency	Expected Frequency	df	x^2	P
SD	1	49.0			
D	4	49.0			
UD	4	49.0	4	434.367	.000
A	66	49.0			
SA	170	49.0			

Source: Compiled from SPSS Version 21 Output

revealed that 170 persons strongly agreed, 66 persons agreed, 4 were undecided while 4 disagreed and only 1 strongly disagreed with the expected frequencies of 49.0, df of 4 and Chi Square (x2) value of 434.367 and p-value of .000. Since the p-value is less than the alpha level of 0.05 (i.e. $p<.05$), the null hypotheses which states that TSA adoption has not significantly improved public finance management in Nigeria is therefore, rejected. In other words, TSA adoption has significantly improved public finance management in Nigeria.

Discussion

The first objective of this study is to ascertain whether the adoption of TSA has improved accountability and transparency in Nigerian public finance. The results of data analysis have revealed that TSA adoption has significantly improved accountability and transparency in Nigerian public finance. This finding is consistent with that of Igbekoyi and Agbaje[53] and Yusuf [51] who found out that TSA will block financial loopholes/leakages, promote transparency and accountability in the public Financial System, and curb financial misappropriation. The result is also in line with the study of Oti, et. al, [54] who also found out that TSA adoption will promote transparency and accountability of governments financial transactions. Similarly, Akujuruand [55] also found out that TSA adoption has promoted transparency and accountability in public-sector finance. This is because government is now more prudent and has cut down its frivolous spending, improved the remittance of its collected revenue and captures all its transactions via the TSA.

The second objective of this study is to ascertain whether the adoption of TSA has improved public finance management in Nigeria. The results of data analysis have also revealed that TSA adoption has significantly improved public finance management in Nigeria. This finding confirms the findings of Oguntode, Alalade, Adekunle and Adegie[52] who found out that TSA adoption will eradicate loss and enhance cash management, transparency and control in Nigeria.

This study upholds the agency theory which calls for strong public accountability by the agent to the principal by unifying all government accounts and enabling the government to track and monitor its transactions at any point and have a consolidated view of its cash position. The study also upholds the Public Finance Management Theory which assumes that all aspects of financial resources (mobilization and expenditure) should be well managed in government for the benefits of the citizenry. However, the study does not uphold the claim of institutional theory which states that changes in management practice or structure of an organisation comes as a result of three types of influence and not as a result of the efficiency or usefulness of the newly adopted management style. This study has proved that changing from the previous public finance management system by MDAs to the unified structure of TSA has brought more efficiency and is more useful in the management of public finance in Nigeria and not as a result of certain influence or pressure.

5.0 Conclusions and Recommendations

This study has provided evidence which suggest that TSA adoption has significantly improved accountability and transparency in Nigerian public finance as more of government transactions are now revealed which improves the remittance of collected revenue, eliminated frivolous spending under the guise of account charges and maintenance cost that were hitherto imposed by DMB on over 10,000 accounts owned by MDAs. The study equally established that TSA adoption has significantly improved public finance management in Nigeria as the unified structure of government bank accounts blocks financial loopholes and revenue leakages, enhance better cash management by providing governments consolidated cash position and enables strict monitoring and control of government transactions at all times. However, the study also found that there has been delays in the release of funds since the adoption of TSA which contrary to its stated objectives.

In line with the findings of this study and conclusions arrived at, the study, therefore, recommends that government should continue with the TSA implementation programme as it has a significant positive effect on accountability and transparency and also public finance management. The study equally recommends that adequate steps be taken as a matter of urgency to correct the delays in release of funds as this will adversely affect most government activities. The results of this study should, however, be interpreted with caution due to its limited scope to AP, AA and AO in Benue State. A wider coverage would provide more tenable results.

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Effect of Cost of Conflict on Nigeria's Economy (1986-2017)

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ABSTRACT

The study ascertained the effect of cost of conflictand insecurity challenges that has ravaged the growth process of Nigeria's economic well-being from 1986-2017. The thrust was to examine the effect of the cost of conflict on Nigeria's Gross Domestic Product (GDP) and inflation rate. Data were collected from the publication of Central Bank of Nigeria (CBN) statistical Bulletin for various years and World Bank Indicators. Ex-post facto research design was employed and 1986-2017were the periods covered. The data collected were subjected to both descriptive and inferential statistics. Descriptive statistics was used to describe the variable set of the study and the result showed that Nigeria spent more resources in peacekeeping and internal security in recent times, correlation test indicated there was multicollinearity among the variables, Variance Inflator Facto(VIF) test showed there was no multicollinearity among the variables, the Shapiro-Wilk W normality test revealed that the errors were not normally distributed, Ramsey regression specification test indicated that the model for the study was well specified, and Breuch-Pagan/cook-Weisberg test revealed no heteroskedasticity problem in the model. Finally, multiple regression test analysis was employed to test the hypotheses. It was discovered that the cost of conflict has significant effect on GDP but has insignificant effect on inflation rate. Based on these findings, it was recommended that the Government should have strengthened security and encourage more Foreign Direct Investment (FDI) into the country to boost economic growth, adequate attention should be placed on increasing productivity and revenue base of the country to reduce the inflation rate in Nigeria.

Keywords: Cost of conflict, Gross Domestic Product, Inflation rate. cost of peacekeeping, internal security expenditure.

INTRODUCTION

The perceived growth in Nigeria's economy is believed to have been impaired by various forms of violence and conflicts that have ravaged the growth process of the country. According to the United States Institute of Peace (2014) instances of violence and conflicts that Nigeria has experienced hinged on political and social-economic agitations, and are mainly motivated by ethnicity and religious driven factors. Before now, Transparency International (2010) had argued that the problem of the share of *National Cake* (oil revenue), which has failed to meet the demands and yearnings of the citizenry, surfaced when Nigeria abandoned other revenue sources in favour of mono-economy with oil as the mainstay of the economy from the 1970s; and this according to the report has plugged the nation into conflict and crisis.

The government turning a deaf ear to the citizenry demand and agitations may be partly responsible for the exacerbated conflicts among various interest groups in the country which has caused much damage to the nation. This view was in line with that expressed by the Technical Committee on the Niger-Delta (2009) when it observes that the undeveloped state of the nation has caused serious restiveness and agitation by aggrieved parties, especially the Niger-Delta region who felt neglected by the government and the multi-national oil Companies for not giving them their due compensation for degrading their ecological system and farm lands. It was in view of this assertion that the Human Development Index (2014) reports that aside increasing poverty, progress towards a number of other Millennium Development Goals(MDGs) in Nigeria has also been disappointing as Nigeria was ranked 153 out of 186 countries, where unemployment rate has been steadily increasing with younger Nigerians encountering increasing difficulty in finding gainful employment.

Statement of Problem

The Strategic Foresight Group (2011) states that cost of Conflict takes into account different costs a conflict generates, which include economic, military, environmental, social and political costs. It puts the costs into two perspectives: The direct costs of conflict, for instance human deaths, destruction of land and physical infrastructure; as well as indirect costs which have been impacted on the society, for instance migration, humiliation, growth of extremism and lack of civil society. It equally examines the neighboring countries involved and assesses the impact on them as well as on the international community. In the same vein, World Bank (2014) notes that Conflict manifests differently and in several forms; from strikes, demonstrations and riots to guerrilla warfare, terrorism and civil war and these forms of conflict have economic, social, psychological and other type of costs imbedded in them.

Conflict is one factor believed to be responsible for dwindling economic growth in Nigeria. The Research Institute of Peace (2012) also had a similar view when

it posits that conflicts and wars are one of the main reasons many developing countries and regions around the world are currently still unable to develop at the same rate as developed nations and also millions of people are currently experiencing starvation and running away from their homes.

According to the Audit Committee on Niger-Delta Affairs (2009), the current state of insecurity poses serious challenges and threat to the stability of Nigeria's macroeconomic environment. The country had suffered colossal loss in terms of infrastructures, properties, Foreign Direct Investment, oil revenue and valuable human lives especially in the North Eastern part of Nigeria.

A good number of researchers are divided and inconclusive in their finding on cost of conflict. Some are of the opinion that cost of conflict has economic benefits which can triggers up economic growth. Others argued that cost of conflict is detrimental to economic growth of a country. Economic Intelligent Unit (2015) in the same vein asserts that the threat of war or the demands of war can lead to taking better economic decision; which may translate to getting some basic decisions right and which may mean investing in science or infrastructure. Dunne (2012) concurring opines that many modern states owe their forms to some conflict or others. Conflict and war according to him, can have positive economic effects in removing bad leaders or leading to the introduction of structures and governance needed for modernization.

On the other hand, some other researchers argued that conflict has detrimental effects on economic growth of a country. Cranna (2011) asserts that the opportunity cost of conflict is the economic benefits that could have been accrued to a country, had there not been conflicts.

It is against this backdrop that this research work seeks to ascertain the effect of cost of conflict on Nigeria's economy from 1986-2017.

Objectives of the study

The main objective of this study is to ascertain the effect of cost of conflict on Nigeria's economy. The specific objectives are to:

1. Evaluate the effect of cost of conflict on Nigerian Gross Domestic Product(GDP).

2. Ascertain the effect of cost of conflict on inflation rate in Nigeria.

Hypotheses of the Study

1. Cost of conflict has no significant effect on Nigeria's Gross Domestic Product(GDP).

2. Cost of conflict has no significant effect on inflation rate in Nigeria.

Review of related literature

The study reviewed extent literature on effect of cost of conflict countries economic well-being.

Dunne (2000) examines the economic effect of military spending in developing countries using

survey method and comparative analysis test. The variable tested was military spending and economic growth indices. He found that military expenditure had negative impact on economic growth in developing countries and recommended improvement of security in developing countries.

Alberto (2002), investigates the economic effects of conflict in the Basque country using descriptive statistics and simple regression method. The variables considered were defense spending on GDP. It was discovered that after the outbreak of conflict in Basque, led to about 10% per capita income declined on GDP. The recommendation was to incorporate policies that will stamp out conflicts in the country.

Addison, Abdurand & Murshed (2002) examine the relationship between conflict and financial development. A sample of 79 countries was used. Cross-sectional research design and OLS regression analysis was employed. The considered variables are conflict on demand for domestic currency and conflict on store of value. They discovered that conflict reduces the demand for domestic currency as a medium of exchange and a store of value and recommended devaluation of currencies.

Beriwan (2015) states that the wars of Iraq's invasion of Kuwait 1990-1991 and U.S invasion of Iraq in 2003 shows that these conflicts resulted in weakened financial systems, lower levels of GDP per capita and higher inflation. These conflicts have also had significant consequences in terms of population loss, debilitated education and great damages to production capacity. In the same vein, Tadele (2014) opines that the impact of inflation on economic growth between Ethiopia and Uganda shows the existence of a positive significant bi-directional relationship between inflation and economic growth for Ethiopia both in the short and long run. But for Uganda there exists only a unidirectional negative relationship between inflation and growth that runs from GDP growth to inflation. Likukela (2007) notes that the determinants of cost of conflict on inflation in Namibia and South African Price index as well as the United States price index, showed that in the short run, domestic prices are influenced by the level of economic growth and foreign prices.

Materials and Methods

The Ex- post facto research design was employed in this study to enable the researcher ascertain the effect internal and defense security expenditure on Nigeria's GDP in a time series data, using multiple regression analysis. The ex- post facto research design is a quasi-experimental study which examines how independent variables affect the behaviour of a dependent variable. Research design is the blueprint that enables the investigator to come up with solutions to the problems and guide the researcher in the various stages of the research. In fact, research design is the conceptual structure within which research is conducted, it constitutes the blueprint for the collection, measurement and analysis of data. This study is an empirical and analytical research study of aggregate

level using secondary data to evaluate the effect of cost of conflict and its effect on the economy of Nigeria. Costs of conflict variables of both direct and indirect costs were arrived at following intensive literature search. Costs of conflict variables were used in this study as predictor variables (independent variables) to model economic growth indices (dependent variable) in Nigeria in a Multiple Regression framework. The study will cover the period 1986 - 2017; a period of 32years.

Ordinary Least Squares (OLS) estimation technique was employed in the analysis of data. All hypotheses were tested at 0.05 level of significance. For each hypothesis, a multiple regression model was formulated based on the respective variable (dependent and independent variables). The dependent variables of interest which were economic indices used in gauging Nigeria's economy were Gross Domestic Product (GDP), Inflation Rate (INFL), while the independent variables (cost of peace keeping data) were Nigeria's total Budget for Defense (COPK) and Total Internal Security Expenditure (INTSECX).

The specified models were developed using the multiple regression approach and were estimated for each dependent variable. The models for the study were specified in line with the specific objectives and hypotheses of the study as indicated below:

Model for Hypothesis 1

GDP = f (COPK, INTSECX)   ..…………… (i)

Equation-(i) is Functional notation of cost of conflict effect on Nigeria's GDP.

GDP = $\beta_0 + \beta_1 COPK_t + \beta_2 INTSECX_t$ .... (ii)

Equation-(ii) is mathematical or deterministic model. We introduced the error term (ξ).

GDP = $\beta_0 + \beta_1 COPK_t + \beta_2 INTSECX_t + \xi_t$ …. (iii)

Equation-(iii) is multiple linear regression models for the test of Hypothesis 1

Model for Hypothesis 2

INF = f (COPK, INTSECX)
………..………. (iv)

Equation-(iv) is Functional notation of cost of conflict effect on economic growth.

INF = $\beta_0 + \beta_3 COPK_t + \beta_4 INTSECX_t$ ……… (v)

Equation-(v) is mathematical or deterministic model. We introduced the error term (ξ).

INF = $\beta_0 + \beta_3 COPK_t + \beta_4 INTSECX_t + \xi_t$ …(vi)

Equation-(vi) is multiple linear regression model for the test of Hypothesis 2

Where:

COPK = Cost of conflict (Proxy - Defense security vote expenditure)

INTSECX=Internal Security (Proxy – Expenditure on Internal Security).

GDP   =   Gross Domestic Product

INFL   =   Inflation rate

Results and Discussion

The test results for the descriptive and inferential statistics

Table 1: Descriptive Statistics of the Variables

Variable	Obs	Mean	Std. Dev.	Min	Max
gdp	32	21016.12	28535.71	134.59	89043.62
infl	32	.197875	.1868311	.054	.728
copk	23	157.6474	214.0523	4.21	826.7
intsecx	23	166.77	206.6795	4.4	956.92

The result of the descriptive statistic above showed that gdp recorded the highest means value of (21016.1), Std. Dev. 28535.71, Min. value of (134.59), and Max value of 89043.62. This is followed by intsecx of mean (166.77) Std. Dev. 206.6795 Min 4.4 and Max value of 956.92 and copk had the Mean value of (157.6474), Std. Dev. of 214.0523, Min (4.21) and Max value of 826.7. The implication is that Nigeria spent more resources in copk. and intsecx in recent times.

Table 2: Correlation Results for the Variables

gdp	1.0000		
infl	-0.3384		
copk	0.7809	0.4776	1.000
intsecx	0.7165	0.8434	1.0000

The correlation matrix above has the coefficient of 0.8434 which was found between the independent variable copk. and intsecx. Independent variable with coefficient above 0.80 is suspected to exhibit multicollinearity hence there was the need to conduct Variance Inflator Factor (VIF) test to ascertain the present or otherwise of multicollinearity in the variable set.

Table 3: Variance Inflator Factor Result for The Independent Variables

Variable	VIF	1/VIF
copk	3.46	0.288662
intsecx	3.46	0.288662
Mean	VIF	3.46

The table 3above showed amean VIF for all the independent variables copk. and intsecx which did not exceed the standardized VIF level (3.46<10.0), suggesting absent of multicollinearity among the variables

Table 4: Shapiro - Wilk W Test For Normal Data

Variable	Obs	W	V	Z	Prob>z
gdp	32	0.72491	9.176	4.602	0.00000
infl	32	0.69733	10.096	4.800	0.00000
copk	23	0.67988	8.373	4.321	0.00001
intsecx	23	0.70980	7.591	4.122	0.00002

The result of the Shapiro- Wilk W test for normal data above indicated no evidence of serial correlation in the residuals which showed the errors were not normally distributed.

Table 5: Ramsey Regression Specification Test Result

Ramsey RESET test using powers of the fitted values of Inf	
Ho: model has no omitted variables	
F (3,17) =	30.74
Prob> F =	0.0000

The result of the Ramsey Regression Specification Test indicated a prob. of 0.0000 which is less than the critical value of 0.05; showing that the model for the study was well specified.

Table 6: Breuch-pagan/Cook-Weisbergtest for Heteroscedasticity Result

Ho: Constant Variance	
Variables: fitted values of Inf	
chi2 (1) =	9.06
Prob> chi =	0.0026

Lastly for the inferential statistics, the Breuch-pagan/Cook-Weisberg test for heteroscedasticity indicated a prob. Of 0.0026 which is also less than the critical value of 0.05; showing there was no heteroscedasticity problem in the model.

Test Results for the Hypotheses

H_{o1}:Cost of conflict has no significant effect on Nigeria's Gross Domestic Product

Source	SS	df	MS			
Model	1.2396e+10	2	6.1981e+09			
Residual	7.5520e+09	20	377597929			
Total	1.9948e+10	22	906730912			

				Number of obs =	23
				F(2, 20) =	16.41
				Prob > F =	0.0001
				R-squared =	0.6214
				Adj R-squared =	0.5836
				Root MSE =	19432

gdp	Coef.	Std. Err.	t	P>|t|	[95% Conf. Interval]	
copk	86.0736	36.02372	2.39	0.027	10.92944	161.2178
intsecx	29.20296	37.30878	0.78	0.443	-48.6218	107.0277
_cons	10622.48	5270.522	2.02	0.057	-371.635	21616.6

Source: Researcher's Computation with data extracted from appendix11 using STATA 13.0

From the above Table, we found that R^2 was .6214 which suggests 62.14% explanatory ability of the estimation for the systematic variation in the dependent variable (gdp) with an adjusted value of .5836. The unexplained variation is 37.86% (1-.6214). The evaluation of the slope coefficients of the explanatory variables revealed the existence of positive relationship between cost of conflict measures (copk=86.0736 &intsecx=29.20296) reaction to economic growth (gdp=10622.48) in Nigeria. This implied that gdp was positively influenced by cost of conflict (copk&intsecx). However, the relationship was significant at 5% level (p=0.0001<0.05). The result above was further supported by the computed t-value for copk (2.39), which was greater than the t-tabulated (1.725), suggesting that copk was a major determinant of gdp. Contrarily, the computed t-value for intsecx of (0.78) was less than the t-tabulated (1.725), suggesting that intsecx was not a major determinant of gdp.

Decision: The result from the above table invalidates the null hypothesis. This led to the rejection of the null hypothesis and acceptance of the alternative hypothesis that cost of conflict has significant effect on Nigeria's gross domestic product as evident in the f-ratio (16.41) with Prob.>F (0.0001).

H_{o2}: **Cost of conflict has no significant effect on inflation rate in Nigeria**

Test Results for Hypothesis II

Source	SS	df	MS			
Model	.046024576	2	.023012288			
Residual	.533857231	20	.026692862			
Total	.579881807	22	.026358264			

				Number of obs =	23
				F(2, 20) =	0.86
				Prob > F =	0.4374
				R-squared =	0.0794
				Adj R-squared =	-0.0127
				Root MSE =	.16338

infl	Coef.	Std. Err.	t	P>|t|	[95% Conf. Interval]	
copk	-.0000602	.0003029	-0.20	0.844	-.000692	.0005716
intsecx	-.0001662	.0003137	-0.53	0.602	-.0008205	.0004882
_cons	.2031153	.0443135	4.58	0.000	.1106789	.2955517

Source: Researcher's Computation with data extracted from appendix11 using STATA 13.0

From the table above, we found that R^2 is .0794 which suggests 7.94% explanatory ability of the estimation for the systematic variation in the dependent variable (inf) with an adjusted value of -.0127. The unexplained variation is 92.06% (1-.0127). The evaluation of the slope coefficients of the explanatory variables revealed the existence of negative relationship between cost of conflict measures (copk=-0000602 &intsecx=0001662) reaction to inflation level (inf=.2031153) in Nigeria. This implies that inf. is negatively influenced by cost of conflict (copk & intsecx). However, the relationship is not statistically significant at 5% level (p=0.4374<0.05). The result above is further supported by the computed t-value for copk (-0.20) and intsecx (-0.53) which is less than the t-tabulated (1.725), suggesting that copk and intsecx are not major determinants of inf.

Decision: The result in the above table validates the null hypothesis. This led to the rejection of the alternative hypothesis and acceptance of the null hypothesis that cost of conflict has no significant effect on inflation in Nigeria as evident in the f-ratio (0.86) with Prob.<F (0.4374).

Findings

Based on the analysis of the data, the following findings emerged, that:
1.   Cost of conflict has significant effect on Nigeria's gross domestic product as evident in the f-ratio (16.41) with Prob.>F (0.0001).
2.   Cost of conflict has no significant effect on inflation rate in Nigeria as evident in the f-ratio (0.86) with Prob.< F (0.4374).

Conclusion

The Strategic Foresight Group (2011) defined cost of conflict as a tool which attempts to calculate the price of conflict to the human race and which could be examined not only in terms of the deaths and casualties and the economic costs borne by the people involved, but also the social, developmental, environmental and strategic costs of conflict. In the same vein, World Bank (2014) noted that conflict manifests in several forms, from strikes, demonstrations and riots to guerrilla warfare, terrorism and civil war. In turn, these forms of conflict have economic, social, psychological and other type of costs.

In this study, attempt was made to determine the effect of cost of conflict on economic growth in Nigeria using certain cost of conflict measures (cost of peacekeeping and internal security expenditure) and economic growth parameters (Gross Domestic Product and inflation rate) during the period 1986-2017. On the overall, we discovered that cost of conflict significantly affect economic growth in Nigeria, especially Gross Domestic Product.

Recommendations

Based on the findings of the study, the following recommendations were proffered:
1.   The Government should strengthened security and encourage more Foreign Direct Investment (FDI)t into the country to boost economic growth

2.   Adequate attention should be placed on increasing productivity and revenue base of the country to reduce the inflation rate in Nigeria.

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Concentrated Institutional Shareholdings and Dividend Pay-out of Deposit Money Banks in Nigeria

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ABSTRACT

Dividend policy has been regarded as a pivotal issue in corporate finance and could be influenced by several factors. One of such factors is the ownership structure of a firm. Past studies have focused on the impact of institutional ownership on dividend policy decision and concentrated ownership on dividend policy decision in Nigeria, however few studies examined how concentration of institutional investors affect dividend policy. Hence, this necessitate the need for this research to determine if concentrated institutional ownership impact the dividend policy of deposit money banks in Nigeria between 2010- 2015. Data was extracted from the annual reports of the listed deposit money banks and different editions of the NSE fact book. Arellano-Bond/ first difference dynamic panel data Generalized Method of Moments (GMM) estimator was employed. It was found that concentrated institutional shareholdings, earnings and lagged dividend significantly affect the dividend payment of deposit money banks. The findings on concentrated institutional investors' shareholdings and dividend payment support the agency theory but negate the argument of the clientele effect theory. The results conclusively highlight the influence of institutional investors on dividend policy decision in Nigerian deposit money banks. Based on the findings, this study recommends that regulatory bodies like CBN, NDIC, and other complementary body like AMCON should intensify their effort in making the banking industry more attractive to institutional investors through shareholder protection policies as this will in turn facilitate an increase in their shareholdings and this should continuously be used in the interest of the minority investors.

Keywords: Dividend Pay-out, Institutional shareholders, Deposit money banks

1. Introduction

The financial service sector which includes depository institutions, investment products providers, insurance companies, credit and financing organizations and other providers of financial products play significant role in an economy using its huge earnings and equity market capitalization to promote financial stability, mobilizing trade and commerce and complementing the security programs of the government (Adeleye & Maiturare, 2012). One of the major policies that determine the survival and perpetual existence of this sector especially, the deposit money banks is the compensation or return due to the investors (dividend).

Dividend policy decision is an important finance decision which determines the proportion of earnings to be paid to investors (if dividend pay-out is agreed) and the proportion to be retained for investment purposes. Jensen (1986) and Rozeff (1982) argued that dividend policy could be used by firms to alleviate the agency problems because the managers could use free cash flow for their private benefits if they are not paid out as dividends to the investors. Hence, agency costs could be controlled by putting in place an effective dividend pay-out policy which makes dividend policy decision a vital tool that could be used in resolving the conflicting interest between investors and managers, even though the types of investors of a firm and their demand for dividend differs (Truong & Heaney, 2007).

Ownership structure which has been documented in the literature to be one of the firm-specific factors that influences dividend is not only relevant as regards the number of shares held by a shareholder (concentrated ownership) but also the identity and nature of the investors (i.e foreign, managerial, individual, government or institutional investors) (Charles & Theodora, 2013). This is based on the fact that institutional shareholdings are mostly concentrated among firms. Concentrated ownership is a type of ownership structure where large investors hold a sizeable amount of the equity shareholdings of a company. A shareholder of a company is said to have concentrated ownership if holds at least 5% of the company's equity share capital. Although, ownership could be concentrated in the hands of high net worth individual, managerial or institutional investor, but in recent times, concentrated institutional ownership has become prevalent since most institutional investors like banks, insurance firms and investment house now dominate as the large block-holders of a company (**Ullah, Fida & Khan,** 2012).

This study is motivated by the dominance of institutional investors on the Nigeria Stock Exchange (NSE), the institutional composition increased from 47.17% to 67.86% in 2015 (NSE Fact Book, 2015). This affects the different sectors including the financial service sector of the stock exchange. Despite the attendant benefits of institutional investors, it may be a cause for concern when they become concentrated by holding block of shares in the firm as it is widely held in the literature that block holders use the shares held to influence firm's important decisions such as election of board members and replacement of Chief Executive officer (CEO) or poor management with their voting power (Idris & Hussaini, 2016). The impact of such influence may extend to dividend pay-out policies of the firm.

In addition to the above, the impact of institutional shareholdings on dividend pay-out policies remains inconclusive as different researchers found different results which could be as a result of difference in sectors, countries, methodology and time period. Thus, it is necessary in the light of the above stated problems to investigate the impact of concentrated institutional ownership on dividend policy of deposit money banks in Nigeria. This led to raising a research question for the study: What is the impact of concentrated institutional investors' shareholdings on dividend policy? In line with the research question, the objective of the study is to determine the impact of concentrated institutional ownership on the dividend policy of quoted deposit money banks in Nigeria.

This study builds on past literature that documented dividend policy decision as a mitigating tool for resolving conflicting interest between managers and investors; and that concentrated institutional investors use their substantial shareholdings in influencing the payout decision. Although different studies have been carried out between institutional ownership and dividend policy and concentrated ownership and dividend policy (Idris et al., 2016; Kabiru, Adeiza & Muhibudeen, 2015; Masoyi, Abubakar & Adamu, 2016; Mukhtar, 2015; Nuraddeed & Hasnah, 2015; Ullah et al., 2012), mixed findings were obtained and most of the prior works focused on non-financial firms while this study focuses on financial firms. It is vital to study this sector as it holds about 40% of the total market capitalization of the Nigeria Stock exchange with major contribution from the deposit money banks. More so, the contribution of the banking sector to the economy cannot be overemphasized and failure of the sector would have a contagion effect on the entire financial system and the economy at large (NSE, 2015).

In addition, this study seeks to extend the contribution of prior studies, which have focused only on institutional ownership and dividend policy and also on concentrated ownership and dividend policy in Nigeria, by focusing on concentrated institutional ownership. This is because it is believed that block shareholdings held by these institutional investors may enhance or strengthen their ability to influence corporate policies. Hence this necessitates the need for this research work. This study will add to the few finance literatures on concentrated institutional ownership and dividend policy especially in developing countries like Nigeria and it will be of help to investors in making decision on the suitable portfolio they can hold to get desired dividend. It will be of great importance to the regulations on dividend in ensuring that effective dividend policy that will

beneficial to all the classes of investors of firms are put in place.

Hence, this study will focus on the impact of concentrated institutional ownership on the dividend policy of quoted Deposit money banks in the financial service sector in Nigeria with the use of the 15 quoted deposit money banks on the floor of the Nigeria Stock Exchange. The choice of 2010-2015 as the period to be used for this study emanates from the Central bank of Nigeria (CBN) directive in August 2010 to all banks to divest from their subsidiaries including insurance companies and other financial firms to enable them concentrate on their core banking business. This affected the major policies made by the finance manager and which dividend policy happens to be one of such policies. The period of 2016 was excluded because its annual reports have not been published when this study was carried out.

2.   Literature Review

2.1   Theoretical Considerations

Two different theories have been used to offer explanation on the relationship observed in this study: agency theory; and clientele theory. Agency theory was propounded by Mitnick (1973) and Ross (1973) from the economic theory of agency and institutional theory of agency perspectives respectively but advanced by Jensen and Meckling (1976) where it was argued that agency conflicts exist between managers and investors in organisation as their interest does not align. Hence, their theory suggested how this conflict can be resolved is through payment of dividend to investors. This would result to a reduction in the agency cost incurred by investors and also the free cash available to managers to meet private benefits thereby forcing the managers to raise capital from the capital market, which would subject them to capital market monitoring and also compel them to act in the interest of the investors. Thus, dividend payment as supported by Rozeff (1982) and Easterbrook (1984) could be used as an internal tool in reducing agency cost incurred by investors in aligning their interest with manager and the concentration of institutional investors could reduce agency cost through the necessary incentives provided to monitor the management. Moreover, dividends and shareholder control are regarded as substitute monitoring devices in resolving agency conflicts between managers and shareholders. This instigates institutional investors to taking keen interest in the management of the firm than diffuse and small investors (Khan, 2005; Scott & Tapia, 2014). This theory postulate that the increased shareholdings of institutional investors will make them influence the shareholders to distribute free cash flow as dividend which will result in higher dividend payment.

On the other hand, Maury and Pajuste (2002) posit that conflict could arise between controlling and minority investors in a firm because they believe the concentrated shareholders have managerial relationship which makes collusion to possibly exist between them. The postulation that results from this

theory is that controlling institutional investors use their shareholdings to expropriate the minority shareholders after conniving with managers to pay lower dividend or reduce dividend payment.

Clientele Effect theory on the other hand holds that the dividend policy of a firm depends on the dividend preference of different group of investors known as clientele who have different source and level of income. The theory was propounded by Pettit (1977) and it was concluded that investors who earn high income are mostly in the high tax bracket and in a bid to reduce tax burden, prefer low dividend payouts or no dividend but instead demand for capital gains while investors in the low income and low tax bracket prefer high dividend which will serve as another source of income (Pettit, 1977). Allen, Bernardo and Welch (2000) assert that institutional investors in countries that enjoy tax advantage are less taxed than individual investors. This makes such institutional investors and individual investors in the low tax bracket prefer firms that pay higher dividend.

On the other hand, institutional investors in countries that do not enjoy tax advantage prefers capital gains to dividend because such institutional investors earn higher income and belong to higher tax bracket as compared to individual investors. This is the case of institutional investors in Nigeria, this theory therefore postulate that such institutional investors will prefer capital gains to dividend payment, thus it is expected that higher proportion of institutional investors will lead to low dividend payment. Hence, institutional investors invest in firms that satisfy their choice of dividend or they influence the dividend policy to be adopted in such firms.

2.2   Empirical Evidence

Different empirical studies have been carried out over the years both locally and internationally on the impact of institutional, concentrated ownership and concentrated institutional ownership on dividend policy. Existing literature related to this study have reported mixed findings. Different studies that found positive relationship between institutional ownership and dividend policy (**Al-Gharaibeh, Zurigat & Al-Harahsheh, 2013; Atif & Asmatullah, 2014;** Idris et al., 2016; **Kabiru et al., 2015;** Khan, 2005; Masoyi et al., 2016; Scott, 2011; Sharif, Salehi & Bahadori, 2010; Shukla, 2014). These studies suggest that increase in the institutional shareholdings will lead to increase in dividend payment. These studies further argued that firms with institutional shareholders distribute high dividend especially when such shareholders have keen interest in the management of the firm and in a bid to secure their investments, they consider dividend payment as the only tool that could reduce expropriation by managers.

Other arguments have been given in support of the positive relationship. Firms with increased institutional investors have been argued by Aoki (1984) and Lowenstein (1988) as a strong force to be reckoned with in the maximization of shareholders' wealth because their huge investment give them

access to information and make them act as strong monitors in reducing agency cost through dividend payment.The control and ownership structure of a firm affect the dividend policy decision of a firm, the influence of the institutional ownership cannot be overstated in this decision as they play significant functions, the higher the institutional ownership, the higher their ability to control the agency problem by influencing the dividend payout decision (Masoyi et al., 2016; Sharif, 2010).

Contrarily, several studies reported a negative relationship between institutional ownership and dividends pay-out (Azzam, 2010; Huda & Abdullah, 2014; Obradovich & Gill, 2013; **Rigi & Ebadi, 2014;** Thanatawee, 2014; Wen & Jia, 2010). Thus, increase in the institutional shareholdings will lead to decrease in dividend payment. These studies argued that firms with large institutional shareholding have a tendency to pay lower dividends as the institutional shareholders do not monitor managerial actions or exert pressure on management in decision related to dividend payment and they also encourage the use of accumulated profits as resources to be invested in new projects.

In support of these studies that reported negative relationship, Wen and Jia (2010) argued that institutional investors are not active monitors that protect shareholder interests by increasing dividend pay-out but instead, institutional investors, especially investment advisors and insurance companies' ownerships collude with managers of bank holding companies to reduce dividend pay-out, trade with insider information advantage and engage in high risk strategies. Similarly, increased shareholdings by institutional investors also make expropriation easier (Thanatawee, 2014).

Some other studies discovered insignificant relationship between institutional ownership and dividend pay-out, among which are Elston, Hofler & Lee (2004), Grinstein et al. (2005), Hatem (2013) **and Mossadak, Fontaine & Khemakhem (2016)**. They argued that institutional shareholders are indifferent between dividend and capital gains, hence they are passive about dividend decision.

The relationship between concentrated ownership and dividend policy has been documented in literature to have two conflicting arguments. The first perspective is that concentrated ownership result to distribution of less cash dividend due to less agency conflicts and less pressure on the management by investors. The second perspective is that block investors have enough power to pressurize companies to pay dividend in order to reduce agency conflicts in a bid to protect their investments (Harada & Nguyen, 2006).

Several studies suggest that a positive relationship exist between concentrated ownership and dividend policy (**Asadi, Jangi & Harandeh, 2013;** Azzam, 2010; Berzins, Bohren & Stacescu, 2015; Hatem, 2013; Masoyi et al., 2016; Mehrani, Moradi &

Eskandor, 2011**; Mossadak et al., 2016;** Ramli, 2010; **Saif et al., 2013;** Sakinc et al., 2015; Thanatawee, 2014**).** This implies that increase in the shareholdings of large shareholders will lead to increase in dividend payment. **These studies argued that** increase in largest shareholders' share makes them intervene in the management decisions with the "one-share-one-vote" rule movement and with their substantial shareholdings they influence the dividend decision making policy of investee companies.

From another perspective, countries with a good investor protection which also reflect a developed capital market support high dividend payment. Firms in developed capital market make high dividend payment irrespective of available investment opportunities because they find it easy to raise external funds from the capital market compared to firms in undeveloped capital market who prefer to hold on to cash than pay dividend (La Porta, Lopez - de- Silanes, Shleifer & Vishny, 2000). Similarly, some studies reported that block shareholders require a high dividend payment in order to reduce agency costs which reduce the cash flow available to management for discretionary expenses (Berzins et al., 2015; Mossadak et al., 2016).

In contrast, the closer alignment of interests between managers and large investors could also justify a negative effect on dividend payout, such empirical studies include: Aguenaou et al. (2013); Aydin & Cavdar (2015); **Harada et al. (2006); How, Verhoeven & Wu (2008);** Idris et al. (2016), **Kabiru et al. (2015);** Maury et al. (2002) and **Rigi et al. (2014)**. Thus, increase in the shareholdings of large shareholders will lead to decrease in dividend payment. These studies support collusion between controlling shareholders and managers in generating private benefits that are not shared with minority shareholders which lead to a lower dividend payment.

A firm with concentrated ownership makes low dividend payment even when low or high operating profitability is declared for the period. This pattern of dividend payment supports the assumption of expropriation hypothesis by dominant shareholders who extract private benefit from resources under their control at the expense of minority shareholders. Their findings also discovered that such firms will not likely pay dividend when there is improvement in investment opportunities as this will protect the current shareholders' interest (**Harada et al., 2006; How, et al., 2008). Contrary to studies that reported significant relationship, Mukhtar (2015)** discovered insignificant relationship between concentrated ownership and dividend pay-out and supported his findings with Miller and Modigliani (1961) argument that the value of a firm is determined solely by the earnings power of its assets and investments; hence, capital gains and dividends substitute each other.

Considerable studies have been conducted on concentrated ownership and dividend and

institutional ownership and dividend policy. However, few studies examine how concentration of institutional investors affects dividend policy. Moreso, the few studies have been conducted outside Nigeria and the result of their findings cannot be used in Nigeria due to differences in market structure and regulatory requirements on dividend and on the financial sector. This research seeks to investigate this claim in Nigeria which has been previously ignored, as attention has been on institutional ownership and dividend payment and concentrated ownership and dividend payment in different sectors. Thus, this study seeks to advance previous studies by conducting research on the impact of concentrated institutional ownership on dividend policy of the quoted Nigeria deposit money banks. Besides concentrated institutional shareholdings, other variables such as leverage, growth opportunities, earnings, liquidity and past dividend will be included in the model as they are held as common determinants of dividend payment by prior studies (**Al- Gharaibeh et al., 2013;** Badu, 2013; Jensen, 1986; Naceur, Goaied & Belanes, 2006; Robert, 2015).

3.   Research Methods

The population used consist of all the 15 deposit money banks quoted on the Nigeria Stock Exchange (NSE) over a period of 6years (2010- 2015). Data were collected from all members of the population. The secondary data used for this study was extracted from the annual reports of the listed deposit money banks and different editions of the NSE fact book. An unbalanced Panel data was used for the analysis and a dynamic model was adopted because the dependent variable depends on its own past results which could be due to reverse causality. Arellano-Bond/ First difference Dynamic Panel Data Generalized Method of Moments (GMM) was used in estimating dynamic panel data because it is designed for panels with few times series observations per individual and large sample in the cross-section dimension. It relies on minimal assumptions and provides consistent estimates over other methods like Ordinary least square (OLS), General least square (GLS).

The model of Lintner (1956) which provides a good intuitive explanation of dividend payments was adapted for this study which is stated below:

$$D_t = \alpha + b_1 P_t + b_2 D_{t-1} + \mu_t$$

Where;

D_t = total equity dividend in period 't'

D_{t-1} = total equity dividend in period 't-1'

P_t = net current earnings after tax in period 't'

μ_t = error term

The model was modified as stated below:

$$D_{it} = \alpha + \beta_1 CIS_{it} + \beta_2 P_{it} + \beta_3 D_{it-1} + \beta_4 LIQ_{it} + \beta_5 LEV_{it} + \beta_6 GWTH_{it} + \mu_{it}$$

The detailed description of variables in the regression model is presented in Table 1.

Table 1: Description of variables of the study

S/N	Variable	Symbol	Measure/ Proxy	Back up literatures
1.	Dividend	D	Total equity dividend paid	Lintner's (1956) model
2.	Concentrated Institutional Shareholdings	CIS	Percentage of shares held by institutional investors with 5% and above	Idris et al. (2016) , Kabiru et al. (2015), Ullah et al. (2012),Lamba and Stapledon (2001)
3.	Earnings	P	Net current earnings after tax	As stated by Lintner's (1956) model as one of the most important determinants of dividend payment
4.	Past Dividend	D_{t-1}	Lagged total equity dividend	As stated by Lintner's (1956) model as one of the most important determinants of dividend payment
5.	Liquidity	LIQ	Liquid assets / Customer deposits	CBN guideline 2015
6.	Leverage	LEV	Total debt/ Total Assets	Hasson, Tran and Quack (2016) , Manneh and Naser (2015), Hutagalung, Yahya, Kamarudin and Osman (2013)
7.	Growth Opportunities	GWTH	Total asset ^{1} – Total assets ^{0}/ Total asset ^{0}	Naceur, Goaied&Belanes (2006), Hutagalung et al. (2013)

4.   Results and Discussion

Table 2 presents the summary statistics of the variables in the model. Large values in absolute terms were rescaled by dividing in millions to avoid measurement unit error as suggested by Wooldridge (2013).

Table 2: Summary Statistics

Statistic	D (₦ 'billion)	CIS(%)	P (₦'billion)	LIQ (%)	LEV (%)	GWTH(%)
Mean	9.9	25.0	26.7	47.5	85.9	18.7
Minimum	0	0	-8.1	15.1	71.9	-29.7
Maximum	62.8	100	118.0	97	116.1	142.6
Observation	74	74	74	74	74	74

Source: Author's computation (2017)

Table 2 shows that the banks paid an average dividend of N9.9'bnand the dividend paid during the years covered range between 0 and N62.8'bn and which indicate that some firms did not pay dividend at a point during the period and the highest dividend paid is N62.8'bn.   On the average, concentrated institutional shareholdings (CIS) of the banks is 25% of the total shareholdings over the study period. The minimum value of CIS shows that some firms do not have up to 5% institutional shareholdings throughout the period. The banks earned an average amount of N26.7'bn while the highest earnings over the period stood at N 118.0'bn and the minimum value of - N8.1'bn indicate that some banks reported losses. Averagely, the banks hold a liquid fund of 47.5% with a minimum and maximum liquidity value of 15.1%and 97% respectively indicating that some firms have

liquidity issues while others have excess liquid funds at their disposal. The average value of Leverage (LEV) which stood at 85.9% shows that the banks are highly geared and with a range of leverage between 71.9% and 116.1% depicts that the banks uses more of debt to finance their operations. The growth opportunities (GWTH) with an average value of 18.7% shows that banks have profitable investment opportunities and their minimum and maximum value of -29.7% and 142.6%indicating that the banks exist in a growing industry with many investment opportunities.

The variance inflation Factor (VIF) was used to determine the presence of multicollinearity among the independent variables. The rule of thumb for the VIF test states that the VIF must be less than 10, to confirm that the multicollinearity is within a tolerable limit.

Table 3: Result of the Multicollinearity Test.

VARIABLE	VIF	1/VIF
CIS	1.15	0.872437
P	1.15	0.866771
LIQ	1.19	0.838717
LEV	1.11	0.898561
GWTH	1.15	0.867312

Source: Author's computation (2017)

Table 3 shows that all the variables have a VIF value less than 10, thus indicating that the multicollinearity in the model is within tolerable limits. Table 4 reports the results of the model estimation estimated by the Arellano-Bond/ First difference dynamic panel data GMM estimator.

Table 4: Arellano -Bond/ First difference Dynamic Panel Data GMM Estimation Results

Dependent Variable=D				
Regressor	Coefficient	Std. error	z-statistic	p-value
CIS	0.1736	0.0837	2.07	0.038**
P	0.1077	0.0630	1.71	0.088*
D_{t-1}	0.4457	0.2008	2.22	0.026**
LIQ	-0.1433	0.1007	-1.42	0.155
LEV	0.9283	0.6523	1.42	0.155
GWTH	-0.0282	0.0387	-0.73	0.466

Wald x^2(p-value) = 26.26 (0.0000)*

AR(1) in first differences = -1.78 (0.075)

AR(2) in first differences =   0.44 (0.657)

Sargan test = 25.85   (0.258)

Note: ** and * indicate statistically significant at 5% and 10% significance level respectively and p-value in parenthesis.
Source: Author's computation (2017)

Table 4 shows that concentrated institutional shareholdings (CIS) is significantly related to dividend as 1% increase in CIS will cause an increase of N0.1736952'bn in dividend. This result is consistent with the findings of Berzins et al. (2015), Mehrani et al. (2011), Ramli, 2010, Sakincet al., (2015), Asadiet al., (2013), Saifet al., (2013) but contradict Mauryet al., (2002), Aydinet al., (2015), Harada et al., (2006), How et al., (2008). The significance of the result supports the agency theory which suggests that agency problem can be resolved through available monitoring incentives of concentrated institutional investors to pressurize the managers to distribute free cash flow as dividendbut contradict the argument of clientele effect theory that institutional investors in countries that do not enjoy tax advantage prefers capital gains to dividend. Earnings (P) has a significant relationship with dividend (D), as 1N increase in earnings will lead to N0.107'bn increase in dividend which implies that the earnings generated is linked to dividend payment, profitable firms have high tendency to pay high dividend. This supports Lintner's (1956) postulation that earning is a determinant of present dividend payment. Past dividend is significantly related to dividend payment also supporting Lintner's (1956) argument that previous dividend determines present or future payment of dividend.

Liquidity (LIQ), Leverage (LEV) and Growth opportunities (GWTH) do not affect the dividend payment of deposit money banks in Nigeria. The Wald x2 is statistically significant at 1% significance level and this indicates that the model is statistically significant. The null hypothesis of first order autocorrelation is rejected at 10% significance level while second order autocorrelation is accepted. The Sargan test accepts the null hypothesis of over identifying restrictions, thus indicating that the instrumental variables are valid. Implicitly, this study revealed that concentrated institutional shareholdings, earnings and lagged dividend are determinants of dividend payment by deposit money banks in Nigeria.

1.   Conclusion

This paper examined the impact of concentrated institutional ownership on dividend policy in deposit money banks in Nigeria between 2010 and 2015 using Arellano-Bond/ First difference dynamic panel data GMM estimator. The results highlight the influence of institutional investors on dividend policy decision in Nigerian deposit money banks. Furthermore, concentrated institutional shareholdings, lagged dividend and earnings were significant determinants of dividend payment in deposit money banks in Nigeria.

Based on these findings, this study recommends that Regulatory bodies like CBN, NDIC and other complementary bodies like AMCON should intensify their effort in making the banking industry more attractive to institutional investors through shareholder protection policies, as this will in turn facilitate an increase in their shareholdings and this should continuously be used in the interest of the minority investors.

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Determinants Of Exchange Rate Fluctuation In Nigeria: Evidence From Sticky-Price Monetary Model

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ABSTRACT

Achieving sustainable and stable economic development requires a stability in the exchange rate movement. This is because exchange rate fluctuations are an important risk that a country experience at micro and macro levels. Existing literature on international economics argued that exchange rates usually fluctuate as monetary variables increase or decrease. This study examined the determinants of exchange rate fluctuation using Sticky-Price Monetary model in Nigeria. The paper employed correlational research design using secondary quarterly data for a period 20016Q1 to 2017Q1. The techniques of data analysis adopted is Autoregressive Integrated Moving Average (ARIMA) regression technique. The study found that monetary variables significantly affect exchange rate fluctuations in Nigeria during the period under review. The findings indicate that interest rate and levels of inflation significantly and positively impacted on the exchange rate fluctuations in Nigeria. While money supply has an insignificant negative effect on the fluctuations of exchange rate, and productivity has an insignificant positive effect on the exchange rate fluctuation. The paper recommends that to achieve the goal of stable economic growth in Nigeria, governments as well as its policy-makers should consider exchange rate fluctuations when design monetary policies. That is, money supply, interest rate, inflation and productivity should be consider in relation to exchange rate movements.

1.1   Introduction

Achieving sustainable and stable economic development is the main objective of any country, as well as policy-makers at micro levels. One of the pending research problem in the macroeconomic literature is the choice of exchange rate regime. This is due to the fluctuations in the exchange rates movement with respect to exchange rate regime (fixed or float) in use. According to Demirhan and Atis (2013), exchange rate fluctuations are an important risk that a country experience at micro and macro levels. For example, at micro levels a key component of a firm's aggregate demand is the import and export of its goods and services, which is affected by exchange rate fluctuation (Were, Kamau, & Kisinguh, 2013). That is, as exchange rates increase and decrease, the prices that firms are able to charge for goods and services may become more or less attractive to their customers.

Firms that engaged in foreign and local trade are both affected by the fluctuations in exchange rates. Thus, exchange rate volatility affects a firm's bottom line and overall financial performance. Moreover, fluctuations in exchange rates changes the economic conditions and competitiveness of a firm, as well as its cash flow. At macro levels for instance, higher levels of inflation rates increases production costs, and leads to an increase of imported foreign goods and depreciating the domestic currency.

According to Cuiobano and Divino (2010) existing empirical evidences on the main determinants of fluctuations in rates of exchange suggest that monetary factors are most often responsible for influencing movements. These macroeconomic variables according to Hassan and Simione (2013) include gross domestic product, inflation, interest, and money supply. That is, exchange rates usually fluctuate as monetary variables increase or decrease. This is a clear indication that there is need for understanding the relationships and the certain monetary factors that affect exchange rate fluctuations.

Several empirical studies on determinants of exchange rate fluctuations have occurred since the seminal work of Meese and Rogoff in 1983. More recent studies like Liew, Baharumshah, and Puah (2009) studied long-run relations among determinants of movements with rates of exchange and the Japanese yen, they found that movements within exchange rates might be forecasted using money supply, interest rates, and income as indicating variables. Khan and Qayyum (2011) investigated how monetary fundamentals influenced exchange rates in Pakistan. Their findings suggested that monetary variables were able to forecast movements in the exchange rate. Moreover, Craigwell, Wright, and Ramjeesing (2011) found similar results studying exchange rate behaviors between the U.S. and Jamaica with respect to money supply, inflation, and the rate of interest. Generally, these studies conclude that exchange rates fluctuations are predictable (Austin & Dutt, 2014).

This study is motivated by two factors in Nigeria; one the study is prompted by absence of empirical studies on the determinants of exchange rate fluctuation in developing economies like Nigeria. As most of the studies are carried out in developed economies, so this study is an effort towards addressing this gap, using data from developing economy. Secondly, the findings from the previous studies on the determinants are mixed and inconclusive. Moreover, there is lack of consensus regarding the general effects that monetary variables may have on exchange rate movements in spite of the volume of research on exchange rate fluctuations. Therefore, it is largely unknown if monetary variables in Nigeria might affect differently the exchange rates fluctuations. As such a scientific study into the determinants of exchange rate fluctuations in Nigeria is needed.

Objectives of the Study

The main objective of this research is to critically examine the determinants of exchange rate fluctuation using Sticky-Price Monetary model in Nigeria. The specific objectives are to;

i.   Examine the effect of money supply on exchange rate fluctuation in Nigeria.

ii.   Assess the effect of interest rate on exchange rate fluctuation in Nigeria.

iii.   Determine the impact of inflation level on exchange rate fluctuation in Nigeria.

iv.   Evaluate the effect of productivity on exchange rate fluctuation in Nigeria.

Hypotheses of the Study

The following research hypotheses are formulated in null form for the study;

H_{01}:   Money supply has no significant effect on exchange rate fluctuation in Nigeria.

H_{02}:   Interest rate has no significant effect on exchange rate fluctuation in Nigeria.

H_{03}:   Inflation level has no significant effect on exchange rate fluctuation in Nigeria.

H_{04}:   Productivity has no significant effect on exchange rate fluctuation in Nigeria.

Scope and Significance of the Study

This study is restricted to monetary variables determinants as in the Sticky-Price Monetary Model that are closely related to financial markets, such as money supply, interest rate, inflation and productivity. Exchange rate fluctuation in the context of this paper refers to the quarterly exchange rate movements. The study covers the period of 2006Q1 to 2017Q1 that is 11 years and the first quarter of 2017.

The study is significant in many ways; firstly, the study will add to the existing body of literature on exchange rate fluctuations determinants from a developing economy, which is very rare. Moreover, the study will provide an empirical evidence on the determinants of exchange rate fluctuations from the monetary perspective. Hence, the findings will be useful to policy makers in Nigeria, investors and researchers.

2.1 Literature Review and Theoretical Analysis

Sticky-Price Monetary theory has been one of the major theories that explain the movement in exchange rates in relation to monetary indicators. According to Dornbusch, Fischer, and Startz (2011), Sticky-price model holds that capital is perfectly mobile when it has the ability to move instantly, and with a minimum of transactions costs, across national borders in search of the highest return. The monetary theory is an outgrowth of the purchasing power parity that emerged post Bretton Woods and revitalized long-run equilibrium interpretations (Beckmann, 2013). Many studies favor the relationship between macroeconomic fundamentals and exchange rates (Kim & Mo, 1995; Choudhry & Lawler, 1997), while others indicate unclear results (Chinn & Meese, 1998; Goldberg & Frydman, 2007). Research using monetary approach on advanced markets is widespread and covers co-integration and causality among monetary fundamentals and rates of exchange (Dabrowski, Papiez, & Smiech, 2015).

According to Khan and Qayyum (2011), the monetary exchange rate theory suggests that the demand for as well as the supply of money determines exchange rates. This theory holds that monetary policy underlies exchange rate movements, thus joining the theory of purchasing power parity with the quantity theory of money. This approach hypothesizes that a reduction in relative purchasing power will yield from increasing the domestic supply of money. Monetary models determining rates of exchange were the backbone of international finance in the 1970s (Neely & Sarno, 2002), and the recent resurgence of empirical work examine these models using new methods (Abbasi & Safdar, 2014). The premise of the monetary model is that a nation's monetary policy determines the exchange rates. According to

MacDonald and Taylor (1992), the monetary approach has produced a wide range of models to explain exchange rate flexibility.

The theory of chaos models suggest exchange rates have a non-linear relationship with determinant variables (Macerinskiene & Balciunas, 2013). However, Gilmore (2001) argues that exchanges are not chaotic, while Hanias and Curtis (2008) argues for in support for chaotic behaviour.

Review of Empirical Studies

Following the work of Meese and Rogoff (1983) a large volume of empirical studies were conducted on the determinants of exchange rate fluctuations, but the findings are mixed and inconclusive. For instance, Dong (2013) used regression analyses to examine how prices that deviate from the purchasing power parity theory explain movements in the nominal rate of exchange. The study investigated whether price misalignments influence future fluctuations in exchange rates between Japan, United Kingdom, and U.S. The results indicate price deviations have predictive power for fluctuations in future exchange rates.

On relative changes in commodity prices, causal factor in exchange rate determination has been found by Cayen, Coletti, Lalonde, and Maier (2010). They found that commodity prices have a central role in shaping rates of exchange for commodity importers and exporters. This confirmed the findings of Chen and Rogoff (2003) that found that world prices of commodities from major exporters were key determinants of respective exchange rates. Camarero (2008) examined the effects that productivity and interest rate differentials had on exchange rate movements, and found that those variables only provided a partial explanation. Khan and Qayyum (2011) examined how monetary fundamentals influenced exchange rates in Pakistan, and found that monetary variables were able to forecast movements in the exchange rate.

Liew, Baharumshah, and Puah (2009) studied long-run relations among determinants of movements with rates of exchange and the Japanese yen. They found that movements within exchange rates might be forecasted using money supply, interest rates, and income as indicating variables. In another effort, Craigwell, Wright, and Ramjeesing (2011) found similar results studying exchange rate behaviors between the U.S. and Jamaica with respect to money supply, inflation, and the rate of interest. Olson (2010) found that the impact for each percentage point in the productivity differential between the United States and Euro area was three percentage points on the exchange rate.

Kuepper (2008) opined that the gross domestic product is a comprehensive economic indicator and is an undeniable important fundamental for growth. While the per capita gross domestic product is a substantial driver of exchange rate fluctuations (Afzal & Hamid, 2013; Chen, Mancini-Griffoli, & Sahay, 2015), and study has shown that the growth in GDP has adverse effects on exchange rates as a result of decreasing prices (Cuiabano & Divino, 2010). Tille, Stoffels, and Gorbachev (2001) and Schnatz, Vijselaar, and Osbat (2004) studied links between exchange rate movements and output and found that changes in output can be utilized in determining exchange rate movements.

3.1   Methodology

This paper employed correlational research design to examine the determinants of exchange rate fluctuations in Nigeria. The choice of this design is informed by the effectiveness of the method in investigating the relationships among theoretically related variables. The study used secondary data from different sources: CBN Statistical Bulletin, and the National Bureau of Statistics Economic reports. The data collected from the sources is a quarterly time-series for the 2006Q1 to 2017Q1.

Technique of Data Analysis

The technique of data analysis adopted for the study is Autoregressive Integrated Moving Average (ARIMA) regression technique. The choice of the model is informed by the fact that the time series has unit root and the disturbances are autocorrelated; thus, OLS regression estimators' model may be biased. ARIMA model in this regard is very efficient for providing the means to fit linear models with non-stationary time series and serially correlated

disturbances. The paper on the also conducted some robustness tests to ensure the reliability of the results. These tests include the test of heteroskedasticity, and the data normality and unit root tests. The analysis is conducted using Statistics/Data Analysis Software (STATA 11.2).

Variables Measurement and Models Specification

The variables of the study are the exchange rate fluctuations (dependent variable); while the explanatory variables of the study are the money supply, inflation, interest rate and productivity (proxy by GDP). Therefore, the model of the study is mathematically expressed as follows;

$$exr_t = \gamma_0 + \gamma_1 msp_t + \gamma_2 inr_t + \gamma_3 inf_t + \gamma_4 pd_t + \mu_t \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots i$$

Where; EXR_t is the exchange rate at time t, measured by quarterly exchange rate movement; MSP_t is the money supply at time, measured by M1 over GDP; inr_t is the interest rate at time t, measured by treasury bill rate; INF_t is the inflation rate at time t, measured by consumer price index; PD_t is the productivity at time t, measured by GDP at basic price; γ_0 is the intercept, γ_1 to γ_4 are the coefficients and μ_t is the error term/disturbances.

4.1   Results and Discussions

This section presents and discusses the results obtained from the tests conducted on the data collected for the study. The section begins with the description of the data collected for the study and then the inferential statistics.

Descriptive Statistics

The descriptive statistics of the data collected for the study is presented in Table 1;

Table 1: Descriptive Statistics

Variables	Mean	SD	Min.	Max	N
EXR	163.290	45.542	117.73	305.23	45
MSP	0.566	0.199	0.29	0.97	45
INR	8.86	3.482	1.04	14.49	45
INF	10.811	3.390	4.1	18.55	45
PD	9.227	0.743	7.542	10.281	45

Source: STATA Output (Appendix)

Table 2 indicates that the mean of exchange rate fluctuations (EXR) during the period covered by the study is N163.29 with standard deviation of 45.542, implying that the data deviate from the both sides of mean by N45.542. This suggests that there were high fluctuations in the rate of exchange in Nigeria during the period under review, because there was a higher

deviation from the mean value. Moreover, the results from the table shows a wide range between the minimum and maximum values of exchange rate, N117.73 and N305.23 respectively. The Table indicates that the money supply (MSP) has a mean of 0.566, with standard deviation of 0.199 and a minimum and maximum values of 0.29 and 0.97

respectively. This suggested that the ratio of money supply as a percentage of GDP is 56.6% on average during the period, while the minimum and maximum are 29% and 97% respectively, during the period covered by the study. However, the average interest rate (INR) during the period is 8.86% with standard deviation of 3.48%, implying that the deviation from the mean is wide. The minimum rate of interest is 1.04%, while the maximum is 14.49% during the period.

The descriptive results show that the average inflation (INF) during the period is 10.81% with standard deviation of 3.390% and minimum and maximum values of 4.1% and 18.55% respectively. The average value of the productivity (PD) during the period is 9.22 with standard deviation of 0.743, indicating that the data deviate from both sides of mean by 0.743. The minimum and maximum productivity are 7.542 and 10.281 respectively. The analysis of the descriptive statistics of the data collected for the study suggested that the data is widely dispersed which is an indication that the data is not normally distributed, as pointed by the higher values of standard deviation in most of the variables. However, the Shapiro Wilk Test for Normal Data (see appendix) indicates that the data from EXR, MSP and PD do not follow the normal curve, because the null hypothesis that the data is normally distributed is rejected at 1% and 5% level of significance. This could affect OLS estimators and necessitate the use of other techniques. On the other hand, the paper employed Augmented Dickey-Fuller unit root test to investigate the stationary process of the data; the results are presented in table 2 as follows;

Table 2: Augmented Dicky -Fuller Test for Unit Root

Variables	T-Statistic	P-Values
EXR	1.722	0.9982
MSP	-2.207	0.2037
INR	-2.187	0.2108
INF	-1.400	0.5823
PD	-2.222	0.1984

Source: STATA Output (Appendix)

Table2 indicates the presence of unit root in the time series for all the variables, because the p-values of the t-statistics are not statistically significant at all levels of significance. Thus, the null hypothesis that the data has unit root is not rejected.

Correlation Results
The correlations of the variables of the study are presented in Table 3 as follows;

Table 3: Correlation Matrix

Variables	EXR	MSP	INR	INF	PD
EXR	1.0000				
MSP	-0.5337 (0.0002)	1.0000			
INR	0.3820 (0.0096)	-0.2656 (0.0778)	1.0000		
INF	0.5831 (0.0000)	0.0852 (0.5778)	0.0319 (0.8353)	1.0000	
PD	0.6918 (0.0000)	-0.9099 (0.000)	0.3512 (0.0180)	0.2103 (0.1655)	1.0000

P-Values in Parentheses
Source: STATA Output (Appendix)

Table 3shows the degree of association between exchange rate fluctuations and the determinants (money supply, interest rate, inflation and productivity) in Nigeria. The table shows that there is a significant statistical negative relationship between EXR and money supply (MSP) during the period of the study, from the correlation coefficient of -0.5337, which is statistically significant at 1% level of significance (p-value of 0.0002). This implies that as money supply increases fluctuations in the exchange rate tend to decrease. The result from the table also indicates that there is a significant positive association between interest rate (INR) and fluctuations in exchange rate during the period of the study, from the correlation coefficient of 0.3820 which is statistically significant at 1% level of significance (p-value of 0.0096). This also implies that higher interest rate increases the fluctuations in exchange rate in Nigeria.

The table on the other hand shows a significant positive relationship between fluctuations in exchange rate and the levels of inflation (INF)during the period of the study, from the correlation coefficient of 0.5831 which is statistically significant at 1% level of significance (p-value of 0.0000). This relationship suggests that, high levels of inflation also leads to increase in fluctuations of exchange rate. Similarly, the table shows a significant statistical positive relationship between the level of productivity (PD) and exchange rate fluctuations during the period of the study, from the correlation coefficient of 0.6918, which is statistically significant at 1% level of significance (p-value of 0.0000). This also suggests that increase in productivity is associated with high fluctuations in exchange rate during the period. However, to conclude the effect of the determinants on exchange rate fluctuations, the study estimates the model of the study, the results are presented and discuss in the following section.

Regression Results and Hypotheses Testing
In this section, the hypotheses formulated for the study is tested; the section begins with the discussion

Table 4: ARIMA Regression Model Summary

Variables	Statistics	P-values
R square	72.78	
F-statistic (Wald Chi2)	293.72	0.0000
Durbinalt Chi2	35.74	0.0000
Archlm	8.264	0.0040
MSP	-122.317	0.212
INR	2.853	0.059
INF	8.195	0.000
PD	2.363	0.929
CONSTANT	91.216	0.743

Source: STATA Output (Appendix)

of the regression model as presented in table 4;
Table 4presents the regression results of the model of the study, the Engle's LM test for the presence of autoregressive conditional heteroskedasticity (ARCH) provides evidence of the presence of ARCH (Archlm Chi2 of 8.264 with p-value of 0.0040), which implies that the variance of the residuals is not constant (heteroskedastic). The table on the other hand shows that the disturbances are correlated (none independent) as indicated by the Durbin's alternate test for higher orders of autocorrelation (Durbinalt), Chi2 of 35.740 with p-value of 0.0000 suggesting that the disturbances are serially correlated. To fit the model, the paper employed Autoregressive Integrated Moving Average (ARIMA) regression model, which is very efficient for providing the means to fit linear models with autocorrelated disturbances and nonstationary time series.

However, the table shows that the explanatory variables determinants (money supply, interest rate, inflation and productivity) explained 72.87% of the total variations in the dependent variable, exchange rate fluctuations in Nigeria during the period of the study, from the coefficient of determinations (R square of 0.7287). The table also shows that the model is fit at 1% level of significance as indicated by the Wald Chi2 of 293.72 with the P-value of 0.0000.

Hypotheses Testing
The results in table 4 shows that the money supply (MSP)during the period under review has an insignificant negative effect on the exchange rate fluctuations, from the coefficient of -112.17 which is not statistically significant at all levels of significance (p-value of 0.212). This implies an indirect relationship between exchange rate fluctuations and money supply. That is, a 1% increase in money supply, fluctuations in exchange rate will decrease by 1.12%. But, there is no significant evidence to reject the null hypothesis one (H_{01}), which state that Money supply has no significant effect on exchange rate fluctuations in Nigeria.

Table 4 also shows that interest rate (INR) during the period under review has a significant positive effect on the exchange rate fluctuations, from the coefficient of 2.853 which is statistically significant at 10% level of significance (p-value of 0.059). This implies a direct relationship between exchange rate fluctuations and interest rate. That is, when interest rate increases by 1%, exchange rate fluctuations increase by 0.0285%. It is statistically significant at 10%; therefore, the study rejects the null hypothesis two (H_{02}), which state that interest rate has no significant effect on exchange rate fluctuations in Nigeria. The study infers that interest rate in Nigeria is a significant determinant of fluctuations in exchange rate.

Moreover, Table 4 shows that inflation rate (INF)

during the period under review has a significant positive effect on the exchange rate fluctuations, from the coefficient of 8.195 which is statistically significant at 1% level of significance (p-value of 0.000). This implies a direct relationship between exchange rate fluctuations and inflation. That is, when inflation increases by 1%, exchange rate fluctuations increase by 0.0895%. This is statistically significant at 1%; therefore, the study rejects the null hypothesis three (H_{03}), which state that inflation has no significant effect on exchange rate fluctuations in Nigeria. Lastly, Table 4 indicated that productivity (PD) has a positive effect on the exchange rate fluctuations, from the coefficient of 2.362 which is not statistically significant at all levels of significance (p-value of 0.929). This suggests that exchange rate fluctuations are positively affected by productivity levels. That is, when productivity increases by 1%, exchange rate fluctuations increase by 0.0236%. But the result is not statistically significant at all levels; therefore, the study failed to reject the null hypothesis four (H_{04}), which state that productivity has no significant effect on exchange rate fluctuations in Nigeria.

In sum, these findings suggest that interest rate and levels of inflation are a significant determinants of exchange rate fluctuations in Nigeria during the period covered by the study. The findings also revealed that money supply and productivity did not significantly influence the fluctuations in exchange rate in Nigeria.

5.1 Conclusion and Recommendations

Consistent with the findings from the analysis conducted and the hypothesis, the paper concludes that the monetary variables that significantly affect exchange rate fluctuations in Nigeria are the interest rate and levels of inflation. While money supply has an insignificant negative effect on the fluctuations of exchange rate, and productivity has an insignificant positive effect on the exchange rate fluctuation.

The paper recommends that to achieve the goal of stable economic growth in Nigeria, governments as well as its policy-makers should consider exchange rate fluctuations when design monetary policies. That is, money supply, interest rate, inflation and productivity should be consider in relation to exchange rate movements.

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Effects Of Treasury Single Account On Performance And Survival Of Deposit Money Banks In Nigeria

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ABSTRACT

Treasury Single Account policy is a financial reform policy of the Federal Government of Nigeria introduced in 2015 to curb corruption that has eaten deep into the Nigerian Society, ensure accountability and transparency in all government finances. It is a government banking arrangements aimed at managing and controlling government's cash resources. As interesting as this may sound it has its implications on the financial sectors mainly the banks which are the heartbeat and the engine of growth in any developing economy. This research specifically examines the effect of treasury single account policy on the performance of banks and their survival in Nigeria. The objective of this research is to examine the effect of the policy on banks performance and survival. Secondary data had been employed. The populations of this study are deposit money banks in Nigeria using a sample of 6 banks financial statement for one year through judgment sampling. The data were analyzed using the paired sample t- test analysis techniques and percentages. The result of this research shows that adoption of a Treasury Single Account (TSA) does not affect banks performance and survival using the two widely used measure of banks performance, the Return on Asset ROA and the Net Interest Margin NIM and measures of survival: the total assets, total deposit, loans and advances profit and before tax. Thus, the researchers recommend that for the banks to sustain this performance, it must redefine the nature of competition, diversify economically and refocus on the original purposes for which they were set up- to collect depositors' funds (not necessarily government funds), keep them safe; engage in intermediation to create wealth and jobs for the economy and in the process earn profit for themselves.

Keywords: Treasury Single Account, Banks Performance, Survival.

INTRODUCTION

Treasury single account (TSA) is a unified structure of government bank accounts that gives a consolidated view of government cash resources. Based on this principle and the unity of treasury, TSA is a bank account or a set besides plugging loopholes, it breeds accountability. All inflows are seen the exact way they come in, can be tracked, and proper documentation of linked accounts through which the government transacts all its receipts and payments" IMF (2010). Adeolum, (2015) added that "the maintenance of Treasury Single Account will help to ensure proper cash management by eliminating idle funds usually left with different commercial banks and in a way enhance reconciliation of revenue collection and payment".

The purpose is primarily to ensure accountability of government revenue, enhanced transparency and avoid undue delay in the remittance of government revenue. The maintenance of a treasury single account will facilitate effective cash management by eliminating idle funds usually left with different deposit money banks and in a way minimizes the borrowing costs. (IMF, 2010).

The move would plug loopholes, where hitherto resources were filtered away. If a Ministry, Department or Agency (MDA) has various accounts and doesn't have a unique one for receiving inflows; it is very easy to tell its clients to pay money into any of its accounts, which is supposed to be illegal maintained.

The directives by President Mohammadu Buhari that all government revenues should be remitted to a treasury single Account is in consonance with this programme and in compliance with the provisions of the 1999 constitution (CBN, 2015) which control the situation of accountability and proper documentation.

Treasury Single Account will cause cash crunch and liquidity challenges to the banking sector, who before the introduction of the TSA feed fat on the "float" created by the duplicated and unaccounted MDA's accounts in all the Commercial Banks in Nigeria. The question is; what is the impact of this TSA on the banks' liquidity in Nigeria?

Statement of the Problem

Deposit Money Banks in Nigeria seem to lack the ability to generate deposits outside the Public Sector Funds which are under the control of the Government. When the Federal Government in Nigeria fully implemented Treasury Single account (TSA) in 2015, over 2 trillion naira deposits was moved to the Central Bank of Nigeria leaving these Deposit Money Banks financially deflated. (Jat:2016). Deposit Money Banks are therefore observed to experience liquidity problems which significantly affect profitability and their survival in the long run. Secondly, significant reduction in these Deposit Money Banks affects their lending capacity and subsequent interest rate which strengthens these banks operation and their survival.

It is perceived that the performance of many money deposit banks seem to have been on the decrease in Nigeria since the adoption of Treasury single account by the Federal Government. This is believed to be as a result of over dependence on Public Sector Funds which constitute a greater percentage of the bank deposits therefore faced with strategic thinking of problem how to stay in business or faced total liquidity.

Objectives of the Study

Generally, this study seeks to explore the effect of treasury single account on performance and survival of deposit money banks in Nigeria as its main objective. However; the specific objectives are to:

i: examine the difference between the Return on Assets of Deposit Money Banks in Nigeria before and after the adoption of Treasury Single Account

ii. Examine the difference between the Net Interest Margin of Deposit Money Banks in   Nigeria before and after the adoption of Treasury Single Account

Research Questions

To achieve the objectives of this research the following research question will be raised:

i: What is the difference between the Return on Assets of Deposit Money Banks in Nigeria before and after the adoption of Treasury Single Account?

ii. What is the difference between the Net Interest Margin of Deposit Money Banks in   Nigeria before and after the adoption of Treasury Single Account?

Statement of Hypothesis

In view of the above objective the researcher formulated the following hypothesis:

H_{01}: There is no significant difference between the Return on Assets Deposit Money Banks in Nigeria before and after the adoption of Treasury Single Account

H_{02}: There is no significant difference between the Net Interest Margin of Deposit Money   Banks in Nigeria before and after the adoption of Treasury Single Account

This paper therefore seeks to provide an insight on the influence of TSA adoption on liquidity and performance of banking system in Nigeria. We structured the paper into four parts. Following this introduction Part 2 which reviews the related literature, part 3 discusses the methodology; part 4 presents the analysis and implication of findings while part 5 is the conclusion and recommendation.

CONCEPTUAL FRAMEWORK
Treasury Single Account (TSA)
The TSA is a process and device that combines all government accounts in a single unit for the effective management of its finances, bank and cash position. With this, all MDAs are to comply and must close all revenue accounts maintained in different Banks or branches and transfer the proceeds to the TSA maintained by the CBN (Oyedokun, G. E. 2016).

The adoption of TSA will involve retail banking which deposit money banks can perform. It includes: collection of taxes/levies and disbursements of funds as well as payment of salaries to civil servants. As a public accounting system, the primary aim of TSA is to ensure accountability of government revenue, enhance transparency and avoid misapplication of public funds. It is to ensure that transparency of unspent budgetary allocations is carried forward automatically to another year.

It was argued that TSA concept is not new in Nigeria as it dates back to the regime of the former President Goodluck Ebele Johnathan but the directive by President Muhammadu Buhari in August 2015 marked the beginning of the full implementation of Treasury Single Account (TSA) system in Nigeria. Notwithstanding, TSA was not implemented before the directive in contrary to the provision of Section 80 (1) of the 1999 Constitution as amended that states "all revenues, or other moneys raised or received by the Federation (not being revenues or other moneys payable under this Constitution or any Act of the National Assembly into any other public fund of the Federation established for a specific purpose) shall be paid into and form one Consolidated Revenue Fund of the Federation"; successive governments have continued to operate multiple accounts for the collection and spending of government revenue in flagrant disregard to the provision of the constitution which requires that all government revenues be remitted into a single account (SystemSpecs, 2015).

SystemSpecs (2015), government ran a pilot scheme for a single account using 217 Ministries, Department and Agencies as a test case in year 2012. The pilot scheme saved the country about N500 billion in frivolous spending. The success of the pilot scheme motivated the government to fully implement TSA, leading to the directives to banks to implement the technology platform that will help accommodate all MDA's in the Treasury Single Account scheme.

IMF (2010), averred that full-fledged TSA shares three essential features: First, the government banking arrangement should be unified, to enable the ministry of Finance (MoF) (or treasury) to have an oversight responsibility for, over government cash flows in and out of these bank accounts. Second, no other government agency operates bank accounts outside the TSA arrangement. Third, the consolidation of resources should be comprehensive, and encompass all funds both budgetary and extra-budgetary. Therefore, the TSA is a payment system in which all revenues due to the government are paid 88 into a unified account domiciled with the CBN. Its objective is to ensure fiscal discipline and transparent management of the nation's finances (CBN, 2015).

TSA and Banking Sector
The banking sector is the engine of any nation's economy. In Nigeria, commercial banks have been the custodians of government funds. Therefore, with the maintenance of a single account, banks will be deprived of the free flow of funds from ministries. Indeed, it is estimated that commercial banks hold about N2.2 trillion public sector funds at the beginning of the first quarter of 2015. When such amount of money leaves the system is obvious. When one considers the fact that each time the monthly federal allocation is released, the banking system is usually awash with liquidity, and as soon as this public sector fund dries up, the result is liquidity problem with an increase in interbank rates. The banks must be affected, when such high revenue generating parastatals like the NNPC moves out of commercial banks. As a matter of fact, commercial banks stand to lose immensely from the implementation of Treasury Single Account. This cause insufficiency of available cash in the banking system, resulting in a surge in money market rates during the period as banks source for funds to cover their poor liquidity positions. Indeed, the Nigerian banking industry, on an aggregate basis, would be affected regarding deposits and funding cost structure. As a matter of fact, TSA generated much fear in the banking industry even before its implementation. The fear is that with the high Monetary Policy Rate at 13%, Cash Reserve Ratio (CRR) at 20% and 75% available for private and public sector deposits respectively, its implementation would not be favourable to banks. Irrespective of how tough his policy will be on banks, it will perhaps compel the banks to focus on the funds of the real sector of the economy, rather than spending much on Federal Government projects, Oil & Gas Transactions, Forex dealings. Any commercial bank that fails to operate based on the core banking

functions for which they were licensed must definitely close shop. This will cause heavy downsizing of staff, thereby increasing the unemployment rate in the country. Managements of banks should understand the aim of establishing banks. The Government is not only customer banks have. The issue of banks chasing government money at the expense of other clients especially in the sector of the economy is a questionable commentary on the performance of the banks. A good number of people in Nigeria is unserved by the bank, many lack access to financial services, and some have no opportunity to save or invest their resources.

To affirm this, Kanu & Oyims (2015) observe that "in most developing countries, the formal financial system reaches only to top 25 per cent of the economically active population" According to the authors, 75 percent of the people were left without access to financial services apart from those provided by money lenders and families. The issue of the non-accessibility to financial service cause poor economic sustainability and rural development in Nigeria. The adoption of the TSA is in the greater interest of the states, as it will pave the way for the timely payment and capturing of all government revenue in a single government treasury account, without the intermediation of multiple banking arrangements as had been the case. Moreover, embracing the scheme can help reduce the mismanagement of public funds by revenue-generating agencies, as well as check excess liquidity, inflation, high interest rates and round-tripping of the government deposits. The use of multiple bank accounts left room for the misappropriation of huge sums of money belonging to all levels of government in the country. It encouraged unbridled corruption in the management of public finances, with the result that all tiers of governments became heavily cash-strapped.

Treasury Single Account and Economy
Government sees Treasury Single Account as a useful tool to establish centralized control over its revenue through effective cash management. It enhances accountability and enables government to know how much is accruing to its accounts on a daily basis. In Nigeria, it is expected that the implementation of TSA will help tame the tide of corruption of financial expected to block revenue leakages within the government parastatals as the Ministry of Finance will be able to monitor the inflows and outflows, hence, augment the reduction in oil revenue due to falling oil prices. CBN, (2015) reasoned in the same direction and said that the implementation of TSA will enable the Ministry of Finance to monitor fund flow as no agency of government is allowed to maintain any operational bank account outside the oversight of the ministry of finance. The implementation of the TSA will have a positive effect on the national economic planning, swift & full budgetary implementation; reduce leakages and other irregularities in the MDAs, aid appropriate planning, data collection, analysis and timely aggregation of Federal Government Revenue.

Realization of the government revenue on time causes its effective allocation. The primary benefit of a Treasury Single Account is to provide for proper monitoring of government receipts and expenditure. In the Nigerian case, it will help to block most, if not all, the leakages that have been the bane of the economy. We have a situation where some Ministries, Departments, and Agencies manage their finances like independent empires and remit limited revenue to government treasury. Under a properly run Treasury Single Account, it cannot be possible, an agencies of government are meant to spend in line with duly approved budget provisions. Tayo A. (2015), said that "Government should make banking arrangements for efficient management and control of government's cash resources". It should be designed to minimize the cost of government borrowing and maximize the opportunity cost of fund. TSA ensures that all money received is available for carrying out government's expenditure program and making payments on time.

Many low-income countries have fragmented systems for handling government receipts and payments. In these countries, the ministry of finance/treasury lacks a unified view and centralized control over government's cash resources. As a result, this fund lies idle for extended periods in numerous bank accounts held by spending agencies while the government continues to borrow to execute its budget. Hence, Udoma U. U. (2016) opines that maintenance of TSA will enhance funding government budget rather than depend on Federal allocation. In any economy where the budget is fully funded, the aim certainly will be accomplished. The consequence should be; improved economic system, political and social development. IMF (2010), made it clear in her working paper that a government that lacks effective control over its cash resources can pay for its institutional deficiencies in multiple ways. First, idle cash balances in bank accounts often fail to earn market-related remuneration. Second, the government, being unaware of these resources, incurs unnecessary borrowing costs on raising funds to cover a perceived cash shortage. Third, idle government cash balances in the commercial banks are not idle for the banks themselves, and can be used to extend credit. Therefore, the implementation of TSA will promote a healthy economic system. Hence, a member of the Monetary Policy Committee

(MPC), in his contribution said: "it has indeed become very clear that total economic restructuring is an

Descriptive Statistics

		ROAbeforeTSA	ROAafterTSA	NIIbeforeTSA	NIIafterTSA
N	Valid	14	14	14	14
	Missing	0	0	0	0
Miean		.0518	.1021	56836119.1429	57635089.0000
Std. Deviation		.05824	.14700	65257268.11889	81347627.14403
Skewness		3.200	2.517	.606	1.291
Std. Error of Skewness		.597	.597	.597	.597
Minimum		.01	.01	30812.00	60864.00
Maximum		.25	.53	184581251.00	246551364.00

Testing of the hypotheses

H_{01}: There is no significant difference between the Return on Assets Deposit Money of Banks in Nigeria before and after the adoption of Treasury Single Account

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	ROAbeforeTSA	.0518	14	.05824	.01556
	ROAafterTSA	.1021	14	.14700	.03929

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	ROAbeforeTSA - ROAafterTSA	-.05029	.15241	.04073	-.13829	.03770	-1.235	13	.024

The result of the paired sample test showed that there is a significant difference in the probability value of the mean difference of Return on asset before the adoption of TSA and Return on asset after the adoption of TSA and the result is statistically significant (p<0.05). Hence, we reject the null hypothesis; in other words, we accept that the estimate is statistically significant at 5% level of significance. Hence, there is a significant difference between the Return on Assets of Deposit Money Banks in Nigeria before and after the adoption of Treasury Single Account. This is in line with the findings of Ndubuaku, Ohaegbu & Nina (2015) who examined the impact of TSA on the performance of the banking system in Nigeria using regression and correlation analysis. The results from the research analysis confirmed that the TSA had a significant impact on Credit to the Private Sector, Deposit Mobilization and Loans and Advances. The significant difference (increase in the mean of pre and post TSA adoption) in the performance of the bank before and after the adoption of TSA in our result could be as a result of management decisions in the studied banks to go for non-government accounts thereby boosting the bank's revenue and therefore the performance

H$_{02}$: There is no significant difference between the Net Interest Margin of Deposit Money Banks in Nigeria before and after the adoption of Treasury Single Account

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	NIIbeforeTSA	56836119.1429	14	65257268.11889	17440738.52127
	NIIafterTSA	57635089.0000	14	81347627.14403	21741067.85714

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	NIIbeforeTSA - NIIafterTSA	-798969.85714	71710442.78388	19165421.99651	-42203346.82628	40605407.11200	-.042	13	.967

The result of the paired sample test showed that there is a difference in the mean of Net Interest Income before the adoption of TSA and Net Interest Income after the adoption of TSA but the result is not statistically significant (p>0.05). Hence, we accept the null hypothesis; in other words, we accept that the estimate is not statistically significant at 5% level of significance. Hence, there is a significant difference between the Net Interest Margin of Deposit Money Banks in Nigeria before and after the adoption of Treasury Single Account but the difference is not statistically significant (p>0.05). This is in line with the findings of Patricia; Yohanna &Okwoli (2015) who examined the effect of treasury single account policy on the performance of banks and their survival in Nigeria and found that the adoption of a Treasury Single Account (TSA) does not affect banks performance and survival. The studied banks may have their own internal growth mechanism not to be affected by the introduction of TSA and the withdrawal of government found in the banking sector.

5.0 Conclusion and Recommendations
This study empirically examined the effect of government financial reform (TSA) on banks performance in Nigeria. The analysis and discussion made in section 4 can therefore be concluded that the financial reform (TSA) has no effect on banks performance as banks have been forced to leave their comfort zone caused by dependence on government money to now become as creative and inventive as it is the case in modern economies around the world,

which is to seek private deposits through investment in the real sector of the economy. The era of economic diversification has since begun in the banks with previous reforms thus most Deposit Money Banks had refocused on the original purpose for which they were set up to collect depositors' funds (not necessarily government funds), keep them safe; engage in intermediation to create wealth and jobs for the economy and in the process earn profit for themselves. As such all that needs to be done is to consolidate on the previous strategies. Findings indicate that TSA systems should be improved since it has a significant effect on banks performance and survival. The study of Adeolu (2015) observed that TSA will have significant effect on the banking sector which is in conformity with the findings of this study.

Recommendation
Based on the findings of this study, the following recommendations are made;
Deposit Money Banks should position themselves and initiate policies that will counter the negative effect of the TSA on their operations in the long run as given in the short period after its implementation may not depict a true picture.
The banks should avoid over-reliance of government funds and source for funds from other sectors of the economy. Rural banking should be aggressively undertaken to mobilize funds from the un-banked among rural dwellers. The government should find other avenues to encourage the private sector. The policy however should not be killed by policy intricacies.

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Forensic Accountant's Role In Litigation Support Services

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ABSTRACT

The objective of this paper is to theoretically examine the role which forensic accounting professionals could play in litigation support services within Nigeria. This paper examined concepts such as forensic accounting, role of forensic accountants in litigation support services, issues and challenges associated with rendering litigation support services by forensic accountant in Nigeria, while suggestion were proffered on the way forward. The methodological approach adopted in this paper is library based research, focusing on the review of relevant and related extant literature. The findings based on review of relevant and related literature revealed that there is immeasurable need of expert opinion given by the forensic accountants in the course of legal proceedings on certain issue to assist in trial and making judgements. It is further noted that there is a perceived gap created by traditional accounting and auditing system which does not guarantee absolute assurance on financial matters, thus precipitating the importance of forensic accounting and forensic accountants' role in aiding legal proceeding.The paper finally recommended the need for an empirical validation of this claim.

Introduction

The broad services rendered by forensic accountant have continually promoted the relevance of forensic accounting profession, thus making it to stand out amongst other specialisation in the accounting discipline. Forensic accounting scope covers fraud examination, taxation, litigation supports, financial reporting and others. Litigation support services is the use of accounting, auditing and communication skills to aid legal procedures and in this circumstances, the forensic accountant could be retained to serve as an expert witness, master or special master.

The American Institute of Certified Public Accountants (AICPA) issued a statement on business valuation/forensic litigation services (AICPA, 2015) which provides guidance to professionals could act on issues bordering on these engagements. According to Akkeren, Buckby, and MacKenzie (2013) the services for forensic accounting is on the increase in Australia, as a result of which many accountants who have limited knowledge of what forensic accounting actually entails, noting that forensic accounting is not all about fraud contrary to the belief of most accountant. The assertion by Akkeren et al. (2013) further emphasizes the importance of forensic accounting services and its uniqueness in terms of comparison with other branches of accounting. Similarly, Hao (2012) sees forensic accounting as an intersection between accounting framework and legal framework.

Alabdullah, Alfadhl, Yahya, and Rabi (2014) noted that the development of forensic accounting in premised on different factors which includes widespread use of false accounting information amongst others. This presupposes that there is inherent limitation in conventional auditing processes, hence a justification for the dire need of forensics and possibly litigation support services. Litigation Support Services (LSS) involves a wide range of activities that may require a forensic accounting professional to testify as skilled witness or acting in the capacity of master or special master either during pre-trial, trial or post-trial depending on the instance under which his services has been retained by the client. Forensic accounting practices have gained so much recognition in terms of practice in developed economy of the world such as United States of America, Canada, and Britain. In Nigeria, the issue of forensic accounting is still in a virgin state, owing to the fact that there is yet to be established framework for it regulation either in terms of standards or legislation. Secondly the practice of LSS by forensic experts/accountants in Nigeria could be hindered by the fact that Nigeria is not so much a litigious environment as the necessary court apparatus needed to entertain expert deposition might

be currently lacking. Finally there is the presence of both bench and jury systems in developed countries like the United States of America (USA), thus creating room for litigants in such climes to opt for either of the two systems, contrary to the Nigerian scenario wherein the bench system is the only court system still in practice till date. In the same vein, the existence of high tech equipment in aiding litigation proceedings in developed climes makes forensic accountants function optimally in those climes while this may not be the case in Nigeria.

The issues raised above in the preceding paragraph constitutes the major motivation for this paper; thus determining whether forensic accountants in Nigeria can render litigation supports services is quite debatable. However, the objective of this study is to theoretically examine litigation support services and forensic accounting in Nigeria. The remainder of this paper is structured as follows: Section two is literature review on forensic accounting, section three deals with the literature review on litigation support services of forensic accountant, section four examines the challenges of litigation support services and forensic accounting, section five suggests the way forward, while section six is conclusion and recommendations.

Literature Review

Forensic accounting

Ezejiofor, Nwakoby, and Okoye (2016) defined forensic accounting that aspect of accounting which provides relevant information that would be suitable for court or legal matters; thereby, offering a reasonable level of assurance in the legal processes. In the same vain, Dubey (2014), is of the view that forensic accounting should be seen as that specialized domain of the accountancy profession that focus on investigating fraudulent concerns by an analysis of financial data required to support legal proceedings. Forensic accounting therefore, is a tripartite practice that combines the application accounting and other skills like auditing etc to assist elucidate court procedures and legal matters. These definitions suggest that with the proliferation of fraudulent intentions amidst the quest of government to curb corruption in Nigeria, there may definitely be increasing demand for forensic accounting services sooner or later. Forensic accounting uses accounting, auditing, and investigative skills to conduct investigations into theft and fraud. "Forensic" means "suitable for use in a court of law", and it is to that standard and potential outcome that forensic accountants generally have to work.

It is in view of the aforesaid that Bhasin (2013), averred that the required sets of skills needed by forensic accountants should include communication skills in addition to knowledge in accounting,

business, auditing, psychology, criminology, technology, meta-thinking and courtroom behaviour.

History of Forensic Accounting.

Oberholzer (2002) gave two historical account of forensic accounting origin. Firstly, he noted that a circular of 1824 is suggestive of the fact that a certain James McClelland of Glasgow, Scotland render services having a semblance of forensic accounting wherein he prepare reports for onward presentation before arbiters, courts or council in a period where legal duties constituted a substantial part of accountant services. Oberholzer (2002) further submitted that there was increased activities of forensic accountants in the early twentieth century with litigation support becoming a fraction of their client services, an indication that contend the fact that forensic accounting in not a new specialty in accounting but rather a return to accounting roots.

In the work of Oberholzer (2002), it is evident that the second account of history on the origin of forensic accounting points to Maurice E. Peloubet in 1946, as he was credited as the first person to coin the phrase "forensic accounting" when he was a partner in a public accounting firm of Pogson, Peloubet & Co in New York. Peloubet however submitted that "during the war both the public accountant andindustrial accountant have been and are now engaged in the practice offorensic accounting". In terms of prominence, Oberholzer (2002) submitted that forensic accounting gained prominence in the 1930s during the trial of Al Capone, a known notorious gangster. Elliot Ness, an agent of with the Prohibition Bureau and Elmer Ireyboth played key roles in prosecution of Capone over tax evasion, thus with Irey emerging as the first high profile forensic accountant in USA. They constituted a team of investigators who were referred to as silent investigators and ended up using their investigative and analytical skills to expose Al Capone's financial malfeasance.

It is obvious from the account given above that forensic accounting came from developed society and that it is a specialty in the accounting discipline. In the same vein, it can be said to be a borderline discipline between law and accounting and thus involves litigation support services, fraud examination and special investigation. It requires the use of high tech investigative tendency and analytical processes in the financial reporting environment.

Forensic accounting scope

Forensic accounting is very broad in terms of its scope. Accordingly, Dubey (2014) identified the following areas that forensic accountants could function effectively:

(i).   Employee Fraud: Cases of fraudulent engagement of employees in activities that may have led to the acquisition of assets through the defalcation of stolen funds

(ii).   Criminal Investigation: In the institution of civil and other criminal actions by the court or relevant bodies, forensic experts are mostly engaged in the process of investigating white-collar crimes.

(iii). Insurance Claims' Settlement: The need to obtain precise and copious assessments of the relevant claims by third parties/policy holders necessitates the engagement of the services of forensic accountants

In addition to the above, forensic accountants are involved in arbitration services, matters relating to dispute settlement and/or professional negligence amongst others.

Forensic Accountants' Role as an Expert Witness in LSS.

Akkeren et al. (2013) observed that forensic accountants' roles in LSS included tax determinations, fraud examination, auditing, investigative accounting, provision of expert testimony, etc. Forensic professionals can resolve litigation problems before any expert trial testimony is required. Similarly Ojo (2012) noted that expert opinion as provided by the forensic accountant sometimes could compel businesses to possibly restructure their operations to avert colossal losses. Akkeren et al. (2013) further submitted that forensic professionals can resolve litigation problems before any expert trial testimony is required. Okoye and Akamobi (2009) noted that forensic professionals may sometimes need to testify as an expert witness if the dispute escalates to a court hearing and the judges and juries do not have specialized knowledge to reach the conclusion without their. Ihe privilege was granted for forensic accountants to testify their conclusions based on their knowledge and experience and is governed in Australia by a number of regulatory documents that vary from state to state (Kranacher, Morris, Pearson, and Riley, Jr., 2008)

Fenton, Jr. and Isaacs (2012) indicated that as an expert witness the forensic accountant in the course of aiding litigation support services could be asked about the scope of the assignment, current employment, educational background, professional licenses, work experience, memberships in professional organizations, publications and lectures, fields in which the accountant is qualified as an expert, other work performed as an expert witness or other litigation consultant, the amount of compensation being received (and what percentage is derived from

testifying as an expert witness), what opinions have been formed, and the bases for those opinions. If the forensic accountant is not engaged as a testifying expert, then the development of deposition questions places him or her in the role of a non-testifying or consulting expert, and therefore would be permitted to be present during depositions and trial proceedings.

Heitger and Heitger (2008) showed area of valuable experience to student for purpose of litigation support and expert witnessing to include: responding to an attorney in written and oral communications regarding being retained in connection with the litigation of a new case; evaluating business and accounting information relating to pending litigation; understanding basic legal issues relating to providing litigation support services and a clear understanding that forensic accountants render no legal opinions; understanding the role of forensic accountants in both testifying and non-testifying capacities; understanding the differences between the two types of harm: tort and breach of contract; formulating the appropriate damage model given the circumstances of the case; being assigned or choosing the role as litigation support/expert witness in support of the plaintiff or in support of the defendant in the case so that students can experience the adversarial nature of the litigation process; having attorney/expert consultations to experience essential communications skills; assimilating case materials and identifying relevant data for evaluation and analysis in the case; developing an appropriate analytical framework given the issues and objectives in the case; assisting the attorney in determining the accounting documents and other information that should be requested in the discovery process of "request for production of documents; identifying and understanding the nature and purpose of commercial damage models; understanding the nature of business valuations including the valuation of closely held businesses; preparing an expert report to describe and support opinions the expert witness has developed in the case; assisting the attorney in evaluating the expert report of the expert witness representing the other side in the case; additional role-playing in consultations with the attorney about an upcoming deposition in which the opposing attorney would depose the expert on his/her expert report; getting deposed by the opposing attorney with the primary emphasis being on defending the expert's report; role-playing activities with the attorney related to trial testimony; trial testimony including both direct testimony and cross-examination so that students have an opportunity to present and defend their expert opinions; and understanding and applying economic concepts essential to evaluating

and analyzing economic damage cases such as wrongful death or personal injury cases.

Issues and challenges of forensic accountants' role in litigation support services in Nigeria

The inherent challenges of forensic accounting practice and litigation support services are largely functional in different issues. First the issue of virtually no regulatory framework such as legislation, standards, professional forensic accounting bodies and other sources of authority could hamper the growth of this discipline in the accounting profession in the Nigerian environment. A mere reliance, adoption and importation of sources of authority developed for the practice of forensic accounting and litigation support services in developed economies may not be capable, suitable and reliable of achieving the desired result as it could suffer problems in an attempt to domesticate such standards to suit Nigerian environment. Furthermore, forensic accountants in Nigeria may also have difficulties in trying to interpret the provisions of standards and legislations used in the practice of forensic accounting such as in USA, Britain and Canada.

Secondly the issue of litigation supports by the forensic accountants may also be affected by the general flaws in Nigeria legal system such as the issue of corruption in the judiciary, lack of sophisticated gadgets to aid legal proceedings, as well as the problem of having only the bench system of trial compare to the USA which have both the bench and jury system. The implication here is that litigant and expert witness will be limited to using only one option of justice dispensation or trial as the case may be.

Finally, since the issue of corruption has continued to thrive in the Nigeria public system particularly among public office holders, hence being a substantial beneficiary of the proceeds of corrupt practices, the will and desire to promote legislations and standardisation of forensic tools through government institutions by those occupying the said public offices might be lacking due to the fact that the political office holders could perceived such development as a boomerang which will be set out to work against them while in office or in the later part of their life after leaving office.

The way forward

The way forward could be for the Financial Reporting Council of Nigeria (FRCN), professional accounting bodies to wake and develop relevant standards and legal framework to promote the use of forensic accounting services in Nigeria environment. Furthermore, the relevant organs of government

should as a matter of urgency come up with the needed legislative backing making it mandatory for the application of forensic accounting services including litigation support services in the Nigeria financial reporting systems, while efforts should be made to provide the needed gadgets and enabling environment for expert testimony to be entertained in the Nigeria court systems.

Conclusion and recommendations

The focus of this study is theoretically examined the role of forensic accountant in litigation support services. The need for expert testimony in aiding legal opinion on matters bothering on professional issues cannot be over emphasized irrespective of the discipline on which the subject matter relates. However, based on the issues and challenges identified in the extant literature review in this paper, there is no doubt for the need of expert opinion given by the forensic accountants in the course of legal proceedings on certain issue to assist the trial of fact in making judgements. It is pertinent to state further that there is a perceived gap created by traditional accounting system which does not guarantee absolute assurance, thus precipitating importance of forensic accounting and forensic accountants' role in aiding legal proceeding. It is therefore recommended for the need for empirical validation of the claim on the role of forensic accountant in aiding litigation support services.

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Retirement Adjustment Challenges Among Local Government Retirees In Ethiope East Local Government Area Of Delta State

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ABSTRACT

The paper examined retirement adjustment challenges among people who have retired from active working in Ethiope East Local government area of Delta State. The paper adopted the survey research design and the questionnaire was specifically designed to elicit responses from participants. Research hypotheses were postulated and tested at 0.05 level of significance. Analysis was done with tables, simple percentages and the analysis of variance (ANOVA). Results from the analysis showed among other things that delay in the sum of money paid to these people who have retired from active services represent one of the highest retirement challenges often faced by retirees in Ethiope East. We also found that another retirement challenge was the lack of a welfare benefit for retirees. Additionally, we observed that aging, feeling of disregard, an emotional wound that leads psychological injury and apprehension arising from the lack of money generating activities are major challenges confronting retirees in Ethiope East LGA of Delta State. Resulting from these findings, we recommend amongst others that the Local Government Service Commission should establish counselling units where general retirement issues can be discussed concerning retirement.

Keywords: Retirement; Pension; Local Government; Retirees, Adjustment, Challenges

Introduction

Retirement is gradually becoming a topic of research in contemporary societies. It is an important phase of life, bringing with it many challenges in terms of adjustments and changes in lifestyle, self-esteem, friendships, and vocation. It is often perceived as leaving the job at a detailed time frame after putting in some quantity of years of one's effective years or after reaching a given age of sixty in the public section of the economy (Petters & Asuquo, 2008). Work is an essential part of all societies. It represents physical and mental activities through which a person maintains contact and interaction with the environment, thus facilitating an abundance of his/her innermost desire and drives. Accordingly, Geston (2005) asserts that life is meaningful if joined to work, and without work, the people go into a state of depreciation. Work is very important because of its effect on the individual's state of mind and behaviours and provides a basis for improving the living standards of the individual worker. Work offers a sure approach of accomplishing independence, leadership, and self-route, and offers a sense of belonging and identification It is a result of the importance of work in someone's lifestyles that some workers turn out to be so connected, devoted, and worried of their work. Work gives them a great deal to do and they derive maximum advantages from it by means of devoting long hours to work. It is believed that whatever a good way to cast off a committed worker off the activity without accomplishment of desires satisfied via work can be resisted, the worker will possess bad feelings closer to this sort of situation, and the retirement may be referred to as one in all such conditions Retirement brings about the detachment of an individual from their work engagement. Amadi (2001) stated that it is concerned with the separation of an individual from one's physical involvement or habitual career, status, commercial enterprise or active life.

Retirement could become a threat to many workers who may not know what to do with their time and lives after retiring from active service. To those workers so attached to their work, it is far frequently assumed that it may pose a remarkable undertaking to them (Blunt, 2003). This is show up in phrases of strain referring to changes in ordinary, changes in personal behavior, and modifications in opportunities for social interplay and for employees who take work as a vital lifestyles interest, such workers are said to suffer most when the time to retire comes The local government service is also guided by Decree 102 of 1979 (cap 346) which deals with pensions and gratuity. According to this law, the statutory age of retirement of public officers is 60 years while it is 65 years for judicial officers and 75 years for academic staff of universities (as recently adjusted). The civil service amendment decree No.43 of 1988 place retirement age either at 60 years of ones' age or 35 years of active service. It has to be said right here that irrespective of the kind of retirement, the transition is associated with a few pressure situations like financial, social, mental and occupational strain.

In Ethiope East third tier of government in of Delta State, retirees have suffered from different challenges directly relating to the period after retirement. These could be as a result of lack of money, health related issues mainly from aging, frustration arising from search for meaningful activity, marital status problems, and frustration arising from the inability to provide as before, problem arising from inability to pay for a decent accommodation and feeding amongst others. Denga (2006) added that the case is worsened when the retiree is not adequately prepared to face this ultimate phase of life. It is against this background that this paper examines retirement adjustment challenges among local government employees in Delta State using Ethiope East Local Government Area as a case study.

Statement of the Problem

A close observation of many retirees in Nigeria and the problems they are facing draw the attention of all and sundry. These problems range from sudden loss of life, loss of the usual monthly salary, anxiety about a residential home, lack of occupation, dwindling statuses and incomes, decreased strength and deteriorated health condition, physical disabilities and aging. In Nigeria, the delay in the payment of pensions and gratuities coupled with the absence of a social policy has brought untold hardships and death to many retirees. This problem is further compounded by lack of planning and management of post-retirement epoch and conditions. Many people enter into retirement without any personal plans or pre-retirement counselling. Employers of labour on their own part have not done much to enlighten the labour force on the need for planning for retirement, hence, many workers enter into retirement as destitute. Many humans enter into retirement with none non-public plans or pre-retirement counselling. Employers of labour on their personal part have not done much to enlighten the labour pressure at the want for planning for retirement, subsequently, many employees input into retirement as destitute.

In Ethiope East third tier of government in of Delta State, workers after their retirement have been observed to encounter several challenges. These challenges range from inadequate incomes, inability to pay the retirement entitlements as and when it should be paid, poor health, lack of personal accommodation, inadequate investments, difficulties in getting post-retirement vocational substitutes, arising majorly from failure to have planned for such during the pre-retirement planning, society's negative perception, reduced social networking, among others (Olatomide, 2010). Workers of retirement age have been noted to exhibit behaviours that display worries, uncertainties and stress, arising mostly from the assumed conditions associated with retirement as evidences from those already retired from the local government service. Based on the above, this paper examines retirement adjustment challenges among retirees in Ethiope East local government area of Delta State.

Objectives of the Study

The fundamental thrust of this study is to examine retirement adjustment challenges among local government workers in the third tier of government in Ethiope East, while other objectives are to:

i. Examine the various retirement adjustment strategies prepared for those who are no longer in active service in the third tier of government in Ethiope East.

ii. Examine what constitutes retirement anxiety/worries for those who are no longer in active service in the third tier of government in Ethiope East.

iii. Examine the various challenges facing for those who are no longer in active service in the third tier of government in Ethiope East.

iv. Examine the various ways of reducing retirement challenges confronting retirees in Delta State.

Research Hypotheses.

The following research hypotheses will guide the study

Ho[1]: There is no significant relationship between poor planning of retirement adjustment strategies and the challenges facing for those who are no longer in active service in the third tier of government in Ethiope East.

Ho[2]: There is no significant relationship between delay in the payment of pension/gratuities and the challenges facing for those who are no longer in active service in the third tier of government in Ethiope East.

Ho[3]: There is no significant relationship between the absence of social policy and the challenges facing for those who are no longer in active service in the third tier of government in Ethiope East.

Review of related Literature

Conceptualization of Retirement

Retirement has been defined as a state of being withdrawn from business, public life or active service. According to the Industrial Training Fund, Centre for Excellence (2004), retirement is a real transition. In the views of Kemps and Buttle (2009) in Ubangba and Akinyemi (2004), retirement is a transfer from one manner of life to every other; they note that many human beings suffer from retirement surprise such as a sense of deprivation at some point of the early length of their retirement. Accordingly, Olusakin (1999), maintains that retirement is concerned with many changes in values, financial involvements and social elements of existence. Olusakin in addition noted that for some retirees, it ends in termination of one lifestyles and a transition to a new one. However, Billings (2004) defined retirement as a movement from first maturity to second maturity which is mostly a jarring and unsettling revel. It follows from these definitions of retirement that a retired person or retiree is any character who performs no gainful employment throughout a given year or any man or woman who is receiving a retirement pension benefit and any character now not employed full time, all year round after his/her disengagement from a preceding work. According to Toye (2006), pension remains the quantity of money kept either by the one who owns the means of employment or an employee or both to ensure that at retirement there's something for employees to fall again on as a guaranteed income for them or for their dependants.

In Nigeria, the approved age for is dependent on the sector. For instance, it is either 65 years or 35 years of intensive work as a staff of tertiary institutions other than professors. Those who are professor leave active service at the age of seventy while the non-professors working in tertiary institution retire at sixty-five no matter their number of years in service. It is worth noting that Justices at the Court of Appeal and Supreme Court levels disengage from active service at seventy but Judges at High Court level disengage from active service at sixty-five. However, it's 60 years of age in different public provider and private quarter or 35 years of unbroken energetic service which ever come first (FRN,2004).

However, thirty-five years of lively service is not always the case with those worked in a private establishment. Oniye (2004) asserts that anyway disengagement from active service comes; it tends to emphasis separation from job with concern for the future. Disengagement from active service is really a time of withdrawal from working actively in ones means of livelihood.

Socio-economic Conditions of Disengagement from active service in Nigeria

The inevitability of ageing has made retirement a natural normal phenomenon in the world of work. The inevitability of ageing has made retirement a natural regular phenomenon in the international of work. The significance of working remains a truism that it determines the economic and social status of one and it impacts, psychology, state of mind, dressing, the way a living creature behaves and the perception of one individual. However, despite the magnitude of work to individuals and wellness of the society in general work is exhaustible to individuals, hence, workers must disengage from work (retire).

However, despite the importance of work to individuals and wellbeing of the society, work is capable of being exhausted by individuals; as a result, disengagement becomes necessary**.** Disengagement is therefore, a process of life that is usual for workers (public or private) that do not die in active service. The life span of an individual is divided into three phases, in which retirement is one. There are three levels in one's life span and disengagement from active service is one. The first level is from birth

through schools or preparation for employment. The second level is the time an individual works and carries on other activities for material benefit. While the third and final level is the period of disengagement. This is the state of being severed from work, and this is within the sphere and influence of the disengagement assertion in social gerontology. Here, the inevitability of dying makes dying an everyday and natural occurrence. People have to disengage in order that the social system will no longer be disrupted when an individual die (Morgan and Kunkel 2001).

Owing to this inevitability, individuals prepare themselves and their dependents, providing psychological and material needs in order to ensure that the dependants have the competence to support themselves when they die. Retirement is a primary condition through which people gradually give up roles and status inside the social environment as a consequence of age. As a result of the upsurge in the number of those disengaging, comfy existence for retirees has become a mirage This is because it has become extremely difficult for both public and private sections to meet financial commitment of those disengaging, as the act of paying benefit is clog with difficulty owing to the upsurge in the number of retirees; which is as a result of the upsurge in the number of the aged in general. In an attempt, to deal with the challenges of fiscal misery in disengagement, the Pension Act of 2004 was recommended by Nigeria's Federal Government. The pension act removed non-contributory pension and still with this, those who have disengaged from active service finds it extremely difficult to gain access to their monthly pension and gratuity, culminating in many distressful challenges on the life and living conditions of retirees in Nigeria.

Bisiriyu (2009), contends that Nigerian railways retirees as at November 2009 await 25 months of pension arrears. Most of them were haggard, described as living dead and regretted serving the country. From 1996 –2009 over ten thousand railways pensioners had died of frustration, hunger and starvation. Also security agencies such as the Nigerian Army and the Nigerian Custom pensioners have not been paid. According to Olumide (2009), over two thousand Custom officers lament hardship and frustration owing to unpaid retirement benefits. While the Government of Nigeria started paying military pension arrears in June 2010, the estimated arrears of seven years was 23 billion naira (Ihuoma 2010). Meanwhile, Mudiage (2008), reported that 980 teachers have died in seven years while waiting for retirement benefits. Also affected are universities teachers. According to Bamgbose (2006), in the quest to face the challenges of retirement, the Body of Retired Professors, University of Ibadan was formed owing to information that University of Ibadan will no longer be able to pay pension because the Federal Government has not been allocating money for it.

Furthermore, Fanimo (2007) reported that University College Hospital Ibadan (UCH) workers' pension has not been paid for months in which 53 have died. It was not only the public sector that is defaulting in pension payment. Even financial institutions such as banks are culpable. (Haruna, 2009). In addition, Local Government retirees are affected. According to Akpokona (2010), since 2009 there have been non-payment of benefit to retirees in Okpe Local Government in Delta State. Also examination bodies are affected. For example, West African Examination Council (WAEC) pensioners demonstrated owing to delay in pension payment and non-implementation of pension harmonization (Osagie 2010). Finally, from the presentation of Professor Adetoun Ogunseye, the President of Africa Gerontological Society as reported by Oyedele (2010), the elderly and retirees are dying of starvation owing to lack of pension and rigorous screening and verification exercise by states and Federal Government of Nigeria. However, it can be argued from the fore going that the economic and social condition of those who have disengaged in Nigeria is not desirable. This is because instead of experiencing leisure time of rest from work, retirees in Nigeria are engrossed in agitation for retirement benefits.

Absence of Social Policy and Post-Retirement Challenges

In Nigeria today, social security policies for old age are yet to be formulated. But there is an upsurge in the wake of the obvious decline in the adequate of material family assistance that has taken place recently and the growing deprivation and poverty to which the upsurge of older persons are exposed (Aboderin 2006). The inability to ensure the social safety for aged people quickened the process. The belief that investments in a person's children serves as social protection in vintage age is now not certain as grownup children finds it difficult gaining employment and receiving a wage that is sufficient enough to take care of their immediate needs. The Pension Scheme (insurance) that was recently reformed does not cover many older persons. This pension scheme is mainly designed for those who worked in the formal sector. The scheme is bedevilled with a lot of problems and as such it is yet to make appreciable impact on the lives of older people. The deficiency in social security has serious consequences on the well-being of the older persons.

According to Oishi (2009), post retirement challenges and stress have a strong relationship with the lack of a functional social policy. In retirement, retirees are faced with a lot of challenges that often impact on their physical and psychological state. The existence of a social policy will help cushion the vagaries often experienced in retirement. The connection between retirement challenges and poor social policy was explored in a number of studies which equated retirement stress with a marked deterioration in social policy or a near absence of an effective social policy programme (Novak; 2012; Moen, 2001). Other studies also established that poor social policy packages have a negative impact on retirees. Studies

have shown that poor social policy has an initial negative impact on lives of pensioners by increasing anxiety but increases in country where there is absence of any form of social policy (Ogunbameru, 2000; Amaike, 2009; Moody, 2010, Novak, 2012). A study of 244 in Britain established that "the extremes of complete contentment and bitter dissatisfaction with retirement were easily discerned in local areas where there is no effective social policy. Clearly, retirees' living conditions in retirement are often worsen under a situation where government make no adequate efforts at providing for the aged whether in or out of work.

Challenges Facing Retirees in Nigeria

One of the biggest and finest challenges that normal employees face all through their service life is life after disengagement. Disengagement issues emotional, mental, as well as financial challenging situations that employees ought to prepare nicely in advance of time in most developing countries and Nigeria in particular, government restrict working age of public civil servants to prevent an ageing labour force by allowing entrants of young- able- bodied labour for increasing efficiency and productivity. In very many developing countries of the world, including Nigeria, government restriction on the age of public civil servants is to prevent getting old labour force while permitting entrants of young- energetic and viable labour for increasing efficiency and productiveness. This has turn out to be so necessary because as a worker end up older his Marginal Physical Productivity of Labour (MPPL) will decline. Thus keeping this kind of worker in employment in this instance will amount to poor management of the organization. This explains why Nigeria's public service age regulated by a statute is placed at 60 or 35 years of uninterrupted energetic working service before disengagement. However, Harmonization Act of 2012 places the disengagement age of those who has a position of authority in the Judiciary and those in the higher educational institutions at seventy and 65 years respectively because of the belief that the "older, the higher the benefit of experience" in those sections.

Disengaged staff of any institution in Nigeria nowadays live beggar like life especially those who disengaged without making plans The efforts at improving the environment and its natural resources for the purpose of improving the quality of human life in such a way that the needs of the future generation are not jeopardized (Adebayo 2010).

Adebayo (2010) also identified the followings as possible challenges confronting retirees in Nigeria:

i.   Planning and Management Stage: The consequences of their lack of preparation has resulted many developing problems pertaining to both the mind and the body. According to IBTC pension manager (2008), disengagement preparation is an exercise that is faced with many difficulties all over the world. For Nigerian civil servants who are challenged by low stage of income and financial savings as well as big family and social obligations, disengagement preparation becomes extra complicated. One of the social issues that impact on effective disengagement preparation in Nigeria encompass the scale of the family, polygamy, and the additional responsibilities of the extended own family, and insufficient access to health care facilities.

ii.   The Exit Stage: The exit stage is quite challenging where the process of paying is usually very monotonous. Sometimes those who have disengaged wait perpetually for their entitlements. Similarly, the compensation technique for the split of pension and gratuity payments between Federal and State services and other organizations is also very awkward, unorganized and now and again fraught with bribery and corruption. There are undocumented cases where the reimbursing agency holds the recipient to ransom.

iii.   Corruption at the Pension Board: Despite several reformations of disengagement benefits for workers in Nigeria, Pension fund can be described by means of outright corruption and stealing, dishonest management and removal of fund over time. Dishonest management of the Pension Scheme in Nigeria has become so pervading. The stealing and impurity manifest itself in different forms. Fapohunda (2013), revealed lately, the multi-million pension fund event of disgrace in every part of the strata of Nigerian institutions like the Pension unit of the Office of the topmost part of the Nigerian Civil Service of the Federation, PENCOM and the Nigerian Police Pension. A. current National Assembly public hearing on pension found out that 6 civil servants dishonestly managed and or embezzled N24 billion from the Police Pension Funds These same persons were alleged to have cooperated with others and illegal removed another N24 billion from the Pension Funds of the Police. Similarly, N151 billion and another N32.8 billion and another 6 million pounds were recovered after the conduct of Biometric Data Capture exercise on pensioners since 2010.

iv.   Physical disabilities and Aging: According to Semone (2003), the worst thing about getting retired and or becoming old is not getting sick but receiving the dehumanizing looks of others. These look (and move) by using the non-vintage mean that the vintage and the retired are generally unattractive, nugatory, worn-out, and out, and out of the manner. These expressions of a feeling of contempt are the results of usually held image about the elderly along with the retired. This group of individuals are believed not to be favoured by fortune – poor, isolated, left out, sickly, exhibiting deterioration in mind and body and depressed. For the most component, however, these oversimplified conceptions are generalizations that do not match the elderly and the retired. Coile and Phillip (2009) in Okam (2013), contends that in many growing nations, inclusive of Nigeria, older and retired persons currently represent minority elements within socio-cultural systems which might be starting to be described with the aid of a mutual pledge of

'youth worshiping'. These elderly persons usually display highly visible traits that make them different from the majority; these traits include the following:

(i)   Possession of aged bodies;
(ii)   They are relatively powerless;
(iii)   Their behaviours and traits are stereotyped and regularly depreciated and devalued by the dominant group;
(iv)   Most importantly, because of their age, the retired and the elderly are often singled out for differential and unfair treatment.

v.   Anxiety about Residential Home: Another problem confronting those who have disengaged is the nervousness about residential home. Many persons who have disengaged from active service in Nigeria got to the retirement age without their own residential home. This hassle persevered because of the fact that Nigerian employees are paid low, which make savings to have a residential home very low.

vi.   Discrimination by the Society: *Retired people are typically subjected to discriminatory designs intrinsic in 'ageism*. Ageism refers back to the ordered procedure of stereotyping or distinguishing in opposition to people due to the fact they may be antique. This has become an observable fact in the Nigerian society. As observed by Udo (2012), People who manage to antique age commonly recognize the attention that the predominant socio-political and cultural occasions in Nigeria are destroying them. These people, in line with him, experience discrimination, intolerance and detachment primarily based on the sole fact that they are aged or retired.

vii.   Sudden Death: Another issue that comes to mind regarding challenges to retirement is sudden death in service or as well as death during retirement. Here Retirement Act affords that where a contributor dies at some stage in employment, the balance on his RSA can be transferred to his recognised beneficiary named in the will, which is his or her spouse, children, subsequent of family members or the administrator of his estate as decided through the pension. Same provision goes for those who have disengaged and have started out receiving retirement advantages through structured withdrawal. A provision of the Act makes it uniquely distinct from the management of retirement advantages under the old Public Service Pension Scheme.

Research Methods and Procedures

Research Design

The research design of this study is a survey based on a structured questionnaire. The researcher in this type of research design has no control over the variables from which the opinions of the respondents were elicited. It enables hypotheses to be tested empirically and logical conclusions can be drawn from the sample used for the study. The questionnaires were administered personally by the researcher to the respondents to ascertain post-retirement adjustment challenges among local government employees in Ethiope East local government. The target population

for this study comprises of registered retirees in the Ethiope East local government Council. The estimated numbers of retirees in Ethiope East local government area was put at 981 according to the Local Government Service Commission (LGSC, 2018).

Samples of 150 respondents were used for the study. This figures represented approximately ten percent (10%) of the registered number of retirees on the records of the Local Government Service Commission (LGSC, 2018). In selecting the sample size, the researcher adopted the simple random sampling method. This method was used in order to get a representative opinion of retirees in Ethiope West local government area.

For the purpose of this paper, the simple percentage and the analysis of variance (ANOVA) were used to analyse the data and test the hypotheses formulated for the study.

Data Presentation, Analysis and Discussions of Results

One hundred and fifty copies of the questionnaire were administered to retirees in Ethiope East Local Government Area of Delta State.

Socio-Demographic characteristics of the studied sample

Table 1: Socio-demographic characteristics

Sex	Number	Percentages
Male	79	**54.1**
Female	67	**45.9**
Total	**146**	**100**

Sources: Field work 2016

From the results of the data collected, it showed that out of the 146 persons sampled, seventy-nine (79) constituting approximately 54.1% of the respondents were male, while sixty-seven (67) persons constituting 45.9% were female.

Table 2: Summary of Responses Based on Age

Age	Number	Percentages
60- 64 years	11	**7.5%**
65 – 69 years	39	**26.7%**
70 – 74 years	64	**43.8%**
75 – Above	32	**21.9%**
Total	**146**	**100**

Sources: Field work 2016

From the table above, it was discovered that 11 persons, constituting approximately 7.5% of the sampled population falls within the age bracket of 60-64 years; 39 persons constituting 26.7% falls within the age bracket of 65 – 69 years. And 64 persons constituting approximately 43.8% falls within the age bracket of 70 – 74 years and 32 persons constituting 21.9% falls within the age bracket of 75 years and above.

Table 3: Summary of Responses Based on years of retirement

Years of Retirement	Number	Percentages
1-5years	9	6.2%
6-10years	39	26.7%
11-15years	89	60.9%
16years and above	9	6.2%
Total	146	100%

Sources: Field work 2016.

The table above indicated that 9 respondents constituting 6.2% of the sampled population has retired for a period between 1-5years; 39 respondents constituting approximately 26.7% of the sampled population has retired for a period between 6-10years; while 89 persons constituting 60.9% of the sampled population has retired for a period between 11-15 years and 9 persons constituting approximately 6.2% of the sample population claimed to have retired for a period of between 16years and above.

Table 4: Analysis of Research Questions:

Variables	X	SD	Remark
Delay in payment of pension/gratuity is a problem for retirees	3.3500	.96178	Accepted
Poor social policy constitute a post retirement challenges for retirees	3.3400	.86665	Accepted
Lack of investment and planning is another problem confronting retirees	3.3300	.85766	Accepted
Inability to meets immediate needs and that of dependants is a major post retirement challenge	3.4300	.97764	Accepted
Health challenges is a serious post retirement problem confronting retirees in Ethiope East	.3300	.99895	Accepted

Source: Computation from SPSS 17 Analysis, 2016

From the presentation above, the results show that respondents agreed that health challenges, absence of social policy, delay in the payment of gratuities/pension, lack of post retirement investment planning significantly constitutes post retirement challenges for retirees in Ethiope East local government area of Delta State.

Hypotheses Testing

This section deals essentially with the statistical testing of the hypotheses formulated for this study and also for interpreting the result. Data collected were analyzed with the arithmetic mean and standard deviation to answer the research questions. The Analysis of Variance (ANOVA) was adopted to test the hypotheses at 0.05 level of significance. Using an interval scale of 0.05 and 2.50, an item with a mean value of 2.50 and above showed that the responses by the respondents was agreed to while items with a mean value below 2.50 showed that the responses of the respondents was in disagreement. In testing the hypotheses, where the calculated value was less than the table t-value, it means that significant difference does not exist in the respondents' opinion and the hypotheses were upheld. Conversely, where the calculated value is equal or greater than the t-table value, it means that significant differences exist in the opinion of the respondents based on the stated variables and the hypothesis rejected.

Ho1: There is no significant relationship between poor planning of retirement adjustment strategies and the challenges confronting retirees in Ethiope East local government area of Delta State.

Table 5: The Analysis of Variance (ANOVA) result of mean ratings of respondents on the relationship between poor planning of retirement adjustment strategies and the challenges confronting retirees in Ethiope East local government area of Delta State

Items	Sum of Squares	df	Mean Square	F	Sig
	15.774	9	1.753		
	.185	2	.093	4.398	.678
	4.189	18	.233		
	4.374	20	.219		
Total	20.148	29	.695		
Grand Mean = 3.5878					

Table 5 showed that the F- Calculated value of 4.398 is greater than the F-table value of 4.18 at 0.05 level of significant. Therefore, the result revealed there is a significant relationship between poor planning of retirement adjustment strategies and the challenges confronting retirees in Ethiope East local government area of Delta State.

Ho2: There is no significant relationship between delay in the payment of pension/gratuities and the

challenges facing retirees in Ethiope East local government area of Delta State.

Table 6: The Analysis of Variance (ANOVA) result of mean ratings of respondents on the relationship between delay in the payment of pension/gratuities and the challenges facing retirees in Ethiope East local government area of Delta State..

Items	Sum of Squares	Df	Mean Square	F	Sig
	.253	9	.028		
	.416	2	.208	4.678	.046
	1.018	18	.057		
	1.433	20	.072		
Total	1.687	29	.058		
Grand Mean = 3.2013					

Table 6 showed that the F- Calculated value of 4.678 is greater than the F-table value of 4.18 at 0.05 level of significant. Therefore, the null hypotheses is accepted. This means there is a significant relationship between delay in the payment of pension/gratuities and the challenges facing retirees in Ethiope East local government area of Delta State.
Ho3: There is no significant relationship between the absence of social policy and the challenges facing retirees in Ethiope East local government area of Delta State.

Table 7: The Analysis of Variance (ANOVA) result of mean ratings of respondents on the relationship between the absence of social policy and the challenges facing retirees in Ethiope East local government area of Delta State.

Items	Sum of Squares	df	Mean Square	F	Sig
	1.510	9	.168		
	.273	2	.137	4.722	.207
	1.427	18	.079		
	1.700	20	.085		
Total	3.211	29	.111		
Grand Mean = 3.2233					

Table 7 showed that the F- calculated value of 4.722 is greater than the F-table value of 4.18 at 0.05 level of significant. Therefore, the null hypothesis is accepted. This means that there is a significant relationship between the absence of social policy and the challenges facing retirees in Ethiope East local government area of Delta State.

Discussion of Findings
The paper examined post-retirement adjustment challenges confronting retirees in Ethiope East local government area of Delta State. The first hypothesis states that there is no significant relationship between poor planning of retirement adjustment strategies and the challenges confronting retirees in Ethiope East local government area of Delta State. The results showed that the F- Calculated value of 4.398 is greater than the F-table value of 4.18 at 0.05 level of significant. Therefore, we concluded that there is a significant relationship between poor planning of retirement adjustment strategies and the challenges confronting retirees in Ethiope East local government area of Delta State.

The second hypothesis seeks to examine the relationship between delay in the payment of pension/gratuities and the challenges facing retirees in Ethiope East local government area of Delta State. The results also showed that the F- Calculated value of 4.678 is greater than the F-table value of 4.18 at 0.05 level of significant. This made us to conclude that there is a significant relationship between delay in the payment of pension/gratuities and the challenges facing retirees in Ethiope East local government area of Delta State.

Finally, the third hypothesis seeks to find out whether there is a significant relationship between the absence of social policy and the challenges facing retirees in Ethiope East local government area of Delta State. The results also showed that the F- calculated value of 4.722 is greater than the F-table value of 4.18 at 0.05 level of significant. This means that there is a significant relationship between the absence of social policy and the challenges facing retirees in Ethiope East local government area of Delta State. The implication of the above is that poor planning towards retirement, absence of social policies for retirees and delay in the payment of retirees benefits constitutes a critical post-retirement adjustment challenges confronting employees in Ethiope East Local government area of Delta State.

Conclusion
It is obvious that the Pension Reform Act 2004 (as amended) is a key component of the general economic reform implemented by the federal government. The present state of the pension market has reflected the extent of government political will and commitment to ensure the successful implementation of the scheme. This is perhaps the major determinant of how successful the take-off of the pension scheme has been. However, from the findings of the study, the following conclusions were arrived at after the hypotheses were tested and analysed. That most

employees do not invest towards retirement as a result of the inadequate pay package given to them by their

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An Assessment Of Public Housing Delivery System In Ogun State, Nigeria

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ABSTRACT

This study acknowledges the importance of housing in Nigeria and the various housing strategies formulated by Ogun state government in solving housing problems and several efforts been made till date. But it seems that much has not been achieved in terms of availability of affordable housing. The common slogan then in 1991 during the military era, "Housing for all by the year 2000" appears to be a mere illusion and up till now, the dream is yet to come true. This study examines the strategies in place for the provision of affordable housing in the state and their failures. To achieve this, seven (7) questionnaires were administered to all the senior cadre staff in Estate Department. An in-depth interview was also conducted with the head of Estate Unit of Ogun State Housing Corporation, Abeokuta. It was revealed that Ogun State Housing Corporation has five (5) basic public estates in which allocation is made to public. It was also noted in this study that this agency (OSHC) is tilted to profit making instead of social welfarism. This has made housing less affordable to the low and medium income earners. The paper therefore recommends that government should have a direct participation in housing delivery both in the urban and rural areas to reduce rural urban shift and also make credit facilities available to private investors.

Keywords: Housing, Housing problems, Housing affordability, Ogun State Housing Corporation.

1.0   Introduction:

Shelter, one of the basic necessities to human existence cannot be undermined. Provision of affordable houses has been a major task facing Nigeria government despite the fact that it is part of their agenda at the beginning of their tenure. The availability of housing stock could determine the wealth base of any nation. Nubi, (2010) discussed that the housing market has contributed a significant proportion of the GDP. He further showed that residential mortgages alone contribute over 87% of the GDP in Denmark and 71% in the USA. In the UK it is slightly lower at 70% while in Germany residential mortgages contribute 54% of its GDP, Hong Kong stands at 31% and Nigeria comparatively lower at 0.8%. This implies that the effort of Nigerian government in improving housing stock has not gone far as regards the provision of affordable houses.

The population in Nigeria as at the last count of the population census in 2006 is that the nation is over 140 million and 35% live in the cities. Nigeria is facing the problems of overcrowding, homelessness and squatting in our major cities. This is prominent in cities like Enugu, Kano, Lagos and Ibadan. To further buttress this, Nubi (2015) also expressed that Sub-Saharan Africa has the highest population of slum dwellers with a figure of 71.8%, Nigeria inclusive. Falade (2007) found that more than 62% will living in urban centres in Nigeria by the year 2020. This will occur when an annual population increment will be 2.8% and all other factors being equal. Going by the statement, one will be tempted to ask; is Nigeria government prepared for this?

Housing problem is expected to be tackled at the urban and rural areas. Most policies of the past and present government in Nigeria have only been concentrating on the urban cities while rural areas have been neglected. We seem to have forgotten that availability of decent houses with basic amenities at the rural area will deter rural- urban migration and the effort of government in resolving housing problems will be felt. As it is now in Nigeria, it looks as if housing problems cannot be easily solved. This could be because of failure of past policies as regards to housing. Some of the noticeable problems associated with housing policies in Nigeria are lack of proper implementation, inadequate funding, lack of credit facility, low incentive to investors.

The nature of housing deficit in Ogun state most especially in the urban areas is not different from what is obtainable in other parts of the country. In view of this, the study tends to assess public housing delivery in Ogun state and examine the adequacy of the system. The policy and system of Ogun state government in the provision of housing delivery is not well known and it seems that it has not been given adequate attention. This study further tends to examine the various housing strategies in place and identify which one works out and how it can be improved on.

2.0   An Evolution of Housing Programmes in Nigeria

The history of housing policy in Nigeria dated back in 1928 in Lagos. The policies are modest with the ultimate aim of addressing the housing problems at a National scale (Omange and Udegbe, 2000). One can then say categorically that housing has been one of the issues government had focused on since the 20s. As population increases, the system of operation then does not longer handle housing issues. Arigbola, (2000) confirmed that construction of senior civil servant quarters in the capital city of Lagos and regional headquarters like Kaduna, Ibadan and Enugu are some of the practical efforts made and at the same time some of rent subsidy and housing loans. This is to say that during this era, their focus was to cater for their staff members.

During this era, the policy objectives at that period include;
1.) Promulgation of legislations to maintain construction standards, planning of housing areas and sanitation;
2.) Provision of housing subsidy and rent control;
3.) Land reform through promulgation of land use decree of 1978.

In order to achieve these objectives, the colonial administration created the Urban Councils in 1946, the establishment of Lagos Executive Board (LEBD) 1954, the formation of Nigeria Building Society (NBS) and the enactment of Regional Housing Corporation 1959. Waziri and Rookie, (2013) explained that the Nigerian Building Society is a replica of what is obtainable in the British system where mortgage bank is known as building society after the second world war to allow for housing opportunities within both public and private sectors. However, NBS depended only on government to finance it. This was another stumbling block for NBS to perform effectively. Between 1975 and 1980, 202,000 houses were planned to be provided to the public but only 28,500 units were realised representing 14.1%

For further improvement, the federal government established the Federal Housing Authority through the promulgation of Decree NO.40 of 1973. The Federal Housing Authority started its operation formally in 1976. FHA took up its main responsibility in providing houses for people between the years 1975 and 1980. Ipaja town was developed, Amuwo Odofin phase 1 estate was also created and FESTAC Town to first all African Festivals of Arts and Culture (FESTAC). This was the first low- cost housing scheme that was created by the federal government. After this, the federal government moved to solve medium and high income 350 housing units in all of the 19 states then in the federation. This assignment was also carried out by the FHA. This is in addition to the 1975/80 housing programme. Federal government also embarked on another set of low-income housing unit, popularly referred to as Shagari Quarters

throughout the federation under the supervision of the Federal Ministry of housing and enlistment (NHP, 2006).

Table below shows detail housing delivered between the periods 1980-1983 ranging from 1 bedroom to 3 bedroom flats.

S/NO	STATE	HOUSING UNITS
1.	FCTA	1, 908
2.	Anambra	2,400
3.	Bauchi	2,816
4.	Bendel	1,422
5.	Benue	1,980
6.	Borno	2,807
7.	Cross River	2,258
8.	Gongola	3,038
9.	Imo	2,758
10.	Kaduna	2,7716
11.	Kano	1,590
12	Kwara	2,462
13.	Lagos	2,634
14.	Niger	2,692
15.	Ogun	2,160
16	Ondo	2,930
17.	Oyo	2,128
18.	Plateau	2,546
19.	Rivers	1,580
20	Sokoto	2,314
	TOTAL	**47,500**

Source: culled from Junadu, 2007.

In the year 2000, government viewed housing problems from another perception. Availability was not government's priority again but affordability. Due to this fact, government establishes the Federal Ministry of Housing and Urban development with a view of reforming housing policy. As part of the housing reform that took place between the periods of 2000-2004, the policy focus on the private sector to serve as a fast means of delivering houses and government concentrates on infrastructure on the new housing development. Apart from this, Land Use Act was also looked at. Bustani and Kabir, (2010) stated that issues in the Land Use Act were equally given attention for review as well as the financial structure such as the FMBN and provision of incentives to developers inform of tax holiday for five years. It is now obvious that the genesis of private investors developing and delivering houses to the masses. Abdullahi, (2010) also noted this by stating that the present policy recognises the private sector as the main solution to the housing deficit in the country while the government opt to function as an enabler and facilitator in the housing delivery.

The Nigerian Housing Policy 2006 has its goals and objectives in ensuring that Nigerians own or have access to decent, safe and healthy housing at an affordable cost. Unfortunately, the policy has not been able to meet its objectives. Aribigbola, (2008) reveals from his study that majority of the city residents are low-income earners which the policy supposedly deemed to address but cannot afford housing being produced under the programme. He argued that the policy has not made much contribution to housing provision.

2.0   Housing Policy in Ogun state and the Challenges

Ibimilua and Ibitoye (2015), referred to a policy as a statement on paper by government or an establishment as regards the way and manner in which identified problems are to be solved. Nigeria government identified lack of affordable housing as a major challenge to our cities. This is the reason why every government of Nigeria include housing as part of their plan and a several policy papers were put forward to proffer solution. This has been on since the colonial era.

In 2003 during the regime of the former governor (Otunba Gbeniga Daniel), he formulated a housing policy in Ogun state known as the OGD Housing programme. This programme was initiated to achieve some benefits for the people of Ogun state. These benefits include; i) provision of adequate housing for all interest person in the state, ii) to create a peaceful co-existence and social coherence amongst all social –economic group in the society, iii) to provide security of land tenure and home ownership amongst all socio-economic group amongst others (Ogun state, Ministry of Housing, 2005). From this it is obvious that the policy wants all interest people in the state to own or have access to a decent, safe and healthy housing accommodation.

It was further revealed that in Ogun there are Core-housing delivery strategy, Turnkey housing delivery strategy, Public-Private Housing delivery and Shell Stage housing delivery.

2.01 Housing Delivery Strategy
a. Core – Housing Strategy:
This was initiated by the former governor to provide housing scheme for low and medium income civil servants. According to Greene and Rojas (2008), core-housing delivery became popular in 1960s and early 1970s, when government of developing countries embarked on a large scale public housing schemes. Swedish International Development Cooperation Agency in 1992 noted that this scheme was supported by aid from International Aid Agencies such World Bank and United States Agency for International Aid (USAID). In the mid 70's, Nigerian government had an arrangement with the World Bank in the provision of Core Housing Delivery. See fig 1 below;

Fig 1: Core Housing Estate.

Turnkey Housing Delivery System

Nestle and Lafarge Cement factory. Other urban infrastructural services such as road facilities, parks and public utilities are duly provided.

The 2006 census recorded a total population of 3,751,140 residents in Ogun state with twenty local government areas. The state is dominated by the Yorubas, who are the main ethnic group in South Western Nigeria. The state is made up of six ethnic

Fig 2: Turnkey Housing Scheme
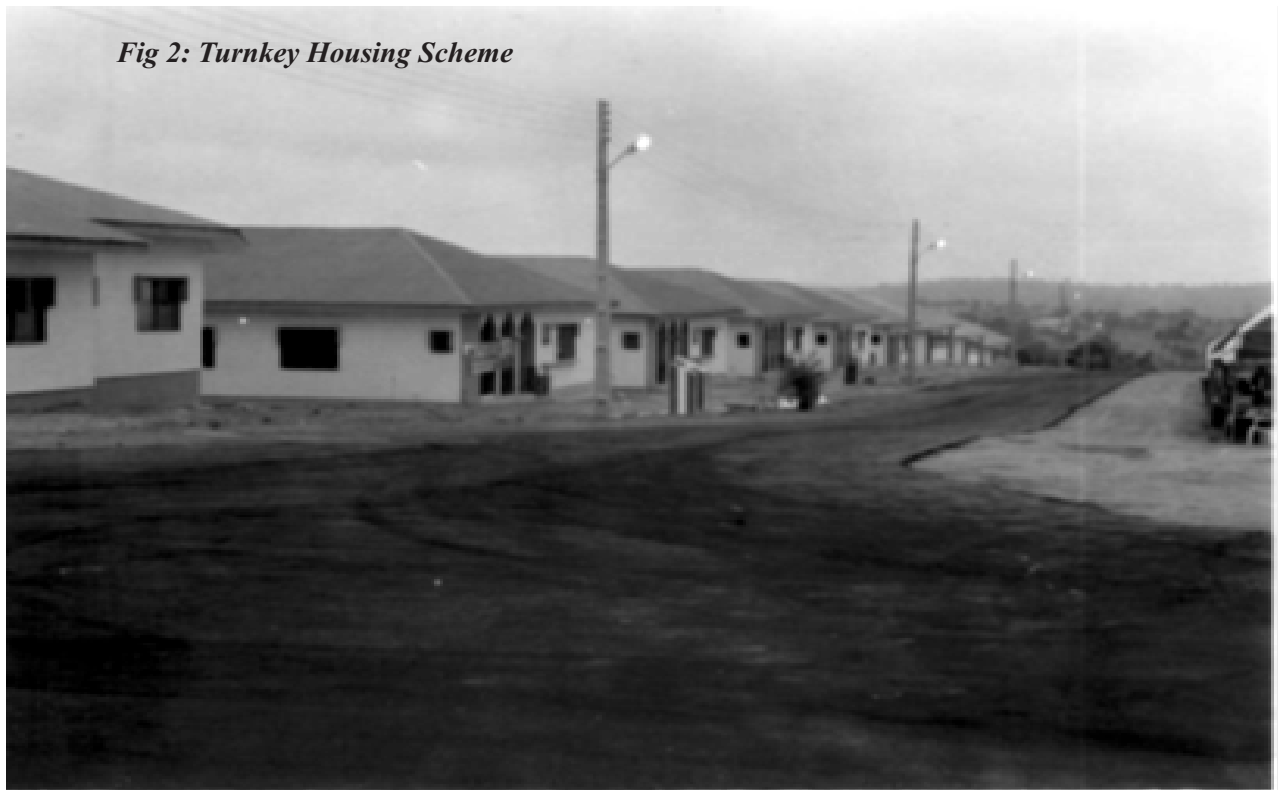
groups which are the Egba, the Ijebu, the Remo, the Egbado, the Awori and the Egun. The state comprises

is ranked 16th of 36th states.

4.0 Materials and Methods
Questionnaires were administered to seven (7) senior cadre staff in estate department who have been in service for over a period of 10 years and are professionally qualified. Interview was also conducted amongst them. From the questionnaire it was revealed that there are different housing estates in Ogun state that are under the management of OSHC

Fig 3: Spark Light Housing Estate

and these housing estates fall under the 5(Five) major categories which are; Core-Housing Estate, Turnkey Housing Estate, Public-Private partnership (PPP) and Shell State Housing delivery. Interview conducted revealed that the core-housing estate have been fully occupied by low and medium income earners, except for the blocks of flats.

The data obtained from the survey research questionnaires were analysed using statistical package for social sciences (SPSS. 20). This is a statistical tool used for statistical analysis. The study employed both descriptive and inferential statistical analyses to get frequency distribution tables for better understanding of the percentages used to determine the proportion of the variables used.

The table above revealed most of the respondents at the Estate Unit of OSHC are Estate Surveyors and Valuers, 2 of the other staff are from allied profession.

From the tables above (table 2 and 3), they revealed that in Ibara Mews, out of 12 applicants, only 6 of the applicants were given allocation and this represents only 50%. Invariably, 50% were not granted. In HID Awolowo, Obsanjo Hilltop, 10 people applied for the houses, only 3 applicants got the request. This represents 30% of the total applicants. Ajebo Road Estate appears different in the sense that out of the 5 applicants, allocation was made to 3, which represents

60%. 105 applicants applied in Value-Ville Estate, only 48 of the applicants were given allocation, this represents 45.7% and in AAK Degun workers Estate all the houses have been fully occupied.

From the interview conducted amongst the staff in Estate Department, one was rightly informed that Ibara Mews, Ibara Abeokuta, falls under the PPP Housing Delivery scheme, HID Awolowo and Obsanjo HillTop falls under Turnkey Housing Estate, Ajebo Road Estate falls under Shell Stage Housing Delivery and Value-Ville and AAK Degun Workers Estate fall under Core-Housing Estate.

6.0   Discussion of findings, Recommendation and Conclusion:
Value- Ville Estate and AAK Degun workers Estate are the core-housing estate which the state government embarked on for low-income and medium income earners. They are one- room semi-detached and 2/3 bedroom bungalows and block of flats. From table 3 and information gathered in the course of interview, it is obvious that it has the largest allocation compared to other estates. The reason for this is because the price unit is more affordable than others. AAK Degun workers' estate is an estate with a mortgage plan for civil servants and this has contributed to its 100% occupation by allotees.

The Turnkey Housing Strategy which HID Awolowo and Obsanjo Hilltop fall are for Nigerians in diaspora. The percentage of allocation is just 30%. This is as a result of its price per unit. This strategy seems not for
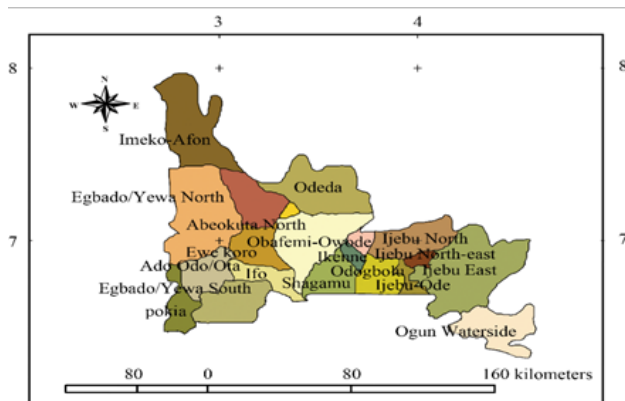
Table 2: Housing Estates within OSHC

S/No	Names Of Estate	Units	Accommodation
1.	Ibara Mews, Ibara, Abeokuta	12	4 B/R duplex, Terrace House
2.	HID, Awolowo, Obsanjo Hilltop	76	4B/R duplex semi-detached, 3B/R semi detached.
3.	Ajebo Rd. Estate, Idi-Aba	26	4BR detached, 3BR detached shell stage
4.	Value-Ville Estate, Oke-Ata	112	1 BR semi-detached core houses
5.	AAK Degun Workers Estate, Laderin	150	2BR and 3BRsemi-detached block of flats

Source: Ogun State Housing Corporation, 2019

Table 3: Application and Allocation Details

Name of Estates	Allocation Details (2018)	Allocation	Amount (=N=)
Ibara Mews	12	6	45M/unit/Duplex
HID Awolowo, Obasanjo HillTop	10	3	25M/unit-3BRS
Ajebo Road Estate Idi	5	3	3BD- 7.5M 2BD- 7.0M
Value Ville Estate, Oke-Ata	105	48	3.5M/Unit
AAR Degun workers Estate	Fully occupied except for the back flats	-	Mortgage for Civil Servants

Source: Ogun State Housing Corporation, 2019

Fig 4: Map of Ogun State showing local governments
Source: Biopublisher.ca, 2013.

low and medium income earners, but for high class and high income earners. The houses in these estates are not easily affordable for residents in the estate.

Ibara mews are private developers' participation with the government. It is a high class housing delivery. The price of houses in the estate is N45M per unit and the allocation rate is 50% of the total applicants. It is an estate that has a well layout and with basic amenities.

From the various literatures reviewed so far, it can be deduced that housing development is essentially tied to affordability and availability of land. The demand for housing in the inner part of cities is expensive; having access to sites in these areas is not affordable for the low-income earners. This is one of the reasons why the so called not-for-profit housing developers cannot compete with the private sector. Government is expected to be facilitators of housing delivery. Though, housing delivery has been part of their policy, but it has not gone far to meet the level of urbanisation in the country.   Land is an essential element in development. Government should look into how land can be acquired or allocated easily. The

5.0 Results and Discussion:

Table 1. Respondents

RESPONDENTS	NO OF RESPONDENTS	PERCENTAGES
Estate Surveyors	5	71.42
Town Planners	1	14.29
Architect	1	14.29
Total	**7**	**100**

Source: Field survey, 2019.

cost of titling and perfecting land document is a major setback to lots of people (middle and low-income earners). The time spent in the completion of land papers is another issue. It is advisable that all official

units involved in land processing should be in lands department to fast track this process. Couple with GIS and the computerisation of data, things will move faster.

Direct participation of government in housing delivery has slowed down. Government have pushed it to private investors. Private investor's participation has not made houses affordable to the masses. According to Ofori (2002), he said that government of developing countries are major clients and investors in the construction industry. Non-involvement of government and shifting the responsibility of housing delivery to a private sector that is at its infancy with neither financial nor technical capacity to delivery has grossly increased the housing deficit in developing countries.

A major direct government involvement in housing that was noticeable especially in Lagos   state was during the then- governor of Lagos state, Alhaji Lateef Jakande housing scheme. He constructed residential estate about 16 in areas like Abesan (Iyana-Ipaja), Okota (Eti-Osa LGA), Iponri (Surulere) etc. One cannot account for a massive development on residential buildings for middle and low –income earners again apart from his own effort. As shelter is a basic need for everyone, so should government see housing for all as their main responsibility.

When housing is mentioned, attention is focused in the urban areas. There is no doubt that the population density in the urban areas may prompt government to want to resolve the housing need in these areas first. But it is pertinent to also consider solving housing problems in the rural areas. If decent and affordable houses are constructed in the rural areas, rural-urban shift will reduce and urbanisation will start to pick-up in the rural areas as well. Employment opportunity will likely to be created if good portable

accommodation is created.

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An Appraisal Of Collapsed Building In Lagos And Kaduna Metropolis

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ABSTRACT

The research work is aimed at identifying the causes of building collapse in Nigeria and proffer solutions that would help the combating the menace. Two prominent cities, Lagos and Kaduna were taken as case study. Questionnaires were administered to some project architects, building engineers, civil engineers, town planners, building control/regulatory bodies (KASUPDA – Kaduna state urban and planning and development authority) and some very few reluctant clients. Observations were recorded from field trip to ascertain some structure collapse. Important data were obtained from professional institute that has been monitoring and evaluating building processes and procedures, such as the Nigeria institute of Building (NIOB), the Nigeria institute of Architects (NIA), the Nigeria society of Engineers (NSE), the Nigeria Institute of Town Planners (NITP), and planning authorities. The rate of losses incurred by the country both in terms of human and material resources is enormous each time a building collapses. The use of competent professional and the untiring monitoring of structures by regulatory authority would assist in reducing the problem to the minimum if not eradicated completely. However, building code can also assist in reducing the menace of building collapse in Nigeria through the administrative processes and evaluation methods of regulatory bodies from design stage to construction stage.

Keywords: Building, Collapse, Professionals, Kaduna and Lagos

INTRODUCTION

According to Aronsi (2007), the concept of housing is generally defined for statistical purpose as a dwelling unit comprising a great variety of quantities and qualities. Aronsi (2007) also said that housing is a home, resting place, which tries to fulfill the fundamental purpose of society namely, secured, rewarding, happy or at least a livable life. Buildings are structures which serve as shelters for man, his properties and activities. They must be planned, designed and erected according to laid down rules and regulations governing that sector of our social life. Housing therefore to all intents and purposes is more than a mere shelter as it embraces all the social services and utilities that makes an environment habitable (Chapman 2016).

The factors to be observed in building constitution include durability, structural stability, building climatology, fire outbreak, adequate finance and material usage. Construction trends are changing globally due to the persistent changes in technological development. Innovations and techniques of construction. Consequently, the work involved in the design and construction stages of buildings are basically material selection, components and structure that will meet building standard and satisfy the aesthetic quality of the designer, bearing in mind the financial implications of all additions or subtractions. Building codes of practice that are universally accepted for the design and construction of buildings should be used as a guide to attaining perfection in construction works. Competent professionals should also be commissioned to handle building designs and construction, so as to ascertain the structural stability of houses/buildings (Ibrahim, 2008; Fredrick and Ambrose, 1989).

Building Collapse in Nigeria

Buildings tend to collapse when there is an uncontrollable difference between expected and observed performance. This is attributed mainly to building components, when that component can no longer be relied upon to fulfill its principal functions. Those who investigate and report on collapsed buildings are in good position to identify trends leading to structural safety problems, and to suggest topics for critical research to militate against this trend (Chapman 2016). When building consultants visit construction sites, they see the mistakes made day-in-day out. Many of these are indicators of a lack of knowledge on the part of the people undertaking the construction. It is strange to see a well-fitted house that has associated poor construction details that result in large subsequent repair or eventual collapse. Unfortunately, many of the explanations given for these poor practices results in building collapses (Akinpelu, 2002 and Guardian Newspaper, 2014). The solution provided is to engage qualified professionals from design to construction stage to ensure solidity of the entire process.

Building collapse results from two different fundamental actions; they are cosmetic and structural failures. Cosmetic failures occur when something is added or subtracted from the building, while structural failures results from both the outlook and the structural stability of the building (Ibrahim, 2008; Chapman 2016). In Nigeria, building collapse has been attributed to the following causes: Design faults (50%), faults in construction sites (40%) and product failure (10%).

Oyewande, {1992} and Olalusi et al (2004), ascribed faulty design, faulty execution of work and use of faulty materials as major causes of building collapse. Fredrick and James (1989) suggested that the overturning of structures due to heavy wind loads, sliding of structures due to high wind, roof uplift or sliding, and building away due to lateral loads are major types of failures recorded in buildings. On the other hand, Akinpelu (2002) categorized the following as major causes of structural failures: environmental changes, natural and man-made hazards improper presentation and interpretation of designs, Richard (2002) opined that deterioration of reinforced concrete could occur as a result of: Corrosion of the reinforcement caused by carbonation and chloride ingress, cracking caused by overloading and use of substandard materials and components, subsidence or basic design faults, and construction defects.

In order to restore its defective elements of a building to an acceptable standard, Ivor (1993) recognized three major types of maintenance namely: Day to day maintenance, Cyelies maintenance and planned maintenance.

Every individual that dwells in one place or the other is a stakeholder when housing issue are discussed. The data of some buildings that collapsed in Kaduna metropolis in the last ten years are as shown in Table 1.0

Table 1.0: Evidence of Building Collapse in Kaduna Metropolis

NO	YEAR	STRUCTURE	LOCATION	REMARK
1	2005	4 bedroom duplex building	No. 18 Abuja street, Rigasa, Kaduna	1 person died
2	2007	Nigerian airforce clinic	NAF, Base Mando road, Kaduna	No death recorded
3	2009	Two flats (Three bedroom Tenamental houses)	No. 16 and 17, swimming pool road, kabala costain, Kaduna	2 persons were reported dead
4	2011	Office complex building	No. 14 Rimi road, Ungwan Rimi, Kaduna	No death recorded
5	2015	Uncompleted blocks of flat	Along Kawo new extension, Kaduna	2 death recorded
6	2015	Church building (Multipurpose hall)	Ibrahim Taiwo road, by Lagos street, Kaduna	No death recorded

Source: Fieldwork 2017 and AJST (African Journal of science and technology)

Information collected revealed that:

i. A large number of buildings collapse on a monthly basis without Government paying due attention to the cause and rampant situation.

ii. Building collapse is not limited to a particular soil, client, organization of contractor

iii. Lagos state recorded the largest and most rampant building collapse in Nigeria, with highest rate of loss of material and human resources.

The Study Areas

Kaduna is estimated to cover 498,006 square kilometers with a population of 2,801,258 people from 1991 census and 6,066,562 from the 2006 census. Kaduna is an industrial area and the central never of the north, which is responsible for the spontaneous and persistent increase in its population and the subsequent need for shelter to house the resident of the great city. On the other hand, Lagos lies on latitude 6.270N and longitude 3.280E. Its metropolitan district occupies the Lagos Island and part of the mainland. It is the second largest city in Africa. Being the industrial as well as commercial centre of Nigeria, the city has a high population density of 9,013,534 from the 2006 census and abundant economic opportunities, which in turn had led to over utilization of available utilities and resources.

Research Methodology

Methods used in obtaining data for the research includes: questionnaire administration and consultations with stakeholders and field survey.

(a)   Questionnaire administration
Structured questionnaires were administered to architects, building engineers and structural engineers in the study area by selective random sampling techniques. The questionnaires were stratified into three:" A" on client, "B" professional bodies (NIA, NIOB, NSE, and NITP). "C" Building Regulatory / Planning agencies)

b)   Stakeholders consultation
The Nigeria Institute of Building (NIOB) was consulted for information on collapse buildings in Nigeria from 1970 to 2006. also three key personnel were interviewed: An Architect, Builder and Engineer. These are the professionals that are directly involved with building works from preliminary stage to completion stage.

c)   Field survey
Three samples of soil were collected from each study area. (Kaduna and Lagos) for soil characteristics analysis so as to determine their water holding capacities.

Results and Discussions

Table 2.0 Clients Contribution to Building Collapse

Parties	No. of Architect	% of Architect	No. of Engineers	% of Engineers	No. of Builders	% of Builders	Average %
Monetary delays	28	70%	32	80%	36	90%	80%
Non Competent professionals	30	75%	34	85%	38	95%	85%
Cutting corners	24	60%	22	55%	34	85%	67%
Work variation	18	45%	20	50%	26	65%	53%
Building without approval	28	70%	29	72%	32	81.5%	74%

Source: Field work 2017

Questionnaires were administered to 40 professionals each (Architects, Engineers and Builders) to define their response to the question of monetary delay, non-competent professional, cutting corners, work variation and building without approvals. 80% of the professional believes monetary delay contribute to building collapse. Buildings left or abandoned for a long period due to delay in funds which in turn result to weak concrete/slab as a result of persistent rainfall, reinforcement repositioning or omission and poor workmanship from semi-skilled labour used on site. 85% responded to the use of non-competent professionals, this arises when clients are dodging the cost of paying chartered/competent professionals and result to engaging the services of quacks. This usually affects the overall result of all construction works. 67% attributed it to cutting corners, this is usually practiced by both the clients and supervising engineers so as to safe cost and invariably injury the construction process which could result into subsequent building collapse. 53% of the professionals attributed building collapse to persistent work variation which happens as a result of continuous changes in the initial design which may in

turn affect the structural stability of the structure and this may result to structural failure if not handled with check and professional expertise. However, 74% of the professionals interviewed attributed the cause of building collapse to building without approval. The refusal of some clients and professionals to boycott the planning authorities contributes immensely to building collapse due to lack of check and corrections is from the regulatory bodies.

The numbers of people who take their drawings for building approvals are tabulated in Table 3.0, blames are apportioned to Clients, planning authority and engineers. Clients and engineer, planning authority, engineers and architects and finally the client, planning authority, engineers and architects. A total number of 40 respondents were interviewed. 2 respondents which correspond to 5.5% of respondents blame the clients only for buildings without construction approval. 8.5% of respondent and 16% of the respondents apportioned blame on the client / engineers and client/planning authority/engineers respectively. 25% of the respondents solely blame the

Table 3.0 buildings without construction approval

S/NO	Who to blame	Respondent (40)	Percentage %
1	Client only	2	5.5%
2	Client and Engineers	3	8.5%
3	Client, Planning authority and Engineers	6	165%
4	Planning authority Engineers and Architects	10	25%
5	Client, Planning authority Engineers and Architects	18	45%

Source: Fieldwork, 2017

planning authority, engineers and architects for buildings without construction approval.

18 of respondents which constitute 45% largely apportioned blame on the client planning authority, engineers and architects for building without construction approval. It is axiomatic therefore, from the date above that collapse of building is due largely to nonchalant attitude of the professional bodies in the building industries a sell as planning authority.

Table 4.0 percentage of people going for building approval

No	Opinion	Architects	% architect	Engineers	% Engineers	Clients		Average %	Period
1	People that do not seek approval	5	12.5%	12	0%	18	5%	9%	2016-2017
2	People seeking approval	35	8.75%	28	0%	22	5%	1%	2016-2017

Source: KASUPDA, 2017 (Kaduna state urban planning and development authority)

A total number of 40 respondents were interviewed to determine the rate and number of people seeking building approval before construction work. 87.5% of the Architects and 70% of the Engineers interviewed are of the opinion that people take their drawings to planning authorities for building approval while

12,5% of the Architects and 30% of the Engineers agreed that people do not seek for building approval. 45% of the clients also concurred that people take their drawings to Planning authorities for approval. In general, approval is more than those who do not seek for building approval.

Table 5.0 Some identified causes of building collapse

No.	Causes	Arch.	Engr.	Plnr.	Client	Total	%age	Period
1	Inadequate funding/cutting corners	25	15	10	5	55	55%	2007
2	Non-competent professional during supervision	15	20	30	18	83	83%	2007
3	Absent of technical knowledge on design interpretation	25	25	30	20	100	100%	2007
4	Climate and environment conditions	25	20	15	10	70	70%	2007
5	Material usage and maintenance culture	15	28	7	30	80	80%	2007
6	Lack of strict compliance with building codes	12	13	25	15	65	65%	2007
7	Laxity on the part of planning authorities	25	25	10	15	75	75%	2007

Source: Field work, 2017

55% of the respondents believe that the cause of the building collapse could be attributable to inadequate funding which always results to client cutting corners. Inferior and the cheaper materials are thus used at the expense of the stability of the building. 83% of the respondents are of the opinion that the involvement of non-professionals during the supervision of the construction of buildings also contributed to the major cause of building collapse in Nigeria. There was a general consensus as 100% of the respondents unanimously agreed that the absent of technical knowledge on design interpretation is the major bane

on the collapse of building especially in Lagos and Kaduna metropolis. 70% and 80% of the respondents agreed that building collapse in Nigeria could be attributable to climate and environmental conditions and materials usage and maintenance culture respectively. Lack of strict compliance with building codes was also identified as one of the causes of building collapse as observed by 65% of the respondents. Lastly, 75% of the respondents heaped the blame of building collapse on the planning authorities for not having enough manpower to cover all areas under going building construction processes.

TABLE 6.0: Water holding capacities of soils

Location	Soil profile	Land area	Weight of wet soil (gms)	Difference in weights (dry/wet soils)gms	Water holding capacity (%)	Average water holding capacity
Some selected areas in Kaduna	AI	Upland	15.0	5.0	50	51%
	AII	Landslope	15.1	5.1	51	
	AIII	Depression	15.2	5.2	52	
Some selected areas of Lagos metropolis	BI	Upland	17.1	7.3	73	76%
	BII	Landslope	17.3	7.3	73	
	BIII	Depression	18.0	8.0	80	

Source: Fieldwork, 2017

The water holding capacity of each of the study area has been calculated. Though variations exist as a result of the different settlements selected for the research work. The average percentage of the water holding capacity of the soils in Kaduna metropolis is less compared to that of Lagos areas. This indicates that the clay fraction of the soil in Kaduna area is less and that sand/silt fraction is high and therefore such soil is suitable for strip foundation footings. The high clay content of the soils in Lagos metropolis makes it more excellent for raft, pad and pile foundations footings.

Conclusion and recommendations

The cumulative impression gathered from the data collected revealed that: Majority of building clients tends to prefer the services of non-competent professionals because it is less expensive and readily accessible. The absence of professional on sites gives room for cutting corners and usage of substandard materials, non-professional haves taken over the services of architects, builders (especially), and engineers, leading to the construction of defective buildings.

However, the use of competent professionals (architects, engineers, builders and planners) should be encouraged so as to be sure of the structural stability of the buildings housing us. All professional institutes (NIA, NIOB, NITP and NSE) should collaborate together by making their services

available and reachable at moderate rates and charges.

The buildings codes would help in reducing building collapse by enforcing a law that strengthens the administrative and evaluation procedures/processes of regulatory bodies (KASUPDA, KEPA and FEPA) to monitor building processes from design to construction stage.

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Environmental Information Seeking Behaviour among Lecturers in Delta State University, Abraka

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ABSTRACT

Environmental information is very fundamental for our healthy well being. People seek environmental information for various reasons. The study examines environmental information seeking behaviour among lecturers in the Delta State University, Abraka. The study was anchored on Wilson's theory of information seeking behaviour, which explains how and why people seek information in order to satisfy their needs. The main objective of the study was to determine the level of interest in environmental information seeking behaviour among lecturers. To determine this, the survey research method was adopted using questionnaire as instrument for data collection. The study was scoped to the faculty of the social sciences in the Delta State University, Abraka. The faculty has seven departments, and each was administered with a questionnaire based on the numbers of academic staff. A total of eighty-four questionnaires was administered. The data analysed in percentage showed that academic staff level of environmental information seeking was poor despite the different sources of environmental information. Level of interest determines level of behaviour towards environmental information seeking. The level of environmental information seeking depends on the importance of the information. Health information is mostly sought for by academic staff. However, consistent seeking of environmental information will increase level of interest and behaviour towards environmental information.

Keywords: Behaviour, Environment; Environmental Information; Level of interest; Seeking

Introduction

Everyday millions of people seek information for numerous reasons. Information makes us where we are today. We have different habits of information seeking. Information seeking behaviour had been described by Wilson (2000) as the totality of human behaviour in relation to sources and channels of information, including both active and passive information-seeking, and information use, Wilson described information seeking behaviour as purposive seeking of information as a consequence of a need to satisfy some goal. Our goal here in this study is environmental seeking behaviour towards a sustainable environmental development and management

There exist studies on environmental information seeking in different fields. For instance, Choo (2001) did a work on environmental information seeking and organizational learning. His study showed that environmental information seeking help to be proactive in shaping organisation's environment. His study was concerned about organizational environment. Gordon, Meinde, White and Szgeti (2018) had a work on information seeking behaviours of academic chemists in Canadian. The results of their study showed that chemists could do better in keeping up to date with new and emerging information and technologies. However, chemists are not sure which information seeking behaviours, resources, or strategies work best. Their work on information seeking behaviour focused on academic chemists but not on information seeking behaviour for environmental management.

A study had investigated the information-seeking behaviour of students of Ajayi Crowther University, a private university in South Western Nigeria Fasola and Olabode (2013). In the study, it was discovered that majority of the students (66%) sought information for academic purposes and the library (62.8%) was their preferred place of searching and using available information resources. There is also a study on the perception and information seeking behaviour of rural households towards health promoting practices in Kaduna State, Nigeria (Ezeh, & Ezeh, 2017). Result obtained from the study showed a very poor perception of health promoting practices among the respondents. However, the study was rather on health promotion.

   Much related to environmental management information seeking, Borgstede and Andersson (2010) examined environmental information factors for information behaviour. The study found that lack of information alone was not a significant antecedent to the intention to seek information. Personal norms were found to moderate the effect of perceived lack of information on the intention to seek information. Similarly, Pwadura, Plockey, and Yebowaa (2018) examined information seeking behaviour of undergraduate students in Ghana, and found that information seeking could be passive, active or purposeful and independent of time. Their study did

not dwell on environmental management. Awareness and accessibility of environmental information is a perquisite for environmental attitude, behaviour and management. Babalola; Babalola and Okhale (2010) in their study showed that environmental awareness is a pre-condition for pro-environmental behaviour and sustainable environmental management. The study dwelt on environmental information but did not include information seeking behaviour of the respondents.

A comparative study on access to environmental information in the United States and the United Kingdom was conducted by Wilcox (2001). Wilcox work showed that the United States has a longer tradition of openness in government while the United Kingdom has been quite the opposite. The study did not include quantitative instrument for eliciting respondents' views on pattern of seeking environmental information. A report on access to environmental information in Uganda forestry and oil production was carried by Schwarte (2008). The report finds considerable lack of awareness in Uganda of the legal rights related to accessing environmental information. The report however did not look at information seeking behaviour. A study on information-seeking habits of environmental scientists in North Carolina was conducted by Murphy (2003). The result showed that environmental scientists have developed unique information-gathering habits to seek out relevant research.

Important and informative as these studies may be, many of them did not reviewed information seeking behaviour for environmental knowledge and management. None of the studies in Nigeria reviewed environmental information seeking by academic staff. There is a small body of literature that addresses environmental information seeking pattern or behaviour by academic staff.

This makes the study unique and distinct from other similar studies. There are a lot of studies that have been carried on information seeking behaviour but none of the studies so far touches on the subject of this research. The study will therefore add to existing knowledge, researches and theories on environmental information seeking behaviour. The study is also significant because it will not only address the foregone concerns but also provide a window for the promulgation of policy interventions for improving knowledge processing, use and dissemination of environmental information.

Objectives of the Study

Generally, the study examines environmental information seeking behaviour but specifically, it seeks among other things to:

1.   Determine sources of environmental information to lecturers in the Delta State University, Abraka

2.   Ascertain frequency of seeking environmental information

3.   Find the types of environmental information most needed by lecturers

4.   Ascertain level of interest in environmental information seeking

Literature Review

The focus of the review is on environmental information seeking behaviour and interest in environmental information behaviour as derived from the objectives of the study.

The study of information-seeking behaviour dates back to 1948 when Bernal and others presented a paper on scientific information at the 1948 Royal Society Conference (Bernal, 1960 as cited in Fasola & Olabode, 2013). Since then, a lot of studies have been conducted to investigate information-seeking behaviour based on their subject interests, occupation, information environment, gender and geographical location (Fasola & Olabode, 2013). Studies in information-seeking behaviour stem from concerns surrounding how people use information in their work environments. Information seeking behaviour arises as a consequence of a need perceived by the information user, who in order to satisfy it, makes demands upon formal or informal information sources or services, resulting in either success or failure. (Wilson, 1999; as cited in Ikoja-Odongo & Mostert, 2006). According to Wilson, information seeking behaviour are activities a person may engage in when identifying his or her own needs for information, searching for such information in any way, and using or transferring the information (Wilson, 1999; as cited in Ikoja-Odongo & Mostert, 2006). Donald (2002) described information seeking behaviour as the way people search for and utilize information. In a similar view, Uhegbu (2007) as cited in Fasola and Olabode (2013) described information-seeking behaviour as the way in which users conduct themselves when searching for information while Borgstede and Andersson (2010) see it as conscious, energetic way of acquiring information. The ultimate goal in information search is to use information gathered to satisfy human needs.

Concerns about global warming and climate, as well as other environmental problems have prompted world leaders and environmental researchers on environmental information seeking towards proffering probable solutions to these numerous environmental problems ravaging the world.

Environmental information is the medium or means by which people in a community receive or have accessed to environmental issues and management that affects them. Environmental information covers floods; pollutions; gully erosion; climate change; bush burning; improper sewage disposal; solid waste management; deforestation; legislation; judiciary; and everything that concerns the environment (Akpoghiran, 2017). Taking environmental information from the public communication perspectives, Flor (2004) sees environmental information as the communication approaches, principles, strategies and techniques to environmental management and protection. Nwabueze (2007) on her part, describe environmental information as all forms of communication which keep the public enlightened about and aware of environmental issues and trends. The communication process could be interpersonal, group or mass. To Nwabueze, the goal of environmental information is to set agenda on environmental concerns and activate public efforts towards participatory management of the environment. By implication, environmental information is any form of information and communication whether oral, written, audio, visual, symbols or signs that state elements of the environment such as the air, water, land, animals, living organism and non-living organism and all natural settings. It is everything that provides us awareness and knowledge about the environment including government's policies and regulations.

On his part, Wilcox (2001) believes that environmental information should be environmental rights or right-to-know or as part of a right-to-participate in environmental decisions and actions as it affects the people that are concerned. Environmental rights as Bell, Ball and Bell (1997, as cited in Wilcox, 2001) noted, are often related to the concept of instilling some form of legal identity in the environment. The fact is that everyone has a right to information regarding the environment since the environment belongs to everybody. The aforementioned made Wilcox (as above) to suggest that governments must allow greater public access to environmental information. In other words, environmental information should be accessible. In the view of Babalola, Babalola and Okhale (2010), the public has the right of access to environmental information held by public authority and making information about the environment publicly available essential for achieving sustainable development. With access to environmental information, the people have full knowledge of the implications of their activities on the environment and are able to participate more effectively in decision making processes that affect the environment (UNESCO, 1992). In the vein, Kraimer (1989) as cited in Wilcox (2001) believes that dealing with environmental matters requires public access to environmental information, as well as public participation in environmental decisions.

Environmental information seeking behaviour is the drive that opens up access to information, data and knowledge utilisation and dissemination (Pwadura; Plockey; & Yebowaa, 2018) of information about environmental issues. However, less attention has been given to behaviours associated with information regarding the environment (Borgstede, & Andersson, 2010). Borgstede, and Andersson (2010) study

showed that reactions or behaviours towards environmental information on recycling information differs from reactions towards information regarding consumer products. To them, environmental information often appeals to self-sacrificing actions. A study had shown that environmental information behaviour is capable of influencing the right environmental behaviour on the basis that if an individual is regular with environmental information posted on the social media; and consistent with environmental management awareness campaigns (EMAC) from the mass media (Akpoghiran, 2017).

Interest in environmental information behaviour

The level of interest in any subject or thing determines an individual's behaviour towards that thing. In this wise, interest can be said to be one of the components of behaviour. The more we are interested in something, the more we go for it and the less our interest, the lesser we go for it. In the same manner, environmental information is based on people's interest. The more people are committed to environmental information the more they become environmentally responsible. Also, the lack of interest formed reason for the inadequate environmental information. Environmental information is largely needed for many reasons including health reasons. However, there is poor interest in environmental matters among the average Nigerian leading inadequate environmental information, as a study once showed (Akpoghran, 2017). There also exists research asserting that environmental consciousness is necessary and essential to pro-environmental behavioural changes (Haytko and Matuliich, 2009). The study showed that environmental consciousness is the first step for environmental information and thus, management.

Attention and exposure have been ascertained as possible factors for interest in environmental information seeking. Attention and exposure, according to (Borgstede, & Andersson, 2010), are very essential for environmental information seeking. However, while exposure has been measured as individuals' preferences for exposing themselves to different information, attention was regarded as a more passive process of perception (Eagly, & Chaiken, 1993). There are individual's factors associated with how information is selectively attended to. For example, socio-demographical factors such as age, gender, education and lifestyle correlate with attention to information (McGuire, 1989). Moreover, factors associated with attention to information can also be psychological in the sense that they relate to a person's beliefs and attitudes. It has been recognized that people are more likely to notice information that is relevant for their current goals. In addition, it is widely accepted that people attend to information that agrees with the attitudes they already hold (Eagly, & Chaiken, 1993; & Frey, 1986). At the same time, there is a tendency for people to prefer information that confirms their preconceptions or hypotheses, regardless of whether it is true or not

(Lewicka, 1998). In other words, people tend to engage in information that comforts and agrees with their own ideas and avoid information that contradicts their opinion or that does not seem relevant to them Borgstede, & Andersson, 2010). Therefore, it is reasonable to assume that people with strong positive environmental attitudes will pay attention to information about environmental protection to a greater extent than those who have neutral or ambivalent environmental attitudes (Borgstede, & Andersson, 2010; all the authors cited in this paragraph were from Borgstede, & Andersson, 2010).

Interest in environmental information is based on:

- ● Self-consciousness of the environment
- ● Level of environmental awareness, education and knowledge
- ● Level of exposure to mass media environmental news and reportage
- ● Access to sources of environmental news and information
- ● Pattern of environmental news consumption

All these factors lead to environmental attitude and behaviour.

It is imperative to state that behaviour towards environmental information seeking determines behaviour towards environmental management.

Theoretical Framework

The study is anchored on Wilson's Model/Theory of Information Seeking Behaviour. Since 1941, a considerable number of information seeking models by various researchers have been developed in order to analyse information seeking behaviour needs. However, the Wilson's information behvaiour seeking model was adopted for this study because of its integrated components of variables explaining information seeking behaviour. Wilson T.D model of information behvaiour seeking was first developed in 1981. It is likely that T.D Wilson develop his model from human behaviour theories. The aim of Wilson's 1981 model was to outline the various areas covered by what he proposed as information-seeking behaviour as an alternative to information needs.

Wilson later in 1996 revised his 1981 model by bringing other elements of information behvaiour seeking. Wilson suggested that information-seeking behaviour arises due to the need perceived by an information user in different stages or sequences. In order to satisfy that need, user makes demands upon formal or informal information sources or services. These demands for information result in success or failure to find relevant information. If the result becomes successful, the individual then makes use of the information found and may either fully or partially satisfy the perceived need or indeed. Ikoja-Odongo and Mostert (2006) put it in this way, that the satisfaction of information need is proposed to be the

driving force behind the action taken by a user. In order to satisfy a perceived information need, demands are made upon either formal or informal sources/services resulting in failure or success. Success leads to the utilisation of the information, which results in fully or partially fulfilling the perceived need. Should this not be the case, the search process is repeated. The model also highlights that part of the information-seeking behaviour may involve other people through information exchange and that information perceived as useful may be passed to other people, as well as being used or instead of being used by the person himself or herself (Kundu, 2017).

Wilson highlighted in his model information processing and use. To him, information needs and use are motivated by these variables namely; psychological, demographic, role-related or interpersonal, social environmental factors and the characteristics of information sources in determining information seeking behaviour that affect motivation. These variables or characteristics guide information-seeking behaviour. Using specific theories, Wilson explains how needs prompt people's information seeking behaviour, source preference, and why some pursue a goal more successfully than others. This model also seeks to explain the role played by various activating mechanisms or motivators influencing the 'what', 'how' and extent of a search. At the end, information-seeking behaviour could be passive attention, passive search, active search and on-going search depending on the individual personal characteristics and purpose. Invariably, information use is the guiding or main principle of information behaviour.

The Wilson information seeking behaviour model can be applied to the study of environmental information seeking behaviour. The Wilson's information seeking behaviour model explains how needs prompt people's seeking information. Information-seeking behaviour arises due to the need perceived by an information user in different stages or sequences The need is important to fulfill or satisfy some desires. The model also explains that information seeking processes are guided by psychological, demographic, role-related or interpersonal and social environmental factors. These factors and processes make information seeking behaviour to be internally active or passive. The relevance and application of this model is based on environmental management through information needs. Environmental information need is required to drive people into seeking environmental information. An environmental information need comes from the fact that something is missing or need to be corrected, and this necessitates the seeking of information that might correct the missing items. In other words, environmental information needs and use are motivated by the need to promote responsible environmental behaviour and management. Behaviour towards environmental information seeking could be active or passive. Active behaviour towards environmental information are those

individuals who are very much concern and worry about environmental issues and situations and they are one way or the other involved in environmental management through policies making, decision participation, campaigns, environmental conferences and so on. They required environmental information on a regular basis. Passive behaviour towards environmental information are those individuals who are need environmental information personal consumption but not on a regular basis.

The model not only makes us understand the processes involved in information seeking but also why we seek information. Knowledge of the information needs and information-seeking behaviour of users is essential for sustainable environmental development.

Research Method

The survey research method was adopted as research method. The conceptual scope of the study was environmental information seeking behaviour. The geographical population was the Faculty of the Social Sciences (FSS), Delta State University, Abraka. The demographical scope was lecturers in the FSS. There are seven (7) Departments in the FSS. The numerical population of the study was the members of the academic staff of these Departments. The Departments are:

S/N	Departments	Numbers of Academic Staff
1.	Accounting	09
2.	Business Administration	10
3.	Economics	11
4.	Geography and Regional Planning	09
5.	Mass Communication	14
6.	Political Science	19
7.	Sociology and Psychology	12
Total		**84**

Source: Office of the Faculty Officer (FSS, DELSU, 2019)

The population of these members of the academic staff was also purposively adopted as population sample size for the collection of primary data. Questionnaire however, was the instrument for data collection. The copies of questionnaire administered to the respondents were eighty four (84). Each Department was given questionnaire based on the proportional numbers of academic staff as shown in the Table above. The questionnaire had eight (8) Tables in section B. The first part of the questionnaire was on respondent's demographic data. The second part was on the subject-matter. The questionnaire captured the objectives of the study. The data retrieved were analysed in percentage.

Results in Tables
Table 1: Sources of Environmental Information
Which one of these is your main source of environmental information?

Options	Frequency (N-84)	Percentage (%)
Textbooks	04	4.76
Journals	02	2.38
Radio	15	17.8
Television	18	21.4
Newspaper	05	5.9.5
Internet browsing	08	9.52
Attending conferences	03	3.57
Through colleagues	05	5.95
Environmental/health officials	00	00
Social media	23	27.3
Subscripting to environmental news letter	01	1.19
Total	**84**	**100%**

Source: Field survey, 2019. Data in all the Tables were analysed in percentage.

Table 2: Accessibility of Environmental Information Seeking
Indicate your rate of access to environmental information seeking?

Options	Frequency (N-84)	Percentage (%)
Highly accessible	10	1.19
Fairly accessible	40	47.6
Poorly accessible	19	22.6
Inaccessible	15	17.8
Total	**84**	**100%**

Source: Field survey, 2019. Data in all the Tables were analysed in percentage

Table 3: Level of Satisfaction of Environmental Information Source

Options	Frequency (N-84)	Percentage (%)
Very satisfied	18	21.4
Satisfied	37	44.0
Less satisfied	11	13.0
Dissatisfied	18	21.4
Total	**84**	**100%**

Table 4: Frequency of Receiving Environmental Information

Options	Frequency (N-84)	Percentage (%)
Daily	21	25
Weekly	16	19.0
Monthly	16	19.0
Occasionally	16	19.0
Whenever the need arises	15	17.8
None at all	0	00
Total	**84**	**100%**

Table 5: Types of Environmental Information Most Needed by Respondents'
Which one of these aspects of environmental information that is most needed by you?

Options	Frequency (N-84)	Percentage (%)
Weather report	14	16.6
Flood disaster	13	15.4
Health	31	36.9
Food	07	8.33
Solid waste management	10	1.19
Bush burning	00	00
Oil spillage	02	2.38
Gas flare	02	2.38
Pollution	02	2.38
Gully erosion	03	3.57
Tree falling	00	00
Total	**84**	**100%**

Table 6: Level of Interest in Environmental Information Seeking by Respondents'
Rate your level of interest in environmental information seeking?

Options	Frequency (N-84)	Percentage (%)
Active/High	21	25
Passive/Low	33	39.3
Independent of time	11	13.1
Whenever the need arises/Occasionally	19	22.6
Total	**84**	**100%**

Discussion of Results

Eighty-four (84) copies of the questionnaire were administered and all were retrieved. This represented 100% of the sample size. Based on percentage analysis, 59 representing 70.2% of the respondents were male while 25 representing 29.7% of the respondents were female. A study had shown that issues of environmental management are dominated by men (Ifegbasan, 2009) even if women are environmental managers at home. On years of lecturing experience, those within 01-10 years of experience were 42 representing 50% of the respondents; those within 11-20 years of experience were 24 representing 28.5% of the respondents and those within 21 and above, were 18 representing 21.4% of the respondents. Lecturing experience helps to understand a lecturer's interest and attitude to environmental information seeking. The higher the education and academic experiences, the better a responsible environmental behaviour may be. In addition, in a subject-matter like this, academic staff with experience and better understanding can give deeper inputs or contributions to the subject-matter. This also confirmed the studies of Longe, Longe and Ukpebor (2009) that older adults with experience are

concern about environmental management than younger adults.

Objective one of the study seeks to determine the main source of environmental information to academic staff. In answering to objective one, Table 1 showed that the main source of environmental information to 84 of the respondents on frequency basis was the social media. This was represented by 27.3% of the respondents. This was followed by television information represented by 21.4% of the respondents. Those who had their environmental information from radio stations were 17.8%. It is no longer news that the social media like Facebook, WhatsApp, Twitter and many others harboured millions of users in Nigeria. The social media as platforms for group interactions enable individual's to have access to environmental information, news and discussion among groups. There is a study to show that the social media such as Twitter can be used to influence or change people's perception and attitudes towards environmental issues like climate change (Mooney; Winstanley; & Corcoran, 2013). This implies that social media can be used to draw attention and improve environmentally responsible behaviour. However, there are evidence that the social media are dominated by young people whose interest revolved around social issues, entertainment, sports, personal gist, politics and little or no discourse on environmental concern (Akpoghiran & Arimitan, 2017). Television is another important source of environmental information next to the social media as shown in the study in Table 1. Television, because of its features of sounds and images can also help to persuade and influence people for social change. Environmental disasters namely floods, pollutions (gas flare and oil spills on waters and farmlands), erosion, and its multiple effects can be shown to viewers consistently. Consistent viewing of television has the ability to influence or change people's perceptions of things around their immediate environment. This is media dependency postulation which states that consistent viewing and dependency on the mass media especially television can influence someone's perception and believability. Consistent television viewing can be helpful for environmental information and management (Akpoghiran; Umukoro & Okoro, 2018). As shown in the result in Table 1, radio was also considered as another main source of environmental information. By implication, radio is an effective medium of environmental information to the respondents in terms of coverage, frequency, programmes in local languages and repetition of the programmes for better consumption. In addition, radio set is portable and can easily be found in many business shops, business centres, offices and can be received in smart phones. Radio can be used to influence and mobilise social change like environmental behaviour.

Access to environmental information is a crucial step for a healthy environment. Respondents were asked to rate their access to environmental information. On this, 47.6% of the respondents (being the highest) rated fairly accessible while 22.6% rated poorly accessible. This implies that respondents have access to environmental information whenever they seek to so but the accessibility to environmental information depends on the medium. For example, the study had shown the social media, television and radio are main sources of environmental seeking information to the respondents, and this also implies that they were the most accessible media of environmental seeking information. However, the medium and content sought determines the individual's rate of satisfaction. This was ascertained in Table 3 where 44.0% of the respondents were satisfied with the level of satisfaction of environmental information source. It has been established in the study that the social media and broadcast media are rich sources of environmental information because of the heavy presence of the audiences. A medium is described as a rich source if the medium has a lot of audience viewership, listenership and followership. The social media and broadcast media fall into this category.

The type of environmental information sought and the frequency at which it is sought as well as the purpose will definitely define respondents' behaviour. Objective two of the study sought to ascertain frequency of seeking environmental information by the respondents. Table 4 provided answers to this. The data showed 25% of the respondents indicated that the rate of receiving environmental information was daily. On daily basis, through smart-phones, radio and television sets, respondents received environmental information on weather and health reports. However, on weekly and monthly basis as 19.0% of the respondents indicated, environmental information on food issues, solid waste problem or disposal and oil spills were received by the respondents while occasionally as 19.0% of the respondents indicated, environmental information on gully erosion and bush burning were received by the respondents.

The above finding provides answers to objective three. Objective three seeks to find the types of environmental information most needed by lecturers. As shown in Table 5, types of environmental information most needed by the respondents' were health information as represented by 36.9% of the respondents, while weather report was 16.6% and flood disaster was 15.4% as indicated by the respondents. This means that health is the environment and the environment is health. Health is wealth they say. Hence, health information is very

important for our daily survival. Health issues, as the study as shown is part of environmental management

Level of interest determines level of behaviour towards environmental information seeking. To ascertain the level of interest in environmental information seeking was objective four. As obtained in Table 6, 39.3% of the respondents have passive or low level of interest in seeking for environmental information while 25% of the respondents indicated active, however, 22.6% of the respondents indicated whenever the need arose, implying occasional approach to environmental information seeking. By implication, 62.5% (39.3% + 22.6%) of the lecturers in the Faculty of the Social Sciences have low or poor level of interest in seeking for environmental information unless it has to do with health, weather report and flood as indicated in Table 5.

In all, level of interest determines level of behaviour towards environmental information seeking. Interest determines behaviour of environmental information seeking. Level of environmental information seeking by lecturers was poor despite the different sources of environmental information. The need for environmental information seeking is determine by the very importance or essentiality of the content. Seeking for environmental information is determined by what the content will be used for. Frequent seeking of environmental information is capable of influencing the right environmental change. If an individual is consistent with environmental management awareness campaigns (EMAC) from the mass media sponsored by the governments, NGOs, and other stakeholders as well as self-consciousness, attention, interest, desire and action (AIDA) on environmental development, then, level of interest will be high, and this will translate to good environmental behaviour.

It can be taken that environmental information seeking is based on people's interest. The more people are committed to environmental information seeking the more they become environmentally responsible. Also, the lack of interest formed reason for the inadequate environmental information seeking behaviour. Environmental information is largely needed for health reasons. Though level of environmental information seeking was poor but it is capable to influence environmental change if the individual is consistent with environmental information.   Arising from the above, the findings imply that:

§   The environmental information seeking depends on the importance of the information.

§   Level of interest in environmental information leads to leads level of environmental behaviour.

§   Poor interest in environmental information seeking leads to poor environmental management;

Conclusion and Recommendations

Environmental management in every aspect is based on the public's access to environmental information and the provision of adequate information on the part of the mass media and the government. The study had showed that environmental information is necessary to help manage environmental problems like floods, solid waste, oil spills, erosion and many other environmental problems. One basic reason for environmental information seeking is for health management. Consistent environmental information is capable of influencing environmental change. Attitude is the best approach to environmental change. However, poor interest in environmental information leads to poor environmental management.

It is therefore recommended that environmental information should be directed towards health management. There is need therefore for consistent health communications. consistent seeking of environmental information will increase level of interest and behaviour towards environmental information. Academic staff should create adequate to seek for environmental information. Behaviour towards environmental information should be regular. This will help to build and promote self and societal environmental management.

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Evaluating Variation in Attributes of Public Parks in Makurdi

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ABSTRACT

Studies indicate that spatial organisation of park features and their condition are some of the major factors which drive the use of public spaces like parks, gardens, squares and sports arena. Understanding the drivers of public space utilisation within the local context in cities as well as the trend in use over time will facilitate the design of effective and efficient public spaces and aid in forecasting future use. Given the mandate for provision of public spaces in the sustainable development goals, such understanding is critical baseline data in evaluating the performance of goal 11 and target 7 of the goals. This study seeks to investigate the spatial organisation and condition of parks in Makurdi from 1976-2018. It used observation, measurement and questionnaires in parks as well as households in park neighbourhoods. Data was disaggregated based on current users of parks (<60 years) and respondents aged > 60 years old provided information on how public space was used in the past. The data obtained was subjected to statistical tests using factor analysis and two-way ANOVA. The study revealed that there was no variation in the spatial organisation and condition of parks in Makurdi. It therefore recommended a revitalisation of existing parks.

Keywords: Public space, utilisation, spatial organisation, conditions, urban design

1.1   INTRODUCTION AND PROBLEM ANALYSIS

A city's public spaces such as its streets, parks, plazas and squares provide a structure for the ebb and flow of human exchange and interaction (Carr, Francis, Rivlin & Stone 1992). It is a shared resource whose utilisation serves to enhance the experience of public life and social interaction (Kohn, 2004). Contemporary research has recognised the crucial advantage public spaces contribute to cities. An important outcome of such research is the inclusion of public space provision as a goal in the sustainable development goals. The sustainable development goals (SDGs) are a set of 17 benchmarks set up by the United Nations in global partnership with nations of the world to redefine and evaluate development. Specifically, SDGs goal 11 is focused on making cities sustainable by many ways among which is creating green public spaces.

Sadly, despite the advantages of public spaces to cities studies also confirm that globally, cities are experiencing a reduction in the quality and quantity of public spaces like parks (Nemeth, 2012; World Cities Report, 2016). The state of affairs on public space utilisation though worrisome is however, not so clear in the cities of many developing countries especially in Africa, which lack baseline data on the use patterns of public spaces. Such data is crucial both for evaluation of the performance of SDGs; for the development of policy, as well as the design of effective public spaces. There is therefore a crucial need for evaluative studies on the use of public spaces in such countries. Specific objectives in meeting this need include an examination of the spatial and experiential attributes of public spaces as well as an interrogation of planning implications

Evaluative studies on use of public space, on one hand, situate public space within the broader environmental framework of society. These ethical /demographic approaches stress the context of the space by focusing on normative principles of democracy, freedom of access and perception (Habermas, 1989; Mitchell, 2003) Using observation, questionnaires and perceptual audits, they highlight individual characteristics and factors such as age, gender, socioeconomic status, ethnicity, management, equity and freedom of access among others in the use of public space (Sennet, 1977; Loukaitou-Sideris, 2005; Byrne and Wolch, 2009; Mehta, 2007; Cohen, Han, Derose, Williamson, Marsh, Ruick and McKenzie, 2012). The major limitation of this approach is that the unit of evaluation of public space is the subjective individual in exclusion of the spatial dimension of public space.

On the other hand, the design-led approach to public space research majors on the objective spatial elements of public space and production standards as criteria for the ideal public space (Whyte, 1980; Gehl, 1987 and Carr et al., 1992). The approach measures human activity in public space, using the instrument of observation, measurements and tool kits. It relates spatial characteristics of the space such as presence and condition of features, location, area, aesthetics and diverse activity to use of public space. This approach is also limited because it is objective and does not factor in individual indices in the use of public space.

Apart from the fact that both approaches are mutually exclusive and do not address an all-inclusive picture of the relationship between public space and its context, they are based on studies concentrated in developed countries. They do not take into consideration the diverse urban contexts, historical, social and cultural trajectories of cities of developing countries. They also do not take into consideration the less than ideal state of public space in these developing countries. Besides, they are static and do not trace the trend over time of public space use and so are not useful for purposes of forecasting aimed at remedial action. Generally, globally, there is a dearth in literature of evaluative studies on public space use that integrate under one umbrella the components of physical public space and demographics (society). This study addresses this paucity by attempting an integration of the spatial and ethical elements in evaluating the use of public space in Makurdi.

STUDY AREA

Makurdi town, in Benue state, is the study area; the town is the capital of Benue state and the headquarters of Makurdi Local Government Area. The study focuses on the built-up area of Makurdi Local Government Area which covers an area of 804.2 square kilometers (16 km radius). The following sections discuss Makurdi town as contiguous with Makurdi Local Government area. Figure 1.1 shows the location of Benue state within the context of Nigeria while Figure 1.2 shows the location of Makurdi within the context of Benue state.

Figure 1.1: Map of Nigeria showing Benue state highlighted

Source: Ministry of Lands and Survey, Makurdi, 2018

Figure 1.2: Map of Benue State Showing Makurdi Local Government Area (LGA)

Source: Ministry of Lands and Survey, Makurdi, 2018

Makurdi Local Government Area is located between latitudes $7^0 41'$ and $7^0 47'$ North and longitudes $8^0 29'$ and $8^0 36'$ East. It lies within the Benue valley along the banks of River Benue. Eleven (11) wards namely Fiidi, Central Mission, Bar, Ankpa-Wadata, North bank 1 and 2, Agan, Mbalagh, Modern Market, Wailomayo and Clerks Quarters make up the Local Government Area (Geri, 2010). As at the last census

exercise in 2006, Makurdi LGA had a population of 300,377 and a density of over 400 persons per square kilometre (National Population Commission NPC, 2007; Shabu and Tyonum, 2013).

2.1   LITERATURE REVIEW: SPATIAL ELEMENTS OF PUBLIC SPACE

Spatial elements of public space refer to the individual tangible elements of a public space that contribute to catching the attention of users. Studies show that spatial factors that influence the use of urban public spaces like parks include; the spatial organisation (e.g., park size, walking path, and lawns), facilities (e.g., seats and fitness), and aesthetic features (e.g., water and sculptures) Jacobs, (1961); Gobster, 2002; Amin, 2008; Varna & Tiesdell, 2010;Schipperijn , Bentsen , Troelsen , Toftager , Stigsdotter, 2012; Nemeth, 2012; Sherman (1988) in Jalaladdini and Oktay, 2012;Koohsari, Mavoa , Villanueva, Sugiyama , Badland , Kaczynski , Owen , Giles-Corti,2015).

This study evaluates spatial elements of parks such as park facilities commonly observed in local parks like trails and paths, children playground, and green areas; supporting amenities including; the presence of soft landscape elements like flowers and hedges, the presence of artistic features like sculpture pieces and fountains and presence of shops for food and drinks as well as utilities such as public power supply, safety equipment like first aid boxes and telephone and water supply which contribute to the quality of service delivery.

2.2   ETHICAL ELEMENTS OF PUBLIC SPACE

Ethical issues such as responsiveness, democracy and meaningfulness (Carr et al., 1992; Lofland, 1998; Madanipour, 2003; Kohn, 2004; Mitchell and Staeheli, 2005a; Stevens, 2009; Project for Public Space PPS, 2016) are significant in evaluation of public space use. Mehta, (2007) suggests additional qualities of safety, physical and environmental comfort and convenience, a sense of control and sensory pleasure. While Varna & Tiesdell, (2010) suggest five core factors of ownership, control, civility, physical organisation and animation. Ethical elements have been collapsed broadly in this study into classes of ownership, management, access and perception. However, only accessibility in Public space is addressed as an ethical issue in this study.

2.2.1 Accessibility in Public Space: Accessibility is the most important factor that influences the use of public space (Barbosa, Tratalos, Armsworth, Davies, Fuller, Johnson, Gaston, 2007; Schipperijn, Bentsen, Troelsen, Toftager, Stigsdotter, 2013). From literature, indicators of accessibility are demonstrated in public space in four ways; spatial distribution, temporal supply, physical access and equitable use. Space that is reachable by different modes of transport like pedestrian, bicycles, mass transit and located in such a way as is close to the

users is effectively spatially distributed. Spatial access is also achieved by aggregating the area of the public space in comparison to the total area of the city. In Nigeria, the minimum land to be devoted to outdoor recreation areas like parks for a city of between 100,000-500,000 people is 7.5-10% of urban land (Obateru, 2003).

Temporal access implies the time it takes to get to the park space from home; literature suggests a maximum of 400 meters' distance leisurely walk from homes to parks is significant (Hua Bai, Stanis, Kaczynski, Besenyi, 2013; Badland, Hickey, Bull, Giles-Corti, 2014). Walking speed varies based on age, health, height, weight, culture and effort. Hence this study evaluates temporal access for parks as the time it takes to achieve a maximum of 400meters within 12 minutes.

Similarly, physical barriers to access in parks include gates, fences and guards while, psychological barriers include fees, subtle barriers like uncomfortable sits and rough-faced furniture to keep out wanderers and homeless people. Visual barriers such as a lack of directional signs are considered as psychological and physical barriers. Hence physical access is evaluated in this study using the presence of fences and gate fees.

Equity in public space connotes space that accommodates any and every human being to perform any activity within the confines of society's rules such that one person's use should not infringe on another's. Equitably accessible space is characterised by people of all ages, gender and socioeconomic status carrying out a variety of activities (Bertolini, 1999). Especially, vulnerable groups like women, children and handicapped people. Equity in parks is measured by the presence of various vulnerable groups in parks and provision of ramps and rails for the disabled.

2.3   Evaluating Conditions of Spatial Features of Parks

In addition to assessing the presence of spatial elements this study also evaluates the condition of those elements because literature shows a positive correlation between use and the condition of public space features (NPRA, 2015). Several direct observation tools have been developed or adapted from existing studies to objectively assess park conditions. They include among others; Recreation Facilities Assessment Tool (Cavnar, Kirtland, Evans, Wilson, Williams, Mixon , 2004); Public Open Space Tool (POST) (Giles-Corti, Broomhall, Knuiman, Collins, Douglas, Ng, Lange and Donovan,2005) ; Environmental Assessment of Public Recreation Spaces (EARPS) (Saelens, Frank, Auffrey, Whitaker, Burdette and Colabianchi,2006) and Bedimo-Rung Assessment Tool - Direct Observation (BRAT-DO) (Bedimo-rung, Gustat, Tompkins, Rice and Thomson,2006).

These tools have been used extensively in developed

countries which have very good and well-maintained parks and street conditions. There is a dearth of studies using these tools in developing countries especially in Africa. This is more so, especially because conditions of public facilities in most African Countries are usually less than ideal. It is important to develop and assess the reliability and validity of park using measurement tools in a variety of contexts to enable better comparisons of result and reduce measurement errors. This study attempts a single harmonised tool kit (see Appendix I) which adapts variables from all the reviewed tool kits as it relates to public spaces in the local context.

3.1 Methodology

Data required for this study was obtained from three sources viz; the public spaces, current users of public spaces and users who used the spaces in the past. Current users are respondents aged< 60 years old found within the public space premises for a period of seven days during which the parks were surveyed, while respondents who used public spaces in the past are residents of Makurdi who are at least 60 years old and above and who have lived, worked and used public spaces in Makurdi, and living within 2 kilometre radius of parks. Consequently, an 85:15% ratio of the total sample was determined for current and past users of public spaces. This percentage (15%) of respondents who are aged 60 years and above was determined from the 2006 population census.

Maps, harmonised tool kits for observations and measurements, and questionnaires were used to collect data. Map analysis involved the use of geographical coordinates to locate parks on separate layout maps of Makurdi prepared by the ministry of Lands and Survey from 1976- 2016. On location of parks, ground truthing involved observation and measurement to document current features and their conditions. Three trained research assistants observed and rated each park for one week using the harmonised tool kit to measure current park features as well as their conditions. To determine interrater reliability for the condition of features, an average rate was determined by adding the scores from the three research assistants and dividing by three.

Park conditions are assessed in three categories of poor, fair and good. Poor represents conditions that can only be remedied by removal and replacement while fair are conditions that can be used with remedial efforts while good represents facilities, which are in working order. Three research assistants were used for each park, their observations were rated on a scale of 1-100, 1-30=poor, 30-60= fair and 60-100=good. The same scores were used to determine the condition of parks in the past, they were administered to residents above 60 years old living around parks and divided by the total number of respondents in the age cohort to get an average score. Structured questionnaire was used to elicit information from respondents. The questionnaires were administered to both respondents found using public spaces and respondents living around the

spaces in age cohorts (above 60 years) as specified earlier. The questionnaire addressed personal traits of respondents, spatial organisation elements such as accessibility while the third aspect covered the conditions of public space features.

4.1 Findings

Findings are presented in three sections the first section shows results of personal traits, the second shows findings on spatial organisation while the third shows finding on condition of parks

4.1 Respondents Personal Traits

Respondent's traits were deemed important mainly because part of the information required for this study is retrospective in nature. The age category of sampled respondents thus becomes very significant as respondents aged over 60 years can revisit the past and reconstruct the experience of years before. Apart from age, variables, such as; gender and marital status among others are factors in the use of parks from literature. Therefore, the emerging information on respondents' traits will help to situate data collected in a frame for validity check. The summary of respondents' personal traits such as age, gender and marital status, is presented in Table 1.1

Table 1.1 Summary of Sample Respondents Personal Traits

Source: Author's Field Survey, 2018

Averagely, more males than females (60.7% / 39.3%) current use parks. In the past, respondents also reported more males than females by (60% / 40%) using parks demonstrating that during the study period (1976 to 2018) there has been consistently more males than females using parks in Makurdi. Whyte (1980) proposed the male-female ratio as an indicator of the public usability of New York's privately owned public plazas. Adapting findings of that study implies that public usability of parks in Makurdi can be inferred to be low. Thus, it becomes important to consider both women and men as key user groups when designing public space.

The average age for current park users was 41-50 years (33%) while for the older cohort was 51-60(13%). During the study period more older people than younger people are found in Parks in Makurdi. According to literature, this should improve the use of parks because; the presence of younger people in parks is often a sign of insecurity especially for the older age groups and females. Consequently, that there is a need to provide in public spaces activities that will serve as pull factors for all age groups thereby ensuring that there are activities for all age groups.

Respondents currently using parks were more likely to be married (52%) than the older cohort respondents (23%). The findings show a variation in the marital status of park users from 1976-2018. This finding could be an indication of a society that is moving from a more traditional, reclusive society to a more open

one. On the basis of personal traits of the respondents, the study proceeded to examine the main objectives of the study.

4.2   Spatial Organisation and Condition of Public Spaces in Makurdi

Information on spatial organisation was divided into two parts, the first part focused on key spatial and ethical elements such as; location, spatial distribution, size, micro land uses and access. The second part addressed the conditions of the features of parks,

4.2.1   Key Elements of Spatial Organisation:

A summary of location, distribution and size of parks is shown in Table 1.2. Other elements describing spatial organisation are presented in the following sections.

Table 1.2: Location and Area of Public spaces in Makurdi

Source: Ministry of Lands and Survey, 2018

As the Table 1.2 and Figure 1.3 shows, there are seven (7) parks located in Makurdi three of the parks can be found within the old G.R.A residential neighbourhood which is within clerks' quarters ward of Makurdi. Two parks are located within Bar ward; while two parks are located within Ankpa ward.

Figure 1.3: Map of Makurdi showing the Location of Parks

Source: Ministry of Lands and Survey Makurdi, 2018

Parks are provided to serve threshold population hence; provision of parks is to match increase in population of cities (Obateru 2003)

Table 1.3 and Figure 1.4 shows the growth of parks in Makurdi as correlated with the growth of the town in terms of population

Table 1.3 Growth of Parks correlated with population growth from 1900-2006 in Makurdi.

Source: Ministry of Culture and Tourism 2018 and Geri 2010

Figure 1.4: Line graph showing the population growth and park growth from 1900- 2006 in Makurdi

b   Spatial Distribution of Parks in Makurdi; In terms of spatial distribution, findings presented in Figure 1.3 indicate a total of 7 parks in existence from the recorded stock of 43 areas that are designated as parks and gardens in layouts showing land uses in Makurdi. The seven parks are located within three out of eleven wards that make up Makurdi town. This is about only 27% of wards in Makurdi that is served by parks. The spatial spread of parks is limited to the older wards; there are no parks in the newer wards and neighbourhoods. As a result, majority of the residents have to move over a long distance to access parks. This is likely to negatively affect the level of use of public spaces as studies have shown that proximity to residential neighbourhoods is a strong correlate and

driver in the level in use of public spaces like parks, gardens and grand squares. Similarly, studies have demonstrated that higher park acreage within a community is associated with increased participation in park activities (Kaczynski and Henderson, 2007). The findings on the area of the parks in the following section

c   Area of Parks in Makurdi; The 7 parks ranged in size from 4979.9 m^2 to 40622.7907m^2; their mean size was 17998.6m^2. All the parks in Makurdi can be regarded as meeting the standard requirement size (8000m^2) allowed for neighbourhood parks. With the exception of Union Bank park which has an area of 4979.8m^2

When compared to the total built up area of Makurdi which is 804.2km^2, the total area of parks is 125989.1m^2 or 126 km^2. The figures are then simplified into percentages viz;

$$126/804.2*100= 15.66\%$$

The standard area designated for parks in a city of Makurdi's population should be 7-10% of total land area (Obateru 2003). Therefore, the total area of the existing parks in Makurdi (15.7%) is considered adequate in terms of size. What is challenging is the spatial distribution as certain neighbourhoods/wards appears to be over supplied while others remain without parks. The implication of this pattern of distribution is that the variable of distance may become an important factor of accessibility among others. Accordingly, a growing body of literature on public space use has identified in addition to spatial supply, the factors of design (Micro land uses), accessibility and conditions of public space as important determinants of public space use.

d   Micro land uses

Micro land uses refer to the individual spatial elements of a public space which may influence use of public space (Giles-Corti, Broomhall, Knuiman, Collins, Douglas, Ng, Lange and Donovan, 2007). In this study they include; green areas, trails and paths, buildings and huts, features of local identity, children play areas, landscaping, artistic features and provision for food and drinks. Also included are toilet, first aid equipment, public water and electricity supply. Table 1. 4 shows data on micro landuses or spatial elements in parks

Table 1.4 Spatial Elements of Parks in Makurdi

Source: Author's Field Survey, 2018

The number of features (out of 13) within the parks ranged from 3 to 8, with a mean of 5 facilities (out of 35) and 5.8 amenities (out of 40.8) and 0.6 utilities (out of 21) for an average of 6.99 total features. Across the 7 parks, green space was the most common facility (in 7 parks), followed by trails and path (in 6 out of 7), buildings and huts (in 5 out of 7 parks), children playground (in 4 out of 7 parks), features of local identity (in 3 out of 7parks). The most common amenities were soft landscaping elements like trees in

all the parks (average of 40/park) and artistic features like sculpture (4 out of 7 respectively). Public electricity supply is the most common utility (7 out of 7 parks).

e   Factors of Accessibility

Findings on observed time to get to parks showed that it takes a 53% majority of current park users to get from their homes to the parks was 6-10 minutes of leisurely walk. This time frame was also reported by an 81.1% majority of sampled respondents in the older age cohort (>60 years) living around parks. During the study period most of the respondent in both cohorts reported the same time frame indicating that parks are being used mainly by people living in its neighbourhoods. A further combined percentage of 18.9 % of sampled respondents visiting parks noted a time period of 11-20 minutes from their homes to the parks. This means that during the study period (1976-2018), people who live further away from parks than the threshold neighbourhood still visited parks. This is also indicative that even in the past people residing far away from parks used its facilities. Eight percent (8%) of sampled respondents presently using parks live even further away as it takes them over 16 minutes of walk time to get to parks. It is interesting to note that there is no record of this time range in the older age cohort. This means that presently, people are visiting parks from even greater distances than it was in the past. This is not surprising as the city has expanded from 1976-2018 while the provision of parks has not kept pace with the city's expansion.

For respondents living in localities further away from parks, the presence of a public transit stop near parks improves the time it takes to get to a park. Observation of park premises indicates that there is the presence of a public transit bus stop near all the parks except Woodland, Kwararafa and Union bank parks. The respondents aged above sixty years living near the parks also indicate the presence of public transit stop near all parks (66.7%) except Woodland, Kwararafa and Union bank parks in the past. Access to parks increase where there are public transit bus stops, this presupposes that there is reduced access to Woodland, Kwararafa and Union bank parks because of lack of public transit stops near the parks. This factor could lead to neglect of parks by residents living far away from the parks. Apart from temporal access, the physical accessibility of open spaces is usually assumed to be the most important factor that influences their use (Schipperijn, Bentsen, Troelsen, Toftager, Stigsdotter, 2013; Barbosa, Tratalos, Armsworth, Davies, Fuller, Johnson, Gaston, 2007).

Observations of parks show the presence of fences around all the parks except Kwararafa Park. The older cohort respondents living around parks also gave a 100% majority report of the presence of fences around parks in Makurdi. There are fences around parks as indicated by majority of sampled respondents both in the past and in the present. This factor portends a restriction of access to parks and could contribute to neglect of parks. This is in agreement with studies which state that physical barriers and distance are some of the most common obstacles to use of parks as people who have easy physical access to parks are 47 percent more likely to use park than those who do not have easy access (NRPA, undated and Blanck, Allen, Bashir, Gordon, Goodman, Merriam, Rutt, 2012).

On the other hand, fences and kerbs are critical in establishing pedestrian safety (NPRA, Undated) because they reinforce a safer environment for pedestrians. Therefore, the presence of fences though restrictive could engender feelings of security which studies have shown contribute to increased use of public spaces in Makurdi.

Economic barriers like gate fees have also been shown in studies to hinder access to parks. Observation of park premises showed that there were no entrance fees charged before entry into any of the parks in Makurdi. Sampled respondent in areas surrounding parks also all agreed (100%) that no fee was paid to access parks in the past. The inference from this is that money has never been a barrier to accessing parks in Makurdi both in recent times and in the past. This should positively impact on the use of parks.

Where physical access to parks is guaranteed, it influences positively equitable use which studies show affects the use of parks. Equitable use of park is shown in two ways; by the presence of vulnerable groups, and provisions made for the disabled and handicapped in public spaces. Vulnerable groups described in literature are; children, women, the homeless, the aged and disabled (Day, 1999; Schipperijn, Stigsdotter, Randrup and Troelsen, 2010). In Figure 1.5, a majority of respondents found within park premises were of the view that all the vulnerable groups are represented within parks currently, although within Union bank, Kwararafa, Macafa, Rocore and Cool off parks, the sampled respondents are of the opinion that this presence is minimal. This finding is a pointer to a lack of equitable access in these parks.

Findings from the older cohort respondents living around parks also opine that there was an absence of vulnerable groups in Cool off, Macafa and Rocore parks in the past. On the whole there seems to be more vulnerable groups found in parks in recent times than in the past. This finding is indicative that segregation as a changing park use is likely to have occurred overtime as more vulnerable groups are present in recent times than in the past.

Figure 1.5: Perception of Sampled Respondents on Park Use by Vulnerable Groups

Source: Author's Field survey, 2018

Apart from physical presence of vulnerable populations, provisions for the comfortable use of parks by these vulnerable groups such as ramps and hand rails enhance equity in the use of parks. Observation of park premises shows an absence of

hand rails and ramps in all the parks. The older age cohort living around parks also report a 100% absence of hand rails and ramps in parks in the past as shown in Figure 1.5. Consequently, there has been no provision for the disabled from 1976-2018 in all the parks, which should negatively impact the use of parks as has been reported in literature.

4.2.2   Conditions of Public Spaces in Makurdi

The condition of park features is proportionally associated with park utilisation. Therefore, there is a need to understand the condition of park features from 1976-2018 so as to trace a possible link between park conditions and park use. Observation of the condition of park features presently and recollections of respondents aged above 60 years is presented in Table 1.5

Table 1.5: Condition of Parks Features in Makurdi as Viewed by Respondents

Source: Author's Field Survey, 2018

The result presented in Table 1.5 shows that the conditions of park features are not consistent from 1976-2018. For instance, green grass observed presently is good (51.75%) while in the past it was judged fair (13.9%). There was an absence of trails and paths in the past as recorded by respondents; however, this feature is in fair condition presently. Buildings and hut, features of local identity, children's play areas, artistic features and provision of food and drinks are in good condition both presently and in the past. This means that, the condition of green grass and trails and paths has improved within the study period of 1976-2018, while the condition of other features has been consistently good during the same time. The inconsistencies recorded in park feature condition could be as a result of no provision of some features at the early stages of the parks.

4.3.4   Testing for Variation in The Spatial Organisation and Conditions of Parks

Two-way ANOVA test was applied to explore two way between-groups analysis of variance. This technique was used to test for a variation in the spatial organisation and condition of parks overtime; the technique allowed for the exploration of the individual and joint effect of two time categories current park user and >60 years on variables describing spatial organisation and condition of the parks. The information presented in Table 1.6 is derived from mean score on variables shown in Appendix I disaggregated on the basis of current users and users aged over 60 as well as for the individual parks.

Table 1.6: Showing Mean Scores (M) and Standard Deviation (SD) of the groups of respondents in Makurdi on spatial organisation and conditions of public parks

Source: Author's Analysis, 2018

The results presented in Table 1.6 revealed almost the same mean scores on spatial organisation and conditions of parks from current users of parks (M=2.00, SD=1.41) as well as the older users (>60 years) with scores (M= 2.10, SD=2.14). This test shows no significant variation in the mean scores for both current users and respondents aged above 60 years. This means that the variation in spatial organisation and condition of parks in Makurdi is not significant from 1976-2018.

In terms of the individual parks woodland park had the highest scores (M=2.39, SD=2.67) indicating that it is the best in terms of spatial organisation and conditions. This was followed by Macafa and Rocore parks (M=2.09, SD=1.67). On the other hand, Kwararafa park had the least scores(M=1.93, SD=1.61),followed by Union bank park (M=1.96, SD=1.53),Cool off park(M=1.96,SD=1.40) and Kenville park(M=1.97,SD=1.64).Tests of significant difference in the mean scores on spatial organisation and condition of parks is presented in Table 1.7

Table 1.7: Two-way ANOVA summary table showing the main and interactive effects of time (in years) and spatial organisation and conditions of public parks in Makurdi

Source: Author's Analysis, 2018

A summary of the results on main and interactive effect of time on spatial organisation and condition of parks revealed in Table 1.7 shows that there is no significant difference in the mean score of current users and older users (>60 years). ($F_{(1,996)}$ =.673, P>0.05). Since the p value is greater than 0.05; it then means that the variables are not significantly related. Based on this finding, it can be inferred that spatial organisation and conditions of parks did not change or vary significantly from 1976-2018. Results clearly show that time has the weakest effect of 0.1 %(*Eta sq* =0.001).

When an improvement in the spatial organisation and condition of a park can be traced from 1976-2018, it then should translate to increased patronage within the time period. But, if no improvement can be traced, it should lead to reduced patronage. The implication on parks signifies reduced patronage which leads further to deterioration of park features.

Also, the results in Table 1.7 indicates that there is no significant difference in the spatial organisation and condition of all the parks covered in this study ($F_{(5,996)}$ =1.610, p>0.05). Here again a P value which is greater than 0.05 indicates that jointly, the spatial organisation and condition of all parks are similar. This is demonstrated in the results showing that jointly the public parks have a weakest effect size of 0.8% (Eta sq= 0.08). The presence of diversity in terms of spatial organisation and conditions provides variety and affords users choices to choose from which stimulates increased patronage. This is not a likely scenario in the case where the spatial organisation and conditions of all the parks are similar. Hence there is a likelihood of reduced

patronage of parks in Makurdi.

Similarly, results of statistical test showing the joint influence of time on the spatial organisation and conditions of the separate parks, showed that there was no significant interactive effect of time on the spatial organisation and condition of different public parks in the study area (F (5,996) = 1.264, $p>.05$). This means that the interplay of time (in years) and types of public parks does not determine the spatial organisation of public parks in Makurdi town. This further implies that time (in years) and types of public parks are not likely co-determinants for utilisation of public parks in the study area going by a weaker influence of 0.6% (*Eta sq* = .006). The summary of the results in Table 1.7 is captured in the line graph shown in Figure 1.6

Figure 1.6: A Line Graph Showing Differences in Spatial Organisation of Public Space Considering Time and Types of Public Space.

Source: Authors Analysis, 2018

5.0   CONCLUSION AND RECOMMENDATION

The study found no variation in the spatial organisation and condition of parks in Makurdi from 1976-2018 this means that the existing parks have not improved during the study period. Even though the management of parks has shifted from government agencies to private companies, a situation which ordinarily should improve the condition and spatial organisation of parks. Sadly, this is not the case, as parks conditions have not shown any improvement during the study period. Therefore, the study recommends revitalisation of the existing parks and a re-evaluation of the lease arrangements.

Spatial organisation of public spaces as defined by this study entailed a multifaceted evaluation of both objective and subjective aspects of public space. This signifies that a holistic approach must be embarked on in the planning and re planning of new and existing public spaces respectively. Spaces such as parks should be planned with contemporary public life in focus and so should involve; professional input from Planners, Architects, Landscape engineers, Sociologists, Political scientists, Psychologists and Geographers in bringing up multifaceted initiatives and planning schemes.

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Appendix I

APPENDIX I

Tool Kits Used in Evaluating Park Conditions and Adjustment Criteria for the Study Harmonised Tool Kit

Park Features	Recreation Facilities Assessment Tool	EAPRS	POST	BRAT-DO	Makurdi's context	Adopted study tool
	No. of items accessing each park feature					
Children play areas	3	8	7	6		1
Fields/Courts e.g , soccer fields, baseball or softball fields, football fields, and cricket fields	5	4	3	2	NA	NA
open green spaces		4	4	2	1	1
Artistic features(fountains,Sculpture,Gazebo)						1
Golf courses	-	3	-	1	NA	NA
Running and walking trails and paths	3	1	3	1		1
Water activity areas e.g Swimming and wading pools, splash pad, beach or river, ponds and lakes, streams and creek	10	3	3	4	NA	NA
Sitting and resting	-	4	2	2		1
Landscaping	8	9	6	5		1
Facilities/conveniences	6	3	4	3		3
Eating and drinking	-	4	3	3		1
Park access	-	6	4	8	PC	
neighbourhood characteristics	-	6	4	8	PC	
Signage	-	3	1	7		1
Safety-related features e.g Presence of telephones and emergency call boxes, park staff on site, lighting, and threatening persons or behaviour		4	1	2	PC	
Incivilities e.g Offensive behavior (eg, litter, graffiti, loud noise).		1	3	4	PC	
Total number of variables used in evaluating the condition of parks						20

Source: Author's Field Survey,2018

Business-it Strategic Fit And Performance of Telecommunications Companies In Nigeria: Moderating Role of Environmental Uncertainty

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ABSTRACT

The success of companies that operate globally is dependent on how well they adapt to the global business environment. To this end the alignment of a firm's resources and capabilities as well as its strategies, structures and its environment are vital in improving the overall performance of a firm. This study sought to evaluate the effect of business-IT strategic fit on the performance of MTN Nigeria Limited. A sample size of 113 staff of MTN Abuja branch was used to solicit for information from respondents and data was analyzed using hierarchical regression analysis. The result from the regression analysis showed that business-IT strategic fit had a positive effect on business performance of MTN Nigeria Limited. Likewise, environmental uncertainty moderated the positive relationship between business-IT strategic and performance. Therefore, businesses need to take not that fit between IT strategy and strategic orientation of the firm contributes to business performance with this relationship impacted negatively if environmental uncertainty is ignored in the strategic management process.

Keywords: Business-IT strategic fit, Environmental uncertainty, Firm performance

1. INTRODUCTION

The success of companies that operate globally is dependent on how well they adapt to the global business environment. Increasing competition, rapid technological change, and dynamic consumer needs require organizations to create strategies that help them leverage on the opportunities available, especially in the information and telecommunication subsector to create profitable, successful and sustainable companies (Wiersema & Bowen, 2008). New paradigm and thinking is required to ensure development of these successful companies, which are new approaches to strategic management. However, most companies are unable to leverage on this new approach of management due to a lack of adequate and user-friendly analytical tools and managerial processes (Tavares & Macedo-Soares, 2003). In Africa generally and Nigeria in particular the situation is not different. Nigerian companies have been unable to leverage on the opportunities available in the global business environment to establish a distinctive presence in the global arena. One of such areas is the alignment of business strategy to IT strategy to create distinctive competencies for telecommunication companies in Nigeria.

Globally, telecommunication companies have witnessed rapid growth and innovation over the past three decades (Adi, 2015). In Nigeria, this growth took off when telecommunication licenses were issued in 2001 by the Obasanjo Administration with the Nigerian economy having the largest telecommunications market in Africa. This witnessed vast investment in the sector by the following companies: MTN Nigeria Limited, Globacom Telecommunications, 9mobile and Airtel. Despite this unprecedented growth, the sector has faced challenges of low consumer purchasing power, currency movements, weak macro-economic conditions, loss of global investors among others. Furthermore, the sector has experienced significant drop in subscribers. In first quarter of 2017, subscribers dropped by 1.38% to 152m while for the second quarter of 2017, the percentage drop increased to 6.15% which is 149m (National Bureau of Statistics, 2018). These challenges coupled with the high degree of competition in the market, have forced the telecommunication companies to recognize the need to develop innovative business practices by investing in assets to ensure long-term growth and sustainability. One of such investments is in IT. MTN being the market leader with its share of 37.2% of the market and to ensure sustainability of this market position needs to link its business strategy to its IT strategy by ensuring a fit to maintain its competitive position and deliver superior value to its customers. Therefore, aligning a business strategy to the IT strategy especially is very important if Nigerian telecommunication companies are to be successful (Sev, Emakwu & Dewua, 2015).

The business strategic alignment with the IT strategy is a very important issue, particularly when the fit between business strategy and IT strategy is seen as an essential part of the business in the telecommunication sector. With the advancement of technology, the nature of this relationship is becoming even more relevant hence; if telecommunication companies are to be competitive then such companies should undergo rapid and significant changes (Luftman, 2005). This is becoming more recognized given the changing role of IT from a back office role to a strategic role (Henderson & Venkatraman, 1993). IT-business strategic alignment or fit is defined as the fit between IT strategy and business strategy in organizations (Henderson & Venkatraman, 1993). IT-business strategic fit depicts congruency, contingency, matching or co alignment (Venkatraman & Prescott 1990: Schichun et al., 2006). It refers to the efficiency with which the business strategies align with the IT strategies to create competitive advantage for the business, which ultimately impacts firm performance (Schendel & Hoffer 1978: Schichun et al., 2006). Therefore, IT-business strategic fit helps organizations use their IT resources effectively to support their business strategies, enabling them to maximize the impact of their IT investments, integrate IT and business processes, and increase competitiveness, revenue growth, and profitability (Byrd, Lewis & Bryan, 2006). However, despite the importance and potential benefits of the alignment, the number of businesses that have successfully achieved such alignment is shown to be considerably small (Luftman et al, 1999), which has ultimately impacted on the non-performance of such businesses. Research conclusions by Sabherwal and Kirs (1994), Teo and King (1996), Chan, Huff, Barclay and Copeland (1997), Chan, Huff, Barclay and Copeland, (1997), Sabherwal and Chan (2001), Kearns and Lederer (2003) and Chan, Sabherwal and Thatcher (2006) have indicated the link between strategic fit and firm performance. Unfortunately, these studies have failed to assess the moderating role of environmental uncertainty in the relationship between strategic fit and firm performance. This study is therefore, an attempt at evaluating the effect of the business-IT strategic fit on the performance of MTN Nigeria Limited. The study also attempts to ascertain the moderating role of environmental uncertainty on the relationship between business-IT strategic fit and the performance of MTN Nigeria Limited.

The paper is organized into five sections starting with an introduction of the research study, followed by the theoretical and conceptual frameworks, reviewed literatures and hypotheses development, methodology, results and discussions, conclusion,

research implications and limitations.

2.   THEORETICAL FRAMEWORK AND CONCEPTUAL FRAMEWORK

2.1   Theoretical Framework

The resource-based view (RBV), promoted by Penrose in 1959 considers an organization as comprising of both tangible and intangible resources that can contribute to firm growth (Ahmad, 2015). The argument of the importance of the RBV as advanced by Penrose suggest that the direction and degree of firm growth is dependent on the possession of resources, which must be effectively and innovatively managed and the establishment of a causal link between these resources and the generation of productive opportunities for growth and innovation. The basic assumption of the RBV is its focus on economic rather than social or political relationships and its belief in the rationality concept. The resource-based view of the firm therefore, conceptualizes a firm as a bundle of resources and considers it as the basis for a firm's competitive position (Wernerfelt, 1984). Knowledge integration is a focal aspect of the knowledge-based theory of the firm. Knowledge integration refers to the outcomes of that knowledge being shared, applied, or combined with other knowledge to create new knowledge Grant (1996).

Within the context of strategic IT planning, knowledge integration relates to the integration of business and IT knowledge. An important outcome of this knowledge integration is greater linkage of the strategic IT plan to the business goals and objectives, called strategic fit or what is called strategic alignment. Therefore, business–IT strategic alignment relates to alignment between business and IT strategies (Reich & Benbasat, 2000; Rockart, Earl & Ross, 1996), with the focus being on the extent to which the strategic IT plan is aligned with the business strategy. This theory succinctly captures the essence of this study, which is aimed at assessing the impact on business performance following the alignment of business and IT strategy of telecommunication businesses in Nigeria. Based on the following, the proposed conceptual framework for the study is presented as Figure 1.
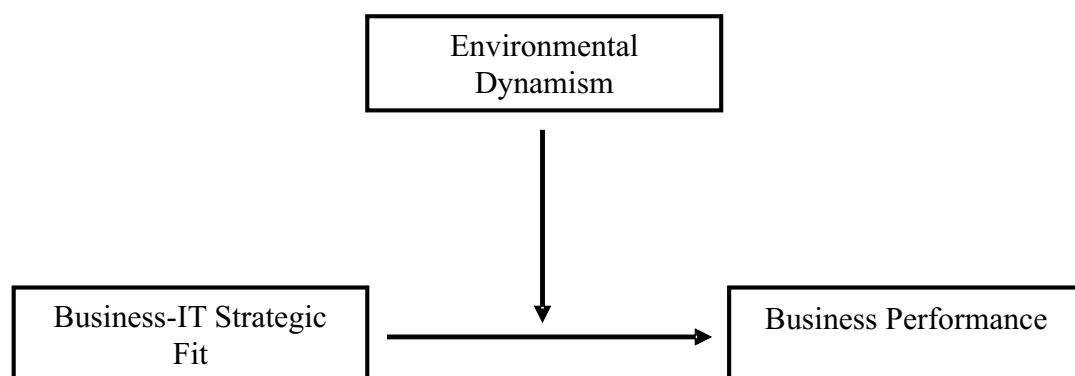

Figure 1: Conceptual Framework

3   LITERATURE REVIEWE AND HYPOTHESES DEVELOPMENT

3.1   Business-IT Strategic Fit

Information system (IS) and information technology (IT) are two terms that are used interchangeably. The former has been in existence even prior to the introduction of the later in business organizations. IS can be defined as a system that includes persons and data records and management activities for managing and processing information, which may include computer hardware, software, people and management policies and procedures, and that systems use the IT to store, manage, and process information. It is, therefore, an organized structure of interrelated components that is concerned with the purposeful utilization of information technology (Ward & Peppard, 2002). On the other hand, the concept of strategy has been defined variously by different scholars. In a basic and simple definition, strategy is a management concept that is defined as an elaborated and systematic long-term plan of action designed to achieve the basic long-term objectives of an organization. Strategy is the determination of the steps required to reach an objective that makes the best use of available resources. It is a top management duty that is of a great importance to the organization. It is therefore constrained to the business nature of the organization, including its resources, capabilities, culture, structure, etc., and the business environment within which it operates.

Strategy can be characterized as top managers' response to the constraints and opportunities that organization faces (Miles & Snow 1978; Donaldson

1995). The better the fit that an organization achieves with external circumstances, the more likely it is to win financial and political support, and thereby improve its performance. Miles and Snow (1978) argue that strategy is a way of adjusting the relationship between an organization and its environment, and that internal structure in turn must fit the strategy if this adjustment is to be successful. Organizations face not only an "entrepreneurial" problem (which strategy to adopt), but also an "administrative" problem (the selection of structures that are consistent with the strategy). They argue that, over time, strategy and structure reinforce each other: organizations choose an administrative system that is consistent with their strategy and then find that this system continues to propel them in the same strategic direction. The IS strategy is therefore, concerned mainly with aligning IS development with business needs in order to gain strategic advantage through the proper use of IT in the firm. It brings together the business aims of the organization, a clear understanding of the information needed to support those aims, and the implementation of computer systems to provide that information.

3.2 Business Performance

Performance is what the organization hires one to do and do well. Thus, performance is not defined by the action itself but by judgmental and evaluative processes. Moreover, only actions which can be scaled i.e. measured are considered to constitute performance, (Sabine and Michael, 2001). According to Hashem (2015), in the first decade of the twenty-first century, the definition of organizational performance mostly focused on the capability and ability of an organization to efficiently utilize the available resources to achieve accomplishments consistent with the set objectives of the company, as well as considering their relevance to its users. In this definition, the three general elements of OP, i.e., "efficiency," "effectiveness," and "relevancy" have been taken into consideration. Conversely, the performance of an organization is believed to be able to cover broader areas including the connection between performance and organizational goals (effectiveness); organizational resources (efficiency); and, satisfaction of the stakeholders (relevancy) (Hashem, 2015).

Some researchers, such as Thompson (1967), and Friedlander and Pickle (1968) consider performance as a theme that repeatedly occurs in paradigms of management. Strategic and operations management are also included in performance, a feature that attracts the interest of both practicing managers and academic scholars. Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using

efficiency, effectiveness, or social referent criteria, which are briefly explained below (Hashem, 2015). Effectiveness, refers to the maximum extent production functions are able to fulfill and meet the demands and requirements of the customer. Efficiency, on the other hand, is assessing and evaluating how the resources of an organization are economically utilized through the accomplishment of functions to achieve its objectives. Quantitatively, performance and the dimension of scale are interrelated, i.e., it is generally quantifiable in different dimensions (Hashem, 2015).

3.3 Business-IT Strategic Fit and Business Performance

The business-IT strategic fit refers to the alignment between the external domain (business and IT strategies) and the internal domain (business and IS infrastructure). Therefore, given the increasingly strategic importance of IT in organizations, most studies have focused on the fit between IT strategy with business strategy and how this interaction impacts organizational performance. Several studies have investigated this dynamic relationship with the studies reporting conflicting research findings on the relationship between business-IT strategic fit and business performance. Business-IT strategic fit or alignment has been found to have a significant positive effect on business performance (Sabherwal & Kirs, 1994; Sabherwal & Chan, 2001; Craig, King & Hussin, 2002; Chan, Sabherwal & Thatcher, 2006; Schniederjans & Cao, 2009) while Chan, Huff, Barclay and Copeland (1997) report a significant negative effect on firm performance. Other research studies have reported a significant effect of business-IT fit on business planning (Teo & King, 1996), competitive advantage (Kearns & Lederer, 2003) and market growth and innovation (Chan, Huff, Barclay and Copeland, 1997). However, Palmer and Markus (2000) reported that business-IT strategic fit does not have a significant effect on business performance. Based on this evidence, the following hypothesis is suggested:

H_1: Business-IT strategic fit has a significant effect on business performance

3.4 Moderating Role of Environmental Dynamism

Environmental uncertainty is a key variable in organizational theory literature and is conceptualized as a three dimension construct consisting of the following: heterogeneity, dynamism and hostility (Miller & Friesen, 1983). The heterogeneity dimension is related to the diversity of the environment such as production and marketing orientation (Miller & Friesen, 1983). As diversity increases, the amount of information needed to understand the environment increases, and

consequently it becomes more difficult for managers to assess the environment effectively due to their bounded rationality. The dynamism dimension captures the instability of the environment. A high rate of environmental change challenges managers to adopt new strategies and tactics quickly and frequently. And the hostility dimension is associated with the level of threat that firms face from the environment. Thus, the construct of environmental uncertainty captures the amount of unpredictability, the degree of instability, and the demand for information in decision making. Environmental uncertainty may require a ?rm to be able to respond more rapidly to unforeseen change in order to survive (Lawrence & Lorsch, 1967; Covin & Slevin, 1989).

Studies conducted by scholars have indicated that environmental uncertainty moderates the relationship between business-IT strategy and firm performance. Ting, Wang and Wang (2012) research conclusions indicates that environmental uncertainty moderates the relationship between innovation strategy and firm performance while environmental uncertainty moderates the relationship between IT and strategic alignment and competitive advantage of a firm (Berrich & Benkaddar, 2016; Muktar, Rosli & Azizi, 2017; Yayla & Hu, 2017). The following hypothesis suffices:

H$_2$:   Environmental uncertainty moderates the relationship between business-IT strategic fit and business performance.

4.   METHODOLOGY

4.1   Research Design

A research design is the plan adopted in pursuing a research activity. It defines the research methodology, the approach of the research, sample selection and determination among others (Oppenheim, 1992). For this study, the research design is survey design, specifically cross-sectional design where questionnaires are used at one or more points in time. Data collection would be achieved via questionnaire design. This is the most appropriate research design as it will provide a better perspective of the study and provide the most appropriate approach in addressing the research question.

4.2   Population, Sample Size and Sampling Procedure

This study attempts to assess the business-IT strategic fit and performance of telecommunications companies in Nigeria. The study also assesses the moderating role of environmental uncertainty on the relationship between business-IT strategic fit and performance. The population of the study consists of staff of MTN Nigeria, Abuja excluding cleaners, security etc that offer support services to the core services provided by the company. The total population of the study is therefore, 298. Applying the census approach, 298 were used as the sample size. However, only 285 questionnaires were finally used after adjusting for wrongly filled and unreturned questionnaires.

4.3   Measurement of Variables

Questionnaires were used to solicit for information from the respondents on the variables under study which are: business-IT strategic fit, business performance and environmental uncertainty. Business-IT strategic fit was measured using validated measures developed by Kearns and Sabherwal (2006) consisting of four items. The questions were framed as follows: "the IT plan aligns with the company's mission, goals, objectives, and strategies", "the IT plan contains quantified goals and objectives", "the IT plan contains detailed action plans/strategies that support company direction" and lastly "we prioritize major IT investments by the expected impact on business performance.

Business performance defined by Kearns and Sabherwal (2006) as the business effects of IT was measured using five items. Business performance is measured based on the extent to which the fit between business and IT strategy has on increased market share, increased sales revenue, creation of systems that are difficult for competitors to imitate, creation of systems that are significantly different from competitors and lastly how the strategic fit differentiates the business, that is products and services from other businesses in the same industry. Environmental uncertainty was measured using the perceived environmental uncertainty of the following items: suppliers' actions, customer demands, tastes and preferences, market activities of competitors, deregulation and globalization, government regulations/ policies, economic environment, industrial relations, and production and information technologies (Hoque, 2004). Respondents were therefore, asked to rate the uncertainty of the eight items listed as variables in the external environment.

4.   RESULTS

Hierarchical regression was used as the data analytic tool to analyze the relationship between business IT strategic fit and business performance including the moderating effect of environmental uncertainty on this relationship. Data preparation led to a final sample size of 113 (after elimination of questionnaires with incomplete data) while preliminary analysis was done to test the assumptions of regression analysis. The result of the preliminary analysis showed that the sample size is adequate going by the suggestion by Tabachnick and Fidell (2007). Furthermore the correlation between business IT strategic fit and business performance is moderate (R=.680, p<.001) while the correlation between environmental uncertainty and business performance is low and

negatively related (R=-.234, p<.01) showing an inverse relationship between environmental uncertainty and business performance, all indicating absence of multicollinearity. This is confirmed by the Tolerance values (0.990) and VIF (1.010) for both business IT strategic fit and environmental uncertainty which are within the acceptable limits of <0.1 and 10 respectively making the dataset appropriate for regression modeling. Furthermore, an assessment of the histograms, scatter plot normal P-P plots also indicated the absence of outliers, non-normality and non-linearity satisfying reasonably the assumptions of linearity and normality. This also confirms that the dataset is appropriate for regression analysis. The detailed result of the test of hypotheses is presented in Table 1.

Table 1: Result of Regression Analysis

	Model 1			Model 2		
	β	t	p	β	t	P
Independent Variables:						
Business IT Strategic Fit	.869	9.768	.000	.848	9.696	.000
Moderating Effect:						
Business IT Strategic Fit × Environmental Uncertainty				-.340	-2.459	.015
F		95.406*			52.895*	
R^2		.462			.490	
Adj. R^2		.457			.481	

*p<.001; DV: profitability
Source: Author Computation (2019)

Two models were tested in this study using hierarchical regression analysis. In model one, the business performance was regressed on business IT strategic fit while in model two, the moderator variable of environmental uncertainty was included in the model to assess its contribution on the relationship between business IT strategic fit and business performance. The model one was significant at $F(1,284) = 95.406$, $p < 0.001$, explaining 46.2% of the variation in business performance while model two including environmental uncertainty as a moderator, the F-statistic was $F(2,283) = 52.895$, $p < 0.001$. However, the variation in firm profitability increased marginally from 46.2% to 49.0%. Based on the result of the regression analysis hypothesis one is accepted indicating that business IT strategic fit has a significant positive impact on business performance of MTN Nigeria Limited as indicated by the following: B = 0.869, t = 9.768, p < 0.001. The moderating effect on the relationship between business IT strategic fit on business performance was also significant but negative as shown by the following: B = -0.340, t = -2.459, p < 0.01. Because of the presence of environmental uncertainty in the model, the influence of business IT strategic fit on business performance reduced marginal from B = 0.869 to B = 0.848.

5.   DISCUSSION OF FINDINGS

The objective of this study was to evaluate the predictive ability of business IT strategic fit on business performance on the one hand and the moderating role of environmental uncertainty on the relationship between business IT strategic fit on business performance. The regression result shows that business IT strategic fit has a significant positive effect on business performance resulting in 86.9 percent increase in the performance of MTN Nigeria Limited. Similar research findings have been reported by Sabherwal and Kirs (1994), Sabherwal and Chan (2001), Craig, King and Hussin (2002), Chan, Sabherwal and Thatcher (2006), Schniederjans and Cao (2009), that business-IT strategic fit has a significant positive effect on the firm performance. This finding implies that the company's IT strategy depicts congruency, contingency or matching with its strategic orientation depicting fit, which has explained the variation in firm performance. In summary, the company is using its IT resources effectively to support its business strategies enabling them to maximize the impact of their IT investments, integrate IT and business processes, and increase competitiveness, revenue growth, and profitability (Byrd, Lewis & Bryan, 2006).

Lastly, environmental dynamism was found to contribute to the reduction of the positive effect of business IT strategic fit on business performance; this is, environmental dynamism significantly moderated the relationship between business IT strategic fit and business performance consistent with the findings reported by Ting, Wang and Wang (2012), Berrich and Benkaddar (2016), Muktar, Rosli and Azizi (2017), Yayla and Hu (2017), suggesting that environmental dynamism reduces the positive relationship between business IT strategic fit and business performance. The implication of this finding is that the environmental variables contribute to reducing the significant positive influence of business IT strategic

fit and business performance therefore MTN Nigeria Limited should consider the role of environmental uncertainty when making business-IT strategic fit decisions. The company in developing strategic policies should capture the amount of unpredictability, the degree of instability, and the demand for information in decision making to be able to respond more rapidly to unforeseen changes (Lawrence & Lorsch, 1967; Covin & Slevin, 1989) that have the capacity to negatively affect its performance.

6.   SUMMARY AND CONCLUSION

This study sought to evaluate the effect of the business-IT strategic fit on the performance of MTN Nigerian Limited including the moderating role of environmental uncertainty on this relationship. Two hypotheses were tested in the study: hypothesis one stated that business-IT strategic fit has a significant positive effect on business performance; while hypothesis two stated that environmental uncertainty moderates the relationship between business-IT strategic fit and business performance. The study which was conducted in the Nigerian telecommunications industry, specifically in MTN Nigeria Limited had a final sample size of 113, after elimination of questionnaires with incomplete data. The hierarchical regression analysis as the method of data analysis revealed that business-IT strategic fit has a significant positive impact on business performance. Furthermore, the result indicated the moderating effect of environmental uncertainty on the positive relationship between business-IT strategic fit and firm performance implying that environmental uncertainty reduces the positive effect of the relationship between business-IT strategic fit and firm performance.

7.   IMPLICATION OF THE STUDY

The study was able to present a simplified model of strategic fit and firm performance by introducing a moderator variable – environmental uncertainty. The study was able to establish a positive impact of between business strategic fit on firm performance. Furthermore, the study established that the uncertainty inherent in a business environment has a significant impact on reducing the positive impact of strategic fit on business performance. Businesses should therefore, proactively implement strategies to mitigate the negative impact of the external business environment on business performance. In other words, since environmental uncertainty has an influence in moderating the effect of the relationship between business-IT strategic fit and the performance of firms, businesses should understand environmental dynamism and how it can influence strategic fit as well as the overall performance of the firm when making business-IT strategic decisions or any

strategic fit decision that can affect the performance of the firm.

8.   LIMITATION AND SUGGESTION FOR FURTHER STUDIES

The strategic fit concept was conceptualized and limited to the strategic-IT fit given that the study was focused on the Nigeria's telecommunication sector. Other sectors could also be studied. Future research studies could also expand the scope and also introduce other fit concepts in evaluating business performance. Furthermore, specific proxies of business performance such as profitability, sales growth, employment etc could be employed in future studies to better appreciate the impact of strategic fit on specific aspects of business performance. Other moderators such as resource munificence, organizational factors could be used in future studies besides environmental dynamism to better understand the IT-strategic fit and firm performance. Limitations of the study include the cross-sectional nature of the research which limits evaluation of causality. Longitudinal studies would help elucidate better on this reality. Also, small sample size is another limitation of the study, which can be addressed by expanding it in future studies carried out in this field.

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Effect of Financial Inclusion And Financial Literacy On Performance Of Agro-Based SMEs In Yobe State, Nigeria

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ABSTRACT

Agro-based SMEs experience resource constraints and poor access to finance and resources; hence the importance of finance to the success of SMEs cannot be overemphasized especially in the agricultural sector. This study is therefore, an attempt to ascertain the impact of financial inclusion and financial literacy on the performance of agro-based SMEs in Yobe State, Nigeria. A cross sectional research design was adopted. The population of the study was registered agro-based SMEs in Yobe State and the sample size of the study was 300. Questionnaires were used for data collection while hierarchical regression was adopted as data analysis technique. The result revealed that availability, accessibility, affordability and usability of financial services all have significant effect on the performance of agro-based SMEs in Yobe State. Also, financial literacy fully mediated the relationship between the availability of financial services and the performance of agro-based SMEs in Yobe State while partially mediating the relationship between accessibility and affordability of financial services and performance. The study recommended that financial inclusion should be encouraged by both the government and financial institutions and also that formal financial institutions should ensure the availability, accessibility, affordability and usability of financial resources to agro-based SMEs to improve their performance. Also, the government should implement training programmes at the grassroots to improve the financial literacy of agro-based business owners as this helps in the improvement of their business performance.

Keywords: financial inclusion, financial literacy, performance, agro-based SMEs, Yobe State

INTRODUCTION

The agricultural sector plays a strategic role in the process of economic development, wealth creation and income redistribution in any economic system. It is touted as fundamental to the growth and development of any nation and is recognized as the bedrock of economic growth, development and poverty reduction. This situation is not different in the case of Nigeria. Agriculture continues to be the largest employer of labour with reported figures of 36.55% of the total employment in 2017 (World Bank, 2017). The sector has also recorded landmark impacts in agricultural produce such as cassava, rice etc. For example, the sector is the highest producer of cassava in the world producing 50 million metric tons annually (20 percent of the world output, 34 percent in Africa and 46 percent of West Africa) from a cultivated area of about 3.7 million hectares as reported by the Food and Agricultural Organization (2017). Furthermore, besides providing food security for the country, the sector has continued to be a provider of inputs and raw materials for manufacturing activities in the country. Coupled with the huge potentials of the country in terms of arable land (98.3 million hectares), good vegetation and topography for cultivation of various agricultural produce, the agricultural sector has continued to impact positively on the Nigerian economy's Gross Domestic Product (Izuchukwu, 2011; Oluwatoyese & Applanaidu, 2013; Ebere, 2014) with recent reports estimating the contribution of the sector to real GDP at 22.82%, Q2 2019 (Nigeria Bureau of Statistics, 2019).

Despite the positive contribution of the agricultural sector to the Nigerian economy, there exist challenges inhibiting the growth of the sector. The root cause of the problems was the discovery of oil, which led to the neglect of the sector. Other notable challenges of the sector include an outdated land tenure system that constrains access to land (1.8 hectares per farming household), a very low level of irrigation development (less than 1 percent of cropped land under irrigation), limited adoption of research findings and technologies, high cost of farm inputs, inefficient fertilizer procurement and distribution, inadequate storage facilities, poor access to markets and credit have all combined to keep agricultural productivity low with high post-harvest losses and waste (FAO, 2019). All these challenges have impacted negatively on the growth and performance of the sector and invariably the operators or actors in the sector. Statistics have indicated that agro-based SMEs experience resource constraints, low value-addition to agricultural produce, poor financial and operational performance, poor access to finance and resources etc. Recognizing the importance of promoting agro-based businesses, government over the years have developed and implemented numerous programmes to mitigate the negative effect of the challenges in the agricultural sector.

Earlier policies promoting the agricultural sector and indirectly, agro-based businesses include Operation Feed the Nation, Green Revolution, National Food Acceleration Production Programme, Directorate of Food, Road and Rural Infrastructure (Nwankpa, 2017), various policies focusing on seed, water, agro-chemical and fertilizer supply; industrial raw material production targeting cereals, roots and tubers, vegetables and fruits, sugar targeting agro-industries and policies focusing on support services. These policies target agricultural extension, technology development and transfer and agriculture credit, which involve making adequate investment funds available to agro-based SMEs at the right time and at such rates as will make returns from agriculture more attractive than before (Federal Ministry of Agriculture, 2019). The strategies designed to address agricultural credit involves structural adjustment in fiscal and monetary policies (increase in loans and grace period, revision of interest rates, regulation which makes it mandatory for banks to grant loans of up to 50% of deposit generated in areas under rural banking scheme to borrowers in rural areas etc) and policies targeting operators or institutions set up to provide agricultural loans (which involves increase in the number of branches and share capital of the Nigerian Agriculture and Cooperative Bank, abrogation of tangible securities such as Certificate of Occupancy, rural socialized banks, rural infrastructure etc) (Federal Ministry of Agriculture, 2019). But how effective are these policies especially the agricultural credit policies on the performance of agro-based small and medium scale businesses in Nigeria? This is the major question addressed in this study.

Financial inclusion has been recognized as essential for people who operate in an increasingly complex business environment. Governments and international entities around the world are interested in finding effective approaches to improve their populations' levels of financial inclusion through the creation or improvement of national strategies for financial services availability to people and businesses at all levels (Atkinson & Messy, 2012). The concept financial inclusion seeks to ensure that all members of an economy have access to use a broad range of formal financial services that meet their needs at affordable cost. However, despite the government's agricultural credit policies, the reality is that agro-based businesses have failed to benefit from such policies to achieve the desired performance in terms of liquidity, long term solvency and profitability hence leading to business failure. Such a scenario has created doubts raising questions on how effective the

so-called policies contribute to the improvement of agro-based SMEs performance. This is the practical reality despite empirical evidence that seems to indicate that financial inclusion contributes to business performance (Murigi, 2014; Sunday, Gloria & Aiwanehi 2015; Onaolapo, 2015; Ombi, Ambad & Bujang, 2018; Cherugong, 2015; Nkwede, 2017). This is the research gap that has influenced the decision to embark on this study. In the context of the agro-based businesses, does financial inclusion contribute to the improvement in their business performance? This is the question that begs for answers. Specifically the study explored the effect of financial inclusion (proxied as availability, access, affordability and usability of financial services) on performance of agro-based SMEs in Yobe State?

THEORETICAL AND CONCEPTUAL FRAMEWORK

The Financial Liberalization Theory forms the foundational theory guiding this study which is supported by the goal setting theory. The Financial Liberation Theory was brought into limelight with the seminal work of McKinnon and Shaw (1973). They popularized the concept of financial repression as a financial system with policies that distort domestic financial markets and credit controls. The observation is that such a system interferes with the economic development of a country as the intermediaries are not well developed for mobilization of savings while allocation of financial resources among competing users is inefficient. The early hypothesis of McKinnon and Shaw (1973) assumed that liberalization (absence of repression) which would be associated with higher real interest rates would stimulate savings which would lead to higher levels of investments and therefore to economic growth. McKinnon and Shaw also suggested that liberalization of financial markets allow penetration of financial services among the poor population. These groups of people are always on the lower cadre of the social cycle. Therefore, providing them with accessible tools of finance could be considered a very significant step towards achieving economic growth as it gives them the opportunity to expand their business activities. Financial inclusion could be considered a financial framework that agrees with the financial liberalization theory as it targets liberalization of the financial markets to make capital and resources available to not only those in the top of the financial chain but most importantly those at the bottom to expand their operations and processes to add value to the society.

The success of the financial inclusion system is dependent on the goals of those the framework is intended for, which in this study are the agro-based businesses. Goal Setting Theory as a supporting theory is grounded in the belief that conscious goals and intentions drive results. According to the goal setting theory, individual goals are likely to determine how well they perform to related tasks (Locke, 1986) as cited in Ajide (2015). Specifically, clearly defined and more challenging goals yield higher performance than vague, easy or do-your-best goals. To be effective, goal setting theory assumes that individuals must be committed to the goals, must get feedback and must have the ability to perform the task. This means that financial inclusion programs would be more effective if agro-based businesses are committed to making their businesses successful and have the ability to be actively engaged in the performance of their task. Therefore, both the financial liberalization theory and the goal setting theory better capture the phenomenon of financial inclusion as conceptualized in this study.

Concept of Financial Inclusion

There are many different views on what 'financial inclusion' means or entails in the literature, but the key point of the concept is access to formal financial services - payments, savings, insurance, credit, and so on – by vulnerable/low income groups at an affordable cost (Aduda & Kalunda, 2012). Usage, accessibility, affordability (fair price), convenience, timeliness, adequacy, and product knowledge are among the issues emphasized by many definitions of financial inclusion. According to Aduda and Kalunda (2012), financial inclusion is the process of ensuring access to appropriate financial products and services needed by all sections of the society in general and vulnerable groups and low income groups in particular at an affordable cost in a fair and transparent manner by mainstream institutional players. It ensures the ease of accessibility, availability, and affordability of formal financial services for all members of an economy (Sharma, 2015). It refers to a state in which all people especially low-income earners have access to appropriate, desired financial products and services in order to facilitate enhanced financial and economic well-being (Han & Melecky, 2013). In contrast, financial exclusion is the opposite of financial inclusion, and connotes a situation where individuals have zero or limited access to financial services (Han & Melecky, 2013; Popov & Udell, 2012).

In the words of Mohan (2016), financial exclusion has manifested prominently in Nigeria with the bulk of the money in the economy staying outside the banking system. The issue of financial exclusion has therefore become a major economic challenge that has received the attention of the various governments over the past four decades. Prior to recent efforts to

promote financial inclusion, the Nigerian economy was largely a cash-based economy with significant proportion of the money outside the banking system. However, at present the percentage has decreased significantly. The decline in the ratio is attributable to a combination of developments, including increased literacy and government policies directed at encouraging financial sector growth (Mohan, 2016).

One of the critical initiatives in this direction was the incorporation of financial inclusion as one of the cardinal objectives of the Nigerian Financial System 2020 (FSS 2020). The FSS 2020 represents a holistic and strategic road map and framework for developing the Nigerian financial sector into a growth catalyst that will enable Nigeria to be one of the 20 largest economies by 2020. The Financial System Strategy (FSS 2020) identified six stakeholders within the financial sector. These were the providers of financial services, which are regarded as the suppliers in the value-chain of financial inclusion. The group included the banking institutions, non-bank financial institutions, insurance companies, capital market players, pension institutions, and technology providers together with their regulatory bodies, all important to the process of financial inclusion (Ayadi, Adegbite & Ayadi, 2008). Of the six initiatives adopted to strengthen the domestic financial market, four directly addressed financial inclusion. These initiatives included the development of varied financial products, enhancement of payment processes, development of credit system and encouragement of a savings culture. Broadly, the FSS categorized all the key stakeholders in the drive to achieve financial inclusion in Nigeria into three as providers (providers of financial products and services, and their partners that provide the needed infrastructure and technological support); enablers (enablers refer to regulators and public institutions responsible for setting standards for the achievement of financial inclusion; and supporting institutions (these include organizations that assist regulatory institutions in attaining the national financial inclusion objectives). In the context of this study, financial inclusion is intended to improve agro-based SME performance. So what then does performance imply?

Kim and Patel (2017) describe performance as an action or achievement considered in relation to how successful it is. Looking from the Kim and Patel, (2017) definition, it can be reasonably concluded that performance is synonymous to success. What connotes performance varies from one organization to another (Jamil & Mohamed 2011). According to Chepngetich (2016), performance of small enterprises is viewed as its ability to contribute to job and wealth creation through enterprise start-up, survival and growth. This research study adopts subjective measures of SME performance targeted on performance indicators such as profitability, sales, net profit, asset and market share.

Following from the proceeding arguments and in line with the theoretical position, the following framework is adopted for this study. Financial inclusion is defined using four variables: availability, accessibility, affordability and usability of financial services as conceptualized by the Central Bank of Nigeria (2012). This model has been tested and confirmed by studies carried out by Adebisi, Alaneme and Ofuani (2015), Onaolapo (2015), Ombi, Ambad and Bujang (2018), Cherugong (2015), Migap (2017) and Nkwede (2017). This framework is presented in Figure 1.
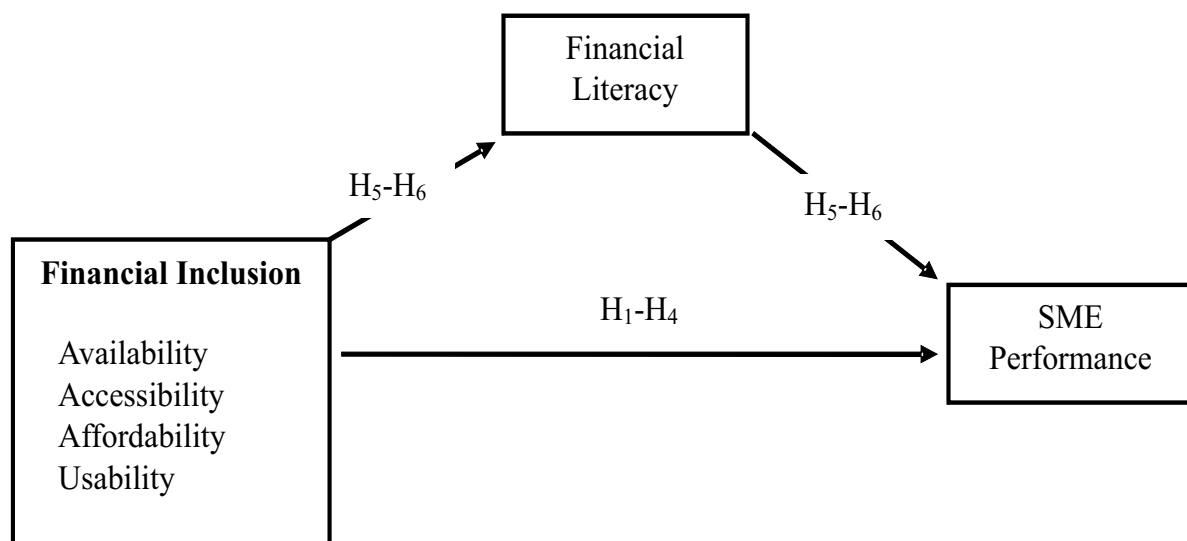

Figure 1: Conceptual Framework

Availability of Financial Services and Performance of Agro-based SMEs

One of the critical elements of financial inclusion is availability of financial services, particularly to the poor, majority of who reside in the rural areas with extremely low levels of infrastructural development. Quality of service delivery in finance involves having timely access to the right products at an affordable price and at convenient locations. Hence, the provision of quality service by existing and new service providers should be enhanced to achieve a greater level of financial inclusion (Claessens, 2006). Nkwede (2017) examined and found a significant relationship between financial inclusion proxy of financial availability and business performance in Africa, using Nigeria as a case study. Harrison, Lin and Xu (2014) also showed that a wide array of financial services leads to firm performance, sales growth and productivity. Also, Turkmen and Yigit (2012) assessed the relationship between a wide range of bank financial services and SME's financial performance and found a significant positive relationship between the two variables. Following from this the following hypothesis is proposed:

Hypothesis One: Availability of financial services has no significant effect on the performance of agro-based SMEs in Yobe State.

Accessibility to Financial Services and Performance of Agro-based SMEs

Access is a wider concept. One way to understand access is the absence of price or non-price obstacles for use (World Bank 2012). In that sense, the concept is related to the supply side. Thus, access is related to physical proximity and affordability concepts. The problem with this view is that it implies the existence of an underlying demand for financial services, and that once service points are available, individuals will use these services, which is not always the case. A more recent definition of financial access is related to the ability to access available financial services and products from formal financial institutions (Simeyo, 2011). This corresponds to the idea that having financial service points nearby does not automatically imply their use, a decision that may result from voluntary or involuntary exclusion from financial services. Individuals may self-exclude from using financial services (even if they are available to them) because of lack of need, religious or cultural reasons, or access to other sources, while the involuntarily excluded may be so as a consequence of risk, discriminatory policies, contractual deficiencies, and price and product features (World Bank, 2008). Murigi (2014) and Adebisi, Alaneme and Ofuani (2015) all indicated that accessibility of financial services have a positive significant effect on performance of business organization. In line with the

above, the second hypothesis is proposed as:

Hypothesis Two: Accessibility of financial services has no significant effect on the performance of agro-based SMEs in Yobe State.

Affordability of Financial Services and Performance of Agro-based SMEs

Affordability of financial services is the ability to afford available financial services from formal finance providers at a fair cost. Affordability is dependent on the conditions for opening and using a bank account, the location of the financial institution to the people and the charges paid to the financial institution for operating an account (Serrao, 2013). Affordability of formal financial services or financial inclusion in developing economies is critical to economic growth and reduction in inequality among citizens of a nation (Onaolapo, 2015). Serrao (2013) asserted that the lack of affordability of finance is a critical mechanism for the persistent income inequality, as well as slower growth presently experienced in the economy which influences resource allocation and the comparative economic opportunities of individuals and firms in the economy. Affordability of finance creates opportunities for people and firms to increase their income and productivity through purchase and sales of goods and services with possibility of reduction in poverty and improvement in standard of living. Empirical research has established the relationship between affordability of financial services and firm performance. On his part, Onaolapo (2015) study on the effects of financial inclusion on the economic growth of Nigeria from 1982-2012 found that a significant relationship exists between affordability to financial services and economic growth in Nigeria. Also, Ombi, Ambad and Bujang (2018) study found that affordability of financial services impacts positively on the performance of small and medium scale enterprises (SMEs). Similarly, Harley, Adegoke and Adegbola (2017) found that the availability of financial services in an economy has a significant relationship on increased performance of firms. Also, Okoye, Adetiloye, Erin and Modebe (2017) similarly found that low rate of interest can increase borrowing capacity of SMEs and thereby boosting their performance generally. It is on this basis that the third hypothesis is proposed:

Hypothesis Third: Affordability of financial services has no significant effect on the performance of agro-based SMEs in Yobe State.

Usability of Financial Services and Performance of Agro-based SMEs

Usability of financial services represents the regularity, duration and frequency of use of financial

services over time which also includes the combination of services used by individuals and organizations other than financial institutions (Serrao, 2013). Increase in number of bank branches may not necessarily lead to improvement in financial inclusion especially where those new branches are located where other banks already exist. But if bank branches are located where there are no existing banks, financial inclusion will increase as new accounts are opened for those that are hitherto unbanked. With this, financial inclusion in Nigeria may be a mirage because according to Mbutor and Uba (2013), absolute number of bank branches does not necessarily imply increasing financial inclusion, because the practice of stationing many bank branches, in a small geographical location is common to banks, and the resultant effect of this practice is customer poaching rather than financial inclusion. Cherugong (2015) carried out a study on the effect of financial services usage on performance of small and medium enterprises in Trans Nzoia County, Kenya. Contrary to the expectation, Migap (2017) study revealed that non-financial services usage has no effect on firm's performance. It is on the basis of the above that the fourth hypothesis is proposed:

Hypothesis Four: Usability of financial services has no significant effect on the performance of agro-based SMEs in Yobe State.

Mediating Effect of Financial Literacy on Relationship between Financial Inclusion and Performance of Agro-based SMEs

The term financial literacy was first coined in 1787 in the USA, when John Adams in a letter to Thomas Jefferson admitted the need for financial literacy for overcoming the confusion and widespread distress in America that had arisen due to ignorance towards credit, circulation and nature of coin (Financial Corps, 2014). Thereafter, several developments took place and the term financial literacy was used again and again by different researchers, organisations and governments and was addressed differently (Hung, Parker & Yoong, 2009). The concept financial literacy is multidimensional in nature meaning different things to different people. Not surprisingly, different definitions exist (Noctor, Stoney & Stradling, 1992; Morgan, 2003; Commonwealth Bank Foundation [CBF], 2004). Noctor, et al. (1992) define financial literacy as the ability to make informed judgments and to take effective decisions regarding the use and management of money. The CBF (2004) defines financial literacy as the ability to balance a bank account, prepare budgets, save for the future and learn strategies to manage or avoid debt while Morgan (2003) defines financial literacy as enabling people to make informed and confident decisions regarding all aspects of their budgeting, spending and saving and

their use of financial products and services, from everyday banking through to borrowing, investing and planning for the future.

Financial literacy improves utilization of financial resources because literate entrepreneurs are more likely to utilize and access financial services which help to improve the performance of their business (Fatoki, 2014). Low degree of financial literacy can prevent the performance level of entrepreneurs from adequately assessing and understanding different financing provision (Vincent, 2014). Financially literate entrepreneurs or as this study conceptualizes, agro-based SME owners make better financial decisions and maintain a better overall financial well-being. SME owners who are financially literate have a higher chance of being successful in their business more than their illiterate equivalents; therefore, the inclusion of financial literacy in the relationship between financial inclusion and performance is proposed to be significant. Financial literacy is proposed to mediate the relationship between financial inclusion and performance. It is expected that the inclusion of financial literacy would strengthen the proposed link between financial inclusion and performance of agro-based SMEs. It is on the basis of this that the following hypotheses are proposed:

Hypothesis Five: Financial literacy mediates the relationship between the availability of financial services and the performance of agro-based SMEs in Yobe State.

Hypothesis Six: Financial literacy mediates the relationship between the affordability of financial services and the performance of agro-based SMEs in Yobe State.

Hypothesis Seven: Financial literacy mediates the relationship between the accessibility of financial services and the performance of agro-based SMEs in Yobe State.

Hypothesis Eight: Financial literacy mediates the relationship between the usability of financial services and the performance of agro-based SMEs in Yobe State.

METHODOLOGY

This research adopted a cross sectional research design. The study involved agro-based SMEs registered with the Ministry of Agriculture, Yobe State. The population of the study consisted of 315 agro-based SMEs. Because the population was small, the 315 agro-based SMEs formed the sample size of the study. Questionnaire items were developed and used for data collection based on validated items developed. To ensure validity of the measuring

instruments, a carefully drafted and wide-ranging questionnaire aimed at eliciting right responses was constructed and pilot tested in order to detect any ambiguities or inherent problems. To ensure reliability, this research used Cronbach alpha coefficient to test reliability. The Cronbach's alpha results was 0.717 for availability of financial services; 0.761 for accessibility of financial services; 0.766 for affordability; 0.709 for usability of financial services; while 0.719 was calculated as the reliability for performance of agro-based SMEs.

Financial inclusion was measured by adopting items proposed by Central Bank of Nigeria (2012), while performance was measured using scales developed by Murphy, Trailer and Hill (1996). Lastly, financial literacy was also measured using validated scales developed and extensively used by Atkinson and Messy (2012). Furthermore, hypotheses were tested using hierarchical regression analysis. The result shows the t-statistic and p-values for the coefficients which results in either rejecting or accepting the hypotheses at a specified level of significance. The null hypothesis is rejected where the p-value is less than the critical value at 0.05. Also, the result shows the coefficient of determination (r^2) which measures the proportion of the dependent variable that is explained by the independent variables. The range for the coefficient of determination varies between 0 and 1; that is $0 = r^2 = 1$. As r^2 approaches 1, the more the independent variable explains the variation in the dependent variables. Statistical Package for Social Sciences (SPSS 23.0) computer program was used.

RESULTS

This study was aimed at assessing the effect of financial inclusion on the performance of agro-based SMEs in Yobe State. Specifically, the study assessed the positive effect of availability, accessibility, affordability and usability of financial services on the performance of agro-based SMEs on the one hand and also assessing the mediating role of financial literacy on this proposed relationship.

Of the 315 questionnaire administered, 247 were received but only 202 were finally used for data analysis. Therefore, 45 questionnaires were eliminated for wrongly filled questionnaires. A careful assessment of the dataset revealed the absence of missing values, which has made it appropriate for use in this analysis. Furthermore, the dataset failed to show that the assumptions of linearity, normality etc were violated given further justification of the use of the dataset for regression analysis. The appropriateness of the dataset for regression analysis was also arrived at by inspection of the histogram, Normal P-P Plot of Regression Standardized Residual and Scatterplot. This was also confirmed by calculation of the Tolerance and VIF values. Tolerance values was 0.398, 0.883, 0.639, 0.896 and 0.428 and VIF values were 2.510, 1.133, 1.565, 1.116 and 2.335 for availability, accessibility, affordability, usability and financial literacy respectively all within acceptable threshold indicating that the dataset poses no multicollinearity problem.

It is important to note the coefficients among the main variables in the study. Firstly, performance of agro-based SMEs correlated significantly with availability of financial services (r = 0.659, p<.001), accessibility of financial services (r = 0.275, p<.001), affordability of financial services (r = 0.466, p<.001), usability of financial services (r = 0.272, p<.001) and financial literacy (r = 0.730, p<.001). However, accessibility failed to correlate with affordability and usability otherwise all the independent variables were significantly correlated with each other with the correlation ranging from 0.179 to 0.735. This information is presented in Table 1.

Table 1: Mean, Standard Deviations and Correlation

	Mean	SD	1	2	3	4	5
Performance of agro-based SMEs	3.42	1.119	1.000				
Availability of financial services	3.41	1.452	.659**	1.000			
Accessibility of financial services	3.13	1.396	.275**	.258**	1.000		
Affordability of financial services	2.96	1.448	.466**	.570**	.071	1.000	
Usability of financial services	3.26	1.221	.272**	.283**	-.050	.179*	1.000
Financial literacy	3.31	1.417	.730**	.735**	.279**	.527**	253**

**p<.001; *p<.01
Source: Author Computations (2019)

A hierarchical regression analysis was used to test the hypotheses. To test our hypotheses, the study adopted the procedures developed by Baron and Kenny (1986). According to the logic of this procedure, mediation is suggested if the following conditions are met: (a) the independent variable is a significant predictor of both the dependent variable and the mediator, (b) the mediator is a significant predictor of the dependent variable, and (c) the effects of the independent variable on the dependent variable are reduced when the mediating variable is added to the regression equation. Full mediation is indicated if the effect of the independent variable

is no longer significant when the mediating variable is added, whereas partial mediation is suggested if the effect of the independent variable is reduced but remains significant. The result of the multiple regression result is presented in Table 2 and 3 below.

Table 2: Result of Regression Analysis

	Financial literacy	Performance of agro-based SMEs	
	Model 1	Model 2	Model 3
Availability of financial services	.574**	.392**	.166*
Accessibility of financial services	.120*	.111*	.064
Affordability of financial services	.168*	.113*	.047
Usability of financial services	.072	.100*	.072
Financial literacy			.394**
R^2	.572	.471	0.577
Adjusted R^2	.563	.460	0.566
F	66.070**	44.023**	53.763**

N = 202; **p < 0.001; *p<.05

Table 3: Regression Analysis – Financial literacy and Performance of agro-based SMEs

	Performance of agro-based SMEs
	Model 4
Financial literacy	.577**
R^2	.534
Adjusted R^2	.531
F	229.880**

N = 202; **p < 0.001

Four regression models were used to test the study's hypotheses. Model 2 was used to answer hypotheses 1 – 4. The Model 2 is significant at F (4, 198) = 44.023, p < 0.001 explaining 47.1% of the variation in the performance of agro-based SMEs. Specifically, the result indicates that availability of financial services (β = 0.392, p < .001), accessibility of financial services (β = 0.111, p < .05), affordability of financial services (β = 0.113, p < .05) and usability of financial services (β = .100, p < .05) are all significant predictors of performance of agro-based SMEs in Yobe State. Therefore, hypotheses one to four are all rejected.

Following the recommendations by Baron and Kenny (1986), successive regression equations were tested for mediation. In Model 1, the availability of financial services (β = 574, p < .001), accessibility of financial services (β = 0.120, p < .05), and affordability of financial services (β = .168, p < .01) are significant predictors of financial literacy, satisfying the first condition by Baron and Kenny while usability of financial services (β = 0.072, p = .209) violated the first condition indicating that financial literacy does not mediate the effect of usability on the performance of agro-based SMEs in Yobe. As earlier indicated, availability, accessibility, affordability and usability of financial services are all predictors of performance of agro-based SMEs satisfying the criteria. In addition, as indicated in Table 3, financial literacy has significant positive effect on the performance of agro-based SMEs (β = 0.577, p < .001) also satisfying the second condition of the recommendation. In Model 3, where financial literacy is included in the model,

whereas the availability of financial services (β = 0.166, p < .01) is still significant, accessibility (β = 0.064, p = .108) and affordability (β = 0.047, p = .297) are not significant. The result indicates that whereas financial literacy fully mediates the relationship between accessibility and affordability of financial services and the performance of agro-based SMEs, it partially mediates the relationship between availability of financial services and the performance of agro-based SMEs in Yobe State (Baron & Kenny, 2006).

DISCUSSION OF FINDINGS

The importance of finance to the success of SMEs cannot be overemphasized especially in the agricultural sector. This study is therefore, an attempt to ascertain the impact of financial inclusion and financial literacy on the performance of agro-based SMEs in Yobe State, Nigeria. The result of the analysis revealed that availability, accessibility, affordability and usability of financial services proposed as dimensions of financial literacy all have significant effect on the performance of agro-based SMEs in Yobe State. These findings agree with earlier research conclusions by Nkwede (2017), Harrison, Lin and Xu (2014), Murigi (2014), Adebisi, Alaneme and Ofuani (2015), Onaolapo (2015), Harley, Adegoke and Adegbola (2017) and Cherugong (2015) variously indicating the positive impact of financial inclusion on organizational performance. The implications of these findings shows that when formal financial institutions make available, accessible financial resources to business organizations, then the

performance of such business organizations will be improved. Furthermore, agro-based SMEs performance will also be enhanced if the financial resources offered by formal financial institutions are used by them because of the affordability of such financial services.

Furthermore, the result of the analysis also revealed that financial literacy fully mediates the relationship between the availability of financial services and the performance of agro-based SMEs in Yobe State while partially mediating the relationship between accessibility and affordability of financial services and performance. Similar findings were reported by scholars such as Mabula and Ping (2018) and Bongomin, Munene, Ntayi and Malinga (2018) who also reported the mediating role of financial literacy on the relationship between financial inclusion and organizational performance. This finding implies that agro-based business owners who are financially literate will be better positioned to improve their business performance when formal financial services are available to them. Furthermore, the findings indicate that financial literacy is the most important factor in the relationship between both accessibility and affordability of financial services and the performance of agro-based SMEs in Yobe State. It is surprising that financial literacy is not important in assessing the relationship between usability of financial services and the performance of agro-based SME performance, perhaps because of its low contribution to the variation in SME performance, which calls for further studies.

CONCLUSION

Agro-based SMEs experience resource constraints and poor access to finance and resources, hence the importance of finance to the success of SMEs cannot be overemphasized especially in the agricultural sector. This study is therefore, an attempt to ascertain the impact of financial inclusion and financial literacy on the performance of agro-based SMEs in Yobe State, Nigeria. A cross sectional research design was used on a population involving registered agro-based SMEs in Yobe State. A sample size of 315 was used. Questionnaires were used with hierarchical regression adopted as data analysis technique. The results revealed that availability, accessibility, affordability and usability of financial services all have significant effect on the performance of agro-based SMEs in Yobe State. Also, financial literacy fully mediated the relationship between the availability of financial services and the performance of agro-based SMEs in Yobe State while partially mediating the relationship between both accessibility and affordability of financial services and performance.

RECOMMENDATIONS

The following recommendations are suggested:

1. Formal financial institutions should make available financial resources to small and medium scale businesses as it is the most important factor in the improvement of business performance.

2. Besides making financial resources available, formal financial institutions should also be encouraged to make these financial resources accessible so that business organizations make use of them to enhance their business performance.

3. Making available financial resources should also be complemented with affordability; therefore, formal financial institutions should ensure that abundant financial resources are made available to agro-based business as it contributes to their performance.

4. Because usability of financial services contribute to the performance of agro-based businesses, agro-based SMEs should be encouraged to avail themselves the opportunity of using financial services in order to boast their business performance.

5. Government should also implement training programmes (by way of extensive agricultural extension services) at the grassroots to improve the financial literacy of agro-based businesses in order to improve business performance.

6. Government should also encourage formal financial institutions to lend to agro-based businesses as this has the capacity to impact positively on their business operations and performance.

7. The effectiveness of financial inclusion on the performance of agro-based SMEs would be strengthened if their financial literacy is significantly improved, therefore, financial institutions should support and encourage agro-based SMEs to be proficient to improve their financial literacy and ultimately their business performance.

8. Financial inclusion as a policy should be encouraged by the government, formal and informal financial institutions and indeed the policy should be adopted especially in the agricultural sector to boost the performance of businesses operating in the sector, which will ultimately impact positively on the growth and development of the country.

LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES

This study is limited to registered agro-based SMEs in Yobe State, which only provides a microscopic view of the phenomenon. Future studies could look at a larger scope to better understand the impact of financial inclusion on the performance of agro-based SMEs in Nigeria. Also, it would be appropriate to extend the study to cover other industries and countries. Another limitation is the cross-sectional nature of the study which could be overcome by using a longitudinal research design. Also, the study is limited by variable definitions as other dimensions of financial inclusion could be used including using mediators besides financial literacy as implemented in this study. Therefore, future studies could use other dimensions of financial inclusions and also other mediators to better capture the influence of financial inclusion on the performance of business organizations.

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Selected Work Factors And Sexual Harassment Among Female Staff Of Ibadan Electricity Distribution Company, Oyo State

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ABSTRACT

The study investigates the effect of some selected work environmental factors on sexual harassment on in an organization. Specifically, it examines the effect of lack of organization; power and fear; socialization; and peer pressure on sexual harassment. This study adopted a survey research design and a sample of 110 respondents completed and returned a self-administered questionnaire. The data obtained were found reliable and usable. The cross-sectional data from primary source were analysed using descriptive statistics and regression analyses were used to analyse the data. The results showed that there is a significant impact of organization policy; power and fear; and peer pressure on sexual harassment. However, there is a moderate level of interdependence between socialization and sexual harassment. It concludes that sexual harassment is one of the most important issues that might negatively affect an organizational performance. Sexual harassment remains a serious problem in workplaces today. The study recommended among others that management should issue a strong and specific policy prohibiting sexual harassment, especially a whistleblowing policy.

Keywords: Socialization; Organization policy; Power and fear; Peer pressure; Sexual harassment

1.0   Introduction

Sexual harassment is an unwanted behaviour of a sexual nature that violates the nobility of men and women at work and can be physical or verbal in nature It is acknowledged as a form of gender-based discrimination and is therefore against the principle of equal treatment among men and women. For a long time, this kind of violence was ignored in the normal life. Nevertheless, in legal terms, the concept of sexual harassment was invented and recognized in the early 1970s, when specific cases of harassment of women at work took a prominent place, highlighting the need for women's protection in the workplace. Presently, sexual harassment of women in the workplace is a very important type of violence, exhaustively defined for legal purpose. Unlike rape and domestic violence, sexual harassment in the workplace has only recently been identified as a social problem (Alagappar & Marican, 2014). Victims of sexual harassment face humiliation, loss of self-esteem, anger, and psychological harm (Brown, 2011). Sexual harassment also causes problems in the workplace, such as decreased performance (Dionisi, Barling & Dupré, 2012), higher absenteeism and lower job satisfaction (McDonald, 2012; Uggen & Blackstone, 2012).

Sexual harassment can also influence the victim's behavior at work (Popovich & Warren, 2010). Merkin and Shah (2014) found that employees who were victims of sexual harassment recorded decreased job satisfaction, increased intention to quit their job, and increased absenteeism. In addition, the idea that sexual harassment is not taken seriously in the workplace can be detrimental to physical health (Merkin & Shah, 2014). According to Powell (2011), no business or profession is safe from sexual harassment and the working environment is fertile ground. It is becoming an important issue in most workplaces, and over the years has gone from subtle allusions to inappropriate behavior and blatant proposals. Employees are prone to serious emotional, mental and serious trauma that affects their professional and personal lives.

Sexual harassment remains a thoughtful and closely connected problem in the workplace. The absence of a complaint of sexual harassment does not mean the absence of sexual harassment (Jahan, 2013). Victims of sexual harassment may feel that there is no need to complain for fear of retaliation (Jahan, 2013). Sexual harassment is a growing social problem in Nigeria. It is a form of violation of social and human rights that has gained international recognition over the last three decades,

Studies have emerged to address the social problem of sexual harassment in the workplace in Nigeria (Kofi, 2010; Ige & Adeleke, 2012), but the literature on its endemic nature in the workplace, where moral excellence is practiced, soaked and displayed is very thin. Few existing studies have focused on the emergence of sexual harassment in public universities (Okeke, 2011; Chukwudi & Gbakorun, 2011). In addition, it is not clear from the study that female students report sexual harassment to school principals. Finally, the study does not indicate the number of employees arrested for sexual harassment and disciplinary action taken against them. Therefore, this study examines the limitations of the above study by filling these gaps in knowledge and exploring the nature and extent of sexual harassment and its effect on the performance of female secretaries in an organization.

The broad objective of the study is to evaluate the effect of sexual harassment on employee performance in an organization. The specific objectives are to investigate the effect of lack of organization policy on sexual harassment; to examine the effect of power and fear on sexual harassment; to investigate the effect of socialization on sexual harassment; and finally to examine the effect of peer pressure on sexual harassment. Consequently, this study tested the below hypotheses;

(H_1): There is a significant impact of organization policy on sexual harassment.

(H_2): There is a significant impact of power and fear on sexual harassment.

(H_3): There is a significant impact of socialization on sexual harassment.

(H_4): There is a significant impact of peer pressure on sexual harassment.

By understanding the employees' perception of safety from sexual harassment, management could improve the policies that promote the feeling of safety from sexual harassment in the workplace. Moreover, this research provided recommendations on how sex affected the employees' perception of safety from sexual harassment in the workplace.

This study is divided into four sections. Section one covers the introduction. Section two is on the review of literature and theoretical framework. Section three contains the research methodology and analysis. Section four contains the summary of findings, conclusion and recommendation.

2.0   Literature Review
2.1.   The Concept of Sexual Harassment

Sexual harassment is unwanted sexual behavior towards an employee, verbal or otherwise, such as physical contact or advances, sexually colored statements, or the posting of pornographic material in

the workplace. Nevertheless, sexual harassment is based on power, abusive behavior, and harassment (MacIntosh, Wuest, Gray, & Aldous, 2010). Most managers have the five powers of management and many have some of the five powers. The power of a manager is legitimate, rewarding, coercive, expert and referent (Jones & George, 2015). In general, the two powers that prevail in sexual harassment are reward (promise or retention) and coercion (intimidation and threats). The types of power used may be hidden, overt or implied or expressed. Theorist argues that sexual harassment is the product of a gender system that perpetuates itself and is inflicted on the basis of a dominant and normative masculinity.

Sexual harassment refers to the verbal or physical act forced on a victim by body language, verbal and nonverbal communication aimed at compelling women to have sex. Yusuf (2010) defined sexual harassment as any form of behaviour, such as sexual mockery, jokes, comments, or unwanted pressures to obtain a sexual favour or appointment. As a result, sexual harassment includes intimidation, intimidation, or unwanted or invasive coercion by a victim. A study by Sabitha (2008) describes sexual harassment as unwelcome behaviour or an offensive, embarrassing, intimidating or humiliating sexual nature that may affect the professional performance, health, career or life of the employee.

2.2   Possible Causes of Sexual Harassment

Gateway (2009) states that sexual harassment varies from one individual to another and that the work environment create proximity and fog boundaries that are often crossed, exacerbating the risk of sexual harassment.

Lack of Policy

Gateway (2009) states that sexual harassment is due to lack of policy, some companies do not have a sexual harassment policy or do not have well-defined policies, disciplinary procedures and procedures to deal with sexual harassment. As a result, harassed individuals do not know the reporting routes and some employees are unaware of the seriousness of sexual harassment and its penalties. In contrast, a study by Ramsarpoop and Brijball (2009) on the causes and forms of sexual harassment at the University of South Africa found that sexual segregation, supervisory relationships, levels of appearance and personality are the main causes of sexual harassment in the workplace.

Power and Fear

Employees depend on each other for support and rely heavily on the approval of their executives to seize the opportunities and success of their career dreams. Robbins (2010) posits that employees view their supervisors or managers as role models. Nevertheless, management often becomes accustomed to its authority over employees and tends to use it to harass subordinates. Economic instability aggravates the rate of sexual harassment as employees must submit to sexual harassment for fear of losing their job. In support of Rudman (2015), the role of women in life is to please men and this popularity among men is synonymous with success. In this context, it means that men have power over women, leaving room for sexual harassment. Similarly, a study by Lunenburg (2010) on the causes and impact of sexual harassment found that employees in senior positions who have official power are strictly responsible for sexual harassment. On the contrary, a study by Powell (2011) found that sexual harassment of female supervisors or employees in higher positions is perpetrated by male employees in order to minimize differences in power.

Socialization

According to Gateway (2015), moral values and cultural differences are at the root of sexual harassment. In societies where extra-marital relationships are widely accepted, some people equate monogamy with monotony. It is relatively easy for people to engage in sexual matters, whether they are unilateral or mutual. The person who tries and does not accept the rejection, or considers the reluctant colleague as a challenge, easily becomes a stalker or may victimize the reluctant colleague. The prevalence of marital stress and divorce in Western society, which today influences many cultures around the world, means that some men and women are working in a state of emotional distress that can make them vulnerable to sexual harassment. Some confusion results from cultural differences about what is acceptable or not in our fast changing society.

Peer Pressure

The way people behave when they are in a group is different. People who are gathered together often behave differently than they would as individuals, which partly explains the gang harassment that is occurring. Pellegrini (2011) postulates that group employees are generally encouraged and hiss when a person arrives at the factory or passes in front of a group of employees. This type of behaviour would encourage employees to engage in undesirable behaviours that would constitute non-verbal sexual harassment.

2.3   Natural/Biological Theory

The natural school interprets sexual harassment as a natural sexual attraction that occurs among people.

According to this model, men have a stronger sex and are therefore biologically motivated to engage in the sexual prosecution of women. Thus, harassment is not intended to be offensive or discriminatory; it is simply the result of biological impulses. Its hypotheses include a natural reciprocal attraction between men and women, a stronger sexual drive in men, and the role of men as sexual initiators. Biologically, men have a strong physiological need for sexual activity and can therefore exercise coercive powers over women in order to satisfy the sexual drive, while the other version proposes that, naturally, men and women exert a sexual attraction reciprocal and are therefore responsible for sexual acts in their workplace. This implies that a person may not intend to be subject to sexual harassment, but that he or she would participate in it because of the motivation provided by the attraction of the opposite sex, which is a natural attribute. Therefore, the harassing behaviour can not necessarily be interpreted as offensive or discriminatory. Therefore, according to this model, the concept of sexual harassment is a mistake because the relevant interactions are more appropriately viewed as court behaviour. One of the main strengths of the natural / biological perspective is that it recognizes innate human instincts that can lead to sexually aggressive behaviour (Tangri, 1982). However, this explanation has found little help and has been criticized for several reasons. It lacks exploratory depth because it is extremely difficult to design studies that test the basic assumptions of theories. In addition, the theory provides no basic strategy for the prevention of sexual harassment. Thus, this framework has had little influence on misconceptions about sexual harassment.

Sojo, Wood and Genat (2016) conducted a meta-analysis of women's adverse work experiences and well-being, which found that "more intense but less frequent adverse experiences (e.g., sexual coercion and sexual coercion unwanted sexual attention) and less intense but more frequent adverse experiences (e.g., sexist organizational climate and gender harassment) have had similar negative effects on women's well-being. An interesting finding is that the evidence indicates that the power imbalance explains the impact of harmful work experiences on women's well-being.

Shukurat (2016) investigated gender differences in perception of sexual harassment among Nigerian banks. Two hundred and seventy-five employees (149 men, 126 women) were sampled for this study. A survey design with an adapted questionnaire from the Sexual Experience Questionnaire (SEQ) includes three scales of sexual harassment dimension was used. The hypotheses were tested with independent t-test samples. The results revealed no perceptual differences in the labelling of sexual harassment indices between male and female bank employees in Nigeria. For example, the study recommends that bank managers support and set the tone for the workplace without sexual harassment.

Makaita, (2015) examines the effects of sexual harassment on performance evidence of employees of Bindura Nickel Corporation. The research was conducted in the form of a case study in which a sample of 205 employees from a population of 367 employees was used. The stratified random sampling procedure was used to select items from 15 managers and 277 general employees. Questionnaires and interviews were used in triangulation to collect sample data. After analysing the data collected, sexual harassment was found to have resulted in a hostile work environment, absenteeism, intention to leave, depression, work-related stress and compromised performance with employees.

Mapira (2015) conducted research on the effects of sexual harassment on the performance of Bindura Nickel Corporation employees. The research was conducted in the form of a case study in which a sample of 205 employees from a population of 367 employees was used. The stratified random sampling procedure was used to select items from 15 managers and 277 general employees. Questionnaires and interviews were used in triangulation to collect sample data. After analysing the data collected, sexual harassment was found to have resulted in a hostile work environment, absenteeism, intention to leave, depression, work-related stress and compromised performance with employees.

Siti, (2015) conducted a study on the effects of sexual harassment in the workplace: Employee experience in the hospitality industry in Terengganu, Malaysia. A total of 260 respondents were selected from the employees of various hotels and resorts in Terengganu. Three predictors, offensive behaviour, sexual coercion, risk on the human factor, were found to have average to strong correlation with dependent variables namely employment. Regression analysis also shows that offensive behaviour, sexual coercion, risks to the human factor are positively and significantly related to employment. The researcher suggests that human resources managers in hotels and resorts should formulate, in consultation with legal and labour relations experts in Malaysia, to improve harassment policies Sexual.

3.0   Methodology
This study adopted a survey research design. The survey research design was to collect detailed and

factual information from the targeted respondents. The study will be carried out in Oyo State, Nigeria. Oyo state covers approximately an area of 28,454 square kilometres and is ranked 14th by size. Oyo state consist of 33 local government areas, the landscape consists of old hard rocks and dome shaped hills which rise gently from about 500 meters in the southern part and reaching a height of about 1,219 meter above sea level in the northern part. This area was chosen specifically for the study as a result of the close proximity to the respondents, time framework within which this study is expected to be completed and the researcher's financial capability. The population of the study covers all the female staffs (junior and senior) in Ibadan Electricity Distribution Company Plc. (IBEDC), Oyo State. The total population of female staffs in the above mentioned organization is 153. The participants were 18 years of age and above and are employed full-time or part-time in the organization with a minimum degree of O' level.

The Yamani (1967) technique was adopted for this research work to determine the sample size for this study as 111. Random sampling technique was used in the selection of staff in the organization under survey; here the research instruments are administered to the respondent randomly and every member is given the chance of being selected for the study. This study mainly relied on cross sectional data collected from the field through the use of a questionnaire as the primary tool. The questionnaire was divided into two sections. The first section seeks to obtain the personal information (demographic profile) of the respondents while the second section contains the questions that relate to the subject matter. The questionnaire, administered by the respondents, contained twenty (20) items, which sought information from the respondents on sexual harassment and their performance in the organisation. The questionnaire has been designed, making sure that research questions encapsulate what the researcher is trying to find and provide the direction and shape of the research (Hammond & Wellington, 2013). Moreover, according to Hejase & Hejase (2013), questionnaires are popular, low cost, and convenient

The validity of the instrument was determined through consultation with experts in the field of research. A pilot study will be conducted by administering the questionnaire to few employees in the organization from the target population which is intended to determine the reliability of the instrument. A reliability co-efficient of 0.71 was obtained, and considered high enough for the instrument to be used for the study (Jwan, 2010).

4.0 Results

Table 4.0: Descriptive Statistics of the Data

Gender	Male	Female			
	0%	100%			
Age of Respondents	Below 20 years	21-30 years	31- 40years	41-50years	Above 50years
	2.7%	43.3%	35.1%	11.7%	7.2%
Marital Status	Single	Married	Divorced		
	27.9%	70.3%	1.8%		
Education	O'Level	OND/NCE/B.SC	M.Sc.	Others	
	8.1%	73.0%	13.5%	5.4%	
Working experience	0-4years	5-9years	10-14years	Above 15years	
	26.1%	55.0%	10.8%	8.1%	

Source: Field Survey (2019)

4.1   Hypotheses Testing

H_1: There is a significant impact of organization policy on sexual harassment;

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850[a]	.723	.6717	.5990
a. Predictors: (Constant), Organization Policy				

Source: Field Survey, 2019

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.053	1	31.053	28.098	.000[b]
	Residual	55.154	109	0.506		
	Total	86.207	110			
a. Predictors: (Constant), Organization Policy						
b. Dependent Variable: Sexual Harassment						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.550	1.536		24.441	.000
	Organization Policy	11.437	.009	.850	13.221	.000
b. Dependent Variable: Sexual Harassment						

Source: Field Survey, 2019

From the table above there is a significant impact of organization policy on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC), the table result shows that there is a moderate level of interdependence between organization policy and sexual harassment (β = .850, T = 13.221, P < 0.05). **The table also shows that the coefficient of determination (R^2) is .723** which is greater than 5% Level of Significance (P > 0.05) **with an** F-statistic of 28.098 and p-value of 0.000. **It indicates a relatively strong degree of correlation. The R Square value indicates how much of the dependent variable, "sexual harassment", can be explained by the independent variable, "organization policy".** It means that organization policy has 72.3% variation on sexual harassment in an organization.

H_2: There is a significant impact of power and fear on sexual harassment;

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806[a]	.650	.641	.4657

a. Predictors: (Constant), Power and Fear

Source: Field Survey, 2019

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.967	1	11.967	21.296	.000[b]
	Residual	61.149	109	0.561		
	Total	73.116	110			

a. Predictors: (Constant), Power and Fear

b. Dependent Variable: Sexual Harassment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.479	.196		2.446	.000
	Power and Fear	.804	.142	.806	15.678	.000

b. Dependent Variable: Sexual Harassment

Source: Field Survey, 2019

From the table above there is a significant impact of power and fear on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC), the table result shows that there is a moderate level of interdependence between power and fear, and sexual harassment (β = .806, T = 15.678, P < 0.05). **The table also shows that the coefficient of determination (R^2) is .650** which is greater than 5% Level of Significance (P > 0.05) **with an** F-statistic of 21.296 and p-value of 0.000. **It indicates a relatively strong degree of correlation. The R Square value indicates how much of the dependent variable, "sexual harassment", can be explained by the independent variable, "power and fear".** It means that power and fear has 65.0% variation on sexual harassment in an organization.

H_3: There is a significant impact of socialization on sexual harassment;

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854[a]	.729	.718	.7678

a. Predictors: (Constant), Socialization

Source: Field Survey, 2019.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.548	1	13.548	25.450	.000[b]
	Residual	57.988	109	0.532		
	Total	71.536	110			

a. Predictors: (Constant), Socialization

b. Dependent Variable: Sexual Harassment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.489	.476		1.027	.000
	Socialization	.253	.020	.854	12.620	.000

b. Dependent Variable: Sexual Harassment

Source: Field Survey, 2019

From the table above there is a significant impact of socialization on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC), the table result shows that there is a moderate level of interdependence between socialization and sexual harassment ($\beta = .854$, T = 12.620, P < 0.05). **The table also shows that the coefficient of determination (R^2) is .729** which is greater than 5% Level of Significance (P > 0.05) **with an** F-statistic of 25.450 and p-value of 0.000. **It indicates a relatively strong degree of correlation. The R Square value indicates how much of the dependent variable, "sexual harassment", can be explained by the independent variable, "socialization".** It means that socialization has 72.9% variation on sexual harassment in an organization.

H$_4$: There is a significant impact of peer pressure on sexual harassment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789[a]	.623	.605	.98663

a. Predictors: (Constant), Peer Pressure

Source: Field Survey, 2019

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.288	1	43.288	5.943	.000[b]
	Residual	107.256	109	0.984		
	Total	150.544	110			

a. Predictors: (Constant), Peer Pressure
b. Dependent Variable: Sexual Harassment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.955	6.880		0.139	.000
	Peer Pressure	.575	1.116	.789	0.543	.000

b. Dependent Variable: Sexual Harassment

Source: Field Survey, 2019

From the table above there is a significant impact of peer pressure on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC), the table result shows that there is a moderate level of interdependence between peer pressure and sexual harassment ($\beta = .789$, T = 0.543, P < 0.05). **The table also shows that the coefficient of determination (R^2) is .613** which is greater than 5% Level of Significance (P > 0.05) **with an** F-statistic of 5.943 and p-value of 0.000. **It indicates a relatively strong degree of correlation. The R Square value indicates how much of the dependent variable, "sexual harassment", can be explained by the independent variable, "peer pressure".** It means that pressure has 62.3% variation on sexual harassment in an organization.

5.0. Discussion
From the analysis result on impact of sexual harassment on employee performance, at overall level, ANOVA results on the impact of organization policy, power and fear, socialization and peer pressure on sexual harassment in Ibadan Electricity distribution Company PLC (IBEDC) was statistically significant in that the p-value was less than the set value of .05. The findings on are in line with the results of Gateway (2015) who argues that the major cause of sexual harassment is the absent of sexual harassment policy. Gateway (2015) confirmed that organization without a sexual harassment policy face challenges in handling sexual harassment cases and ends up inconsistently handling them.

In addition, the findings concur with Lunenburg (2010) who states that abuse of power causes sexual harassment. In support of Lunenburg (2010), Robbins (2008) postulates that management often marry themselves to their power of authority over employees and tends to use it to harass their subordinates. Study by Abe, (2012) found that sexual harassment is just like domestic violence which is influenced by cultural, religious and social beliefs where a woman is supposed to be subservient and is considered to be unable to make meaningful decisions. Given such a background, it means even if abused they are not recognized. Thaisa and Ariane (2018) in their study found that occupational sex segregation, supervisory relations, levels of interaction, appearance and personality and types of behavior are other significant causes on sexual

harassment at the workplace.

Makaita, Mapira and Muzvidziwa (2015) in their study recommended that companies must have sexual harassment policy clearly stating reporting procedure and penalties available for sexual harassment misconduct. This is consistent with the research of Zainuddin and Ahmad (2015) on three predictors that may create challenges in the, employment of the employees due to the threat of sexual harassment which are peer pressure, family and environment. Sexual harassment can create offensive, hostile and intimidating work environment which can interfere with job performance and job success.

The finding on the first hypotheses shows that there is a significant impact of organization policy on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC). The analysis shows that there is a moderate level of interdependence between organization policy and sexual harassment ($\beta = .850$, $T = 13.221$, $P < 0.05$) with a R^2 value of 0.723. This implies that an organization without a sexual harassment policy face challenges in handling sexual harassment cases and ends up inconsistently handling them. The finding on the second hypotheses shows that there is a significant impact of power and fear on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC). The analysis shows that there is a moderate level of interdependence between power and fear and sexual harassment ($\beta = .806$, $T = 15.678$, $P < 0.05$) with a R^2 value of 0.650. It means that power and fear has 65.0% variation on sexual harassment in an organization. The finding on the third hypotheses shows that there is a significant impact of socialization on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC). The analysis shows that there is a moderate level of interdependence between socialization and sexual harassment ($\beta = .854$, $T = 12.620$, $P < 0.05$) with a R^2 value of 0.729. It means that socialization has 72.9% variation on sexual harassment in an organization The finding on the fourth hypotheses shows that there is a significant impact of peer pressure on sexual harassment in Ibadan Electricity Distribution Company Plc (IBEDC). The analysis shows that there is a moderate level of interdependence between peer pressure and sexual harassment ($\beta = .789$, $T = 0.543$, $P < 0.05$) with a R^2 value of 0.613. It means that peer pressure has 62.3% variation on sexual harassment in an organization

Conclusions
From the findings of the study it is confirmed that sexual harassment is one of the most important issues that might negatively affect an organizational performance. Sexual harassment remains a serious problem in workplaces today. Employees are required to understand what sexual harassment constitutes and what the various types and forms of sexual harassment are that may occur. Harassing behaviours in organisations may result in loss of existing and potential customers, damage to the company's public image; increased organizational cost which includes legal cost and medical cost, increased employee turnover as well as a reduction in employee productivity. Sexual harassment weakens the dignity of both the victim and the perpetrator, and can act as a menace to occupational experience and welfare of employees especially women in the workplace.

It is also concluded that sexual harassment experience will cause victims to get psychological trauma and affect the individual's emotional and psychological well-being, sexual harassment results in power differentials and can differ in impact based on social categories to include gender, race, sexual orientation and organizational status, sexual harassment creates a toxic environment which is a resistance environment and diminishes growth of the company which allows or engages in these practices of sexual harassment and a well administered procedure in dealing with the sexual harassment issue in a company will be able to enhance the employee awareness on company effort in order to eradicate the matter.

Recommendations
Based on the findings of this study, it is therefore, recommended that
.   Management should issue a strong and specific policy prohibiting sexual harassment, especially a whistleblowing policy.
ii.   Management should develop a complaint procedure employees can follow.
iii.   Organizing training programs to educate employees and employers so as to understand what sexual harassment behaviour is and how to deal with it.
iv.   Proper investigation should be carried out on any reported case of sexual harassment.
v.   Nigerian Government should formulate better law to prohibit sexual harassment in work settings.
vi.   Creating a work atmosphere that encourages sexually harassed staff to come forward
vii.   Management should investigate and resolve complaints immediately, and taking disciplinary actions against harassers

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Assessment Of Public Perception Of Advertising And Gender Inequality In Makurdi Metropolis

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ABSTRACT

This study "Assessment of public perception of advertising and gender inequality in Makurdi metropolis", investigated the perception of advertising and gender inequality by the people in Makurdi Metropolis. The perception theory anchored the study. The survey research design was adopted with questionnaire used as the data collection instrument. Findings from this study revealed that that the people in Makurdi Metropolis are exposed to advertising messages through the following media on a regular basis: radio, television, newspapers, magazines, billboards/neon signs, car branding and posters/handbills. It also found that the public in Makurdi Metropolis perceive that there exists some form of demonstration of gender inequality in the advertisements they are exposed to and that the people in Makurdi Metropolis perceive the following as the ways in which gender inequality manifests in the advertisements they are exposed to: portray women as subordinates to men, portray men as super beings, place women as being in charge of home chores, depict women as sex objects for men and show that men are stronger and women weaker. Therefore the study recommended, among others, that advertisers should ensure that they package advertising messages that promoting equality of all gender categories will be fair and that regulatory agencies such as APCON and other related bodies should check the activities of advertisers and advertising agencies regularly to ensure that they deviate from the portrayal of gender inequality in the advertising messages they make available to the public.

Key words: Advertising, Perception, Gender, Inequality

Introduction

Gender inequality is an issue that has attracted global attention over the years hence the inclusion of the subject matter in the millennium development goals (MDGs). This inclusion is in a bid to make possible gender equality and empower women. Goal three of the MDGs states thus: *to promote gender equality and women empowerment*. The focus of MDG goal three shows that gender disparity has been an issue that always existed in favour of the men hence this MDG goal is aimed at ensuring women empowerment for equality of all genders.

One area of concern in the way and manner women are depicted in the media is in advertising messages transmitted. Ray (2008) noted that media do not address serious issues about exploitation and unequal treatment to women in different spheres but is keen in reporting sex-related incidents by way of sensationalizing news of atrocities on women. In a like manner, Alicat (2012) opined that: …in most ads it is the men that are overpowering the women. In many ads the women seem very helpless, wearing little cloths, and look up to the men as if they themselves are almost nothing. The reason why advertising companies do this is because advertisements speak to their audiences. Even though most women and people don't want to admit this, but we do live in a man's world and are used to it. That is why it is so easy to be able to publish all of these ads and how they are accepted in our society.

Two commercials are shared by Alicat (2012), which blatantly portray and encourage inequality between men and women. First, Molson Canadian's most recent commercial for Molson 67, a low-calorie beer. Here, Molson has created the term "guyet" to describe a male dieting, because apparently calling it what it really is, a *diet*, is too feminine. According to Molson (2014, p.23) women diet to be thin while men "guyet" to enjoy the things they love: beer, bacon, and burgers. What is even more interesting is not the obvious disparaging of all things deemed feminine, but the exaltation of all things deemed masculine. As Jezebel (2014) explains, when a man diets, he is mocked. When a woman drinks beer, eat burgers, or plays sports, they become more appealing under the male gaze (as long as they look sexy while they do it!). Jezebel (2014, p. 67) writes, "This is a layer of gender inequality above and beyond sexism…it's an androcentrism, the privileging of the masculine over the feminine" (Alicat, 2012).

The rationale for trivialization of women is expressed in Holtzman (1978, p.23) where he avers that: "In the Nigerian situation, a lot of historical, social research conducted, indicated that the women's place is in the home. Right from childhood, children (male and female) are taught to keep the roles associated with their sexes. For example, a boy cannot be taught how to cook in the kitchen except after his seem day education he may be interested in catering studies as a profession". Endorsing this viewpoint, Anyanwu

(2002) says that a content analysis of mainstream media in Nigeria reveals one dominant orientation. Women are largely seen and not heard. Their faces adorn newspapers. However, on important national and international issues, they fade out. Even when the news is about them, the story only gains real prominence if there is a male authority figure or newsmaker on the scene.

This goes to show that gender discrimination in advertisements and the media in general has often been in favour of the men folk. This subjective representation of women in the advertisements and the media industry across societies such as Nigeria is a major source of concern for many reasons. This may undermine the rights of women and may deny them equal opportunities of advancement and may further deny the Nigerian society the benefit of maximizing the full potentials and human resources of the women in national development process.

The foregoing discussion assumes that gender inequality manifests in advertising and media contents and usually in favour of men. The researcher is thus curious to unravel the correlation between advertising contents and gender inequality. The researcher shall focus specifically on finding out how advertising messages accessed by the people of Makurdi Metropolis has had effect on encouraging gender inequality.

Statement of the Problem

A repetitive use of notorious gender stereotypes (such as showing women only as careers of the family or as sexual objects) affects the public's perception of reality. The stereotypes are everywhere. They exist in the portrayal of glamorous women to promote cosmetics and beauty products or in stories of women as cares and homemakers, again often to sell household food and services (The International Federation of Journalists, 2009). According to Rebelgrrl (2013), what a wonderful (and very current) questions and issues, the researcher has observed and focus on the effects of the unrealistic, unachievable standard of beauty for women and girls presented by corporate mainstream media and how men are raised to fear "feminine" traits, while women are often celebrated for displaying some "masculine" characteristics. On the other hand, Alicat (2012) has observed that women, however, are not the only ones being targeted by corporate consumer media. Recently, several commercials have appeared on television which not only mock the feminine, but also mock men who may portray feminine characteristics.

The views expressed above show that advertising contents and media contents in general are perceived to exhibit some form of gender inequality in favour of men. What is however, not certain here is how the people in Makurdi Metropolis perceive advertising contents they are exposed to in relations to gender inequality. What then is the perception of advertising and gender inequality by the people in

Makurdi Metropolis is the problem this study investigates.

Objectives of the Study

i.   To find out the nature of exposure to advertising messages by the public in Makurdi Metropolis.

ii.   To find out the people's perception on the portrayal of gender inequality in advertisements they are exposed to.

Research Questions

i.   What is the nature of exposure to advertising messages by the public in Makurdi metropolis?

ii.   What are the people's perceptions on the portrayal of gender inequality in advertisements they are exposed to?

Conceptual Clarification

Advertising

Advertising can be said to be a form of communication for marketing and used to encourage or persuade an audience (viewers, readers or listeners; sometimes a specific group) to continue or take some new action. Most commonly, the desired result is to drive consumer behavior with respect to a commercial offering, although political and ideological advertising is also common. In Latin, ad vertere means "to turn the mind toward." The purpose of advertising may also be to reassure employees or shareholders that a company is viable or successful. According to Arens (2006) advertising messages are usually paid for by sponsors and viewed via various traditional media; including mass media such as newspaper, magazines, television commercial, radio advertisement, outdoor advertising or direct mail; or new media such as blogs, websites or text messages.

Corroborating Shimp (2000) avers that commercial advertisers often seek to generate increased consumption of their products or services through "branding," which involves associating a product name or image with certain qualities in the minds of consumers. Nwosu. and Nkamnbe (2006) adds that non-commercial advertisers who spend money to advertise items other than a consumer product or service include political parties, interest groups, religious organizations and governmental agencies. Nonprofit organizations may rely on free modes of persuasion, such as a public service announcement.

Advertising is widely regarded as both a social and economic force in all free enterprise systems the world over. This is due mainly to the fact that advertising is recognized as a persuasive information force in influencing and affecting the behavior of people in a society. Although advertising has grown from a state of crudity to the highest level of sophistication today, it has continued to utilize the same sets of methods, tools and techniques that have been in use overtime **(Preko 2012)**.

What has become an important decimal in the tremendous development of advertising practice is the fact that it has attracted a wide array of perspectives of exploration and exploitation all in attempt at understanding the meaning of this persuasive force. According to Dyer (1982:2), advertising simply means "drawing attention to something or notifying or informing somebody of something". Dyer's definition of advertising is rather narrow but Wright, Winter and Zeigler (1982:10) added that advertising is "…controlled, identifiable information and persuasion by means of mass communication". Both definitions tended here clearly lack depth especially when weighed against the practice of advertising as a promotional component.

That notwithstanding, Arens (2006) argue that advertising is usually paid for and usually persuasive in nature about products and services or ideas and there must also be an identified sponsor. Kazumi and Batra (2004) corroborated that fact when the duo stated that advertising is a powerful communication tool, visible and perhaps one of the veritable tools of marketing communications that helps to market products, ideas, images and services.

The seemingly endless stream of definitions concerning advertising all point to the importance of this marketing communication transmitted through the media". The definition of advertising by Bonce and Arens (1986) presents the idea of advertising as the non-personal communication of information usually paid for and usually persuasive in nature about products, services or ideas by an identified sponsor through the various media.

When the various definitions of the concept advertising are collapsed, it becomes possible to isolate salient points that set advertising apart from other marketing communication tools. The points are discernible in this manner:

1.   Non-personal
2.   Paid form of communication
3.   Done through the mass media
4.   Used for tangible and intangible goods, idea and another
        Communicable phenomena
5.   Involves persuasive communication
6.   With identified sponsor
7.   Targeted to pre-determined audience

It is just as well that these points should be explained for a proper appreciation of the salient points embedded in the advertising definition. Advertising messages are generally non-personal since they do not permit face-to-face communication with the customer. Advertising at this point is one-way in nature. In the second, it is understood that advertising comes at a cost-payment to creative persons, payment to the mass media and other miscellaneous costs. The mass media serve as vehicles through which

advertisements are carried. There are basically two kinds of media either print or electronic media. Both media present some kinds of advantages that the advertiser can harvest.

Gender

Gender is a range of physical, mental, and behavioral characteristics distinguishing between masculinity and femininity. Depending on the context, the term may refer to biological sex (i.e. the state of being male, female or intersex), social roles (as in gender roles), or gender identity. Sexologist John Money introduced the terminological distinction between biological sex and gender as a role in 1955. Before his work, it was uncommon to use the word "gender" to refer to anything but grammatical categories.

However, Money's meaning of the word did not become widespread until the 1970s, when feminist theory embraced the distinction between biological sex and the social construct of gender. Today, the distinction is strictly followed in some contexts, especially the social sciences and documents written by the World Health Organization (WHO). However, in most other contexts, even in some areas of social sciences, the meaning of gender has undergone a usage shift to include "sex" or even to replace the latter word. Although this gradual change in the meaning of gender can be traced to the 1980s, a small acceleration of the process in the scientific literature was observed when the Food and Drug Administration started to use "gender" instead of "sex" in 1993. "Gender" is now commonly used even to refer to the physiology of non-human animals, without any implication of social gender roles.

In the English literature, the 'trichotomy' between biological sex, psychological gender, and social sex role first appeared in a feminist paper on 'transsexualism' in 1978. Some cultures have specific gender-related social roles that can be considered distinct from male and female, such as the 'hijra' of India and Pakistan. In Nigerian and African societies, gender-related social roles are obvious in domestic chores, which are seen as a woman thing.

Gender Inequality

Gender inequality or disparity is an issue that has over the years dominated public discourse both at local, national and international fora. It is an issue that individuals, non-governmental organizations, mass media and governments at all levels have given a great deal of attention to. Many a people and groups have put forward what constitutes gender disparity. For Musami (2010), gender disparity or inequality could be equated to the violations of certain rights or privileges of persons because of their sex. She further states that it connotes the capacity to deny or deprive any person the essence of fair judgment, violation of the principle of sagacity by reason of arbitrary concession to the other sex. This means that gender disparity is the obvious or hidden bias, disproportion or imbalance due to sex. Put differently, it is the discrimination of whatever sort melted out against a particular person or group of persons based on their sexual category.

Gender differences had always existed in the history of mankind. This could be traced primarily to the same traits that are obviously innate (for example, reproductive organs) in the gender. In the early civilization, this gender difference was clearly depicted in their religious belief, culture, government administration and employment patterns. For instance, in the Ancient Greeks, their gods were classified as being either male gods like Zeus or female gods like Venus. While Zeus was regarded as the most powerful god having other gods under its domain, Venus and other female gods were linked to matters of fertility and productivity. In culture and administration and employment, gender disparity was also inherent. For instance, in the Ancient Roman Empire, females were never made "Cease" and neither were they member of the Senate. In Egypt, women were neither made the "Pharaoh" nor were they ever recruited in the army. Even in the Christian faith, there were contentions especially during the era of religious awakening about the role of women in ministry. They were not allowed to engage in public ministering as it is today.

Disparity based on gender takes place at different levels. Sen (2004), wrote on "Many Faces of Gender Inequality", where he notes that the afflicted world in which we live in is characterized by deeply unequal sharing of the burden of adversities between women and men and that it can take very many different forms. Gender inequality or disparity occurs in education, in the workplace where there is income disparities linked to job stratification and at home where there are gender roles in parenting and marriage. In the latter, it can be said that gender roles develop through internalization and identification during childhood. It also manifests in politics and other facets of life due largely or embedded in the over-bearing patriarchal system of existence.

Literature Review

Media Influence on Gender Inequality

In the Golden Age of technology, people come in contact with media constantly throughout their daily lives. Being perpetually bombarded with messages, the media has a powerful influence on their thoughts as individuals and as a global society. The messages sent out are in the interest of the large conglomerates that control them.

"Sexism is the subordination of one sex, usually female, based on the assumed superiority of another sex" (Kendall, 2004, p. 76). This oppression is usually shown as marginalizing and objectifying women so men can retain social power, privilege, and opportunity. Looking at the society, there is no doubt that oppression is present, predominantly committed by the cist-gendered white male. These men, who hold power, subsequently control the largest means of

communication i.e. the media. A perceptive look at television shows, children's toys, and advertisements reveals an underlying theme portrayed by those in power: women are believed to be less competent, preoccupied with trivialities, deceitful, and promiscuous (Grrls, 2013). The media also dictates how the ideal woman is supposed to look. Through digitally enhanced women in adverts, and the use of exceedingly thin actors, an unattainable mold of the ideal woman is manufactured, and for average women who do not fit into this mold, pressure is created for them to adjust their appearance accordingly (Holtzman, 1987).

This blatant control of women by the media is internalized by society thus perpetuated into further generations. Especially now when the average kid is plugged in for half their waking hours, what is relayed by the media must be analyzed by a precise critical eye. Sociology offers several theoretical levels of analysis to discuss potential causes and solutions to social problems such as this. According to Orbach, (2011) by cross-sectioning issues on gender inequality and issues in the media with these perspectives, the media's influence on sexism becomes tangible.

Conflict theory maintains that people are in a constant battle for power and resources. Looking at media's influence on gender inequality through this lens, the prevalence of continued gender bias is explained. Conflict theorists argue that a leading problem in the media is the convergence of ownership (Kendall, 2004). When a small group of people have control over publishing and broadcasting companies, the products of which will have partiality in favor of those groups. He further argued that gender inequality is a result from male control of production means and deliberate oppression of women through social institutions. They contend that men, as opposed to women, often hold positions of elite power (Kendall, 2004). Therefore, it is in the interest of elite men to portray women in the media in a marginalized manner in order to sustain societal control.

In mainstream media, stereotyping is a standard way of characterizing people. Leading women characters are often seen as overwhelmed by their responsibilities compared to their male counterparts. When female characters are in positions of power, they frequently engage in deceitful, irresponsible behavior (Kendall, 2004). In the recent show, "Breaking Bad", the leading female character involves herself in an adulterous affair. Even though her husband is a clandestine drug lord, he is doing it in the name of his family and his actions are glorified. Public reception of the wife is that she is cruel and immoral and the husband is a hero.

Children's toys also perpetuate gender stereotyping. When walking through a toy store, superhero action figures, chemistry sets, engineering sets, firefighting and police costumes are found in the boys' section. These toys are educational tools to enforce the mental and physical capabilities children possess. Toys that target girls are focused on physical appearance and keeping domestic proclivities, not necessarily mind challenging activities (Starr, 2012). This is seen through the myriad make-over kits, disproportionate Barbies, kitchen sets, and dolls that mock infancy.

When a product comes out with two versions, one for boys and one for girls, often the girl version is made less complicated and painted pink. This teaches children that boys are intellectually resourceful and society encourages them to further develop their thinking skills; whereas for girls, vanity is the main focus and not expected or encouraged to think critically. The patriarchal fight for control is instilled in society at a young age.

Symbolic Interactionists view society as the sum of the interactions of individuals and groups and tend to focus on social constructs (Kendall, 2004). The most recent theory for explaining the relationship between people and the media is called the *audience reactions approach*, which argues that people use their own cultural understandings to interpret the media (Kendall, 2004).

Female Models and Advertisement

Several researches carried out reveal the interesting facts about the portrayal of sex and gender. There are distortions and exaggerations in television advertisement particularly on women. In television advertisements, women are seen or portrayed as simple and nicer people, being more willing to share with others. The men and women are shown with different emphasis regarding their bodies. Men are more concerned with strength and success in performance while on the other hand women emphasize beauty, youth and romance (Aliede, 2005 and Anyacho, 2007)..

The depiction of female models in advertisement is a result of applying sex appeals to advertisement since they are often used to suggest sexual tendencies as well as adding a soft touch to the advertisement by posing as subordinates to men who reflect strength and successes. The basic human appeal of love and sex seems to be the most widely area explored to attract consumer's interest. Tim and Beverly (1976) corroborated that sex is used to advertise and sell almost everything. Merchants use the most powerful force in human nature to sell their products and today they have access to our minds in our homes via television.

Relatedly, Tim and Beverly (1976:53) also said that "advertising and entertainment industries seem to function under the philosophy that sex sells, they bombard us with it in advertising everything from tires to beer". Stapleton (1975) also agrees that in selling and advertising terms, the basic drive is to attract the opposite sex. Female models are viewed as the main vehicles used for depicting love, romance, and sex appeal. Stapleton (1975) further holds that advertisers portray women as sex objects, decorative

elements and eye-stoppers through the exploitation of their sexuality.

One then begins to wonder, what is the relationship between sex appeal and the advertised product? This therefore, brings the underlying fact that advertisements tend to stereotype women using their sexuality. As advertisement are used to capture the senses of the target audience, for it to be effective, it must capture attention and convey meaning. In order to enhance this, the message is tied to a topic that appeals to the audience. Therefore, the use of attractive female models, for example, sometime in the United States, in the 80s to be precise, "Black Velvet Whisky" was advertised where attractive slinky women were used to effectively capture the attention of viewers as well as convey meaning. It was reported that, sales increased from 150,000 cases to almost 2 million in a year.

Gender Inequality in Advertisements: A Call for Change

The portrayal of women in advertisements is a call for concern everywhere in the world. Studies conducted in this area shows that all point to the fact that women are often stereotypically depicted in advertisement despite their changing roles in the society today (Aliede, 2005, Anyacho, 2007 and Doghudje, 2010).

A typical advert portrays a woman in her domestic role as she is seen cooking for her family, tending to her children, washing and cleaning, using the right detergent for laundry, nursing a sick husband, in a romantic mood or atmosphere with her loved one, as a bride taking on advertised product (either a drink or tablet) to calm her nerves, the list is endless (Doghudje, 2010). This can be observed as the typical role-played by the woman. Television advertisements should not tend to reinforce traditional attitudes and roles as degrading, but should reflect the changing roles of the sexes because they bring about negative effects in imposing foreign cultures on different societies.

Advertisers should be more diverse in reflecting women's social and occupational roles than the ones portrayed. As this may not pose a bright future for a growing up girl who sees the woman in the traditional roles she plays in advertisements.

Since sexism is still prevalent in television advertisements, this poses a big threat to the society at large, as this results into wrong values, lack of respect for morals and human dignity. As entertainment, television adverts and Hollywood insist on breaking every moral code. It is simply becoming impossible to watch television in your home without having every moral value taught by parents/ guardians challenged. This is a sad story and society today sees it as normal or perhaps a new trend to modernity.

Advertisement practitioners should come up with better ideas to sell products. If a product is good, it would definitely sell, but not through the use of

scarcely dressed models or using nudity to attract the eye or more subtle suggestions. Africans are known to have respect for the body and this should be depicted in every aspect of life. Debased foreign trends which mar societal norms should be dropped and relegated to the background.

Theoretical Framework

This study is anchored on the perception theory

Perception Theory

This theory was propounded by Berelson and Steiner in 1964. The theory assumes that mass communication intends that the audience should pay attention to their messages, learn the content of the message and make appropriate changes in attitudes or beliefs, or produce the desired behavioural responses. The perception theory is of the view that the process of interpreting message tends to be complex and that these goals may be difficult to attain. Barelson and Steine (1964) cited in Anaeto (2008:66) state that "perception is the complex process by which people select, organise and integrate sensory stimulation into a meaningful and coherent picture of the world."

Bennett, Hoffman and Prakath (1989:3) state that "perception is notably active: it involves learning, updating perspective and interacting with the observed". Lahly (1991) cited in Anaeto et al (2008:67) defines perception "as the process by which we interpret sensory data which come to us through our five senses". Research has identified two types of influences on our perception: structural and functional. Structural influence on perception comes from the physical aspects of the stimuli to which we are being exposed. While functional influences are the psychological factors that influence perception, and therefore, introduces some subjectively into the process.

Selective perception is about the tendency for people's perception to be influenced by wants, needs, attitudes and other psychological factors. Selective perception tends to play an important role in communication of any sort. In this situation, the theory holds that different people can react to the same messages in different ways. No one can claim that a message will have the same meaning for all receivers.

This goes to shows that mass communication is not just a matter of hitting an intended target with an arrow and a communicator, thinking that he/she has accomplished its goal. The message sent out can reach the receiver, who is the target, and still fail to accomplish its purpose because it is subject to the interpretation of the receiver. Severin and Tankard (2000:73) are of the view that "the process of receiving and interpreting a message is referred to in communication models as decoding. The process involves perception or the taking in of stimuli through the senses and the subsequent processing of that information".

Comments have been made by Severin and Tankard (2000:80) that "three other processes which are similar to selective perception sometimes come into play in mass communication". These are selective exposure, selective attention and selective retention.

Selective exposure is the tendency for individual members of the audience to expose themselves to those messages that are in consonance with their existing attitudes and to avoid those that are not. The notion of selective exposure stems from Festinger's (1959) theory of cognitive dissonance which tends to suggest that one way to reduce dissonance after having made a decision is to seek out information that is in consonance with the decision already taken.

Selective attention has to do with the tendency for individual members of the audience to pay attention to those areas of a message that are in agreement with strongly held attitudes, beliefs or behaviours and they try to avoid those sections of messages that go contrary to the strongly held attitudes, beliefs or behaviours.

Selective retention is the tendency for the recall of information to be influence by want, needs, attitudes and other psychological factors. Thus, the selective processes can be thought of as four rings of denseness, with selective exposure as the outmost reign, followed by selective attention, and finally selective retention.

According to Anaeto (2008), undesired information can sometimes be headed off at the outmost ring. If a person expects a mix of information in a message, he or she can pay selective attention to only parts of the messages that are agreeable. If this fails, the person can then exercise selective perception in decoding the message. If this also fails, the person can then exercise selective retention by simply failing to retain the contrary information.

The manner in which the people perceive marketing communications messages such as advertising for the sale of goods and services may go a long way in influencing the gender inequality. This shows the relevance of this theory to the discourse.

Research Design

In carrying out this study, the researcher adopted the survey research method. Survey researchers study people's behaviours, attitudes, opinions and their feelings as well as social phenomenon. This research also examines and assesses the demographic and psychographic composition of the people.

Population of the Study

The population of this study in this research work comprised all the listeners of Radio Benue in Makurdi. Figuratively, the population of the Makurdi based on the 2006 National Population Census is 300,377 people (Federal Republic of Nigeria official Gazettee, 2009, p.24).

Sampling Techniques and Procedure

The mixed sampling techniques of stratified sampling technique, random sampling technique, systematic technique as well as the purposive sampling technique were adopted and use for this study.

The researcher first used the stratified sampling technique to divide Makurdi LGA according to council wards which include; Walomayo, Fiidi, Baa, Ankpa Wadata, Modern market, Central South Mission, Agan, North Bank 1, North Bank 2, Market Clerk Mission and Mbalagh. The use of stratified sampling technique was to enable the researcher segment the population for the sake of manageability and ease.

First, we use sample random sampling techniques to select four council wards in Makurdi. The manner in which the selection was done was the names of the council wards were written on separate pieces of paper, squeezed, dropped into a small basket, shuffled very thoroughly and a research assistant was asked to pick one squeezed piece of paper from the basket. The selection was done by a research assistant who was asked to pick from the squeezed pieces of papers and the ones he picked reflected the names of four council wards which are; Walomayo ward, Ankpa Wadata, North Bank 1 and North Bank 2.

The next stage was the selection of respondents from each of the four council wards selected above. Here purposive sampling technique was sued to select 96 respondents from each of the selected council wards making 385 respondents. The purposive sampling technique was preferable in the selection of respondents because it did not require one to know the name or names of individual elements.

The respondents were further served with questionnaire using purposive sampling which is an improvement over the sample random sampling; it requires the complete information about the population especially on those on contact at the time of administration. Two hundred and forty questionnaires were administered at the end of the exercise. The purposive sampling was employed for the convenience and ease of accessibility of members or sub-group to use, the ease of administering questionnaire to persons literate enough to understand the topic under study and who also use the brands.

Table 1: Media of Exposure to Advertisements

Response Option	Frequency	Percentage (%)
Radio		
Television		
Newspapers		
Magazines		
Billboards/neon signs		
Car branding		
Posters/handbills		
All of the above	**288**	**100**
Others		-
Total	**288**	100

Source: Field Survey, 2020

Table 1 is concerned with data that reveal the media through which respondents are exposed to advertising messages. it is revealed in the table that all the 288 (100%) respondents that were sampled have unanimously agreed that they are exposed to advertising messages on radio, television, newspapers, magazines, billboards/neon signs, car branding and posters/handbills. This implies that the public is greatly exposed to advertising messages from different media outlets.

Table 2: The Perceived Nature of Portrayal of Gender Inequality in Advertisements

Response Option	Frequency	Percentage (%)
Portray women as subordinates to me	-	
Portray men as super beings	-	
Place women as being in charge of home chores	-	
Depict women as sex objects for men	-	
Show that men are stronger and women weaker	-	
All of the above	288	100
Total	**288**	100

Source: Field Survey, 2020

Table 2 has to do with data on the perceived nature of portrayal of gender inequality in advertisements. Data contained therein have revealed that all the 288 (100%) respondents that were sampled agreed on the following as the ways they perceive gender inequality to be portrayed in advertisements: Portray women as subordinates to men, Portray men as super beings, Place women as being in charge of home chores, Depict women as sex objects for men and Show that men are stronger and women weaker. This implies that the perceived nature of portrayal of gender inequality in advertisements shows clearly that men are placed above the women.

Discussion of Findings

Table 1, is concerned with data that reveal the media through which respondents are exposed to advertising messages. It is revealed in the table that all the respondents that were sampled unanimously agreed that they are exposed to advertising messages on radio, television, newspapers, magazines, billboards/neon signs, car branding and posters/handbills.

It is also discovered in this study that the public in Makurdi Metropolis perceive that there exists some form of demonstration of gender inequality in the advertisements they are exposed to. The table had to do with data that determined whether those advertisements respondents are exposed to depict any form of gender inequality. The data showed that all the respondents sampled in this study agreed that there is a depiction of gender inequality in the advertisements they are exposed to. This is supported by Myers (1999),who aver that advertising is only one of the many forces that influence sales. The other forces include price, distribution, the sale force, packaging, product features, competitive actions, changing buyer needs and taste.

Findings from this study revealed that the people in Makurdi Metropolis are exposed to advertising messages through the following media on a regular basis: radio, television, newspapers, magazines, billboards/neon signs, car branding and posters/handbills. This is based on data contained Table 2. Table 2 had to do with the frequency to which the sampled respondents are exposed to advertisements. The perception theory is of the view that the process of interpreting message tends to be complex and that these goals may be difficult to attain. Barelson and Steine (1964) cited in Anaeto (2008:66) state that perception is the complex process by which people select, organise and integrate sensory stimulation into a meaningful and coherent picture of the world."

It is further indicated in this study that the people in Makurdi Metropolis perceived the following as the ways in which gender inequality manifests in the advertisements they are exposed to: Portray women as subordinates to men, portray men as super beings, place women as being in charge of home chores, depict women as sex objects for men and show that men are stronger and women weaker and that the extent to which they perceive gender inequality to exist in advertisements is average. Data contained therein revealed that all the respondents that were sampled agreed on the following as the ways they perceive gender inequality to be portrayed in advertisements: Portray women as subordinates to men, portray men as super beings, place women as being in charge of home chores, depict women as sex objects for men and show that men are stronger and women weaker. This is supported by the notion of selective exposure which stems from Festinger's (1959) theory of cognitive dissonance which tends to suggest that one way to reduce dissonance after having made a decision is to seek out information that is in consonance with the decision already taken.

Conclusion

Based on the data gather and presented in this study, the researcher concluded that the public in Makurdi Metropolis are exposed to advertising messages through the radio, television, newspapers, magazines, billboards/neon signs, car branding and posters/handbills. Again it is concluded that there exists some form of demonstration of gender inequality in the advertisements they are exposed to.

Recommendations

This study has the following recommendations:

i.   Advertisers should ensure that they package advertising messages that promote equality of all gender categories.

ii.   Regulatory agencies such as APCON and other related bodies should check the activities of advertisers and advertising agencies regularly to ensure that they deviate from the portrayal of gender inequality in the advertising messages they make available to the public.

iii. The media, on their part, should make it as a policy to restrict the placement of advertising messages on their media outfits that are perceived to portray gender inequality.

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Small Scale Enterprises and Strategic Marketing Planning: A Study of Selected SME's in Warri Metropolis

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ABSTRACT

This work considered Small Scale Enterprises and Strategic Marketing Planning: A Study of Selected SME's in Warri Metropolis. 30 SMEs was studied. The survey design was used as questionnaire was used to elicit requisite primary data from the respondents. 309 respondents were drawn from various small and medium scale businesses in Warri Metropolis. The hypotheses were tested using analysis of variance and multiple regressions at 0.05 level of significance using SPSS version 21.It was revealed that adoption of strategic marketing planning is influenced by strategic leadership, organizational factors as well as resource factors. It was also revealed that employee participation in strategic marketing planning significantly influences the performance of small and medium organization under study. Based on the findings, the following recommendations were made: For proper adoption of strategic marketing planning, business organizations should ensure that competent or trained hands are employed in the marketing department. Secondly, financial resources should be set aside for implementation of strategic marketing plan. It was also recommended among other things that communication of plans be taken seriously as it plays a significant role in ensuring that strategic marketing plan is adopted.

Keywords: Strategic Marketing planning, employee participation, adoption, competitiveness, implementation.

Introduction

The strategic thinking pattern of business organizations, especially small and medium scale enterprises determine significantly the success or otherwise of contemporary business establishments. Small and medium scale business businesses operates within the economic environment characterized by dynamism, volatility and competitive markets that may seriously threaten their survival and existence (O.Reganand Ghobadian 2004;Hernandez, Dewhurtst ,Pritchard and Barber, 2004). In Nigeria, the operating environmental influences for SMEs are constantly changing in the face of volatile economic, political and cultural environment, coupled competition which is constantly present in the market. For SMEs to survive the storm of such volatile and competitive market, Dansoh (2005), is of the view that SMEs need to engage in strategic marketing planning process as this would enable them overcome inherent competition in the market. Evidence from literature indicate that stable environment appears to require less planning activity whereas unstable and competitive environment requires robust planning capacity and competitiveness, as well as greater planning flexibility .Studies have shown that small businesses can use planning as a tool to avert the unpredictable business environment in order to ensure their growth, development as well as survival (Kraus, Harms, Schwarz, 2006; Tajuddin and Ahmand, 2013). The importance for strategic marketing thinking is of a greater significance in upcoming economies like Nigeria and other African countries where business environmental operation is unpredictable, business circles change and competition is increasing. In this regard, Teerantansirikool, Siengthai, Bardir and Charoenngam (2013) argued that strategic marketing planning enables SMEs to be futuristic and proactive in order to be able to cope with these circumstances.

An organization's strategic marketing planning is its general plan that management uses to position the business for success in the chosen target market, competes effectively, maximize customer's satisfaction and deliver superior value of all its stakeholders over a period of time. It is thus for established business desirous of growth. It helps build your competitive advantage, communicates your chosen strategy to your associates or employees. The chief motive of strategic marketing planning process is to ensure that the chosen course of a direction of a business is well thought out, sound and appropriate. In view of this, SMEs often implement strategic marketing planning to improve organizational performance. But this decision is based on assumption made by business owners and scholars alike. This assumption is derived from the logic that strategic marketing planning will help unify organizations around a clear mission and goals, which will result in improved organizational performance. (Boyne and Gould-Williams,2003).

However, some organizations that implement strategic marketing as well as planning may never gain the benefit, including the promise of more efficient performance, because they have half-heartedly involved in the practice or lack the requisite resource (Bryson,2004).Thus unless business organizations invest in strategic marketing planning processes, their expectation may never come to fruition.

Arising from above, it is evident that there is a strong argument from the literature that SMEs need to be committed to strategic marketing planning if they are to maintain their position as key economic players. Advocates and proponents of strategic marketing planning by SMEs believe that it buffers SMEs from highly unstable business environment characterized by the heightened pace of technological change, incessant government regulations, unpredictable business cycles, increasing competition, and inflationary pressures, which reduce their capital. However, while strategic marketing planning research in large organizations has been studied extensively, little attention has been paid to strategic marketing planning of SMEs, (O'Regan, 2004). Teeratanririkool siengthai,Badir,and Charoenngam(2013) posit that strategic marketing planning exercise has plans that are unstructured, less comprehensive and sporadic. There is little evidence of research investigations that tend to analyze strategic marketing planning within the ambit of small business researches and investigations (French,2009). Furthermore, Sum,Jukow,(2004) are of the opinion that irrespective of huge recognition of the importance and contributions of SMEs research on these businesses remain scarce especially within the small business circles.

Existing studies indicate that SMEs sector are deeply committed to strategic planning show greater signs of better performance all things being equal.

Objectives of Study

The main objective is this study is to ascertain factors that affect the adoption strategic marketing planning by SME's in Warri.
Specific objectives include:
1. To ascertain if small and medium scale enterprises in Warri Metropolis are adopt strategic marketing planning.
2. To ascertain the extent to which employee participation in strategic marketing planning

influence SME's performance in Warri.

3. To ascertain the extent to which competiveness influence the performance of SME's in Warri.

4. To ascertain the extent to which implementation incentives influence performance of SME's in Warri Metropolis

Research Hypotheses
The research hypotheses are as follows:

1.   H1: SME's in Warri metropolis adopt of strategic marketing planning .

2.   H1: Employee participation in strategic marketing planning influence SME's performance in Warri.

3.   H1: Competiveness influences the performance of SME's in Warri Metropolis.

4   H1: Implementation incentives during strategic planning influences SME' performance.

Review of Literature
The term strategic is derived from word strategy. According to Baleman and Snell (1999), a strategy is a pattern of actions, programs and resources allocation intended to achieve specific goals of the organization.

Conceptual Review
Strategic Marketing Planning: Nature and Meaning
Zandt, Sulaiman, AI Amtiyat and Naysary (2013) describe strategic marketing planning as a process of setting objectives, analyzing the situation, developing concepts to deal with the situation, as well as achieving and implementing those marketing objectives. Raczynski (2008) states that strategic marketing planning is about looking at where an organization wants to go in the future and putting together the resources, assets and the personnel to get there. In addition to analyzing where the organization wishes to be in the future, strategic marketing planning involves determining what outside forces may influence that vision. These include the actions of competitors, technological breakthroughs and threats from changes in the world environment (Racynski, 2008). To Shah (2013), the aim of strategic marketing planning is to enable a business to gain a sustainable edge over its competitions.

Several theorists have argued for the need of strategic marketing planning (Mitchelmore and Rowley, 2013; Shah, 2013).
A major claim of such arguments is that strategic marketing planning creates a viable link between an organization's objectives, goals and resources. Perez, Verdu-Jover and Benitez-Amado (2013) believe that strategic marketing creates a functional framework, which allows an organization to enjoy competitive

advantages and improved performance. The word strategic marketing planning is a compound word that contains two separate word "strategy" and planning". It is important to look at the meaning of each work closely in order to have a broad view of the subject under review.

The Concept of Strategy.
The word strategy emanates from a Greek work *start egos,* which can be interpreted as generalship. Literally, the word "strategy" implies the act of generalship. In business, strategy can mean different things to different people. It is used to mean a number of things. A strategy could be;

A set of decision rules making a pattern or creating a common trend:

- ✍ The pattern or common trend related to the organizations activities which are obtained from the policies and objectives.
- ✍ Concerned with the resources necessary for implementing a plan.
- ✍ A strategy can as well be described as a means to achieve a set of objectives.

What is Strategic Marketing?
The competition in every market in our contemporary market place is rapidly getting intense. This is why it has become imperative to be forward looking in our volatile marketing environment. This volatility and acute competition that has taken over the market is a part of the reasons why modern business organizations should imbibe the culture of strategic marketing thinking in order to remain competitive in their business operations.
According to Agbonifoh, Ogwo, Nnolim and Nkamkebe (2007), strategic marketing represents that process which organization employ to monitor and analyze environmental variables with a view to identifying markets that would sustain the organization. In the words of Craven (2000), strategic marketing is defined as the process of strategically analyzing environmental competitive, and business factors affecting business units and forecasting future trends in business areas of interest to the enterprise. From the above definitions, we can infer that strategic marketing is way a firm effectively differentiates itself from its competitors by capitalizing on its strength (both current and potential) to provide consistently better value to customers than its competitors.

2.6 Strategy Adoption and Implementation.
Strategy implementation can be described as the process of allocating lean resources to aid given strategies. It is imperative to carry out this exercise with caution. Barnat (2005) argues that

implementation of a strategy involves the application of the management process to obtain the desired results. Particularly, strategy implementation includes designing the organization's structure, allocating resources, developing information and decision-making processes, and managing human resources, including such areas as the reward system, approaches to leadership, and staffing. Barnat (2005) therefore concludes that, the implementation activities are in fact related closely to one another and decisions about each are usually made simultaneously. According to Higgins (1985), the various management functions such as planning, organizing, controlling, motivating, communicating leading, directing, etc are applied to a certain extent in the implementation process. Pierce and Robinson (1996), in their opinion, are of the view that for a good control of an organization's resources, organizational structure, leadership styles information systems, rewards budgeting, and control systems are prerequisite for effective implementation.

2.7 Resources
Good management of organizations resources plays a critical role in the effective implantation of strategy. This is a strategic leadership action and probably the most important. Strategic management is concerned with the aligning the internal resources of an organization to the opportunities in the external environment so as to achieve the strategic intent of the organization. In the words of Barney and Hersterly (2006), the internal resources of an enterprise include financial needs (i.e the financial requirements necessary for execution of plans) human resource, physical assets, and other organizational resources which include the characteristics of groups of individuals, the corporate planning, controls, culture structure, and informal relationships among groups in the organization.

2.8 Strategic Leadership
Strategic leadership refers to a leaders ability to predict, envision, maintain a given level of flexibility, as well as empowering others to come about strategic change in an enterprise (Hitt *et al* 2007). It should be noted that strategic leadership is multipronged, which involves managing via others and assists in the processes required to ensure that organizational goals are accomplished in the face of current global complexities. Strategic leadership actions include determining the strategic direction of the organization, establishing organizational controls, effective management of the organizations resources, sustaining an effective organizational culture and emphasizing ethical practice. These actions are crucial in implementation of strategy and leaders who practice them are bound to have a good

implementation of their strategy which results in improved performance.

2.9 Organizational Factors
According to Kaplan and Norton (2001), organizational culture reflects the predominant attitudes and behaviours that characterize the functioning of a group or organization. Organizational culture can be described as a set of important assumptions that members of an enterprise share in common (Pearce and Robinson, 2005). The beliefs and practices that become embedded in the culture of the organization can originate from an influential individual, work group or department in the organization. In the context of strategy implementation, organizational culture refers to an „awareness and internalization of the shared vision, mission and values needed to execute strategy".
Organizational culture is widely accepted as a driver to effective strategy implementation. It can be a source of competitive advantage for an organization as it influences the way an organization conducts its business, regulates and influences the behavior of employees. The key to effective implementation of strategy is to align the values and related behaviors of employees at all levels of the organization with the strategic direction. This is done only when the strategic direction has been determined and the organizational resources have been established

Theoretical Review
Sorooshian and Norzima mode
Sorooshian and Norzima (2010) examined the structural relationships between strategy implementation and performance within the small and medium manufacturing firms in Malaysia. They identified three fundamental factors in strategy implementation namely the structure, leadership style and resources. Sorooshian et al. (2010) then came up with a structural equation model on the relationship among drivers of strategy implementation and organization performance and also sensitivity analysis on the drivers. The main focus of this research is in private sector and small as well as medium manufacturing firms in particular. Sorooshian et al. (2010) did not include organizational culture as one of the fundamental factors in the strategy implementation process. The conceptual framework in this study is made up of the independent variables (factors) which affect the dependent variable (adoption of strategic planning). The independent variables are resources, organizational factors and strategic leadership. There are two intervening variables that were expected to indirectly affect adoption of strategic planning by SMEs. These intervening variables include political factors and community support.

Independent variables   Dependent variables
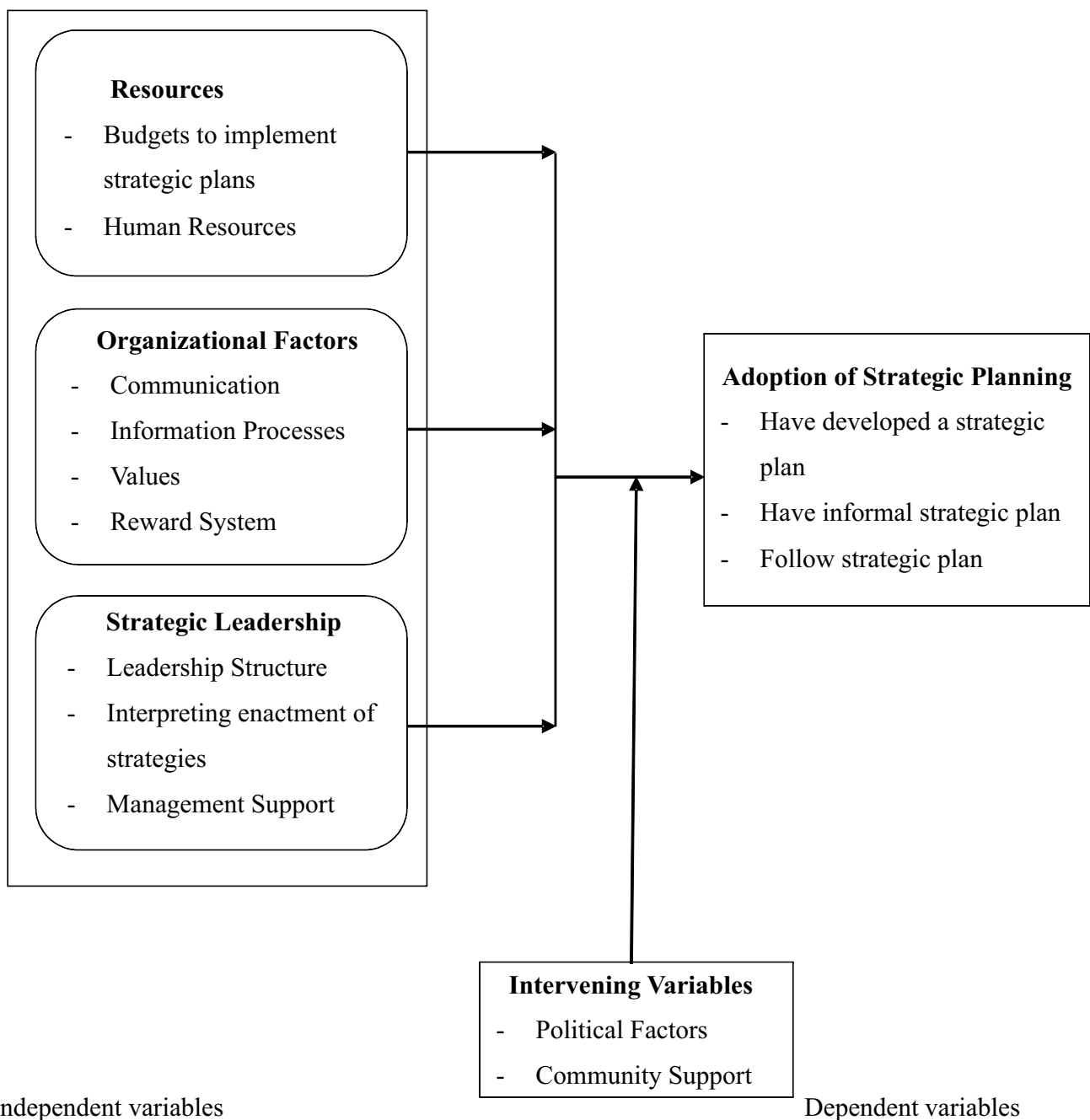
Sorooshian and Norzima model.

Empirical Review
Gibson and Cassar (2002) conducted a longitudinal survey involving 3554 SMEs with less than 200 employees in Australia. They found that more than 30% of the enterprises apply documented planning, however only 50% of those on an annual basis. Bigger companies plan more than smaller ones. The higher the level of education, the more likely planning is. The higher the number of years of professional experience, the lower the probability to plan. Leitner (2001) did a study comprising of 100 SMEs with 50-500 employees across three sectors namely wood/furniture, chemicals/synthetic and metal/machinery. A personal interview with questionnaires method was employed. The study established that most SMEs frequently apply SWOT analysis (55%), while those who applied portfolio techniques and product cycle analysis were less than

20%. None of the examined SMEs used core competency planning while 88% develop strategies due to experience, 31% due to intuition and 62% of the enterprises had a written corporate policy.

The study by Okumus (2001) is in line with this current study in regard to emphasizing contextual variables. However, his study concentrates on large business organizations and therefore ignores the SMEs and also assumes that a proper implementation framework will result to better organizational performance. Sakyi and Bawole (2009) did a study on challenges in implementing code of conduct within the public sector in Anglophone West African countries. They used perspectives from public managers to report on barriers to the implementation of code of conduct in the public sector. They adopted a qualitative research strategy using focused group interviews for 35 serving senior, middle and junior level managers drawn from Ghana (8), Nigeria (9), Gambia (7), Liberia (6) and Sierra Leone (5). Sakyi and Bawole (2009) found that all the countries were making frantic efforts at improving the ethical conduct of public sector managers through the introduction of various reforms measures including code of conduct as key components. However, the practical application of the code of conduct in public administration was found to be limited. The reasons given for this included deficiencies in code implementation, lack of exemplary leadership, ineffective reward and punishment system and unsupportive public service organizational culture. Sakyi and Bawole (2009) are of the view that remedial actions such as establishing good and strong leadership, diligent application of a reward system that will be of good benefit to the organizational culture.

Similarly, Chiou (2011), sought to establish the factors that will enhance the governments administrative effectiveness and how to improve organizational performance in Taiwan. Chiou found that some factors that enhance government's administrative efficiency include organizational structure, management mechanism, resources and ability as well as partnerships. Chiou also found that some factors that will enhance organization performance include compatibility, complementarity, collaboration, knowledge sharing, information technology, and effective governance. Chiou (2011) does not however explain the extent to which each of the factors affects adoption of strategic marketing planning. In addition, Chiou (2011) does not cover the critical managerial actions of strategic leadership, and organizational culture. Equally, this study was conducted in Taiwan which has a different context from that of Nigeria.

Research Methodology
The descriptive survey research design will be adopted for this study. This will enable the researchers to generate data for the study and for the test of hypotheses.

Population of the Study
The population of study of this research comprises of all Permanent employees (i.e the total Staff Strength of the Thirty (30) SMEs in Warri Metropolis.

Sample Size Determination
In order to ascertain the sample size, Taro Yamane formula will be used because there is a known population.

Taro Yamane formula is given by:

$$\text{Taro Yamane} = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1350}{1 + 1350(0.05)^2}$$

$$n = \frac{1350}{1 + 3.375}$$

$$n = \frac{1350}{4.375}$$

$$= 309 \text{ respondents}$$

Therefore, 309 becomes the sample size.

Sampling Procedure

A stratified (Random) sample was used in this study. Using this method, stratification of the employees was strictly based on their positions in the organizational hierarchy: top, middle and lower levels of management respectively; including workers in junior positions.

Tools for Data Analysis
For the purpose of analysis of data and interpretation, the researcher used SPSS version 20.

Validity and Reliability of the Research Instruments
Instrument validity is the extent to which a measuring scale measures what it purports to measure. Thus, in the design of the questionnaire by the researcher, steps were taken to ensure that the questionnaire elicits the intended responses.

Reliability of the instrument simply means the idea that another researcher would obtain the same findings if the study were repeated. In other words,

reliability is the degree to which the instruments are error free and thus yields consistent results. Cronbach Alpha will be used to ascertain the reliability of the instrument being employed. SPSS version 20 was used.

The Cronbach Alpha values for each of the total scores are; Total Adoption scores (0.975), Total Employment participation scores (0.978), Total Competitiveness scores (0.962) and Total Implementation incentives scores (0.963).

Considering the inter-item correlation matrix, the items are strongly positively correlated, this shows that all the total scores are measuring the same underlying characteristics .All the total scores has values greater than 3 . It also indicates that the scores are not measuring something different from the scale as a whole. The overall Cronbach's Alpha value is 0.996 which is greater than the acceptable value of 0.7. This suggests very good internal consistency reliability for the scale within this sample.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990[a]	.980	.980	.94030

a. Predictors: (Constant), Total Implementation Incentives, Total Employment Participation

Variables, Total Competeivness variable

b. Dependent Variable: Total Adoption Variable

Test of hypothesis
To test the hypotheses, the researcher used regression and correlation using statistical packages for social sciences version 20 to analyze the data.

1. **H1:** SMEs are involved in Strategic Marketing Planning

From the output of regression analysis, Employee participation, Competeivness and Implementation incentives explains how much of variance in the adoption of strategic marketing planning by SME's. It implies that SME's engage in 98% in strategic marketing planning. The model as a whole is significant at $(F_{(3,296)}=4929.744)$, $p <0.005$. We therefore conclude that SMEs are significantly involved in strategic marketing panning.

2. **H1:** Employee participation in Strategic marketing planning influences the performance of SME's under study

The total employee participation variable explains 50.5% variance in the total adoption variables which is a predictor of SMEs business performance. From the correlation table, Pearson product moment correlation shows a strong positive correlation r =.986, n=300 and p<.0.005, with high levels of adoption of strategic marketing planning by SME's associated with higher levels of employment participation .

3. **H1:** Competitiveness influences SME's business performance

The total employee competeivness variable explains 16.6% variance in the total adoption variables which is a predictor of SMEs business performance. Also, from the correlation table, Pearson product moment correlation shows a strong positive correlation r =.981, n=300 and p<.0.005, with high levels of adoption of SMP by SME's associated with higher levels of competitiveness. Therefore, we accept the H1 that competitiveness significantly influences the performance of SME's under study.

4. **H1:** Implementation incentives during Strategic marketing planning process influences the SME's under study.

The total Implementation Incentives variable explains 32.4% variance in the total adoption variables which is a predictor of SMEs business performance. From the correlation table, Pearson product moment correlation shows a strong positive correlation r =.984, n=300 and p<.0.005, with high levels of adoption of strategic marketing planning by SME's associated with higher levels of implementation incentives. Therefore, we accept the H1 that Implementation incentives during Strategic marketing planning process significantly influences the Small and Medium Scale Enterprises positively.

Summary of Findings

This work analyzed strategic marketing planning and productivity in organizations. A study of selected SMES in South-South region of Nigeria, and found out many small and medium scale enterprises are involved in strategic marketing planning which positively influence the performance of SMES . Furthermore, mediating role of employee participation and implementation incentives on the effectiveness of strategic marketing planning is notably robust and positively influence SMES business performance .In addition, the study equally observes that strategic marketing planning positively influences the competitiveness of the SMES.

Thus, this study submits that the practitioners, SMES-owners and their managers can successfully improve their business performance by exploiting their employee participation and strategy implementation incentives. Business performance is expected to generate more revenue for the SMES and, hence , their profitability and survival in Nigeria's challenging economic circumstances .

Discussion of Findings

The findings of this study were quite revealing and instructive. Contrary to general perception, the study revealed that many small and medium scale enterprises are involved in strategic marketing planning, and a great percentage of business which engage in strategic marketing planning seem to do better than organizations who do not adopt it. This is in line with the findings Ketokiri and Constance, (2004), and Delma and Share (2003).

Again, the study revealed that there is a strong positive correlation between adoption of strategies marketing planning and competiveness of business organizations. This is supported by test of hypothesis two.

The study also revealed that implementation incentives positively influence the performance of members of staff during the process of strategic marketing planning process. This is in line with the finding of Mcliquham (2010), Baker and Prolick (2003) and Ketokiri and Constance (2004).

Recommendations

Arising from findings above, we make the following recommendations:

1. All members of staff of business organizations should be involved in the process of strategic marketing planning because it tends to boost their productivity which ultimately increases business performance.

2. Small and medium scale businesses should not shy away from SMP and attendant competitiveness since it creates a healthy environment that increases performance.

3. The implementation of strategic marketing planning should not be left in the hands of top management alone. Lower members of staff should be involved during the process of implementation as it influences their performance positively.

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Relationship Between Organizational Justice And Employees Performance

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ABSTRACT

The study examined the effect of organizational justice on employees' performance in selected Banks in Asaba. Survey research design was adopted. The collected data were analyzed using multiple regression analysis to test the hypotheses. The population consists of 450 staff selected from 11 Bank in Asaba, the sample size for the study was 202. Data were analyzed using multiple regression and the finding shows that positive relationship exist between distributive justice and employees' performance, procedural justice and employees' performance and, interactive justice and employees' performance. The study concludes that fair treatment in workplaces leads to considerable performance among relative employees given also the environmental context of Nigeria where tireless effort are being made by managements of banks to get the best out of their employees; each aiming to have an advantage over competitors in the financial institutions. The study recommends that Bank executives should openly describe the fair procedures they are using and explain decisions thoroughly in a manner demonstrating dignity and respect using unbiased and accurate information, management should adhere to adjusting and dividing employees work volume in these banks as stress can also be a threat to performance.

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Employee's performance, Task performance and Contextual performance.

Introduction

It is interesting to come to terms with various behaviours exhibited at various levels especially in an organisation. Many deductive reasoning has been brought to limelight through this process.

Relative behaviours in workplaces could take two forms; first, an action and secondly a counter-action or a reaction. Several years researchers have made various attempts at studying workplace interplay of relationship within and among organisational workers with considerable success. Various thoughts, ideas, principles, approaches and methods have been employed as well.

Organisational justice, politics, commitment, performance and workplace spirituality constitute some topical behaviours exhibited in various organisational management. Among all these concepts, the place of justice in workplace cannot be overemphasized as its perceptions is highly sensed by workers in the organisation and it could go a long way to determining their reaction and attitude cultivated to work in the organisation.

According to Elamin and Alomain, (2011) asserted that there is an increasing concern on organizational justice and its effect on organizational outcomes such as performance outcomes and in depth understanding on organizational justice and human behaviours (Hartman, Yrle and Galle, 1999) are vital. On the other hand, injustice dissolve bonding within the organization community and it is hurtful to individual and harmful to organizations. The more individuals are concerned about the organization, the more distressed they become when been treated unfairly. In the words of Baldwin, (2006) organizational justice can be seen as organizational members' specific awareness of the moral appropriateness in which means they are treated allowing them to work effectively. It is therefore a means whereby employees discern procedures in their working environment, reciprocal action and results of being fair

The concept of organizational justice in relation to employees' performance is one that has received diverse attention from many researchers. While significantimprovementmade thus far in the field, one cannot particularly say which form of organizational justice (distributive, procedural and interactional) best describes employees' performance.

Rather than generalize, this research seek to establish the extent which each organizational justice variable affects employees' performance among selected banks in Asaba, Delta state. In the course of this research, special attention will be placed on the relationship between organisational justice and employee's performance taking into cognisance: organisational justice; who determines justice? Type and implications, its role and contributions made in an organization, causes and effects on employees' performance in selected banks in Asaba. All the interplay within and among this two concepts shall be the objective of this research. Also, this study asks questions like: What relationship exists between distributive justice and employees' performance? How procedural justice does relates to employees' performance? And, what form of influence has interactive justice on employees' performance.

Research Hypotheses

The hypothesis for the study is as follows:

i.   There is no significant relationship between distributive justice and employees' performance.

ii.   There is no significant relationship between procedural justice and employees' performance.

iii.   There is no significant relationship between interactional justice and employees' performance.

REVIEW of RELATED LITERATURE
Conceptual issues
 Organisational Justice

Justice and its execution can be placed as one among the basic and instinctive essentials of human beings that its existence provides the ground for more progress and progress of human societies.

Given that the organization is a social system life and permanence of each system depends on a strong link among its constituting elements. This link is affected by degree of observing justice in that system. Evaluation of individuals' responses regarding what they obtain from work in the organization against what they give to it has been the subject of many social researches in the field of justice (Afjeh, 2007).

Two researchers believe that organizational justice is individuals' perception from fair or unfair behaviour of the organization with them (Folger and Cropanzano, 1998). Perception of unfair behaviour

of the organization to individual decreases mentality, movement, affects turnover and even in some causes opposition and encountering with the organization (as cited in Mehrabi, Javadi, Charmian, Zadeh, &Tanhaei, 2012).

Robbins (2005) asserted that justice is an ethical decision criteria and it imposes and enforces rules fairly and impartially in order to have an equitable distribution of benefits and costs. Organizational justice anticipates employees' perception of fairness in the workplace. Fairness perceptions have received much attention due to its relations on individual and organizational outcomes. According to Coetzee (2004), organisational justice refers to the decisions organisations make, the procedures they use in making decision and the interpersonal treatment Various scholars have described organizational justice as a multi-dimensional construct with three distinct dimensions; distributive justice, procedural justice, and interactional justice (Cohen-Charash and Spector, 2001; Cropanzano*et al*., 2002; Masterson *et al*., 2000).

Distributive Justice

Distributive justice indicates fair apportionment of benefits excavated from various activities in order for each organizational member to acquire fair portion based on the amount of inputs, cooperation and capabilities (Pourezat&Ghoulipour, 2008).

Outcomes in a work context might take the form of wages, social approval, job security, promotion and career opportunities, while inputs would include education, training, experience and effort, as it thus it could be hard to appropriate reward level to a particular degree of input, people make this judgment in a relative terms, looking for a contribution-outcome ratio that is similar to that of their peers (as cited in Baldwin, 2006).

Procedural Justice

Procedural justice includes employee's perception of organization's intent, mechanism and procedures used to determine his/her outcomes (Folger and Cropanzano, 1998). The assertion of Nabatchi*et al*., (2007) procedural justice is defined as participants' perceptions about the fairness of the rules and procedures that regulate a process in an organization. Whereas distributive justice suggests that satisfaction is a function of outcome, procedural justice reveals that satisfaction is a function of process In other words, it refers to perceptions by individuals on fairness of present decision-making

processes in order to reimburse their services instead of real distribution of incomes. Decision-making is interwoven to Procedural justice.

It refers to fairness in distribution of wages, participation during decision making as well information distribution within organization (Colquitt and Chertkoff, 2002).

Interactional Justice

It is the extent that the employee feel with the fairness of the transaction obtained when they apply some formalities, the transactional justice is dealing through sensitivity and personal interpretations or social accounting, (as cited in Diab, 2015) indicated that interactive justice is an extension of justice procedural, which refers to the methods of disposal of the administration towards individuals and linked in a way managers deal with subordinates. Interactional justice refers to quality of inter-individual behaviours to which a person is exposed before and after decision-making (Poole, 2007). Interactional justice, regards fairness on how subordinates are treated (Robbins & Judge, 2009).

Employees' Performance is therefore the yield which is spawned by the indicators of a job within a given period of time (Wirawan, 2009) both in quality and quantity in consonance with the responsibilities (Anwar, 2009).

According to Mangkunagara (2005), the performance will be assessed by the employee's contribution to the organization during a specific time period. Therefore, performance assessment should be based on a competency model that focus on the skills needed by employees in both present and future. Mathis and Jakson (2010) described the employee performance as quantity and quality of output, output time period, attendance at work and cooperative attitude.

Koopman (2014) argued that the performance assessment should be based on the task performance by focusing on the overall ability of individuals, behaviours, accuracy, work knowledge and creativity in performing their duties. Moreover, Koopman (2014) summarized that individual performance measurement is based on a questionnaire developed by Individual Work Performance Questionnaire (IWPQ) using some measure of individual performance that consist of: task performance, contextual performance and counterproductive work behaviour (as cited in Nurak and Riana, 2017).

Task Performance

Task performance is traditionally defined as the capability of an employee to fulfil his/her tasks and responsibilities as laid out in the role description (Griffin et al., 2007). Task performance includes employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

Contextual Performance

Contextual performance is individual efforts that have no direct relationship to basic job functions and that stimulate tasks and processes, shaping the organizational, social and psychological environment. In other words, while task performance means successfully fulfilling the requirements of any job, contextual performance concerns the quality of social relationships with juniors, seniors and customers, a factor that is not always directly appropriate to the job.

Organisational Justice and Employees' Performance

Nurak and Riana (2017)in examining the effect of organizational justice on job satisfaction and employee performance among 104 workers in the governor's office in East Nusa Tenggara Province of Indonesia using questionnaires. The data were analysed using Partial Least Square (PLS) with results showing that organizational justice has significant effect on job satisfaction andemployee performance. Furthermore, job satisfaction has significant effect on employee performance. The implications of this study emphasize the important role of job satisfaction in improving the employee performance. Therefore, the organization should have an attention on interactional and informational justice to improve the employee performance to encourage employee's satisfied on the job.

However, they quickly put in that the possibility of a different result will be obtained if other researchers replicate this research. Therefore, the results of their study need to be examined at non-government organization that is more dynamic and professional. In another research, on the relationship between organizational justice and job performance of Payamenoor university employees in Ardabil province of Iran, Moazzezi, Sattari, and Adel (2014) found out that there is a positive relationship between organizational justice and its dimensions (distributive justice, procedural justice,

informational justice) and job performance and that distributive justice has a significant relationship with Employees' Performance, and also there is a weak relationship between the above cases and procedural justice, so to promote employees' job performance in the area of organizational justice and its dimensions.

The work was systematically presented but showing some level of limitation in the overreliance on the independent variables. Faruk Kalay (2016) carried out a research on The Impact of Organizational Justice on Employee Performance in Turkey and Turkish Context. The study was conducted based on data collected from 942 teachers working in public schools in three Turkish metropolitan cities.

The hypotheses were tested using partial least squares structural equation modelling (PLS-SEM) techniques. The findings of the study indicated that among the three aspects of organizational justice, distributive justice has a positive and significant impact on task performance. He added also the possibility that sample of the teachers working in Turkish public schools, is the reason that the finding does not coincide with existing empirical research findings. Most public schools have anywhere from 20 to 80 teachers, and it is possible that in schools with less teachers, the interactions among employees and between employees and administrators are more positive and employees may be less sensitive to matters of interactional justice. While appraising the work done as relevant to this study, this research will further establish the other relationships not covered by Kalay in the course of its investigations.

The workers will not be motivated if they perceive inequity; also, that a person may "leave the field" when he experiences inequity of any type. This may take the form of quitting the job or obtaining a transfer or reassignment (Adams, 1965). Equity theory, developed by Adams (1963) and Adams (1965) proposes that the level of job satisfaction experienced by employees is related to how fairly they perceive that they are being treated in comparison to others. Three components are involved in the perception of fairness (Aamodt, 1999; Adams, 1965).

They are: Inputs refer to those personal variables that employees put into their jobs. Examples include time, effort, experience, education and competence (Aamodt, 1999; Adams, 1965; Robbins, 2005). Outputs which are those elements that employees receive from their jobs, such as pay, benefits,

responsibility, and challenge (Aamodt, 1999; Adams, 1965).

Input / Output ratio, which according to Adams (1965), employees subconsciously calculate their input/output ratio by dividing output value by input value. Employees will then compare this ratio with the input/output ratio computed for other employees and work experiences. The theory holds that if their ratios are similar to those of others, employees will experience satisfaction.

However, should the ratios be lower than those of other employees, employees will become dissatisfied and will be motivated to restore equity (Aamodt, 1999; Adams, 1965; Staw, 1995). A couple of research supported Adams hypotheses, notable among them includes; Martin Patchen's investigation of relationship in a Canadian oil refinery between absenteeism (attendance is an input) and employee's feelings about fair treatment in promotion and pay (outcomes).

He found that workers who felt unfairly treated with respect to promotion had a significant higher rate of absence than those who felt that their pay was fair. He concluded as follows: "when man feels that management is treating them unfairly or neglecting their interests, they feel relieved of the obligation

which they , the employees, have assumed'(as cited in Umukoro, 2005).

Methods

The survey research design was adopted. The collected data was analyzed using multiple regression to test the hypotheses. The population consists of 450 staff selected 11 selected Banks in Asaba. The Taro Yamani (1994) formular was used to derive the sample size of Two hundred and eleven (211) staff who participated in the study using convenience sampling method. The number of completed questionnaires was 205. But nine (3) set of the questionnaire was wrongly filled, hence the study used 202 set of questionnaire for analysis. The questionnaire was adopted from Organizational justice (Nichoff and Moonman, 1993) and Employees' Performance Scale (Goodman & Svyantek, 1999)The Likert scale modified five point rating scale was used, ranging from (1) Strongly Disagree to (5) Strongly Agreed.

Results

As shown in appendix 1 (respondent's pattern), higher percentage of the respondent are in agreement with the measures of performance and organizational justice dimensions.

Table 1:Multiple Regression

Model	Unstandardized Coefficient		Standardized coefficient	T	Sig
	B	Std.Error	Beta		
(Constant)	-	.763		-	.001
Distributive justice	2.810	.044	.296	3.685	.000
Procedural justice	.298	.047	.504	6.720	.000
Interactional justice	.546	.049	.238	11.680	.000
	.278			5.642	

a. Dependent Variable: Employees' Performance

Table 1 reported the results of the multiple regression analyses for Distributive justice (ß = .296, P < 0.01), Procedural justice (ß = .504, P < 0.01), Interactional justice (ß = .238, P < 0.01), exhibited a significant positive effect on Employees' Performance.

Discussion of Findings

From the results of model summary in Table 2 indicated the extent to which the independent variable accounted for change on the dependent variable as shown on the model summary table above. It shows that 78% (.781) change in

employees' performance is brought about by organizational justice dimensions, as indicated by the adjusted R2 value. In table 1 the ß value (ß = .296, 0.001) indicated that distributive justice has positive effect on Employees' Performance. The result provided support for the H1 test result (r=.000 <.005) which

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.885	.783	.721	1.0340

a. **Predictors: (Constant), Interactional justice, Procedural justice, Distributive justice**

indicated that distributive justice has a significant relationship with Employees' Performance.

This is evidence in Moazzezi, Sattari, & Adel (2014) that distributive justice has a significant relationship with Employees' Performance The result obtained from Table 1 the ß value (ß = .504, 0.01) indicated that procedural justice has positive effect on Employees' Performance. The findings provided support for the result of H2 (r=.000 <.005) which stated that there is a significant relationship between procedural justice and Employees' Performance.

This is supported by the views of FarukKalay (2016) that among the three aspects of organizational justice, procedural justice has a positive and significant impact on employee's performance. From table 1 the ß value (ß = .238, 0.01) indicated that interactional justice has a positive effect on Employees' Performance. This result (p=.000 <.005) for interactional justice indicated that interactional justice has significant relationship with Employees' Performance.

This is in agreement with Nurak and Riana (2017) that organizational justice has significant effect on job satisfaction and employee performance.

CONCLUSION

The findings of the research establish a cordial relationship between organizational justice in all its dimension and employees' performance. Appreciably, in this study, the effect of organizational justice (distributive, procedural and interactional justice) as perceived by the employees has significant effect on job performance.

This implies that employees who are fairly treated and are satisfied at work will have maximum contribution to organizational performance (Robbins & Judge, 2009). As against the position of Nurak and Riana (2017), fair treatment in workplaces attracts considerable performance among relative employees given also the environmental context of Nigeria where tireless effort are being made by managements of organization (especially banks) to get the best out of their employees; each aiming to have an edge over competitors in the financial institutions.

RECOMMENDATION

Based on the findings, following recommendations were made.

i.   Bank executives should openly describe the fair procedures they are using and explain decisions thoroughly in a manner demonstrating dignity and respect using unbiased and accurate information;

ii.   Also that, leadership should focus on creating positive emotional atmosphere by setting aside time for regular confidence building sessions and providing reward for achievements.

iii.   Finally, management should adhere to adjusting and dividing employees work volume in these banks as stress can also be a threat to performance.

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