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PART ONE
SECURITY AND NATIONAL DEVELOPMENT
Effect of Boko Haram Insurgency on Human Capital Development in Selected Tertiary Institutions in Borno State, Nigeria

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Abstract
The main objective of the study is to examine the effect of Boko Haram insurgency on human capital development in selected tertiary institutions in Borno State, Nigeria. The population of the study was 2013 respondents with a sample size of 334 respondents obtained using Yamane formula. Data was collected using structured questionnaires administered to the respondents. The data collected was analysed using simple linear regression analysis with the aid of statistical package for the social science (SPSS). The major finding of the study revealed that there is significant effect between Boko Haram insurgency and human capital development in selected tertiary institutions in Borno State. The study concludes that Boko Haram insurgency affects the performance and manpower planning of the tertiary institutions which lead to the lower productivity because some of the employees had to leave for other safer places. Therefore, study recommended that Government should address the incessant attack by Boko Haram insurgency to improve the conceptual skills of employees in selected tertiary institutions in state and government should provide enabling environment through the provision of insurgency risk allowance and excessive load allowance to prevent the employees from leaving the tertiary institutions in the state.

Keywords: Boko Haram, Insurgency, Human Capital Development, Tertiary Institutions.

Introduction
It is generally accepted that human capital plays a significant role in the development of any nation and as most nations who are abundantly blessed with natural resources may not adequately enjoy or appropriate same without enlarged stock of quality human capital. However, the difference in socio-economic development across the nations is attributed not so much to natural resource endowment but the stock of physical capital so also quality and quantity of human capital. Human capital development tends to improve the quality and goal attainment of employees which in turn lead to economic growth. Thus, importance of human capital to development cannot be over-emphasised as actions or functions of the government or the governed that would negate the advancement of human capital could impact on socio-economic development (Anumedu, 2010). Human capital is difficult to measure and define just like the way organization manages jobs, products and technology. This is partly because if valued employees have the organization, they take their human capital with them and any involvement the organization has made in training and developing those employees is loss. It is one of the most important requirements to ensure the sustenance and improvement of a nation at micro or macro levels. In a nutshell, human capita development is a continuous process from childhood to old age, and a must for any society or organization that wishes to survive under the complex, challenges of a dynamic world (Igbaokemen and Odivwn, 2014).

For so many years, Nigeria has had her fair share of socio-economic interruption, Boko Haram insurgency in the North-East, kidnapping and vandalization of oil installations in the East and South-South. Each and every one of these anti-social vices has disrupted economic activities in Nigeria. The aforementioned anti-social variables that affect the North-East, seems to pose greater challenges in the study area (Tukur and Ahmed, 2014). Insurgency seems to be a serious threat to human capital. The current Boko Haram Insurgent in the North-East geographical zone of Nigeria which originally a sectarian religious violence, has escalated into the terrorist activities with international linkages and affiliations, that makes it a relatively difficult for the Nigerian Government to crack. (Gilbert 2013).

According to Ighomereho and Akpor-Roboro (2013), results in dearth in skilled labour, limits of people’s ability to work effectively and the employee become a victim of attack thereby leading to the resignation of...
employee competent and experienced employees and fresh people do not want to go there for employment. In effect, in a situation whereby people migrate due to insurgency, it would undermine human capital development in that human capital development can only be achieved in an atmosphere of peace and stability.

It is a known fact that Borno State has been worst affected by insurgency. At a particular point in time, viable commercial activities in the state became epileptic as movements of people are voluntary/involuntarily restricted. Vibrant employers and employees left the state to other safer places; schools were shut down, it was also not easy for both staff and students of the institution as they bear the brunt of cross-fire between the soldiers and Jamaatul Ahlun Sannah li Dawati Wal Jihad (Boko Haram). This to some extent affects skills development of employees, increase the rate of turnover of employees as well as employee attitude to work as many senior staff and students had to leave for other safer schools elsewhere for fear of being abducted or killed. Though, many studies have been carried out on the insurgency in North-East of Nigeria such as Tukur and Ahmed (2014), examined the effect of insurgency on economy in Borno State. Oladoyo (2012), assessed the effect of insurgency on socio-economic in the North-East of Nigeria. Faed (2015) analysed the impact of Boko Haram insurgency on business entrepreneurship environment in North-East of Nigeria. Olowoselu (2015) conducted a study on effect of insurgency on Universal Basic Education in Borno State of Nigeria. Not much of such studies has focused on the effect of Boko Haram insurgency on human capital development in Borno State. Thus, leave a clear existing gap this work intends to fill.

Conceptual and Theoretical Framework

The human capital of an organization consists of the people on whom the success of the business enterprise depends. Personnel and material success is increasingly related with the possession of skills. Skilled individuals can authorized a high salary in periods of high economic activity. Worldwide, unemployment level remains high while organizations have difficulty in filling vacancies that required specific experts. Human capital has been defined in various ways; the general definition given by the United Nations Economic Commission for Africa (UNECEA)(2011) encapsulates global view on the concept. According to the commission the concept of human capital refers to the knowledge, skills, attitudes, physical and managerial effort required to manipulate capital, technology, and land among other things, to produce goods and services for human consumption. Health field (2011) defined human capital development as a framework for helping employees develop their personal and organizational skills, knowledge and ability. He further stated that, HCDinclude such opportunities as employee training, employee career development, performance management and development, coaching, monitoring, succession planning, key employees’ identification, tuition assistance and organization development. However, Health field suggests that the shortage of skilled people can act as a limiting factor on individual, organization and on economy as a whole. It is in the interest of individual organization and nation to maximize its human resource by investing in the skills of its workforce, its human capital.

Human capital is a crucial component of an organization’s overall competitiveness. It can be argued that economic growth, employment level and availability of a skilled workforce are interrelated. Economic growth creates employment but economic growth partly depends on skilled human resource organization. According to Okojie (2013) human capital development is associated with investment in man and his development as a creative and productive person. Similarly, it is a continuum, a continuing process from childhood to old age, and a must for any society or enterprise that desires to survive under the complex challenges of a dynamic world.

Concept of Insurgency and the Causes of Boko Haram

Insurgency is a political movement or effort with a specific aims and this movement makes use terrorism, guerrilla warfare or conventional to achieve its objectives (Ezenunle, Anozodo & Chadalue, 2014). Insurgency, therefore, involve the use of coercion to take control of a country by any illegitimate reasons; illegitimacy here means dubious of getting control of personal aggrandizement. They further suggested that government activities had come to stand still during insurgency in the affected states. Therefore, they asserted that financial resources which would have been used to develop the state were spent on controlling the areas of the insurgency. According to Thomas (2008), insurgency is best defined as an organized movement aimed at the overthrow or destruction of a constituted government through the use of subversion, espionage tension and armed conflict.
The first and very strong cause has to do with manipulation of religion (Ohware 2014). There is no doubt that those who took up the part of extremism sow its seed from manipulating and distorted religion teachings. However, the disconnect between government and the governed, the growing gap between the leader and the led has created a space that made it possible for the ideas of taking over the space and propagating their murderous ideology (Imasuem, 2015). Furthermore, the global terror epidemic such as contagious terrorism in Yemen, in Afghanistan, in Somalia spread its covetous effect destroying lives and property. Therefore, all things happen because of poverty by the mind, poverty of education, poverty of pocket, all manner of poverty and disease (Egburom, 2012). Bader (2015) stated that, when there exists wide gap between the rich and the poor, there comes a breaking point where there is bound to be a class conflict that materializes in various form of revolution such as Arab spring, Movement for the Emancipation of Niger Delta (MEND), Biafra and others. Similarly, Ogunrotha (2013), analyzed Boko Haram Insurgency from the point of view of class struggle between the ruling class and the ruled. He further stated that, it is a global capitalist system which creates imbalance and inequality. There are different opinion over the precise date and conditions under which the group that become known as Boko Haram was first established, but a senior Nigerian Military officer has suggested that the group has existed in some form or another since 1995 (Onuoha, 2010). While others have written that it was founded in 2003 or 2004. Adetiloye (2014), opened that the group attacked and destroy Churches, Mosques, Schools, Police Stations and private and public owned facilities.

**Classical Social Theory**

This theory was developed by Marx (1818-1883), based on a dialectical materialist account of history, he posited that capitalism like previous socio-economic system would inevitably produce internal tension leading to its own destruction. It ushered in radical change advocating proletarian revolution and freedom from the ruling classes. At the same time, he was aware that most people living in capitalist societies did not see how system shaped the entire operation of society just like how we see property, or the right to pass that property to our children as natural, many of the member in capitalist societies see the rich as earned their wealth through hard work and education while seeing the poor as lacking in skill and initiative. Therefore, he rejected this type of thinking and termed it false consciousness, explanation of social problem as the short-coming of individuals rather than the flows of society. In the same vein, he wanted to replace this kind of thinking with something angels termed class. Workers recognition of themselves as a class unified in opposition to capitalist and ultimately to the capitalist system itself. In general he wanted the proletarians to raise up against the capitalist and over throw the capitalist system.

**Structural Violence Theory**

This theory was postulated by Gatung (1969), the theory stated that some violence are avoidable but becomes inevitable due to deprivation of some basic human needs in the area of political, socio-economic and cultural structures because those suffering from this deprivation are linked with the variables mentioned above by structure which occurs a result of lack of human agencies which may make an action of a person’s resources, similarly, structural violence exist when some groups, classes, genders and nationalist are assumed to have intact to have more access to good resource and opportunities than other groups. Classes genders, and nationalist the unequal advantage is built onto the vary social, political and economic system that governs societies, state and the world. The research adopts the structure violence theory. The justification for the adoption of this theory is that, it is generally believed that violence is caused by lack of basic necessities of life. If human being do not have livelihood, it will result in poverty, unemployment and inequality. If such situation persist the individual will feel deprived thereby resulting in violence and by extension will affects all strata of society and average workers skill and average workers, skill development will be hampered and organization will be experiencing turnover because there will be exodus of employees in search of jobs on non-violence places, and employees, attitude to work will be in a state of trauma and frustration.

**Methodology**

The research work is restricted to the tertiary institution in Borno State, Nigeria. Three tertiary institutions were selected using stratified sampling. The population of the study was the 2003 staff of the three tertiary institutions using stratified sampling technique. The institutions are: Ramat Polytechnic Maiduguri, Ibrahim Umar El-Kanemi College of Science and Technology Bama and College of Business and Administration Studies, Konduga. The sample size is determine based on Yamane formula (1966); i.e. \( n = N/(1 + Ne^2) \) where \( n \) = sample size \( N \) = population, \( e \) = error margin = 5%, \( 1 \) = constant, from the data given \( N = 2003, e = 5\%, n = 2003/(1 + 2003(0.0025)) = 334 \). Questionnaires were issued to the 334 respondents. The data was analyzed using
Special Package for Social Science (S.P.S.S) and the model was specified in line with the hypothesis that:

\[ \text{Ho: There is no significant relationship between Boko Haram insurgency and Human Capital Development in selected tertiary institutions in Borno State} \]

Table 1.1: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R-Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.811*</td>
<td>0.804</td>
<td>0.75</td>
<td>2.99170</td>
<td>2.323</td>
</tr>
</tbody>
</table>

a. Predictors (constant), Boko Haram Insurgency
b. Dependent variable: Human Capital Development

Table 1.1 shows a strong correlation between human capital development and Boko Haram insurgency, with an R-value of 0.8911 which is 89.11% the R-square value of 0.804 shows that 70.4% of the variability in human capital development is explained by Boko Haram insurgency. It indicates that there is positive correlation between Boko Haram insurgency and human capital development.

Table 1.2: Regression Coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>Understandardized Coefficient</th>
<th>Standard Coefficient</th>
<th>T</th>
<th>Sign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>19.969 .351</td>
<td>1.001 .221</td>
<td>0.89</td>
<td>19.946 .000</td>
</tr>
</tbody>
</table>

Source: S.P.S.S. Version 20.0

Dependent variable: Human capital development

Table 1.2: Shows that standardized beta weights of the coefficient and part correlation signifying the correlation between human capital development and Boko Haram insurgency with a P-value < 0.05 implying that Boko Haram insurgency has significant relationship on human capital development of the study area. Therefore, the null hypothesis which states that there is no significant relationship between Boko Haram insurgency and human capital development in selected tertiary institutions in Borno State.

Discussion of Results

Since the R-square value of (0.804) which represent 70.4% by which the variables explain the model fits of the data. However, T-value of the coefficient of regression is 1.590. Therefore, all variables from the table in responses to P-value of regression coefficient are all significant at 0.00 which is less than the alpha value of 0.05 i.e. P< 0.000 P < 0.05. This concludes that null hypothesis is rejected and the result shows that there is a significant relationship between Boko Haram insurgency and human capital development in selected tertiary institutions in Borno State.

Conclusion

From the findings of the study, it clearly reveals that Boko Haram Insurgency has significant relationship between human capital developments in selected tertiary institutions in Borno State. All the indicators of human capital development (employee skill development, employee turnover and employee attitude to work) indicate the significant relationship between the performances of tertiary institutions in the State. It can be concludes that if insurgency is not curtail, it will affect the manpower planning and development of selected tertiary institutions. In addition to the output of such organization, employees had to leave for other safer place which affects the productivity of the tertiary institutions. The study concludes that employee attitude to work are related to how an individual feels and reacts toward his surroundings which results to not punctual in the work place.

Recommendations

Based on the findings of the study the following recommendations were made:

1. Government should address the incessant attack by Boko Haram insurgents so as to improve the conceptual skill of the employees in the tertiary institutions.
2. Government should provide enabling environment through the provision of various incentives, such as risk allowance and excessive load allowance to prevent the employees from leaving the tertiary institutions.
3. Government should be able to come up with policy toward the attitudinal change of the employees of the tertiary institutions through counseling.
4. Government should intensify effort to bring the Boko Haram insurgency to end because by so doing it would help reduce high level of turnover in the tertiary institutions.
5. In order to improve employee attitude to work, Government should be on top of insurgency, thereby creating an aura of peace and tranquility in which the employees would be willing to stay and contribute their best to the development of the tertiary institutions in the state.

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Security Challenges and National Development in Nigeria: 
A Study of Boko Haram

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Abstract
Insecurity happens to be a major challenge facing Nigeria today. There has not been any significant attention on how security challenges affect national development in Nigeria. It is therefore not surprising that since the country returned to democratic rule insecurity tends to have slowed national development and for reasonable development to be achieved and sustained there should be security. Although Nigeria is blessed with abundant resources, security challenges in the country appear to have created security situation that instigate violence and hinders development. Qualitative analysis was used to examine security challenges created by Boko Haram and the extent the insurgence has shaped development path in Nigeria. This paper examines the security challenges caused by Boko Haram uprising on the development of Nigeria. From the literature consulted it shows that Boko Haram aggression have severe effects on national development in Nigeria especially in the North East which has reduced the inflow of Foreign Direct Investment. The study recommends that for insurgency to come to an end the Nigerian government should address its root causes, by fighting corruption, providing employment to the youths, eradicate poverty and enhancing security efforts.

Keywords: Security; National Development; Nigeria; Boko Haram; Insurgency

1. Introduction
As each day goes by Nigeria is becoming more insecure for its citizens, more people are getting involved in crime and they are getting more ruthless, sophisticated and desperate. Since the country became democratic, there have been new forms of violent crimes which include: kidnapping for ransom, pipeline vandalization, political violence, terrorism and the Fulani herbs men killings among others (Otto & Ukpere, 2012). Security issues are very important for the development of any nation. This is so because sustainable development is a function of an enabling environment. Hutchful, (2002, cited in Adebayo, 2014) posits that the survival of any society is the law and order which are predicated on national security. It is worthy to note here that every country in the globe has its own problems and challenges and Nigeria is not left out. As a developing country she faces her own economic, cultural, political, and social problems which have affected its citizens (Adebayo, 2014).

Nigeria with the population of about 200 million happens to be Africa’s largest country when viewed in demographic size, second largest economy after South Africa and the largest oil producer on the African continent. She is blessed with gas, mineral resources, and petroleum (ADB, 2012). It has agricultural potentials, though the country is still an importer of food. This resource ought to serve as a blessing to the people has now turned to a curse instead of serving its purposes of development. One of the major challenges presently faced by Nigeria today is the high level of unemployment in the country which has pushed citizens’ especially the youths into all sorts of crimes particularly joining Boko Haram.

Addressing security issues is significant in order to execute successful development projects hence the need for this paper. It is the duty of government all over the globe to protect the populace from social insecurity, structural violence and crime. Without the security of the citizens development plans, be it social, political or economic will not succeed (Adebayo, 2014).

The emergence of Boko Haram brought about series of bombings which also include hostage taking of innocent citizens. The United Nations building was also not left out in the bombing (Awajobi, 2014). The continued activities of insurgency have led to low inflow of Foreign Direct Investment (FDI). Therefore, crime is a threat to the economic, political, and social security of a nation and a major factor associated with underdevelopment; because it discourages both local and foreign investments, reduces the quality of life, destroys human and social capital, damages relationships between citizens and the state, thus undermines democracy, rule of law and the ability of
the country to promote development (Adebayo, 2013). However, Boko Haram has created wide spread insecurity in Northern Nigeria, interrupted development activities, scared off investors, and generated concerns among Nigeria’s neighbours. The attacks of insurgency have led to economic, social, and psychological issues in the North East. However, this study will examine how security challenges affect national development.

Data for this study will be obtained from secondary sources. Secondary data is data that already exists and is not collected for the specific purpose of the research project. Secondary data used in this research work would be retrieved from journal articles, textbooks, Internet and unpublished project. This paper therefore, is structured with five sections beginning with the introduction. The section two examines various literature of the subject. This will discuss the contributions of scholars on security challenges and national development. Section three dwells on the historical background to the evolution of Boko Haram in Nigeria. Section four discusses the effects of security challenges (Boko Haram) on national development while section five concludes the work and proffers policy relevant recommendations.

2. CONCEPTUAL REVIEW OF RELATED LITERATURE


Security as a concept has been a subject of debate over the century. Although, in the history of human existence there has been the search for the best way of ensuring the security of people, their properties, territories, states and institutions among others. Security just like other concept has no particular definition. It’s on this note that various opinions by scholars on security will be examined.

For Achumba, Ighomerho and Robaro (2013) assert that security is stability and continuity of income, being safe from crime, and freedom from psychological harm. This could also mean protection from emotional stress which results from the assurance, knowing that an individual is wanted, loved protected in his/her community or society and by people around.

Adebayo, (2011, cited in Iregbenu and Uzonwanne, 2015), argued that security can be seen as a measure that ensures peaceful co-existence and development at large. From Adebayo’s point of view, when there is security, fear, anxiety, tension, and apprehension over the loss of properties, life, goals, values are absent. Nwanegbo and Odigbo (2013) see security as an avenue for development of a state, and that where security is not present development will be difficult to achieve. Brooks, (2010) further stated that security means defence of a state, through the use of its armed forces to control its citizens. Security for Brooks may also mean public policing, with state employed public servants. Others may see security as crime prevention, security technology and risk management or loss prevention. Buzan (1991) views security as freedom from threat and the state’s ability to maintain their independent identity. Buzan point is that security is survival, but also includes conditions for existence by a society or nation.

Oche, (2001, cited in Umaru, Pate & Haruna, 2015) they view security as freedom from danger, threat to a nation’s ability to protect and develop itself; promote its cherished values and legitimate interest... to enable her improve the well being of its citizens. Hence, security is the freedom from or the absence of those tendencies which could undermine internal cohesion and the corporate existence of a nation and its ability to maintain its vital institutions for the promotion of its core values... as well as freedom from danger to life and property.

Igbuzor (2011) opined that security is a situation where every citizen in a country can go about their day to day activities without fear or any form of threat to lives and belongings. For Igbuzor any act of this, is a challenge to security. In Nigeria citizens are scared of moving freely as a result of the present state of insecurity in the country especially in the northern part of Nigeria. Iregbenu and Uzonwanne (2015) noted that security is a vital aspect of business in Nigeria. Their study was of the opinion that crime and insecurity affects business negatively. It also argued that security influence business and investment decisions and that vital importance be given about security threat in business environment. Businesses are relocating to other parts of the country as a result of the state of security while some are leaving the country to other countries and this is not good for a country like Nigeria who seeks to meet up its development target.

Nigeria has in recent times experienced an exceptional level of insecurity. Almost all the regions if not all are faced with insecurity. We have in the south militants groups, violence between farmers and nomadic herders who are taking lives and raping innocent women and young girls and in the North East we have Boko Haram insurgency and so on (Obi, 2015). The security in Nigeria in all facets affects the
lives of Nigerians and its overall development as a nation. The present security dilemma has become a serious challenge and has made government to place more priority on restoring security to the nation other than on development.

The country presently is in dear need of infrastructural development, unemployment and so on rather what is obtainable is the loss of human lives almost on a daily basics these are as a result of its security challenges which has also resulted to loss of properties. For any nation to experience some level of development security must exist, studies carried out has proven this to be true (Iregbenu & Uzonwanne, 2015). In the midst of these security challenges the present leadership of Buhari has been able to curtail the activities of Boko Haram in the north when compared to the activities of the sect during Jonathan’s government. However, the sect are still active as there was a recent assault by Boko Haram in Borno state which resulted in the killings of dozens in a three days follow up attacks and burning down about forty (40) houses, and killings of military men (Aljazeera, 2018) these attacks has an overall effects on security in Nigeria.


The concept of national development is multi-dimensional in various ways. However, Ekundayo (2015) conceptualized national development as the collective socio-economic, political and technological advancement of a country.

Odunola and Kolade (2012) both see national development as sustainable growth and development of a nation to a more desired one. For them national development should be based on the citizens and its success is accessed on the effect it has on improving the lives of the people. In giving a definition of the concept, FGN (1980) cited by Odoh and Innocent (2014) ensued that national development plan of the 1980s states:

True development must mean the development of man, the unfolding and realization of his potentials, enabling him to improve his material conditions of living through the use of resources available to him. It is a process by which man’s personality is enhanced; this is the moving force behind the socio-economic transformation of any society (Odoh and Innocent, 2014, p. 171)

While Lawal and Oluwatoyin (2011) national development is the overall development, socio-economic, political as well as religious advancement of a country. This can be achieved through planning by various leadership of a country. This concept on national development if critically compared to the present state of Nigeria’s development one will see that the country is lacking behind. The current state of Nigeria’s national development is very alarming.

One of the features of a nation that is not developed is its unequal foreign exchange rate, inflation, debt from Western countries. These are the present state of Nigeria, which has hindered its national development. Nigeria’s persistent dependency on importation, poor roads, high rate of youth unemployment, epileptic power supply, near death education sector leading to brain drain, leading to Nigerian students travelling out of the country to get better education, political immaturity, lust for power and intolerance (Obi, 2015). For instance the Ajaokuta Steel Company in Kogi state, Bendel company in Edo state, and Delta Steel Company among other production companies in the country are projects that have been neglected by various government which if put to good use will not only put Nigeria on the pact of development but will create thousands of jobs for unemployed youths’. These however, are some of the reasons for the current state of security dilemma in the country, where Boko Haram recruits unemployed youths into its group to carry out suicide attacks.

Various administrations governing Nigeria since Independence have at one point adopted national development plans but failed. Some of these plans failed to achieve their desired goals because there was no consultation with the masses, planning are suppose to also involve those in the rural areas. Where there is also no good governance national development plans will fail (Lawal and Oluwatoyin, 2011). Most Nigerian leaders have no commitment to development. Some of the plans made by leaders to achieve development are Structural Adjustment Programme (SAP) of the 1980s, National Economic Empowerment and Development (NEEDS) and the National Transformation Agenda and Seven Point Agenda among others (Joseph, 2014). Despite these development plans the state of national development is not-thing to write home about this is as a result of security challenges which has rendered the efforts made by government irrelevant.

The present day Nigeria is battling with various security challenges which has affected the national development efforts. Corruption and government neglects of some major projects that will put the country back on track as stated above are also another challenge to national development. It’s on the above
note that the evolution and the impacts of security challenges (Boko Haram) on national development will be examined.

3. HISTORICAL EVOLUTION OF BOKO HARAM IN NIGERIA

North-Eastern Nigeria is a region that is dominated by Muslims and has a very much detailed past of religious militant going back to the exceptionally effective Jihad of ‘Uthman Dan Fodio between 1754 to 1817 in the beginning of the nineteenth century (Hickey, 1984, p. 251). Usman Dan Fodio began a holy war against what he saw as the unrepentant degenerated and Hausa administering leading class who renounced Islam at the time. He accepted the Sharia represented Caliphate of Sokoto one of the prevalent and greatest, in the African continent and most of Northern Nigeria, though it is significant to know that most of the zone now identified as the Centre Belt or North Central State opposed the Jihad (Marchal, 2012, p. 2; Agbiboa, 2013c). The movement that started as a hunt for religious exploration turned into a hunt for political empire (Crowder, 1978; ICG 2010), the consequence being that ‘Islam has continued to be the central veneer for the legality of the Northern decision-making class’, ‘it’s government officials have dependably considered themselves to be warriors for the resistance of the belief’ (Udoidem, 1997:156).

A few writers have noted that the subjugation by the British in 1903, and its continuous relationship with colonial and post-colonial nations, made it vulnerable to the contaminating impact of unholy political control (Agbiboa, 2013b; Falola, 1998). From that point onward, the region’s Muslims have always opposed ideas from the West (Marchal, 2012, p. 2). For instance, the initial two decades after the country’s autonomy in October 1960, there was violent attacks between Nigeria police force and a radical Islamic sect known as Maitatsine in Kano October 1980 and Maiduguri in December 1980. Hickey, (1984, p. 251) asserts that the Maitatsine revolutions had their foundations in the ‘profundly preservationist routine of Islam’, that has prevailed in the area since the Jihad of Dan Fodio’s. Marwa Mohammed who is also known as the one, who curse, Maitatsine, was an intellectual in the doctrine of Islam who relocated from a city in Cameroon in 1945 to a town in Kano. Marwa recognized that Islam had gone under the contaminating impact of Westernization and the creation of the contemporary state (Agbiboa, 2013d). Toyin Falola (1998, p. 146): described Mohammed thus:

He was a Quranic educator and minister. Commanding, convincing, and alluring, he defied numerous mainstream sentiments among Kano Islamic circles, condemning certain parts of the Quran and notwithstanding condemning Prophet Mohammed... He was against most parts of modernization and to all Western impact. He criticized such innovation like radios, wristwatches, bikes, and even vehicles. The individuals who utilize this equipment’s or who read books other than the Quran were seen as ‘pagans’ (Folola, 1998, p. 146).

The uprising by the maitatsine brought about eleven days of fierce oppositions with state security forces in December 1980 in Kano state. The federal government set up a tribunal in 1981 to investigate the conflict. The tribunal found out that four thousand one hundred and seventy-seven persons lost their lives in the violence. This figure does not include members of the police force who also died in the clash. Even though the government of Nigeria used its armed forces to suppress the Maitatsine revolts and killed the leader, over hundred persons lost their lives in retaliation assaults among the Maitatsine members who were left and state armed forces over the next five years (Agbiboa, 2013c).

From the time Nigeria gained political leadership in 1960 power has moved from the Muslim North to the Christian South. The Iranian revolt in 1979 brought about developing interest for Sharia law to be embraced all over Nigeria. What’s more, Saudi-supported preachers from Pakistan, Libya, Saudi Arabia, Syria, Sudan, and different nations were sent to Nigeria to advance Wahhabi tenet and universality starting in the 1990s. This assistance led to the implementation of Sharia law in twelve Northern states somewhere around 1999 and 2001, with Zamfara state taking the lead. (Agbiboa, 2013, p. 68).

The historical emergence of conflict in Northern Nigeria enlightens us about turning Nigeria into an Islamic State and fighting against Westernization, which the previous Jihadist of the 19th century stood for. Boko Haram, used to be known as Jama’atu Ahlis Sunna Lidda’Awati Wal-Jihad, began in 2001 as the Yusuf, controlled by Mohammed Yusuf. Yusuf the leader a Nigerian who lived most of his life in Chad and the republics of Niger studying before he came to Nigeria. For eight years the group’s movement has been without violence, Yusuf had close to two hundred and eighty thousand followers. This organization setup by Yusuf is what is called Boko Haram today.
July 2009 saw the rough radicalism of the organization, when followers of Boko Haram took part in an uprising against another law obliging motorcyclists to wear caps. Amid this uprising, state security forces split down, capturing a few Boko Haram followers including Yusuf. Before the day ended, Yusuf and other Boko Haram entities were killed by security forces. The uprising and its fierce determination are accredited with the expansion of extremism all over Nigeria. Boko Haram’s beliefs are being aggressively hostile to Western principles, as clarified by their name, which generally means “Western culture or education is forbidden or sinful.” This philosophy is underline by radicalism embraced from Islam in Al-Qaeda as a result of the association among the two assemblies. It’s significant to know that the insurgency in Nigeria is against the present Nigerian state, which is established on basically Western ideas and secular state because of previous British expansionism. The radical gathering advances Sharia law as another option to the present state, asserting it would end administrative corruption and in addition better advance the necessities of the general population (Benjamin, 2012). While direct Sharia law has been authorized in a few sections of the North, the terrorist tries to totally dislodge common laws and introduce strict, basic Sharia courts in the country. This objective requires finish out of the state at all sectors of government, making terrorists a danger to national security and in addition the lives of citizens that are endangered.

The numbers of people to have died since 2009 in Boko Haram assaults ads up to thousands. While a large portion of these deaths are found in the North, against different Muslims, all of the country feels near the issue. Bomb blasts accounted for most of these deaths, and assaults on or close to states establishments, for example, the army and police headquarters, with increase assaults on innocent citizens have turned out to be more persistent. Assaults on non-combatants are either strike on towns with the goal to undermine the state, or assaults on mosques to hinder clerics from assaulting terrorist philosophy. The massive population of displacement and abductions that have taken place within terrorist reign of terror are not included in casualty reports. A conventional approximation put the dislodged populace in several thousands, if very little more than one million (Andrew, 2015).

The leader Yusuf got its members from youths who are unemployed, who were already fed-up with the country. Yusuf while he was alive took advantage of the corrupt system of government at all levels, unemployment, poverty and insecurity. While Yusuf was stating such failures, he was reciting verses from the Quran. The youths believe Yusuf the messiah who will take them to the promise land (Carson, 2012). Studies by the United Nations shows that poverty in the twelve states in the north is almost double that of the rest of the country (Cook, 2011). In health, children in the north are likely four times to be malnourished. The mortality of children is over 200 deaths per 1000 live births, leading to lower life expectancy. The education system is very bad and literacy in the north is 35 percent as against seventy-seven in the rest of the country. Seventy seven percent of women in the far north have no formal education, when compared to seventeen percent in the rest of the country. In the north youth unemployment is very high while its primary school attendance is only 41%. All of this contributes to unemployment and widening of poverty (Cook, 2011). Abdulkarim Mohammed stated that violent attacks in Nigeria are due to “the fallout of frustration with corruption and the attendant social dissatisfaction of poverty and joblessness” (Carson, 2012).

4. EFFECTS OF SECURITY CHALLENGES ON NATIONAL DEVELOPMENT

The investigation of the effect of Boko Haram on Nigeria’s national development is appropriate for different reasons. The economy of Nigeria, a nation that is made up of inhabitants numbering more than 170 million, needs order, regional security and peace, in Africa; the welfare of the area’s financial understanding in nations like Chad, Cameroon, Benin, Niger and among others, are intertwined and reliant on the economy of Nigeria; Within Africa, Nigeria is too huge to fizzle, as its disappointment will mean suffering for large numbers of individuals and prevent progress and development that has been made in that region over the previous decades (Gillespie, 2014). The actions of Boko Haram have affected the national development significantly since the group began their attacks in the country. Boko Haram, the aggressive Islamist group, has made a joke of security and harmony in Nigeria and its troubles to security is well known. In fact, almost all that has been written on Boko Haram both in academic journals and wide spread media; address its damaging consequences from a political perception. More often than not, these accounts fail to highlight that apart from the loss of possession and lives, the actions of Boko Haram constitute a threat to national development (Gillespie, 2014).
Boko Haram insurgency has assumed more destructive dimension since 2009. Although, since the election of Buhari into office in 2015, the activities of Boko Haram has been curtailed, although the sect are still very active as seen in their recent attacks in Borno state killing dozens of citizens including military men and burning of about forty homes (Aljazeera, 2018). It’s on this note that the effects of Boko Haram on national development will be examined.

The activities of Boko Haram insurgency have discouraged Foreign Direct Investment (FDI) in Nigeria. With the campaign by former president Jonathan at the pick of insurgency and Buhari’s oversea trips did not yield the needed result of increased FDI in the country. A country like the US has on different note warned their citizens not to do business with Nigeria which is not very good for a country like Nigeria who is still underdeveloped (Awortu, 2015). The country with its vision 20:20 has been projected to be among economic power by 2020, but with the activities of Boko Haram and other security issues faced by the country this is likely not achievable. Besides the economic effects of the group, are also political setbacks. Boko Haram attacks to a large extent have paralyzed government institutions and have created an environment of suspicion and distrust among political class which is not good for its democracy. It has also hindered government from fulfilling its developmental promises in the North-East.

Beyond the tragic loss of lives, terrorism has created a climate of insecurity with devastating economic impact on Nigeria. It was estimated in 2013 that the activities of Boko Haram cost the country 28.48 billion dollars. This has also affected the performance of Nigeria in global competitive index in recent times (Onuoha, Ichite and George, 2015).

Education is a panacea for national development all over the globe. There is no society that does not give adequate attention to her educational growth and development. Boko Haram insurgency has been an obstacle to educational development in Nigeria particularly in the north. One of the reasons for the attacks on education is the fact that Boko Haram considers education a sin. In Borno State for instance, 882 classrooms have been destroyed as at 2013 while in Yobe, Adamawa thousands of schools have relocated (Awortu, 2015). Nigeria has been struggling with educational infrastructure and qualitative manpower to improve its educational standard, insurgency has compounded its challenges by attacks on schools, hostage taking of school children, killing of teachers and students. This will further increase the rate of uneducated people; for it is education that brings development. Boko Haram will in the near future create a generation of unemployed youths in the north so that they can consistently have school dropouts and illiterates to recruit as suicide bombers and fighters (Awortu, 2015).

Besides, monetary and economic effects associated with insurgency, there is also psychological cost. Terrorist’s activities erode Inter-communal trust and destroy the reservoir of social capital that is very important to building pleasant societies and bringing together community efforts for national development. The proliferation of light weapons and the militarization of society results in a vicious cycle of violence which hinders national cohesion and stability. The long term impact of violence on towns and regions is best seen in Kaduna and Jos. Kaduna used to be one of the most flourishing cities in Nigeria. In various ways it was the industrial centre of the North, a city with various textile firms and prosperous trading companies. As of today Kaduna is tragically divided between Muslim North and Christian South (Adebayo, 2014). Most of the companies that deals on textiles have been shut down and most investors have folded up.

According to Kalu, (2012) the ongoing insurgency has had important negative effect on the economy of the north. Indian and Lebanese expatriates who had businesses in Kano have relocated to Abuja and the South. While most of them have left the country, hotels, banks and other business sectors have witnessed important reductions in their activities. Countries who share borders with Nigeria have also been affected because of restrictions on cross-border traffic. The estimate of 126 industries has shut down in Kano state alone (Kalu, 2012).

Nigeria’s quest for industrialization over the years has suffered setbacks as a result of its security challenges. The country suffers setback all over the globe as a result of the attacks of Boko Haram which global media such as CNN, BBC, and so on quickly flash them on news houses capitalizes on them at every given opportunity. Although, the sects activities are basically carried out in the North, the whole of Nigeria suffers the global consequences because those outside the country believes that the insurgency is all over the country, thus, making investors not to come to Nigeria to invest (Awojobi, 2014). When media houses like the CNN broadcast the bombings in the North they make the world believe that the whole of
Nigeria is on fire hence, putting fears in the mind of investors.

The activities of Boko Haram are also worrisome to manufacturers in Nigeria. Goods produced by manufacturers are no longer sold out as it used to before the emergence of terrorism. This has made them to produce very little and the consequence of this is reduced earnings for the manufacturing firms. This however, would affect the profit and in the financial year, the companies in the stock market, will not be able to declare dividends. When this continues the work, force would be threatened with attendant labour agitations (Adebayo, 2014). It’s on record that between 2015 and 2018 millions of Nigeria’s have lost their jobs, the above reason are not farfetched from the cause as insecurity can affect every sector of a country. For the company to exist they would have to let go of some workers and if the loss continues, then they will shut down operations.

5. Conclusion and Recommendations
The above findings, it shows that Nigeria is faced with different security challenges, ranging from Boko Haram insurgency in the North, herds men killings, Niger Delta militants and the agitation of Biafra among other security challenges. Based on the findings of this paper, it would therefore, be safe to state that security challenges in the country have negative effect on Nigeria’s national development. Insurgency has made investors both within and outside Nigeria to change their destination for investment as a result of security challenges, thereby making the rate of unemployment in the country high and foreign Direct Investment low. This has moved the country further away from the path of development.

However, it is evident despite her enormous resources; national development remains elusive as a result of Boko Haram and general insecurity. It is on this note this paper will give the following recommendations:

1) The Nigerian government should endeavour to build viable institutions that respond actively to security challenges by enhancing security efforts with weapons to combat terrorism.
2) The fight against corruption should be followed strictly and laws that will make it possible for anyone caught on corruption charges to go to jail and forfeit all its properties.
3) The root cause of insecurity should be addressed. Nigerian government should deliver quality governance to the citizens and create institutional framework that will ensure effective management of resources to improve the lives of the people.
4) Government should pay more attention on poverty alleviation which includes creation of jobs and welfare packages. When the youths have something doing Boko Haram will not be able to convince them to become suicide bombers.
5) Government as a matter of urgency should give more allocations to education especially in the North. When youths are educated they will be able to stand their grounds to know what is good and wrong and not easily deceived by religious believes.

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Abstract
This paper examines insecurity and Business Development of emerging economics with particular reference to Nigeria in relation to its implications on business investment and operations. The series of challenges associated with terrorism, different forms of conflicts, pre-mediated application or threats of violence against business, religious groups, by the Boko Haram Sects, politically motivated and other expressions of violence following the emergence of democracy in recent time are singled out as having the most deleterious effect on the emerging economies. The paper examines empirically, the relationship between business development and terrorist activities using Nigeria data. A six-step analytical methodology which captures five equations is adopted. The result reveals that the number of bomb attacks/strikes and other forms of violence, number of man hours lost, number of workers involved, number of Nigerians and foreigners killed and the extent of infrastructural destruction vis-à-vis business relation cost increased tremendously. The output lost in terms of growth in per capita real GDP is considerably on an astronomical magnitude. It is established that insecurity has negative effect on business development in Nigeria. As a preventive strategy therefore, this paper advocates that efforts should be made to reduce terrorist activities by government through appropriate sanction and a machinery put in place towards restructuring and demarcation of the country to four different political states on the basis of ecology of nations. A negation of this, the paper argues, is a danger signal to a collapse of democracy and a severe religious/ethnic war.

Keywords: Conflict; Economic; Terrorism; Violence, Business.

Introduction
Emerging Economies are desperately in dire need of stable microeconomic environment, unhindered business development programmes, sustained democratic governance and conducive investment climate devoid of insecurity and threat of terrorism. Insecurity and terrorism are never acceptable business development elements capable of championing the course of strong economic fundamentals. Thus business development which is associated with business support and investment promotion vis-à-vis the foundation for national transformation and productive sector has witnessed numerous security constraints. Meaningful business development becomes impossible in event of insecurity in an emerging economy and even in the global market place.

In recent times, insecurity in an emerging economy such as Nigeria has risen to such and alarming height indicating its ugly head in different forms. The implications of this is that live and property are destroyed on daily basis businesses are frustrated, investment are nose diving, multinational companies are closing. This lead to increase in the rate of unemployment. Simply put, it poses threat to governance and business activities. The economic cost of insecurity and terrorism is enormous and has risen to an alarming dimension. Displacement of people and other severe implications of insecurity and terrorism impact on the ease of doing business and business environment; multiplies the number of man hours lost, reduces industrial production economic growth, foreign direct investment, world Gross Domestic Product and above all increases the rate of poverty. Equally it leads to capacity underutilization and wastages are recorded by manufacturing companies. The menace remains a threat to governance and economic growth as well as business development in Nigeria. Irrespective of the huge expenditure of Government, and her institutions on security at the National, State and Local Government levels, individuals also spend tremendously in their own right, merit and distinction for security of workplaces, houses and for their lives and property. The menace of poverty has increased astronomically despite all the expenditure of government, institutions and even individuals. There have bear cases of kidnapping, ethnic conflicts, militancy and pipeline vandalisation activities in the Niger Delta, terrorism
and religious extremism by Boko Haram in North East. Equally there are agitation for self-determination by Indigenous People of Biafra (IPOB) and Movement for the Actualization of Sovereign State of Biafra (MASSOB) in South East. Different part of the country have also witnessed the disturbances of Herdsmen, ritual killings and other politically motivated insecurity experiences all over the country. All these jointly and severally affect business development of Nigeria.

The alarming velocity of insecurity in Nigeria has prompted the astronomical rate of crime and terrorism attacks in various sections of the country resulting in unpalatable consequences for the country’s business development and National Economic Growth. Thus to combat the rising waves of insecurity, crime and allied vices, the National Assembly of Nigeria passed the Anti-Terrorism Act in 2011 but this has not reduce the level of insecurity in the land. This is confirmed by the low ranking of Nigeria in the Global Peace Index (GPI 2012). Despite the plethora of security measures adopted by government to tackle the daunting problems of insecurity, government effort in Nigeria has resulted in a bundle of failures and misadventures. This explains the rationale behind the Nigerian government being compelled to request for foreign assistance from United States of America (USA), EU countries and Israel to address the alarming dimension of insecurity and terrorism.

On the strength of this therefore, this paper in its sections provides the introductory examination in section one. Section two focuses on a discourse on Terrorism with economic, medium term and short consequences. Insecurity and Business Development form the tenet of section three while indirect effect of terrorism form the basis of section four. Section five centres on Timeline in relation to pattern and trends of Boko Haram activities with comparative evidence in different countries. Terrorist activities attributed to AL-Qaeda and methodological issues in relation to the impact of terrorist activities on business development are captured in section six. The paper terminates with policy recommendations and concluding remarks in section seven.

**Terrorism: A Discourse**

The most fundamental source of insecurity in Nigeria is Terrorism which could be traced back to religious fanaticism and intolerance particularly in Islam dominated states of Nigeria. As a global phenomenon it is ravaging the whole world. Thus, terrorism has become one of the most contested concepts in the world and the interpretation used definition used may be a result of influence of the total numbers of attacks in a particular place.

Knight and Michael R. Czinkota (2008), and the McDonough School of Business opine that terrorism is associated with the systematic threat or use of violence, often across national borders, to attain a political goal or communicate a political message through fear, coercion, or intimidation of non-combatant persons or the general public (Alexander et al 2009). According to Todd Sandler and Walter Enders (2013), Terrorism is the premeditated use or threat of use of violence by individuals or sub national groups to obtain a political or social objective through the intimidation of a large audience, beyond that of the immediate victim. Although the motives of terrorists may differ, their actions follow a standard pattern with terrorist incidents assuming a variety of forms: airplane hijackings, kidnappings, assassinations, threats, bombings, and suicide attacks. Terrorism is a human imposed disaster which purposefully aims at maximum random destruction and which is planned to systematically circumvent preventive measures. Terror incidents also occur in Nigeria just other countries globally leading to significant socio-economic consequences. The terror incidents and violence are suffered with relatively greater intensity in the Northern Nigeria than the southern regions of the country Oladimeji, Moruff Sanjo and Oresanwo, Adeniyi Macus (2014). The goal of terrorist organizations according to Tavares (2004) is to impose damage on economy: Terrorist activities affect the brewery firms because foreign investors will be discouraged from investing into breweries in the country and customers are also afraid of visiting bars and pubs. Ultimately, it may not be terrorism itself that poses the greatest threat but the fear that terrorism incites. The panic and psychological impact of terrorism can be more harmful to the interests of the firm than the event itself. It is critical to restore confidence and maintain order as early as possible following terrorist events (Czinkota et al 2008).

**Economic Consequences of Terrorism in Nigeria**

Recent terrorist attacks in Nigeria, affected both the national and the global economy. Nigeria’s federal government spent a considerable 20 per cent of its 2012 budget on security - equivalent to the share the US spent on security following the 11 September terrorist attacks, in 2001. In 2013 it was increased to 27.11 but in 2014, N845 billion ($5.29billion) was provided for recurrent and service vote for security in Nigeria. It could be noted that as government spends much on the security in the country, businesses have
become vulnerable to terrorist targets, with important implications for the operations and performance of firms.

The economic consequences can be largely broken down into short term direct effects; medium-term confidence effects and longer term productivity effects (indirect effects).

**Medium term effects of Terrorism on Business Organization**

The indirect costs of terrorism have the potential of affecting the economy in the medium term by undermining consumer and investor confidence. The activities of terror attack can reduce the incentive to spend as opposed to save, this may led to reduction in the investment in an economy and this will have a multiplier effect on the economy development of the entire world through normal business cycle and trade channels.

Brewery firms are soft targets of terrorist in the sense that it is impossible to prevent potential terrorists from coming near or even entering the premises where beer is sold. The targeted area of terrorist in Nigeria includes, churches, schools, shopping centers, restaurants, cafeterias in which multitudes of people gather (Varol, 2007).

**Short Term Direct Economic effects of Terrorism on Business Organizations in Nigeria**

The direct effects of terrorism on organizations such as breweries comprise the immediate business consequences of terrorism as experienced by breweries. Direct economic costs are mostly proportionate to the intensity of the attacks. Major attacks in Bornu, Plateau, Kaduna, Yobe, Adamawa, Kano, Bauchi and Abuja by Boko Haram sect has caused major activity disruption especially the Abuja bomb that happened in April, 2014 and this left most pubs and bars closed. Most distributors were also disrupted from the distribution of brewery products to the affected areas. Some event centers in the south are closed permanently because of the terrorist attacks in the northern part of Nigeria with the fear that it may escalate to the southern part. The direct economic costs of terrorism, include

- the destruction of life and property of firms and their workers
- responses to the emergency which requires funding
- restoration of the systems and the infrastructure affected, and
- the provision of temporary living assistance for the affected workers, are most pronounced in the immediate aftermath of the attacks and thus matter more in the short run.

**Insecurity and Business Development**

In terms of the impact of insecurity on business, the *indirect effects* are the most important outcome of terrorism. It is these indirect effects that pose the greatest potential threat to the activities of business organization in Nigeria. The indirect effects of terrorism accumulate and often become recognizable only over time as noted in figure 1 and articulated below:

![Figure 1: Indirect effects of Terrorism](Source: Researcher’s View)
Decline in Consumer Demand variable is Fundamental. Thus long term variations association with a decline in buyer or in consumer demand result from the fear and panic that ensue following terrorist acts. Consumers delay and or discontinue visiting bars and pubs and making purchases. This reduces demand by consumers. Equally a widespread psychological response of individuals trigger a decline in demand for brewery products. Fear may also impact on the behaviour and reactions of managers. Firms experience reduced revenues from falling consumer demand and may attempt to recoup decreasing sales by reducing prices or via increased advertising and other communications activities, all of which engender reduced revenues or unplanned expenses.

Following this is Sudden shifts or interruptions in value and distribution chains. Interruptions in the supply of needed inputs, resources, and services is another indirect effect of terrorism. They hold the potential to induce serious problems for the firm’s value-chain operations and other activities. Interruptions result from delays in the supply chain as increased security measures and other factors lessen the efficiency of transportation and logistical systems. Short-term shortages of input raw materials and components may occur if, as a result of attacks, certain externally obtained resources are delayed or become unavailable. Shortages are also associated with higher costs of input. It contributes to higher prices for consumers.

The effects of new Policies, regulations, and laws also impact on Business Development. New laws, policies and regulations are enacted by governments in response to terrorist events. While intended to improve security conditions, such actions have severe consequences of hindering efficient business operations of organizations.

Macroeconomic phenomena, such as (real or perceived) decline in per-capita income, purchasing power, or stock market values, are exacerbated by terrorism. The pattern and trends affect the extent of consumer uncertainty about the state of national economies. Terrorism induces declines in international trade, with attendant consequences for GDP, tax revenues, and living standards (Czinkota, Knight, and Liesch 2008).

Changes in international relations and perceptions as a result of terrorism in the country affect trade and investment thereby reducing the GDP. There is incidence of increased business running costs and disruption of the business plans as a result of terrorist activities thereby rendering business plan useless. There is the experience of low sales in organizations: Terrorists target beer parlour and pubs where brewery products are sold thereby scaring people away from visiting bars and drinking beer which affect the sales of brewery products. Increased security cost as another impact an organizations. The increase in the security costs against terror extends distribution cycle and raises marketing costs. Moreover, breweries have to provide and finance their own protection. They have to hire commercial security firms and also install expensive equipment raising their costs of production.

These indirect effects pose the greatest potential threat to the activities of firms.

Table 1: The chronology of the Boko Haram insurgency from 2009 to 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of attacks</th>
<th>Number of casualties</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>5</td>
<td>1000</td>
</tr>
<tr>
<td>2010</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>2011</td>
<td>9</td>
<td>293</td>
</tr>
<tr>
<td>2012</td>
<td>12</td>
<td>341</td>
</tr>
<tr>
<td>2013</td>
<td>17</td>
<td>773</td>
</tr>
<tr>
<td>2014</td>
<td>44</td>
<td>2475</td>
</tr>
<tr>
<td>2015</td>
<td>25</td>
<td>2588</td>
</tr>
</tbody>
</table>

Source: Nigeria Newspaper Publications (various issues)

Timeline of the insurgency - Pattern and Trends of Terrorist Activities in Nigeria
Timeline of Boko Haram insurgency is associated with the chronology of the Boko Haram insurgency, ongoing armed conflict of Boko Haram and the Nigerian polity.

The sequence in relation to date of attack, location, number of causalities and the incidence for the period 2009 to 2018 are as stated under. Theoretically, terrorism lacks universally recognized definition as it is a debatable notion. Lacking universally recognized term is not unconnected with the fact that to a reasonable degree, it is highly politicized rather than being an academic issue. This gives rise to various interpretations on the political demands at the time. The difference in opinion is as a result of differences in the form and typologies of terrorism which embrace international and domestic terrorism. The basic distinction is seemingly blurred that in a case where international terrorism is viewed as deadly terrorist activities conducted on the territorial borders
Insecurity and Business Development

Domestic terrorism otherwise known as home grown or internal terrorist activity is not strictly separated from international terrorism in that they are interconnected. Terrorist groups whose political agenda become localized to a certain political or national context tend to increasingly internationalise some of their logistics, fund raising as well as planning and other propaganda activities. The Nigerian case in one that fits unto this connectivity and the country has been on the throes of daring suicide bombers masquerading as Islamic and Boko Haram adherents. This group has gained national prominence and has reached threatening dimensions through the adoption of suicide bombing.

Table 2: Pattern and trends timeline of boko haram insurgence in nigeria from 2009 to 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Date of Attack</th>
<th>Location of Attack</th>
<th>Number of Casualties</th>
<th>Causalities</th>
<th>Incidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Between July 26 to July 29, 2009</td>
<td>Northern Nigeria</td>
<td>1000</td>
<td>About 1,000 people were killed</td>
<td>Clashes between Boko Haram militants and Nigeria soldiers</td>
</tr>
<tr>
<td>2010</td>
<td>On July 3-2009</td>
<td>Northern Nigeria</td>
<td>1</td>
<td>1</td>
<td>The leader of the Islamic sect boko haram, Mohammed Yusuf, was summarily executed by Nigerian soldiers. A new leader Abubakar Shekau took over the control of the group</td>
</tr>
<tr>
<td></td>
<td>In September 2010</td>
<td>Bauchi</td>
<td>726</td>
<td>5 people were killed and 721 inmates were freed from prison</td>
<td>By suspected boko haram gunmen</td>
</tr>
<tr>
<td></td>
<td>In 2010</td>
<td>Abuja</td>
<td>4</td>
<td>Killed four civilians</td>
<td>A bomb attack by boko haram sect outside a barracks</td>
</tr>
<tr>
<td></td>
<td>On May 2011</td>
<td>Abuja and Bauchi</td>
<td>15</td>
<td>15 people were killed</td>
<td>There was bombing in Abuja and Bauchi during Goodluck Jonathan’s swearing in as the new president</td>
</tr>
<tr>
<td></td>
<td>June 2011</td>
<td>Abuja police headquarters</td>
<td>3</td>
<td>At least two people, the perpetrator and a traffic policeman were killed</td>
<td>Attacked by a suicide bomber</td>
</tr>
<tr>
<td></td>
<td>August 26</td>
<td>Abuja United Nations</td>
<td>21</td>
<td>21 people dead</td>
<td>Bombing</td>
</tr>
<tr>
<td></td>
<td>November 4, 2011</td>
<td>Damaturu</td>
<td>150</td>
<td>Killed about 150 people</td>
<td>Damaturu attacks</td>
</tr>
<tr>
<td></td>
<td>December 22-23, 2011</td>
<td>Damaturu</td>
<td>68</td>
<td>69 people dead, of whom are 50 militants, at least 7 soldiers, and 11 civilians</td>
<td>Clash between boko haram militants and Nigerian soldier</td>
</tr>
<tr>
<td></td>
<td>December 25, 2011</td>
<td>Churches in the north</td>
<td>41</td>
<td>Killed 41 people</td>
<td>Boko haram bomb attacks and shootings</td>
</tr>
<tr>
<td>2012</td>
<td>From January 5 - 6, 2012</td>
<td>Churches in the north</td>
<td>37</td>
<td>Targeted and killed</td>
<td>Boko haram militants attacks</td>
</tr>
<tr>
<td></td>
<td>January 20, 2012</td>
<td>Kano</td>
<td>183</td>
<td>183 people of whom at least</td>
<td>On boko haram attacks</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>150 are civilians and 32 are police officers</td>
<td></td>
</tr>
</tbody>
</table>
## Attack Incidence

<table>
<thead>
<tr>
<th>Year</th>
<th>Date of Attack</th>
<th>Location of Attack</th>
<th>Number of Causalities</th>
<th>Causalities</th>
<th>Incidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2012</td>
<td>Kaduna</td>
<td>38</td>
<td>Left 38 people dead</td>
<td>Bombings at a church</td>
<td></td>
</tr>
<tr>
<td>June 2012</td>
<td>Kaduna church bombings</td>
<td>19</td>
<td>Killed 19 people</td>
<td>Bombings in three different churches</td>
<td></td>
</tr>
<tr>
<td>August 2012</td>
<td>Deeper Lifer Church in Kogi state</td>
<td>19</td>
<td>Killed 19 people</td>
<td>Shooting</td>
<td></td>
</tr>
<tr>
<td>August 2012</td>
<td>A mosque in kogi state</td>
<td>3</td>
<td>Killed two Nigerian soldiers and a civilian</td>
<td>Reprisal attack</td>
<td></td>
</tr>
<tr>
<td>25th December, 2012</td>
<td>Maiduguri and Potiskum</td>
<td>27</td>
<td>27 Christians were killed</td>
<td>Suspected boko haram militants</td>
<td></td>
</tr>
<tr>
<td>December 28, 2012</td>
<td>The village of Musar</td>
<td>15</td>
<td>15 Christians were killed</td>
<td>By unknown gunmen</td>
<td></td>
</tr>
<tr>
<td>8th February 2013</td>
<td>In northern Nigeria</td>
<td>9</td>
<td>9 of them killed</td>
<td>Polio vaccinators were attacked and</td>
<td></td>
</tr>
<tr>
<td>March 18th, 2013</td>
<td>Kano bus</td>
<td>65</td>
<td>65 people were killed</td>
<td>Bomb blast in a car bombing</td>
<td></td>
</tr>
<tr>
<td>April 16, 2013</td>
<td>Baga massacre</td>
<td>187</td>
<td>Claimed 187 lives</td>
<td>It is unclear whether the Nigerian military or boko haram is responsible for the massacre</td>
<td></td>
</tr>
<tr>
<td>June 9th, 2012</td>
<td>Maiduguri</td>
<td>3</td>
<td>3 people were killed</td>
<td>By boko haram</td>
<td></td>
</tr>
<tr>
<td>June 9th, 2013</td>
<td>Damaturu</td>
<td>13</td>
<td>13 students and teachers were killed</td>
<td>By boko haram</td>
<td></td>
</tr>
<tr>
<td>July 6th</td>
<td>Yobe state</td>
<td>42</td>
<td>Killed more than 42 people</td>
<td>School shooting by boko haram</td>
<td></td>
</tr>
<tr>
<td>August 12th</td>
<td>Maiduguri mosque</td>
<td>56</td>
<td>Killed 56 people</td>
<td>Boko haram</td>
<td></td>
</tr>
<tr>
<td>September 12th</td>
<td>Northern Nigeria</td>
<td>40</td>
<td>40 soldier dead</td>
<td>By boko haram ambush</td>
<td></td>
</tr>
<tr>
<td>Between September 12th to 18th</td>
<td>Northern Nigeria</td>
<td>166</td>
<td>150 Islamists and 16 soldiers dead</td>
<td>An offensive by Nigerian Army</td>
<td></td>
</tr>
<tr>
<td>September 19th</td>
<td>Benisheik</td>
<td>161</td>
<td>161 were killed</td>
<td>Attack blamed on boko haram</td>
<td></td>
</tr>
<tr>
<td>September 20th</td>
<td>Abuja</td>
<td>13</td>
<td>13 killed</td>
<td>Boko haram shootout</td>
<td></td>
</tr>
<tr>
<td>On September 29th</td>
<td>Gujba college in Yobe state</td>
<td>50</td>
<td>Killed more than 50 students</td>
<td>Massacre by Boko haram</td>
<td></td>
</tr>
<tr>
<td>October 10th</td>
<td>Damboya</td>
<td>20</td>
<td>20 killed (15 suspected militants and 5 civilians)</td>
<td>Boko haram</td>
<td></td>
</tr>
<tr>
<td>October, 2013</td>
<td>Northern Nigeria</td>
<td>101</td>
<td>101 boko haram</td>
<td>Government forces raid rebel camps killing around 101 boko haram fighters</td>
<td></td>
</tr>
<tr>
<td>October 29th</td>
<td>Damaturu</td>
<td>128</td>
<td>Killed at least 128 people</td>
<td>Boko haram raids that killed (95 militants, 23 soldiers, 8 policemen, and 2 civilians)</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>Maiduguri, Borno State</td>
<td>30</td>
<td>Killed 30 people</td>
<td>Bombing by boko haram</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Date of attack</td>
<td>Location of Attack</td>
<td>Number of Causalities</td>
<td>Causalities</td>
<td>Incidence</td>
</tr>
<tr>
<td>-------------</td>
<td>----------------</td>
<td>-------------------------------------------</td>
<td>-----------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>January 26, 2014</td>
<td></td>
<td>Separate attacks in northern Nigeria</td>
<td>138</td>
<td>138 people were killed</td>
<td>By boko haram</td>
</tr>
<tr>
<td>January 31st</td>
<td></td>
<td>Chakawa</td>
<td>11</td>
<td>11 Christians killed</td>
<td>By boko haram militants</td>
</tr>
<tr>
<td>February 14th</td>
<td></td>
<td>Borno massacre</td>
<td>121</td>
<td>death of 121 Christian villagers</td>
<td>Borno massacre by boko haram militants in konduga, Borno State</td>
</tr>
<tr>
<td>February 15th</td>
<td></td>
<td>Izhie attack</td>
<td>106</td>
<td>Killed 106 people</td>
<td>By boko haram militants</td>
</tr>
<tr>
<td>February 15th</td>
<td></td>
<td>Gwosa</td>
<td>99</td>
<td>At least 90 Christians and 9 Nigerian soldiers were killed</td>
<td>By boko haram</td>
</tr>
<tr>
<td>February 25th, 2014</td>
<td></td>
<td>Federal Government Colleges in Yobe state</td>
<td>59</td>
<td>Claimed the lives of 59 students</td>
<td>By boko haram</td>
</tr>
<tr>
<td>March 14th</td>
<td></td>
<td>Giwa military barracks in Maiduguri</td>
<td>600</td>
<td>The military then executes about 600 unarmed recaptured detainees according to Amnesty International</td>
<td>Boko haram attacks the heavily fortified Gwa military barracks in Maiduguri, freeing comrades from a detention and the military then executes about 600 unarmed recaptured detainees, according to Amnesty International</td>
</tr>
<tr>
<td>Facility April 14 – April 2014</td>
<td></td>
<td>Abuja</td>
<td>88</td>
<td>Over 88 people killed</td>
<td>A twin bombing attack in Abuja by boko haram</td>
</tr>
<tr>
<td>April 15</td>
<td></td>
<td>Chibok in Borno state</td>
<td>276</td>
<td>276 female students were kidnapped</td>
<td>By boko haram</td>
</tr>
<tr>
<td>May 1- May 2014</td>
<td></td>
<td>Abuja</td>
<td>19</td>
<td>19 killed</td>
<td>By a car bomb</td>
</tr>
<tr>
<td>May 5 – May 2014</td>
<td></td>
<td>Gamboru Ngala in Borno state</td>
<td>300</td>
<td>Least 300 people</td>
<td>By boko haram militants</td>
</tr>
<tr>
<td>May 20, 2014</td>
<td></td>
<td>Joe</td>
<td>118</td>
<td>At least 118 villagers were killed</td>
<td>By car bombs in the city of Jos</td>
</tr>
<tr>
<td>May 21</td>
<td></td>
<td>Northern-eastern Nigeria</td>
<td>27</td>
<td>27 villagers were killed</td>
<td>By boko haram gunmen</td>
</tr>
<tr>
<td>May 27-May 2014</td>
<td></td>
<td>Buni Yadi</td>
<td>58</td>
<td>49 security personnel and 9 civilians were killed</td>
<td>Boko haram attack on a military base in Yobe State</td>
</tr>
<tr>
<td>May 30</td>
<td></td>
<td>Gwoza</td>
<td>1</td>
<td>1</td>
<td>the third emir of Gwoza, Idrissa Timta, was assassinated during a Boko Haram ambush</td>
</tr>
<tr>
<td>June 1 - 2014</td>
<td></td>
<td>Mubi</td>
<td>40</td>
<td>at least 40 people were killed</td>
<td>by a bomb in Mubi, Adamawa State.</td>
</tr>
<tr>
<td>June 2</td>
<td></td>
<td>Gwoza</td>
<td>200</td>
<td>at least 200, mostly Christians, were killed</td>
<td>massacre in several villages in Borno State by Boko Haram</td>
</tr>
<tr>
<td>June 20-23</td>
<td></td>
<td>Borno State</td>
<td>161</td>
<td>at least 70 people were killed and 91 women and children kidnapped</td>
<td>by Boko Haram militants</td>
</tr>
<tr>
<td>June 23-25</td>
<td></td>
<td>central Nigeria</td>
<td>171</td>
<td>around 171 people were killed</td>
<td>by Boko Haram militants</td>
</tr>
<tr>
<td>Year</td>
<td>Date of attack</td>
<td>Location of Attack</td>
<td>Number of Causalities</td>
<td>Causalities</td>
<td>Incidence</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------</td>
<td>--------------------</td>
<td>-----------------------</td>
<td>-------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>June 26</td>
<td>Northern Nigerian</td>
<td>100</td>
<td>Over 100 militants were killed</td>
<td>by the Nigerian military during a raid on two Boko Haram camps.</td>
<td></td>
</tr>
<tr>
<td>June 28</td>
<td>Bauchi.</td>
<td>11</td>
<td>11 people were killed</td>
<td>by a bomb</td>
<td></td>
</tr>
<tr>
<td>July 18</td>
<td>Damboa,</td>
<td>18</td>
<td>At least 18 were killed</td>
<td>by a Boko Haram attack leaving the town almost destroyed.</td>
<td></td>
</tr>
<tr>
<td>July 22</td>
<td>Chibok.</td>
<td>51</td>
<td>51 people were killed</td>
<td>by Boko Haram</td>
<td></td>
</tr>
<tr>
<td>September 19</td>
<td>Mainok, Borno State.</td>
<td>30</td>
<td>Around 30 people were killed</td>
<td>by Boko Haram militants at a busy market</td>
<td></td>
</tr>
<tr>
<td>October 31</td>
<td>Gombe</td>
<td>36</td>
<td>At least 4 people were killed, 32</td>
<td>by an explosion at a bus station</td>
<td></td>
</tr>
<tr>
<td>November 2</td>
<td>Kogi</td>
<td>99</td>
<td>99 inmates in Kogi State are freed</td>
<td>prison break by suspected Boko Haram rebels.</td>
<td></td>
</tr>
<tr>
<td>November 3-10</td>
<td>Yobe State</td>
<td>61</td>
<td>killed 15 Shiites on the 3rd and 46 students on the 10th.</td>
<td>double suicide bombing</td>
<td></td>
</tr>
<tr>
<td>November 25</td>
<td>Maiduguri, Borno State</td>
<td>45</td>
<td>Over 45 people were killed</td>
<td>by two suicide bombers.</td>
<td></td>
</tr>
<tr>
<td>November 27</td>
<td>Damasak</td>
<td>50</td>
<td>Around 50 people were killed</td>
<td>by Boko Haram militants</td>
<td></td>
</tr>
<tr>
<td>November 28</td>
<td>Kano</td>
<td>120</td>
<td>killed at least 120 Muslim followers of the Emir of Kano, Muhammad Sanusi II,</td>
<td>2014 bombing, were killed during a suicide bombing and gun attack by Boko Haram.</td>
<td></td>
</tr>
<tr>
<td>December 1</td>
<td>Maiduguri, Borno State.</td>
<td>5</td>
<td>5 people were killed</td>
<td>by two female suicide bombers who detonated explosions at a crowded market place.</td>
<td></td>
</tr>
<tr>
<td>December 10</td>
<td>Kano</td>
<td>11</td>
<td>At least 4 people were killed and 7 injured</td>
<td>by female suicide bombers near a market in Kano</td>
<td></td>
</tr>
<tr>
<td>December 11</td>
<td>Gajiganna, Borno State.</td>
<td>30</td>
<td>30 people were killed and houses were destroyed</td>
<td>By Boko Haram militants</td>
<td></td>
</tr>
<tr>
<td>December 13-2014</td>
<td>Gumsuri</td>
<td>220</td>
<td>between 32 and 35 were killed and between 172 and 185 were kidnapped</td>
<td>kidnappings, by Boko Haram in Borno State</td>
<td></td>
</tr>
<tr>
<td>December 22</td>
<td>Gombe State.</td>
<td>27</td>
<td>at least 27 people were killed</td>
<td>bus station bombing, at a bus station by a bomb</td>
<td></td>
</tr>
<tr>
<td>December 28-29</td>
<td>Cameroon clashes,</td>
<td>181</td>
<td>85 civilians, 94 militants, and 2 Cameroonian soldiers were killed</td>
<td>Boko Haram offensive into Cameroon’s Far North Region.</td>
<td></td>
</tr>
<tr>
<td>January 2</td>
<td>Waza, Cameroon.</td>
<td>17</td>
<td>Killed eleven people and injuring six.</td>
<td>by Boko Haram militants attacked a bus</td>
<td></td>
</tr>
<tr>
<td>2015 January 3-7</td>
<td>Baga in north-east</td>
<td>2000</td>
<td>As many as 2,000</td>
<td>Boko Haram militants raze the</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Date of Attack</td>
<td>Location of Attack</td>
<td>Number of Causalities</td>
<td>Causalities</td>
<td>Incidence</td>
</tr>
<tr>
<td>----------</td>
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<td>--------------------</td>
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<td>-----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>January 3</td>
<td>Boko State</td>
<td>40</td>
<td>Kidnapped around 40 boys and young men.</td>
<td>Fleeing villagers from a remote part of the report that Boko Haram had three days prior</td>
<td></td>
</tr>
<tr>
<td>January 5</td>
<td>Baga.</td>
<td>0</td>
<td>Hundreds of Boko Haram militants had overrun several towns in northeast Nigeria and captured the military base in Baga.</td>
<td>This is two days after 40 boys were kidnapped</td>
<td></td>
</tr>
<tr>
<td>January 9</td>
<td>Boko State</td>
<td>8300</td>
<td>7,300 flee to neighbouring Chad while over 1,000 were trapped on the island of Kangala in Lake Chad.</td>
<td>Refugees flee Nigeria's Boko Haram massacre in the town of Baga. Nigeria's army vows to recapture the town, while Niger and Chad withdraw their forces from a transnational force tasked with combating militants.</td>
<td></td>
</tr>
<tr>
<td>January 10</td>
<td>Maiduguri, Nigeria</td>
<td>20</td>
<td>killed 20 people</td>
<td>a 10 year old female suicide bomber</td>
<td></td>
</tr>
<tr>
<td>January 11</td>
<td>Potiskum, Nigeria</td>
<td>5</td>
<td>5 people were killed</td>
<td>more female suicide bombers, this time two, and again each believed to be around 10 years old,</td>
<td></td>
</tr>
<tr>
<td>January 12</td>
<td>Kolofata in Cameroon</td>
<td>301</td>
<td>The Cameroonian military claims the army lost only one officer while the Islamic group lost about 300 rebels.</td>
<td>Boko Haram militants launch a failed raid on Kolofata.</td>
<td></td>
</tr>
<tr>
<td>January 18</td>
<td>From villages in north Cameroon.</td>
<td>83</td>
<td>kidnap 80 people and killed three others</td>
<td>Boko Haram militants</td>
<td></td>
</tr>
<tr>
<td>January 20</td>
<td>Baga,</td>
<td>21</td>
<td>21 civilians were killed</td>
<td>Boko Haram leader Abubakar Shekau claims responsibility for the attack</td>
<td></td>
</tr>
<tr>
<td>January 24</td>
<td>Kambari near Maiduguri.</td>
<td>15</td>
<td>15 people were killed</td>
<td>Boko Haram gunmen attempt to burn down the village</td>
<td></td>
</tr>
<tr>
<td>January 25</td>
<td>Maiduguri</td>
<td>64</td>
<td>Leading to the deaths of at least 8 civilians, up to 53 militants, and 3 soldiers deaths of at least 8 civilians, up to 53 militants, and 3 soldiers</td>
<td>Boko Haram rebels launch a large offensive against Nigerian forces in Maiduguri The status of the 1,400 soldiers stationed in Monguno is unknown. As a result of these attacks, Boko Haram now controls four out of five roads leading into the major city, prompting fears that it will be taken as well offensive against</td>
<td></td>
</tr>
<tr>
<td>Year</td>
<td>Date of attack</td>
<td>Location of Attack</td>
<td>Number of Causalities</td>
<td>Causalities</td>
<td>Incidence</td>
</tr>
<tr>
<td>------------</td>
<td>----------------</td>
<td>--------------------</td>
<td>-----------------------</td>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>January 28</td>
<td>January 28</td>
<td>Adamawa State.</td>
<td>40</td>
<td>killed 40 people</td>
<td>Boko Haram fighters while on a rampage</td>
</tr>
<tr>
<td>January 29</td>
<td>January 29</td>
<td>Michika</td>
<td>N/A</td>
<td>N/A</td>
<td>The Nigerian military, in collaboration with Chadian soldiers, captures the border town of Michika from Boko Haram rebels.</td>
</tr>
<tr>
<td>January 31</td>
<td>January 31</td>
<td>north of Cameroon</td>
<td>123</td>
<td>Chadian forces claim to have killed 120 Boko Haram fighters while losing only 3 soldiers of their own during fighting</td>
<td></td>
</tr>
<tr>
<td>February 1</td>
<td>February 1</td>
<td>Bomo State, Maiduguri, potiskum and gombe</td>
<td>13</td>
<td>Also, a suspected Boko Haram suicide bomber killed himself and eight others at the residence of a politician in Potiskum. Another suicide bomber killed five people outside a mosque in Gombe.</td>
<td></td>
</tr>
<tr>
<td>February 2</td>
<td>February 2</td>
<td>Gombe</td>
<td>19</td>
<td>at least one death and eighteen people injured</td>
<td>A female suicide bomber attacked minutes after the President of Nigeria left an election rally in the city of Gombe</td>
</tr>
<tr>
<td>February 4</td>
<td>February 4</td>
<td>GamboruNgala.</td>
<td>209</td>
<td>killed 200 militants and lost nine soldiers</td>
<td>the Chad Army claims to have killed 200 militants and lost nine soldiers while capturing the border town of Gamboru</td>
</tr>
<tr>
<td>February 6 - 2015</td>
<td>February 6 - 2015</td>
<td>Bosso and Diffa, both in Niger</td>
<td>114</td>
<td>5 Nigeriens were killed while the government claimed 109 Boko Haram militants were killed as well.</td>
<td></td>
</tr>
<tr>
<td>February 7</td>
<td>February 7</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Nigeria postponed its general election for six weeks to allow its armed forces to control parts of the country currently controlled by</td>
</tr>
<tr>
<td>Year</td>
<td>Date of attack</td>
<td>Location of Attack</td>
<td>Number of Causalities</td>
<td>Causalities</td>
<td>Incidence</td>
</tr>
<tr>
<td>----------</td>
<td>----------------</td>
<td>----------------------------------------</td>
<td>-----------------------</td>
<td>-------------</td>
<td>-----------</td>
</tr>
<tr>
<td>February 9</td>
<td>Diffa in Niger</td>
<td>Boko Haram launched a raid on a prison in the town of Diffa in Niger. Authorities repel the attack.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 12</td>
<td>Sambisa Forest in Borno State, Mbuta and Biu</td>
<td>Deaths of 8 residents. A dozen people were also killed in a suicide blast</td>
<td>20</td>
<td>N/A</td>
<td>The West African Allied Forces, led by Nigeria and supported by Cameroon, Chad, and Niger, invade the Sambisa Forest in Borno State, a stronghold of Boko Haram, killing scores of the insurgents. Elsewhere, the town of Mbuta, 15 miles northeast of Maiduguri, was raided by Boko Haram, resulting in the deaths of 8 residents. A dozen people were also killed in a suicide blast at Biu, 100 miles southwest of Maiduguri.</td>
</tr>
<tr>
<td>February 14</td>
<td>Gombe</td>
<td>Boko Haram forced assault in Gombe. The Nigerian military repelled the attack.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 15</td>
<td>Damaturu</td>
<td>A suicide bomber</td>
<td>46</td>
<td>killed 16 and wounded 30</td>
<td></td>
</tr>
<tr>
<td>February 16</td>
<td>Monguno</td>
<td>Nigeria regains the key town of Monguno from Boko Haram. The town had previously fallen to the militants on January 25th.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 18</td>
<td>northeastern Nigeria</td>
<td>The Nigerian Army claimed to have killed 300 militants in northeastern Nigeria</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 18</td>
<td>Niger.</td>
<td>a warplane bombs a funeral ceremony in Niger.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 20</td>
<td>Borno</td>
<td>Boko Haram militants attacks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 21</td>
<td>Baga,</td>
<td>Nigerian army retakes Baga, which had fallen to Boko Haram on January 3rd.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 22</td>
<td>Potiskum.</td>
<td>A suicide bomber</td>
<td>31 1</td>
<td>killed five and wounds 26</td>
<td></td>
</tr>
<tr>
<td>February 24</td>
<td>Potiskum and Kano.</td>
<td>Two suicide bombers killed at least 27 people at bus stations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 24</td>
<td>Garambu,</td>
<td>Chadian soldiers killed over 200 Boko Haram fighters in a clash near the town of Garambu, close to Nigeria's border with Cameroon. One Chad Army soldier is killed and nine were wounded.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 26</td>
<td>at the cities of Biu and Jos</td>
<td>At least 35 people were killed in two attacks targeted at the cities of Biu and Jos.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 28</td>
<td>Near Damaturu.</td>
<td>Two female suicide bombers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 2</td>
<td>Kondunga town</td>
<td>A senior military officer claimed</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Year</th>
<th>Date of attack</th>
<th>Location of Attack</th>
<th>Number of Causalities</th>
<th>Causalities</th>
<th>Incidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>March 7</td>
<td>Mairaguri</td>
<td>197</td>
<td>54 dead and 143 wounded</td>
<td>Five suicide bomb blasts in Mairaguri. After the explosions, Boko Haram formally declared allegiance to the Islamic State.</td>
</tr>
<tr>
<td>2000</td>
<td>March 9</td>
<td>Malam Fatouri and Damsak in northeastern Nigeria.</td>
<td>N/A</td>
<td>N/A</td>
<td>Chadian and Nigerien forces retook the towns of Malam Fatouri and Damsak in northeastern Nigeria.</td>
</tr>
</tbody>
</table>

Sources:
- Reuters Publications (2009) ^
- BBC News (2015)
- Sahara reporters (2014)
- Nigeria Newspaper Publications (various issues)

Table 3: Terrorist Activities attributed to AL-Qaeda

<table>
<thead>
<tr>
<th>Year</th>
<th>Date of attack</th>
<th>Location of Attack</th>
<th>Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>March 7</td>
<td>Mairaguri</td>
<td>54 dead and 143 wounded</td>
</tr>
<tr>
<td>2000</td>
<td>March 9</td>
<td>Malam Fatouri and Damsak in northeastern Nigeria.</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Sources:
- Reuters Publications (2009) ^
- BBC News (2015)
- Sahara reporters (2014)
- Nigeria Newspaper Publications (various issues)
Econometrically, this becomes:

\[ Eq(2) \quad \text{Ter} = n_0 + n_1 \text{LMHL} + n_2 \text{LWAST} + n_3 \text{LCAP} + n_4 \text{LMANU} + n_5 \text{LGDP} + n_6 \text{INDP} + n_7 \text{WGDP} + \epsilon_t \]  

Similarly, we have

\[ Eq(3) \quad \text{GDP} = f(\text{Ter, MHL, CAP, EDI, EXP}_{t-1}, \text{IMP}_{t-1}, \text{INFL}) \epsilon_t \]  

The model takes the form:

\[ Eq(1) \quad \text{LINDP} = n(\text{MHL} + \text{WAST} + \text{CAP} + \text{MANU} + \text{GDP} + \text{INDP} + \text{WGDP})\epsilon_t \]  

Econometrically, this becomes:

\[ Eq(2) \quad \text{LINDP} = n_0 + n_1 \text{MHL} + n_2 \text{WAST} + n_3 \text{CAP} + n_4 \text{MANU} + n_5 \text{GDP} + n_6 \text{INDP} + n_7 \text{WGDP} + \epsilon_t \]  

Similarly, we have

\[ Eq(3) \quad \text{LWGDP} = f(\text{Ter, MHL, CAP, MANU, EXP}_{t-1}, \text{IMP}_{t-1}, \text{INFL}) \epsilon_t \]  

Table 3 confirms that attacks attributed to al Qaeda between 1992 and year 2007 were mostly motivated by 'economic and political factors. Year 2004 attack in Saudi Arabia in the month of May was a refinery attack; year 2002 November attack was a Hotel bombing, as well as that of Indonesia in August 2003. In Kenya 2002, attack was equally a Hotel bombing. Bomb blast in Nigeria is politically motivated aimed at destabilizing the government and with a view of igniting religious and ethnic crisis. Thus there is great need to measure the linkage between business development and insecurity accompanied by terrorist activities which the application of Nigeria data and empirical modelling.

5.6 METHODOLOGICAL ISSUES

To implement this study, the Ordinary Least Square Technique (OLS) is adopted. The control variable used include Terrorism (Ter), Man hours lost (MAL), Wastages (WAST), Capacity utilization (Cap), Manufacturing (MANU), Gross Domestic Product (GDP), that is, Economic Growth, Industrial Production (INDP), World Gross Domestic Product (WGDP) and inflation (INFLA) amongst others. Data for the study were obtained from World Bank Development report (various issues), International Financial Year book, Central Bank of Nigeria (CBN) Statistical Bulletin, Publications of Wikipedia free encyclopedia, the country report on terrorism, US Department of States report with supplementary documents and statistics form Berkshire Publishing Com Group.

INSECURITY EQUATIONS FOR EMPIRICAL MODELLING

The menace of terrorist activities in Nigeria has been alarming. This specifically impacts on the economic development of Nigeria. Thus Nigerian case could be measured based on its impact on the macroeconomic variables. The relationship between terrorist activities and economic development is expressed using the following models:

<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Location</th>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>27.</td>
<td>2005</td>
<td>July</td>
<td>Resort bombing</td>
<td>88</td>
</tr>
<tr>
<td>28.</td>
<td>2005</td>
<td>November</td>
<td>Hotel bombings</td>
<td>63</td>
</tr>
<tr>
<td>29.</td>
<td>2007</td>
<td>April</td>
<td>Car bombs</td>
<td>33</td>
</tr>
</tbody>
</table>

Restating this we have:

Eq(4) \[ \text{GDP} = u_0 + U_1 \text{LMH} + U_2 \text{LCAP} + U_3 \text{LF} + U_4 \text{LEXP} + U_5 \text{LINF} + \epsilon \]  

Thus, equation 5 then takes the form thus:

Eq(5) \[ \text{Ter} = b_0 + b_1 \text{LFD} + b_2 \text{LW} + b_3 \text{LM} + b_4 \text{LC} + b_5 \text{LMANU} + \]

\[ + b_6 \text{LIND} + b_7 \text{LG} + b_8 \text{LW} + b_9 \text{LPOV} + \epsilon \]  

Where:

- \( u_0 \) to \( u_7 \) represent parameter estimate/structure
- \( b_0 \) to \( b_7 \) represent parameter estimate/structure
- \( \epsilon \) represents stochastic/disturbance term with usual normality properties
- \( \text{LTer} \) = Log of terrorist activities in Nigeria
- \( \text{LMHL} \) = Log of man hours lost
- \( \text{LWAST} \) = Log of wastages caused by terrorist activities
- \( \text{LMANU} \) = Log of manufacturing
- \( \text{LCA P} \) = Log of capacity utilization
- \( \text{LGDP} \) = Log of economic growth GDP
- \( \text{LINDP} \) = Log of industrial production
- \( \text{LFDI} \) = Log of foreign direct investment
- \( \text{LWGDP} \) = Log of World Gross Domestic Product
- \( \text{LPOV} \) = Log of poverty

**Empirical results and related statistics - impact of terrorism on business development**

Dependent Variable: Ter  
Current Sample: 1990 to 2012

<table>
<thead>
<tr>
<th>Variable</th>
<th>Estimated coefficient</th>
<th>Standard error</th>
<th>t-statistic</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>9.81536</td>
<td>.337733</td>
<td>29.0625</td>
<td>.000</td>
</tr>
<tr>
<td>AGDP</td>
<td>-8.59708E-02</td>
<td>.1226</td>
<td>-2.70326</td>
<td>.0126</td>
</tr>
<tr>
<td>AMANU</td>
<td>-0.33158</td>
<td>.014339</td>
<td>-2.31239</td>
<td>.028</td>
</tr>
<tr>
<td>AMHL</td>
<td>.48457E-06</td>
<td>.774386e-07</td>
<td>6.25718</td>
<td>.000</td>
</tr>
<tr>
<td>AWAST</td>
<td>0.14822</td>
<td>.012174</td>
<td>1.21758</td>
<td>T2331</td>
</tr>
<tr>
<td>ACAP</td>
<td>-0.19237</td>
<td>.257723 E-02</td>
<td>-7.46412</td>
<td>.0001</td>
</tr>
<tr>
<td>AINDP</td>
<td>-0.18247E-02</td>
<td>.896364E-08</td>
<td>5.31246</td>
<td>.0100</td>
</tr>
<tr>
<td>AFDI</td>
<td>0.09148E-01</td>
<td>.7897475</td>
<td>-2.62451</td>
<td>.01081</td>
</tr>
<tr>
<td>AWGDP</td>
<td>.98/9768</td>
<td>0.15448</td>
<td>-2.56031</td>
<td>r0311</td>
</tr>
<tr>
<td>APOV</td>
<td>-0.28549</td>
<td>.287634E-02</td>
<td>-6.45513</td>
<td>.0001</td>
</tr>
</tbody>
</table>

\[ R^2 = .888394; \]

\[ DW = .997316 \]
5.7 DATA ANALYSIS AND DISCUSSION OF RESULT

The above table presents the regression results for the implications of terrorism on business development and a careful perusal necessitate the following observations. Thus deriving inspiration from this, the estimated coefficient of the constant term is positive and is 9.81536 which is statistically significant at better than 0.1 per cent. This implies that at zero performance of all the independent variables, business development should be increase at about 9.81536 but not for terrorist activities in the country. Further examination reveals that Business Development carries a negative sign and the associated t-value is statistically significant at 0.03 per cent level. The implication here is that increase in terrorist activities leads to decrease in level of economic development as this moves in concert with apriori expectation considering the ills of terrorism. Terrorism is bad for the economy of Nigeria. It leads to political, economic and regional instability. Terrorism is a threat to investors’ confidence in the economy. The coefficient of manufacturing subsector is negatively signed and it is significant at 0.03 per cent level of significance. This implies that an increase in terrorist activities leads to a corresponding reduction in the manufacturing output in view of the dangers of terrorism in an economy. The pace of manufacturing is reduced and or destroyed by bomb attacks in the economy. Lives are lost and production activities are halted. This is dangerous to the economy of Nigeria. The coefficient of manhours lost is positive and is statistically significant at better than 0.1 per cent level. This implies that terrorism has no impact on manhours and this is contrary to apriori and or management expectations as terrorist activities lead to loss of hours and even lives and property. This situation is equally applicable to the case of wastages which is statistically not significant. Capacity utilization is negatively signed and it is statistically significant at better than 0.1 per cent implying that terrorist activities impact on capacity utilization of firms and economic activities of Nigeria. This is applicable to industrial production whose estimated coefficient also carries a negative sign and is statistically significant at 0.1 per cent. Increased terrorist activities in Nigeria result in subsequent reduction of industrial production in the economy. Nigerian business climate then becomes unfriendly to investors.

Moving in concert with the above is the fact that the coefficient of Foreign Direct Investment is negative and the associated t-statistic is statistically significant at 0.01 per cent level of significance. This implies that increase in terrorist activities has negative effect on Foreign Direct Investment (FDI) as world GDP which also carries a negative estimated coefficient is statistically significant at 0.01 per cent. Confirming this management expectation is the fact that FDI capital to Nigeria declined from $8.28 billion in 2009 to $6.1 billion in year 2010. Thus, FDI has been on the decline as stated by world investment report prepared by United Nations conference on Trade and Development (UNCTAD). Most foreign missions have advised their citizens to be wary and careful of doing business in Nigeria in view of high level of security risk. It is clear that terrorism discourages Foreign Direct Investment in Nigeria and terrorist activities affect FDI of nations generally. Terrorism of whatever nature be it international or domestic is characterized by rising wave of destruction, high poverty rate and poor economic development.

Therefore, poverty here has a negative sign and is statistically significant at better than 0.1 per cent level. This implies that increase in terrorist activities lead to high level of poverty and unemployment. Poverty and unemployment are twin sisters. Most young men are associated with terrorist activities as a result of unemployment. They are used by politicians to destabilize the government, create political injustice and all other types of terrorist activities. The R² is 0.888394 explaining a good fit for the model. The value of DW is 0.997316 and is greater than R² of 0.888394 implying a case of no serious auto correlation. In summary, most of the parameters particularly, estimated coefficient of constant term were statistically significant as revealed by the p-values corresponding to the estimated parameters.

POLICY RECOMMENDATIONS AND CONCLUDING REMARKS

This study has revealed that there is a relationship between terrorist activities and business development. The econometric model developed is of great significance since it has predictive power for the explanation of the relationship. Considering the extent of damages and evils of terrorist activities in the Nigerian economic environment, there is a danger signal to severe political instability, collapse of Democracy, religious and ethnic rivalry, degenerating crisis situation, abuse of office by some government security officials, environmental inadequacies and macroeconomic instability. This paper maintains that these variables if not checked by government are dangerous to the sustenance of democracy. As a preventive strategy therefore, appropriate sanctions
deemed deterrent should be implemented on those found guilty, their sponsors and those associated with terrorist activities of whatever nature and form in Nigeria and not just setting up kangaroo panels which nobody would be sanctioned after all.

In view of the religious and political effect of these deadly activities on some ethnic and religious groups, this study further advocates that appropriate machinery be put in place by the government towards demarcating the country to four different political states through the application of ecology of nations as this will gradually reduce the ills of terrorist attack in the new political entities. A negation of this is a danger signal to collapse of democracy and severe religious/ethnic conflict.

REFERENCES


Insecurity Determinants’ Influence on Development and Mitigation Techniques: Evidence from Plateau State, Nigeria

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Abstract
Nigeria is currently going through the ever increasing insecurity threatening coexistent of Nigerians. Data in respect of insecurity determinants and their influence on development as well as mitigation techniques were collected from respondents living in Plateau State Nigeria. Various statistical tools were used to analyse the data collected. The results revealed that leadership style, lack of trust, religion, unemployment, education and lack of respect for the rule of law all together significantly explained 99.8% of the level of insecurity in Plateau State. However, two of these variables namely leadership style and religion were found to have no significant effect on level of development while the remaining four: lack of trust, unemployment, education and lack of respect for the rule of law has adverse effect on development. Also, the introduction of community/state police, Peace Corps and Vigilante as part of measures to check insecurity were found not to be significant while good governance, border control and employment generation lead to significant reduction in level of insecurity. The study recommended that there is need for all leaders at different levels of government to show good leadership in terms of respect for the rule of law, employment generation and commitment to education in order to reduce the level of insecurity. By so doing, it will gradually put an end to insecurity of lives and properties which in turn lead to rapid development.

Keywords: insecurity, national development, mitigation techniques,

INTRODUCTION
More than 20 years ago, Nigeria has desired to be one of the top 10 performing economies in the world. This aspiration is contained in the millennium development goals (MDGs). Precisely starting from 1999 with the installation of democratic government led by the People’s Democratic Party (PDP) administration, efforts have been made by various successive governments to achieve this top most objective of the MGDs. Consequently, Nigerian economy witnessed tremendous growth and was even manifest in 2014 when it was rated as one of the fastest growing economies in the world. This was possible when Nigeria was relatively peaceful and secured compared with the present insecurity of lives and properties across the country.

This invariably means that peaceful environment brings about development through attraction of domestic and foreign investors. In other words, there is no any economy in the world over can make significant progress irrespective of abundant of technocrats if there is no security of lives and properties. The insecurity of lives in the North East Nigeria leading to adoption of over 270 Chibok’s girls in 2012 and wanton killings of innocent souls due to weak political will to contain the activities of Boko Haram cost the People’s Democratic Party (PDP) led government of the 2015 election. In fact, people were not only tired of the PDP administration of government due to insecurity in the North East Nigeria but also alleged corruption in high places and security threats to peaceful coexistence of Nigerians.

The installation of All Progressive Congress (APC) government in 29 May, 2015 was received with great and wide jubilations with the hope that the activities of Boko Haram and corruption have come to an end in Nigeria. Shortly after the six months of APC installation, the Nigerian military reported that Boko Haram had been defeated. However, the said defeated Boko Haram has metamorphosed to killers’ herdsmen and other armed bandits across the country. In spite of efforts to contain the level of insecurity by the present government, it appears the sects are gaining momentum day-in-day-out with no single arrest being made among the killers’ herdsmen. At one time in the UK, the current APC serving president in attempts to defend his government, linked the killings in Nigeria with the Late Mohmoh Gaddafi hit men in Libya. This defence raised issues on whether government is living up to the Oath taking of 29 May, 2015 to defend...
Nigerians and their properties against internal and external attacks.

Bearing in mind that no nation can experience any significant development in the absence of peace and security implies that peace and security significantly related to development. Thus education as one of the tools for peace and security plays crucial role in development. The presence of insecurity is a threat to property as well as development. Insecurity brings with it destruction of both property and human lives. Where a conscientious effort is not made to contain the raising insecurity, the inflow of both domestic and foreign investments will be restricted if not put to haunt. In recent past, many countries facing insecurity have witnessed sharp decline in every facet of their economies. In Nigeria, part of the adverse effect of insecurity has led to the number of Nigerians living in extreme poverty. Brooking Institute (2018) noted that at the end of May, Nigeria had about 87 million people in extreme poverty compared with India’s 73 million and increases by six persons every minute. The report also noted that Nigeria has occupied the capital poverty of the world while poverty in India continues to decline. Meanwhile, the Federal Government of Nigeria (FGN) on 19th September 2018 dismisses this report on Nigeria as the new global headquarters of poverty and argues that the indices used by Brooking Institute may have been compiled when Nigeria was in recession.

Sequel to Brooking Institute’s report, the International Monetary Fund (2018) has advised that the country needs to put in place coherent and comprehensive economic reforms to get out of poverty circle. However, this study recognises that no meaningful economic reforms can thrive in the mist of insecurity. Many studies on insecurities have been based on theory without empirical evidence to show the extent of damage it has caused the country. Part of the variable associated with insurgency is macroeconomic variable of unemployment which has a long history of association with poverty level. Many graduates who are not employed bring pressure to society which in turn increases the poverty level. Poverty stricken individuals are likely not to hesitate to participate in crisis sponsored by unscrupulous elements if there is possibility of gain. Hence, as full employment discourages individuals to participate in crimes so is the reverse for unemployment.

The recent attacks by heavily armed herdsmen in Barkin Ladi of Plateau State for over 7 hours nonstop on 24 June 2018 leaving over 200 people death, has opened a new line of academic research to urgently come up with policy framework to decisively subdue the activities of insurgencies in the country. The increasing mortality of lives in North and some other part of the country is setting the affected areas to dark ages in which development hang on the balance and of course it will be an irrational thing to do for any investors to commit their funds in crisis prone areas. With a view to solving the insecurity problems in the country, this study examines the determinants of insecurity and how they influence development in Plateau State Nigeria.

Objectives of the Study/Hypotheses
The main goal of this study identifies factors contributing to insecurity and how these factors can be mitigated upon for developmental purposes. Hence, the specific objectives of the study are to: determine impact of leadership style on people’s trust for government policies; investigate the effect of leadership style, lack of trust, religion, unemployment, education and lack of respect for the rule of law on insecurity; find out if insecurity determinants have any significant impact on national development; determine the impact of good governance, community police, Peace Corps, vigilante group, employment generation and border control on insecurity; and verify whether insecurity varies with the selected Local Government Areas in Plateau State Nigeria. The following corresponding hypotheses were tested:

H01: Leadership style does not have any significant impact on people’s trust for government.

H02: Insecurity determinants such as leadership style, lack of trust, religion, unemployment, education and lack of respect for the rule of law do not have any significant impact on insecurity.

H03: Insecurity determinants do not have any significant impact on national development.

H04: Good governance, community police, Peace Corps, vigilante group, employment generation and border control do not have any significant impact on insecurity.

H05: Insecurity does not vary with the selected Local Government Areas in Plateau State Nigeria

LITERATURE REVIEW
Security and development have long history of association which implies that for development to take place, stable and peaceful environment play a significant role (Klingebiel, 2006). Security concept centered on the government has lead to an entirely new concept. Fundamentally, security concept has changed in the international debate from a concept which focused on the stability of the state to a
protective approach associated with individual (Klingebiel, 2006).

Security decisions and implementations influence not only what people do but also how they see themselves, their colleagues, and their world (Kabay, 2002). Despite these psychosocial issues, security personnel pay little or no attention to what is known about social psychology. The established principles of human social behavior have much to teach us in our attempts to improve corporate and institutional information assurance (Kabay, 2002).

It is still hard to appreciate many of the implications of the change in thinking and of the new concepts of development and security. Development, security and foreign policies have similarly undergone rapid change at practical level within the space of a few years (Klingebiel, 2006). Conversely, security policy has increasingly to do with developing and transition countries and their stability or fragility. Challenges to security policy posed by the defence of countries at their own frontiers are now deemed far less relevant by a number of members of the Organisation for Economic Co-operation and Development (OECD) (Klingebiel, 2006).

One of the psychological needs that appear to be crucial for determining the extent to which individuals flourish apart from basic needs is happiness and this requires feeling safe and secure (Kasser, 2009). Whether people’s psychological needs are satisfied depends both on the environments in which they live and on the behaviours in which they engage (Kasser, 2009). Safety or security need is the one seemingly most likely to influence and accelerate development. The word "security" has not received the proper attention as has the meaning of conditions that make for security or the implications of having or lacking security. The word according to Ainsworth (1988) is derived from the Latin "sine cura," which means "without anxiety," "without fear," "without worry," or, indeed, "free from insecurity." On the other hand, threat of loss arouses anxiety, and actual loss gives rise to sorrow; whilst each of these situations is likely to arouse anger. The unchallenged maintenance of a bond is experienced as a source of security, and the renewal of a bond as a source of joy." Thus Bowlby cited in Ainsworth (1988) conceives of security as a feeling that can be experienced in the context of attachment, but its applicability is not limited to the feeling to that context alone. William Blatz's "security sees security as willingness to accept the consequences of one's own behaviour or being able to rely upon someone else's to accept them on one's behalf. However, he too thought of security as a feeling, for he contrasted feeling secure with being safe.

There are two set of conditions to be met before any individual can be said to be secured. According to Ainsworth (1988), an individual can be said to be secured:

1) if the situation is sufficiently familiar that, he, whether by reason of unlearned or learned patterns of behaviour, is confident of his ability to deal with the situation as he understands it, or if he feels assured that he can depend on some other factor or person to do so for him; and (2) where he is confident that whatever the consequences of his activity he can either meet them adequately or feels assured that some other factor or person will prevent him from suffering unacceptable consequences.

In Nigeria, especially in troubled states many fear that their safety and security are uncertain. They are not sure whether they will be shot, bombed, or otherwise rendered dead soon clearly interfere with optimal psychological health. One of the factors that interfere with implementation of security policies is the locus of control. People dislike being perceived as not having control over their environment (Kabay, 2002). For example, in a classic experiment where two set of persons were subjected to loud and disruptive noise coming through a loudspeaker in their work environment. One group had no control whatever over the noise, whereas the other had a large button with which they could stop the noise at once. With the confident that they could exert control if they wanted to significantly alter the performance of the experimental subjects, the group with the stop button was observed to perform better at their complex task than the other group who did not have control over the noise (Kabay, 2002). In a group which that were made to feel insecure, there is no how they can do well in any task they are performing. As a result in Nigeria where people are uncertain of the security in their environment or locality, there is no how they will be able to play well and execute any meaning project.

Theoretical Framework
Human security is commonly understood as prioritizing the security of the people especially, their welfare, safety, and well-being rather than that of the states (Duffield, 2005). Most outcomes of security through cognitive process are often more subjective due to fact that security beliefs are formed on the basis of the perception of threat in the environment
with which the individual perceives a difficulty in coping (Bar-Tal & Jacobson, 1988). The preoccupation with security reflects the need to maintain safety, which involves longings for protection, surety, and survival (Maslow, 1970). According to Maslow (1970, p.39) cited in Bar-Tal & Jacobson (1988), individuals strive to satisfy them by "recruiting all the capacities of the organism in their service, and we may then fairly describe the whole organism as a safety-seeking mechanism". These are basic needs which are prerequisites for normal life. Beliefs about security or insecurity are not viewed as the sole product of environmental factors but as a consequence of the relations between the subject and his/her environment, which change over time and circumstances (Lazarus & Folkman, 1984, 1987). That is, beliefs of insecurity can be triggered by one or more events which are perceived as indicators of threat. This perception depends entirely on the individual’s interpretations and evaluations of the diverse information coming from the environment (Jacobson, 1991b), and this process of appraisal, again, depends on the person’s repertoire of beliefs (i.e. stored knowledge) concerning different contents such as goals, ideology, or coping capability. Security beliefs, as they originate from psychological needs, carry a special emotional meaning. Kruglanski (1989) noted that the underlying emotional needs for safety can act as a guiding force in information processing. Many individuals in attempt to fulfill their wish for safety and mitigate dangers, they carefully gather information about security, and eliminate information they consider in their opinion to endangers it (Bar-Tal, & Jacobson, 1988).

Blatz’ Security Theory - The criterion for judging a baby as secure vs. insecure rests upon the balance between behavior suggesting security and the behavior suggesting anxiety at home (Ainsworth, 1988). The infant and to a decreasing extent the young child could achieve security only by depending on others particularly their parents to take care of them, to fulfill their survival needs, and to take responsibility for the consequences of their behavior. Blatz places his emphasis on the latter it was the latter and noted that strong desire of change led the child to be curious about the world around him by exploring it in order to learn about it which itself involves insecurity. Blatz’s notion was that if and when the child got himself into some kind of frightening situation he had to feel free to retreat to a parent figure for comfort and reassurance in order to give him security enough to be able to venture forth again to brave the insecurities of exploring and learning (Ainsworth, 1988).

The Trade-Off of Security - Security is a trade-off and is a notion critical to understanding the psychology of security (Schneier, 2008). There is no such thing as absolute security, and any gain in security always involves some sort of trade-off. Security costs money, but it also costs in time, convenience, capabilities, liberties, and so on. (Schneier, 2008). It makes no sense to just look at security in terms of effectiveness. “Is this effective against the threat?” is the wrong question to ask. You need to ask: “Is it a good trade-off?” (Schneier, 2008).

Every day, people make security trade-offs big and small. Every living thing makes security trade-offs, and as a successful species on the planet, humans should be really good at making security trade-offs in the following aspects: the severity of the risk; the probability of the risk; the magnitude of the costs; how effective the countermeasure is at mitigating the risk; and how well disparate risks and costs can be compared. The more human perception differs from reality in any of these five aspects, the more their perceived trade-off deviate from the actual trade-off. If one perceives that the risk is greater than it really is, such person will overspend on mitigating that risk. However, if they feel the risk is real but only affects other people for any reason, they will under spend. If the cost of countermeasure is overestimated, those involved in decision making are less likely to apply it when they are suppose to, and if they overestimate how effective a countermeasure is, they are more likely to apply it when you should not. If they trade-off is incorrectly evaluated, the costs and benefits will not be balanced.

Schneier (2008) contended that these irrational trade-offs can be explained by psychology which is something inherent in how our brains work to makes us more likely to be afraid of flying than of driving, and more likely to want to spend money, time, and other resources mitigating the risks of terrorism than those of food poisoning. He also noted that these seeming irrationalities have a good evolutionary reason for existing: because they have served our species well in the past. Understanding what they are, why they exist, and why they are failing us now is critical to understanding how we make security decisions.

Psychological Security and Life Satisfaction - The concept of psychological security emerges from the hierarchy of needs theory, where Maslow (1943) argued that when security need (categorized as lower-order need) was not met, individual may develop
feeling of harm or threat, feel anxious and tense, become less satisfied with life, and may not strongly desire higher level needs. This suggests that insecurity threatens economic development and prevents individuals from desiring better placement and advancement in any endeavor because of the uncertainties that affect their state of psychological peace of mind. Psychological security is a state in which a person perceives that his/her environment is safe and free from harm and threat (Maslow, Hirsh, Stein, & Honigmann, 1945). From this premise, it can be said that psychological insecurity is a state in which individuals perceived that their environment is neither safe nor free from dangers.

Individuals who feel psychologically secure usually perceive that the world is emotionally secure or free from emotional harm (Taormina & Sun, 2015). They usually have high confidence and trust in themselves and others, feel less anxious, and tend to be more social and actively involve themselves in relationship with other people (Taormina & Sun, 2015). People who feel psychologically secure do not perceive the world and other people as a threat or believe that they can easily be hurt by other people’s emotional behaviours; thus, they strive to undertake difficult task and take risk to attain higher goals in life. Feelings of psychological security engender pleasant interpersonal relationships. Maslow (1943) and Demir (2008) argued that psychological security promoted happiness in interpersonal relationship.

One of the recent studies by Taormina and Sun (2015) also revealed that family emotional support, physiological needs satisfaction, agreeableness, openness to experience and emotional intelligence are important variables that increase psychological security. From the survey of literature, Taormina and Sun (2015) found that individuals with high psychological security reported higher life satisfaction compared with those with psychological insecurity. This is to say that there is relationship between psychological security and high satisfaction with life.

Herdsman-Farmers Clashes’ theory - The continued Herdsman-Farmers clashes in the North Central Nigeria have been attributed to two major theories by Federal Government of Nigeria. The first theory advances that the proliferation of arms used for killings across the country are due to the fall of Gaddafi in Libya and as such the continued killings are not carried out by the real herdsmen in quote but Gaddafi’s warriors who came in to the country. The other theory blames the arms on politicians who are behind the herdsman-farmer clashes. The goal of this theory as claimed by the government is to foment trouble and cause instability in order to frustrate second term bid of the incumbent president in the forthcoming 2019 election (Akinnaso, 2018). However, the former President Olusegun Obasanjo commented that there is need to get to the root of whatever is responsible for the sustained killings otherwise the innocent victims will continue to be buried.

METHODOLOGY AND APPROACH
The population of the study covers all people resident in Jos Plateau State, Nigeria. The choice of the population of the study was informed as a result of the recent crisis rocking the state. An environment prone to crisis majorly suffers from development. Data in respect of the views of the people regarding insecurity and measures to containing them were sought from both the people including the academia, military, police and other residents in the troubled areas. Some copies of drafted questionnaire were given to the military and other security experts to make their input before being distributed to the respondents. The copies of questionnaire were administered in the crisis areas through research assistants who are also origin from emotional harm (Taormina & Sun, 2015). They perceive that the world is emotionally secure or free.

Model specification
(i) Impact of leadership styles on peoples lack of trust for government policies
The model in this subsection was developed to test hypothesis (i) of the study in relation to Federal Government policy to have grazing reserves mapped out in all the 36 states of the federation of Nigeria. Among issues considered as constituting bad leadership style as contained in the structured questionnaire distributed to respondents is the concentration of the security chiefs in the hand of loyalists in which some alleged that in one way or the other are related to the President. With this type of security permutation in place, many believe that apart from government intention of providing lasting peace between herdsmen and farmers’ clashes, there is hiding agenda for grazing reserves not made available in the public domain. As a result, relinquishing ancestral land to government for grazing will be more dangerous than the ongoing killings in Plateau State. On this premise, the model on leadership styles relationship with trust is formulated as follow:
\[ LTRST = \gamma_0 + \gamma_1 BLDRSTYL + \varepsilon \] ..........................(1)

where \( BLDRSTYL \) = Bad leadership style

\( LTRST \) = lack of trust

and \( \varepsilon = \text{error term} \)

(ii) Insecurity Determinants

Leadership styles such as disobedient to the rule of law, poor education, and unemployment leading to the insecurity were modeled as follow:

\[ INSECUR = (BLDRSTYL, LTRST, REL, UMEMP, EDU, LRRL) \]

\[ INSECUR = \gamma_0 + \gamma_1 LDRSTYL + \gamma_2 LTRST + \gamma_3 REL + \gamma_4 UNEMP + \gamma_5 EDU + \gamma_6 LRRL + \varepsilon \] ..........................(2)

Where \( INSECUR \) = Insecurity, \( BLDRSTYL \) = Leadership style,

\( LTRST \) = Lack of trust for government, \( REL \) = Religion,

\( UMEMP \) = Unemployment, \( EDU \) = Education, \( LRRL \) = Rule of law

\( \gamma_0 \) to \( \gamma_6 \) are the coefficient of independent variables

(iii) Impact of insecurity determinants on Development

The determinants of insecurity including but not limited to lack of trust, unemployment, poor education and lack of respect for rule of law were hypothesized to negatively affect development and the stochastic model to test hypothesis (iii) of the study is given as follows:

\[ DEV = (LKTR, LKTR, REL, UMEMP, EDU, LRRL) \]

\[ DEV = \gamma_0 + \gamma_1 LKTR + \gamma_2 TRUST + \gamma_3 REL + \gamma_4 UNEMP + \gamma_5 EDU + \gamma_6 LRRL + \varepsilon \] ..............(3)

Where \( DEV \) = Development, \( BLDRSTYL \) = Bad leadership style,

\( LKTR \) = Lack of trust for government, \( REL \) = Religion,

\( UMEMP \) = Unemployment, \( EDU \) = Education, \( LRRL \) = Lack of respect for rule of law

\( \gamma_0 \) to \( \gamma_6 \) are the coefficient of independent variables

(iv) Mitigation techniques of insecurity in Plateau State

In an effort to containing in increasing insecurity, it is hoped that good governance, community/state policing, approval of Peace Corps of Nigeria as well as vigilante group and border control will drastically reduce the rising insecurity. The appropriate model for this to test hypothesis (iv) is given as:

\[ INSECUR = (GGOV, COMPOL, PEACECOR, VIGILAN, EMP, BORDCON) \]

\[ INSECUR = \gamma_0 + \gamma_1 GGOV + \gamma_2 COMPOL + \gamma_3 PEACECOR + \gamma_4 VIGILAN + \gamma_5 EMP + \gamma_6 BORDCON + \varepsilon \] ..............(4)

Where \( INSECUR \) = Insecurity, \( GGOV \) = Good governance,

\( COMPOL \) = Community/state policing,

\( PEACECOR \) = PeaceCorp, \( VIGILAN \) = Vigilantee group,

\( EMP \) = Employment, \( BORDCON \) = Border control

\( \gamma_0 \) to \( \gamma_6 \) are the coefficient of independent variables

(v) Variability of insecurity from selected local government areas: The last hypothesis not subject to model was tested using the ANOVA statistics to achieve objective of the study.

RESULTS
Results of the survey were presented in this section using both descriptive statistics and inferential statistics. Tables 1 and 2 show the descriptive statistical presentation of data collected while Tables 3 to 6 contain the inferential test for the purpose of decision making.

**Table 1: Determinants of insecurity in Plateau State**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Coefficient of Var.</th>
<th>Monte Carlo Sig.</th>
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<tr>
<td>Bad leadership</td>
<td>363</td>
<td>4.9224</td>
<td>1.41379</td>
<td>1.00</td>
<td>7.00</td>
<td>0.287215</td>
<td>.000</td>
</tr>
<tr>
<td>Lack of trust</td>
<td>363</td>
<td>5.0116</td>
<td>1.30726</td>
<td>2.00</td>
<td>7.00</td>
<td>0.260848</td>
<td>.000</td>
</tr>
<tr>
<td>Religion</td>
<td>363</td>
<td>4.6837</td>
<td>1.26554</td>
<td>1.00</td>
<td>7.00</td>
<td>0.270198</td>
<td>.000</td>
</tr>
<tr>
<td>Unemployment</td>
<td>363</td>
<td>4.8915</td>
<td>1.19317</td>
<td>1.00</td>
<td>7.00</td>
<td>0.243929</td>
<td>.000</td>
</tr>
<tr>
<td>Education</td>
<td>363</td>
<td>5.0843</td>
<td>1.28693</td>
<td>1.00</td>
<td>7.00</td>
<td>0.253119</td>
<td>.000</td>
</tr>
<tr>
<td>Lack of respect for law</td>
<td>363</td>
<td>5.3196</td>
<td>1.63434</td>
<td>1.00</td>
<td>7.00</td>
<td>0.307233</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Author’s Computation, 2018.

Table 1 reveals the main causes of insecurity which borders on bad leadership, lack of trust, religion, unemployment, education and lack of respect for the rule of law. In all the criteria used for this purpose, there those who extremely agreed as well as those who extremely disagreed with them. As it is evident in the table many respondents on the average agreed that bad leadership (Coefficient of var. = 0.287215, p < 0.000), lack of trust (Coefficient of var. = 0.260848, p < 0.000) and religion (Coefficient of var. = 0.270198, p < 0.000). They also agreed that unemployment (Coefficient of var. = 0.243929, p < 0.000), education (Coefficient of var. = 0.253119, p < 0.000) and lack of respect for the rule of law by the leaders (Coefficient of var. = 0.307233, p < 0.000) significantly lead to insecurity. In all these criteria, the topmost factor leading to insecurity is unemployment, followed by education.

**Table 2: Mitigating techniques the insecurity in Plateau State**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Coefficient of Var.</th>
<th>Monte Carlo Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good governance</td>
<td>363</td>
<td>5.2369</td>
<td>1.86093</td>
<td>1.00</td>
<td>7.00</td>
<td>0.355348</td>
<td>.000</td>
</tr>
<tr>
<td>Community/state police</td>
<td>363</td>
<td>5.5455</td>
<td>1.58550</td>
<td>1.00</td>
<td>7.00</td>
<td>0.28591</td>
<td>.000</td>
</tr>
<tr>
<td>Peace Corp</td>
<td>363</td>
<td>5.3554</td>
<td>1.61925</td>
<td>1.00</td>
<td>7.00</td>
<td>0.302361</td>
<td>.000</td>
</tr>
<tr>
<td>Vigilante Group</td>
<td>363</td>
<td>5.4683</td>
<td>1.52546</td>
<td>1.00</td>
<td>7.00</td>
<td>0.278963</td>
<td>.000</td>
</tr>
<tr>
<td>Border Control</td>
<td>363</td>
<td>5.8871</td>
<td>1.56124</td>
<td>1.00</td>
<td>7.00</td>
<td>0.265200</td>
<td>.000</td>
</tr>
<tr>
<td>Employment</td>
<td>363</td>
<td>5.7603</td>
<td>1.49229</td>
<td>1.00</td>
<td>7.00</td>
<td>0.259063</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Author’s Computation, 2018.

Table 2 contains measures that need to be put in place to mitigate the increasing insecurity. Also in all of these criteria, there are those who extremely agreed as well as those who extremely disagreed with them. However, the weights of agreement suggest that many respondents agreed that good governance (Coefficient of var. = 0.355348, p < 0.000), approval of Peace Corps (Coefficient of var. = 0.302361, p < 0.000), and vigilante group (Coefficient of var. = 0.278963, p < 0.000) will mitigate the level of insecurity. Similarly, many respondent strongly agreed that border control (Coefficient of var. = 0.265200, p < 0.000) and provision of employment opportunities (Coefficient of var. = 0.259063, p < 0.000) will reduce the level of insecurity. The two most reliable of these criteria is that border control and employment opportunities for Nigerians will drastically reduce the level of insecurity.
Table 3a: Relationship between bad leadership style and level of trust for government policies

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.528^a</td>
<td>0.279</td>
<td>0.277</td>
<td>1.11192</td>
<td>0.279</td>
<td>139.366</td>
<td>1</td>
<td>361</td>
<td>0</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), BLDRSTYL

Source: Author’s Computation, 2018.

Table 3b shows how bad leadership style relates to respondents’ lack of trust for any government intention. This indicates that bad leadership style accounted for 27.9% of the variance (R^2 = 0.27) of bad leadership style (BLDRSTYL) and is significant by F Change test, (F = 139.366; p < 0.05). From this result, it can be concluded that leadership style has significant relationship with level of trust people have for government.

Table 3b: Impact of bad leadership style on level of trust for government policies

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.609</td>
<td>.212</td>
<td>12.328</td>
</tr>
<tr>
<td></td>
<td>LDRSTYL</td>
<td>.488</td>
<td>.041</td>
<td>.528</td>
</tr>
</tbody>
</table>

a. Dependent Variable: LTRST

Source: Author’s Computation, 2018.

Table 3b shows that bad leadership style significantly influenced level of trust (Beta = 0.488, t = 11.805, p < 0.05). On the basis of this result, it can be said that leadership style has significant influence on level of trust for government agenda.

Table 4a: Relationship between insecurity and its determinants

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.732^a</td>
<td>0.536</td>
<td>0.535</td>
<td>0.68558</td>
<td>0.536</td>
<td>416.89</td>
<td>1</td>
<td>361</td>
<td>0.000</td>
</tr>
<tr>
<td>2</td>
<td>.854^b</td>
<td>0.729</td>
<td>0.728</td>
<td>0.52446</td>
<td>0.193</td>
<td>256.865</td>
<td>1</td>
<td>360</td>
<td>0.000</td>
</tr>
<tr>
<td>3</td>
<td>.909^c</td>
<td>0.826</td>
<td>0.824</td>
<td>0.42136</td>
<td>0.097</td>
<td>198.735</td>
<td>1</td>
<td>359</td>
<td>0.000</td>
</tr>
<tr>
<td>4</td>
<td>.951^d</td>
<td>0.905</td>
<td>0.904</td>
<td>0.31111</td>
<td>0.08</td>
<td>300.579</td>
<td>1</td>
<td>358</td>
<td>0.000</td>
</tr>
<tr>
<td>5</td>
<td>.972^e</td>
<td>0.945</td>
<td>0.944</td>
<td>0.23711</td>
<td>0.04</td>
<td>259.322</td>
<td>1</td>
<td>357</td>
<td>0.000</td>
</tr>
<tr>
<td>6</td>
<td>.999^f</td>
<td>0.998</td>
<td>0.998</td>
<td>0.04205</td>
<td>0.053</td>
<td>1099.28</td>
<td>1</td>
<td>356</td>
<td>0.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), LDSTYL
b. Predictors: (Constant), LDSTYL, LTRST
c. Predictors: (Constant), LDSTYL, LTRST, RELIGION
d. Predictors: (Constant), LDSTYL, LTRST, RELIGION2, UNEMP
e. Predictors: (Constant), LDSTYL, LTRST, RELIGION2, UNEMP, EDU
f. Predictors: (Constant), LDSTYL, LTRST, RELIGION2, UNEMP, EDU, LRRL

Source: Author’s Computation, 2018.

In Table 4a, leadership style (LDSTYL) alone contributes 53.6% (R^2 = 0.536, F = 416.89, p < 0.000) to level of insecurity while lack of trust for leaders (LTRST) contributes 19.3% (R^2 = 0.19, F = 256.865, p < 0.000) which suggests that leadership style and lack of trust explained 72.9% of insecurity. Other
variables like religion ($R^2 = 0.097$, $F = 198.735$, $p < 0.000$), unemployment ($R^2 = 0.08$, $F = 300.579$, $p < 0.000$), education ($R^2 = 0.04$, $F = 259.322$, $p < 0.000$) and lack of respect for the rule of law ($R^2 = 0.053$, $F = 10992.8$, $p < 0.000$) jointly explained the remaining 26.9% of insecurity. Hence, these six determinants explained 99.8% ($R^2 = 0.998$, $p < 0.000$) of level of insecurity.

Table 4b: Insecurity determinants in Plateau State Nigeria

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.041</td>
<td>.011</td>
<td>-3.615</td>
<td>0.000</td>
</tr>
<tr>
<td>LDRSTYL</td>
<td>.179</td>
<td>.002</td>
<td>.252</td>
<td>91.068</td>
</tr>
<tr>
<td>LTRST</td>
<td>.161</td>
<td>.002</td>
<td>.210</td>
<td>71.825</td>
</tr>
<tr>
<td>REL</td>
<td>.163</td>
<td>.002</td>
<td>.206</td>
<td>72.759</td>
</tr>
<tr>
<td>UNEMP</td>
<td>.166</td>
<td>.003</td>
<td>.198</td>
<td>62.110</td>
</tr>
<tr>
<td>EDU</td>
<td>.168</td>
<td>.002</td>
<td>.215</td>
<td>78.323</td>
</tr>
<tr>
<td>LRRL</td>
<td>.170</td>
<td>.002</td>
<td>.277</td>
<td>104.847</td>
</tr>
</tbody>
</table>

a. Dependent Variable: INSECUR
Source: Author’s Computation, 2018.

Table 4b contains the regression result on determinants of insecurity. As it is evidenced in the table, LDRSTYL ($Beta = 0.179$, $t = 91.068$, $p < 0.000$), LTRST ($Beta = 0.161$, $t = 71.825$, $p < 0.000$) and REL ($Beta = 0.161$, $t = 206$, $p < 0.000$) significantly influence level of insecurity. Also, the entries of UNEMP ($Beta = .166$, $t = 62.110$, $p < 0.000$), EDU ($Beta = 0.168$, $t = 78.323$, $p < 0.000$) and LRRL ($Beta = 0.170$, $t = 104.847$, $p < 0.000$) significantly contribute the rising insecurity in the country. This means a unit increase in each of the independent variables correspondingly increase the level of insecurity. On the basis of these results, it can be concluded that leadership style, lack of trust, religion, unemployment, education and lack of respect for the rule of law significantly increase the level of insecurity in Plateau State.

Table 5a: Relationship between insecurity determinants and national development

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjust R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>R</td>
<td>Square</td>
<td>Adjust R Square</td>
<td>Std. Error of the Estimate</td>
<td>Change Statistics</td>
<td>Durbin-Watson</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.364*</td>
<td>0.132</td>
<td>0.13</td>
<td>1.06966</td>
<td>0.132</td>
<td>55.076</td>
</tr>
<tr>
<td>2</td>
<td>.474*</td>
<td>0.225</td>
<td>0.22</td>
<td>1.01248</td>
<td>0.092</td>
<td>42.924</td>
</tr>
<tr>
<td>3</td>
<td>.590*</td>
<td>0.348</td>
<td>0.343</td>
<td>0.92972</td>
<td>0.123</td>
<td>67.943</td>
</tr>
<tr>
<td>4</td>
<td>.609*</td>
<td>0.371</td>
<td>0.364</td>
<td>0.91484</td>
<td>0.022</td>
<td>12.777</td>
</tr>
<tr>
<td>5</td>
<td>.633*</td>
<td>0.401</td>
<td>0.393</td>
<td>0.89374</td>
<td>0.03</td>
<td>18.102</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), LDRSTYL
b. Predictors: (Constant), LDRSTYL, LTRST
c. Predictors: (Constant), LDRSTYL, LTRST, UNEMP
d. Predictors: (Constant), LDRSTYL, LTRST, UNEMP, EDU
e. Predictors: (Constant), LDRSTYL, LTRST, UNEMP, EDU, LRRL
f. Dependent Variable: DEV

Source: Author’s Computation, 2018.

In Tables 5a-b, the determinants of insecurity presented Table 1 were regressed on national development to see their influences on national development. As it can be seen in table 4a, LDRSTYL ($R^2 =0.132$, $F = 55.076$, $p < 0.000$) and UNEMP ($R^2 = 0.123$, $F = 67.943$ $p < 0.000$)
respectively affect level of development in negative perspective. These results implied that leadership style and unemployment contributed 25.5% to level of retrogressive level of development. Other variables with less than 2 digit percentage contribution include LTST ($R^2 = 0.092, F = 42.924, p < 0.000$), EDU ($R^2 = 0.022, F = 12.777, p < 0.000$), and LRRL ($R^2 = 0.03, F = 18.102, p < 0.000$). These independent variables together jointly explained only 40.1% of factors responsible for retrogressive level of development implied that the remaining 59.9% could be explained by other factors not included in the regression.

Table 5b: Impact of insecurity determinants on national development

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>6.641</td>
<td>.242</td>
<td>27.444</td>
<td>.000</td>
</tr>
<tr>
<td>LDRSTYL</td>
<td>.000</td>
<td>.042</td>
<td>.000</td>
<td>.998</td>
</tr>
<tr>
<td>LTRST</td>
<td>-.108</td>
<td>.048</td>
<td>-.123</td>
<td>-2.258</td>
</tr>
<tr>
<td>REL</td>
<td>-.056</td>
<td>.048</td>
<td>-.062</td>
<td>-1.175</td>
</tr>
<tr>
<td>UNEMP</td>
<td>-.263</td>
<td>.057</td>
<td>-.273</td>
<td>-4.619</td>
</tr>
<tr>
<td>EDU</td>
<td>-.134</td>
<td>.046</td>
<td>-.150</td>
<td>-2.936</td>
</tr>
<tr>
<td>LRRL</td>
<td>-.147</td>
<td>.034</td>
<td>-.210</td>
<td>-4.279</td>
</tr>
</tbody>
</table>

a. Dependent Variable: DEV

Source: Author’s Computation, 2018.

Table 5b is shows influence of leadership style, lack of trust, religion, unemployment, education, and lack of respect for the rule of law on national development. However, LDRSTYL (Beta = 0.000, $t = .003, p > 0.05$) and REL (Beta = -.056, $t = -1.175, p > 0.05$) have no significant impact of development. That is, both leadership style and religion have nothing to do with level of development. However, LTRST (Beta = -.108, $t = -2.258, p < 0.05$), UNEMP (Beta = -.263, $t = -4.619, p < 0.05$), EDU (Beta = -.134, $t = -2.936, p < 0.004$), and LRRL (Beta = -.147, $t = -4.279, p < 0.000$) all have inverse effect on development. This implies that a unit increase in lack of trust, unemployment; education and lack of respect for rule of law significantly lead to a reduction in level of development.

Table 6a: Relationship between mitigation techniques and insecurity

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
<td>F Change</td>
</tr>
<tr>
<td>1</td>
<td>.382</td>
<td>0.146</td>
<td>0.144</td>
<td>0.92997</td>
<td>0.146</td>
<td>61.758</td>
</tr>
<tr>
<td>2</td>
<td>.534</td>
<td>0.285</td>
<td>0.281</td>
<td>0.85232</td>
<td>0.139</td>
<td>69.771</td>
</tr>
<tr>
<td>3</td>
<td>.546</td>
<td>0.298</td>
<td>0.293</td>
<td>0.84528</td>
<td>0.014</td>
<td>7.027</td>
</tr>
<tr>
<td>4</td>
<td>.577</td>
<td>0.333</td>
<td>0.325</td>
<td>0.8256</td>
<td>0.034</td>
<td>18.321</td>
</tr>
<tr>
<td>5</td>
<td>.635</td>
<td>0.403</td>
<td>0.395</td>
<td>0.78165</td>
<td>0.071</td>
<td>42.39</td>
</tr>
<tr>
<td>6</td>
<td>.667</td>
<td>0.446</td>
<td>0.436</td>
<td>0.75461</td>
<td>0.042</td>
<td>27.038</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), GGOV

b. Predictors: (Constant), GGOV, COMPOL

c. Predictors: (Constant), GGOV, COMPOL, PEACECOR
d. Predictors: (Constant), GGOV, COMPOL, PEACECOR, VIGILAN
e. Predictors: (Constant), GGOV, COMPOL, PEACECOR, VIGILAN, EMP
f. Predictors: (Constant), GGOV, COMPOL, PEACECOR, VIGILAN, EMP, BORDCON

Source: Author’s Computation, 2018.

The increasing insecurity leading to a setback in level of development requires the need to investigate variables that lead to its reduction. In Table 5a, the entry of GGOV 14.6% of the variance of insecurity by...
F Change test, \((R^2 = 0.146, F = 61.758, p < 0.000)\). Entry of PEACECOR resulted in an R square change of 13.9\% by F Change test, \((R^2 = 0.139, F = 69.771, p < 0.000)\). Similarly, the entries of PEACECOR and VIGILAN variables respectively accounted for R square Change of 0.14\% and 0.34\% with F Change tests, \((R^2 = 0.014, F = 69.771, p < 0.000)\) and \((R^2 = 0.034, F = 69.771, p < 0.000)\). Also, the entries of EMP and BORDCON variables resulted in R square Change by F Change tests, \((R^2 = 0.071, F = 42.39, p < 0.000)\) and \((R^2 = 0.042, F = 27.038, p < 0.000)\). All these variables explained 44.6\% of variables that lead to reduction in insecurity.

### Table 6b: Impact of mitigation techniques on insecurity

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>6.204</td>
<td>.090</td>
<td>69.158</td>
<td>0.000</td>
</tr>
<tr>
<td>GGOV</td>
<td>-.055</td>
<td>.024</td>
<td>-.105</td>
<td>-2.303</td>
</tr>
<tr>
<td>COMPOL</td>
<td>-.056</td>
<td>.038</td>
<td>-.088</td>
<td>-1.474</td>
</tr>
<tr>
<td>PEACECOR</td>
<td>-.006</td>
<td>.034</td>
<td>-.010</td>
<td>-.177</td>
</tr>
<tr>
<td>VIGILAN</td>
<td>-.038</td>
<td>.035</td>
<td>-.060</td>
<td>-1.095</td>
</tr>
<tr>
<td>EMP</td>
<td>-.192</td>
<td>.038</td>
<td>-.285</td>
<td>-5.075</td>
</tr>
<tr>
<td>BORDCON</td>
<td>-.182</td>
<td>.035</td>
<td>-.282</td>
<td>-5.200</td>
</tr>
</tbody>
</table>

a. Dependent Variable: INSECUR

Source: Author’s Computation, 2018.

In Table 6b, three out of six variables investigated to check insecurity which contributed 11.9\% reduction in level of insecurity were not supported. These variables revealed that COMPOL (Beta = -.056, t = -1.474, p > 0.05), PEACECOR (Beta = -.006, t = -.177, p > 0.05) and VIGILAN PEACECOR (Beta = -.038, t = -1.095, p > 0.05) have negative impact on insecurity but not significant. This means that Community/state police, Peace Corps and Vigilante as part of measure to check insecurity have no significant impact on level of insecurity. However, GGOV (Beta = -.192, t = -2.303, p < 0.05), EMP (Beta = -.192, t = -5.075, p < 0.000), and BORDCON (Beta = -.182, t = -5.200, p < 0.000) have negative and significant impact on level of insecurity. This means that increased effort towards good governance, employment generation and border control will drastically lead to reduction in level of insecurity in the country. On the basis of these results, it can be concluded that good governance, employment opportunities and border control lead to reduction in level of insecurity in the country.

### Table 7a: Variability of Insecurity in selected Local Government in Plateau State Nigeria

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>7.947</td>
<td>9</td>
<td>.883</td>
<td>.871</td>
<td>.551</td>
</tr>
<tr>
<td>Within Groups</td>
<td>357.673</td>
<td>353</td>
<td>1.013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>365.620</td>
<td>362</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author’s Computation, 2018.

Table 7b reveals the level of variability in means differences of insecurity in selected Local Government Areas in Plateau State Nigeria. The result revealed that the level of insecurity does not significantly vary in selected areas. This result leads into the investigation of individual mean differences in Table 5b by examining for the post hoc tests.
Table 7b: A Post Hoc Test of mean differences in level of insecurity in selected areas

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Jos North (5.0106)</td>
<td></td>
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<tr>
<td>Riyom (4.6392)</td>
<td>-0.37134</td>
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<tr>
<td>Jos South (5.0195)</td>
<td>0.00898</td>
<td>0.38032</td>
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<tr>
<td>Bassa (4.8022)</td>
<td>-0.20833</td>
<td>0.16301</td>
<td>-0.21732</td>
<td></td>
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<td></td>
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<tr>
<td>Barkin Ladi (4.9708)</td>
<td>-0.03972</td>
<td>0.33162</td>
<td>-0.04871</td>
<td>0.16861</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Langtang (4.9708)</td>
<td>-0.23437</td>
<td>0.13697</td>
<td>-0.24335</td>
<td>-0.02603</td>
<td>-0.19464</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Mangu (4.7762)</td>
<td>0.0704</td>
<td>0.44174</td>
<td>0.06141</td>
<td>0.27873</td>
<td>0.11012</td>
<td>0.30476</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Jos East (6.0167)</td>
<td>1.00611</td>
<td>1.37745</td>
<td>0.99713</td>
<td>1.21444</td>
<td>1.04583</td>
<td>1.24048</td>
<td>0.93571</td>
<td></td>
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<tr>
<td>Pankshin (5.0400)</td>
<td>0.02944</td>
<td>0.40078</td>
<td>0.02046</td>
<td>0.23778</td>
<td>0.06917</td>
<td>0.26381</td>
<td>-0.04095</td>
<td>-0.97667</td>
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<td></td>
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<tr>
<td>Shendam (5.1333)</td>
<td>0.12278</td>
<td>0.49412</td>
<td>0.11379</td>
<td>0.33111</td>
<td>0.1625</td>
<td>0.35714</td>
<td>0.05238</td>
<td>-0.88333</td>
<td>0.09333</td>
<td></td>
</tr>
</tbody>
</table>

* The mean difference is significant at the 0.05 level.
Source: Author’s Computation, 2018

Table 7b presents the result of *Post Hoc Test Analysis* for. The categories are listed at the left-hand side of the table as well as across the top, along with associated means. The entries in the table are differences in the means for the category listed at the left of the table and category listed across the top. A positive difference indicates that the category listed to the left had a higher score, and a negative difference means that the category listed across the top had the higher score. For instance, difference between the mean of Riyom and Jos North was not significant. The level of variation between Local Government Areas does not significantly vary. However, there is significant difference in means between Jos East and Jos North (1.00611), Jos East and Riyom (1.37745); and Jos East and Bassa (1.21444). Figure 1 also show the extent of variability in mean differences.
CONCLUDING REMARK
This study was conducted with primary purpose of determining the causes of insecurity and find out the possible way to reduce insecurity in the country. Leadership style was found to be one of the factors and it accounted for 27.8% of why people do not trust government intention of provision of grazing reserves to put an end to herdsmen vs. farmers’ clashes. Similarly, lack of trust, religion, unemployment, education and lack of respect for the rule of law all together explained 99.8% of insecurity and significantly influenced the level of insecurity in Plateau State. However, leadership style and religion have nothing to do with level of development while lack of trust, unemployment, education and lack of respect for the rule of law have significantly have adverse effect on development.

Introduction of community/state police, Peace Corps and Vigilante as part of measures to check insecurity have no significant impact on level of insecurity while good governance, border control and employment generation have significant impact of level of insecurity.

In order for the people to trust any serving government, there is need to equitably distribute security chiefs among the six geopolitical zones by taking into consideration the competent requirement to perform. It will also reduce the level of sabotage among security personnel. Also, there is need for all leaders at different level of government to show good leadership in terms of respect for rule of law, employment generation and commitment to education so that the followers will be able to trust them and will in turn reduce the level of insecurity. By so doing, the level of insecurity will reduce and thus lead to rapid development. For developmental purposes, focus should be based on trust, employment education and rule of law. It is also recommended that government should not introduce any form of paramilitary into existing security outfit as this will lead to increase in level of insecurity in the country. However, good governance, border control and employment generation will drastically lead to reduction in level of insecurity in the control.
References


International Monetary Fund (2018). Naija.com


Information Security and Financial Institutions’ Survival in Nigeria: Implications for National Development

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Abstract
The aim of this study is to empirically examine the relationship between information security and financial institutions’ survival in Nigeria. The study adopted a survey research method with a sample size of 100 staff from the 10 statistically selected financial institutions in Nigeria and data was analyzed using Kendall tau_b Correlation Coefficient with aid of SPSS version 21.0. Amongst the findings are that there was a very strong positive and significant relationship between system integrity. The paper concludes that information security is a veritable key to survive in the competitive financial service industry as customers seem to be more concerned about the availability and integrity of their personal data. Finally, amongst the recommendations are that the adoption of secure socket layer (SSL) and firewalls should be used to protect transmission of information via electronic networks in order to ensure effective online security for national development.

Keywords: Information Security, Survival, System Integrity, System Availability, Market Share

Introduction
In the past 10 years, man has witnessed extensive growth of electronic commerce as internet has become a major communication channel between organizations and their target audiences. Also, various organizations provide electronic-related services such as support for individuals’ day to day activities, e.g. online shopping, e-banking, online interactions of government, doctors or professionals via e-government, e-health and e-learning services (Mekovec and Hutinski, 2012). Similarly, the financial institutions in Nigeria, such as the insurance companies, banks and other financial agents and so on, have for long followed suit with the adoption of electronic aided device for financial-related transactions, such as e-insurance, mobile money, internet banking and lots more. Accordingly, Dogarawa (2005) noted that the genesis of electronic banking (e-payment) products in Nigeria began in 1996 when the CBN granted All States Trust Bank approval to bring in a closed system electronic purse known as “Electronic Smart Card Account” (ESCA) followed by “Paycard” introduced by Diamond bank in 1997.

Importantly, the survival of financial institutions in Nigeria and the world at large, is accompanied with increased attention to security of the information provided by consumers. Most financial service consumers are now much interested with what financial institutions do with their personal data and who gets access to it at any given time. Supportably, Mekovec and Hutinski (2012) noted that users’ possible security mechanisms are rising in terms of financial transactions done via electronic device. They added that consumers now define how they want it with regards to privacy and protection of their information provided by the financial institutions.

Further, a good number of studies have found that the security consciousness of today’s financial service consumers can no longer be overlooked as they influence the institutions in both positive and negative manner. A report from the Eurostat’s data reveals that 35% of respondents do not use electronic services due to their concerns for the security of the transactions, and 30% of respondents pay less attention to electronic transactions due to issues related to privacy and security of their personal information. Additionally, Mekovec and Hutinski (2012), opined that the financial security concerns could lead to resistance in patronizing service firms that require the use of data especially the electronic service companies. Information security issue is the most important topic in the adoption of internet and it becomes more important when applied to financial sectors like banks (Ambhire and Teltunde, 2011).

Hence, a study of perceived privacy and perceived security in online market in Croatia observed that...
survival of financial institutions that will contribute to the enhancement of national developing have become critical due to consumers increasing withdrawal from their service as a result of desire for stronger security systems. As a matter of fact, organizations with lowest price are not been regarded as best now and as such, lowering of prices cannot provide basis for the organizations to build competence (Mekovec and Hutinski, 2012). Accordingly, consumers no longer see financial institutions with lower charges as the best, but they rate those that they perceive to have good security system as best this scenario is a strong challenge to national development in Nigeria. Similarly, Wang, Wang, Lin, Lin, Tang (2003), investigated how perceived credibility affects the users acceptance of banking transactions done via electronic means. They found that consumers’ belief about the credibility of the service provider contributes to their intention to engage in transaction. Also, Clementina and Isu (2016) noted that the Nigerian financial institutions are faced with serious security challenges, institutional and environmental frauds which largely intimidate public confidence and business growth.

Obviously, there are lots of studies with regards to information security but there is lack of direction towards empirically ascertaining the link between information security (INFOSEC) and the survival of financial institutions in Nigeria. The current study seeks to bridge these knowledge gaps.

Research Problem
Studies have revealed that there are daily increased risks and threats to the security of financial information especially the online transactions which serve as a challenge and equally a new business potential (Ambhire and Teltunde, 2011). Ighomereho and Akpor-Robaro (2013), observed that weak security system is among the causes of insecurity issues in Nigeria which are evidence in the insufficient equipment for the security arm of government, both in weaponry and training. Similarly, Ojewale (2016), reported that financial institutions in Nigeria are known to be in a very high risk of electronic transactional attacks (i.e. cybercrimes) due to the wide spread of financial transactions across the country that have resulted into sensitive data generation. He added that Nigeria recorded a sum of 165 billion naira on electronic fraud between 2000 and 2014 which have made security a matter of concern. These reoccurring challenges have contributed immensely to suppress the survival of financial institutions in Nigeria as citizens find it difficult to release their personal data and to patronize most financial institutions for very sensitive financial deals. On these backdrops, the study seeks to empirically ascertain the link between safety of information and continued existence of financial institutions in Nigeria.

Aim of the study
The aim of this study is to empirically examine the relationship between information security and survival of financial institutions in Nigeria.

Theoretical Foundations
In 50 BC Julius Caesar developed the Caesar Cipher to protect his messages from being interfered with when it gets into wrong hands. Caesar Cipher, Shift Cipher or Caesar Shift became one of the oldest, simplest and most widely known encryption techniques in protecting information. It is a form of substitution cipher through which each letter in the plain text is replaced by a letter of some fixed number of position’s down the Alphabet. For example, a letter ‘E’ in the plaintext turns to “B” in the ciphertext. This method of security device is credited to Julius Caesar as he used it in protecting his private correspondence (https://en.wikipedia.org/wiki/caesar-cipher). Retrieved 26/7/2018.

Study variables and conceptual framework
The study adopted Information Security (INFOSEC) as the independent variable with its dimensions as System Integrity (SI) and System Availability (SA) while Financial Institutions’ Survival (FIS) was adopted as the dependent variable measured with Market Share (MS).

Functional Relationships: This study re-iterates its aim to establish functional relationships between the measures of both predictor and criterion variables. For the purpose of the study, we developed a model specification to aid in the functional relationships as follows:

\[
FIS = f(INFOSEC)
\]
\[
INFOSEC = (SI, SA)
\]
\[
FIS = (MS)
\]

Where:
INFOSEC = Information Security
SI = System Integrity
SA = System Availability
MS = Market Share
FIS = Financial Institutions’ Survival
Operational Framework

Information Security (INFOSEC)

System Integrity (SI)

System Availability (SV)

Financial Institutions’ Survival (FIS)

Market Share (MS)

Fig.1: Operational Framework of Information Security and Financial Institutions’ Survival in Nigeria.

Source: Desk Research, 2018

Review of Literature

Information Security

The word information emanated from Latin word “infomare” which means gathering and putting such information into a “Form” (Ozuru & Chikwe, 2014). For instance, a consumer chooses a financial institution like First Bank of Nigeria and decides to have a debit or credit card, and to achieve this, a process must be completed. In this perspective, the bank collects all relevant information such as name, date of birth, place of employment etc and issues the card with a personal identification number (PIN) and the consumer starts using this financial instrument.

This information translates into a “form” and becomes meaningful and useful to the consumer. Data are streams of raw facts representing what occurs in organizations before they are arranged into a “form” that can be used in transactions (Ozuru & Chikwe, 2014).

The term security means a condition where there is a laid down measure for the protection of human lives, information and property against harmful occurrences or influences. It is a situation where members of a society can go about their transactions without any terrorization of their properties or personal life (Akin, 2008). Information security can be defined as the protection of information and information systems from unauthorized access, use, discovery, disruption, alteration, examination, assessment, copy or damage (Ambhire and Teltunde, 2011). Further, information security is an activity carried out by organizations to minimize or eliminate the influence of unauthorized users from the rightful owner. Tipton & Krause, (2000), identified several forms of act that is detrimental to the information stored for private transactional purposes to include theft of services, denial of services, computer fraud, viruses, forgery, invasion of privacy, data sabotage and extortion.

Hackers New Scams

Information security is a global trending issue especially in a country like Nigeria where fraudsters are hunting for peoples’ data or private information for fraudulent purposes. Observably, most Nigerians experience strange calls, emails and mobile phone messages (SMS) requesting for information like bank serial number, bank account number etc on a claim that they are banking staffs and they want to fix bank verification issues. The question is how did they get individual contacts?
Generally, information security is strategic in national development and among the most discussed in the electronic business literature; and it is particularly mentioned as a component that influences e-commerce transactions and could be denoted in different aspects as computer security, data security, data integrity, availability and other broader aspects of the frameworks of information protection (Gupta and Dubey, 2016). Businesses today are performed in an age of highly complex technology which is urging operators of financial institutions like the banking officials to implement sophisticated banking systems that meets today’s demands (Agboola, 2006).

This Point Of-Sale (POS)-like instrument is an electronic device that fraudsters are using today to withdraw money from individual pocket out of his/her financial institution’s account through a credit card securely positioned in the wallet inside the pocket. This is a drain to national economy development as it does not reflect in the national income account.

The victim is seen standing at an aisle in a shopping mall and unknowingly, the hacker approaches unnoticed for a scamming operation (Author’s observation, 2018). As seen above, the fraudster approaches the victim who is unaware and directs the device to the victim’s pocket, and the device electronically withdraws money from the victim’s account through the credit card inside the victim’s wallet securely pocketed.

Gupta and Dubey (2016) noted that information security is of necessity to handle financial security issues. They also identified different sets of tools used for information security to include biometrics, retinal scan, fingerprint, firewalls, encryption software etc. The need to innovate and modernize financial institutions’ operation in this era of increased market pressure, and users demand for enhanced service delivery contributed to the adoption of electronic devices in providing financial services (Salawu and Salawu, 2007). Further, The Federal Trade Commission in 2006 encouraged businesses to follow a safeguard rule needed to address risks of customers’ data. Among the roles laid down include controlling access to sensitive information, using password-activated screen savers, employee training on how to maintain confidentiality and integrity of customers, encrypting sensitive information during public...
electronic transmission, preventing former staffs from gaining access to customers’ information, use of secure socket layer (SSL) and firewalls to protect transmission of information via electronic networks and so on.

**System Integrity**

Integrity means that data cannot be changed untraceably (Ambhire and Teltunde, 2011). That is, system integrity implies that a person’s information cannot be accessed or penetrated by an unknown user. Integrity implies that data cannot be modified without access being given by the owner of the data. Situations that calls for the violation of system integrity is when an individual mistakenly or with malicious intent erases vital data, when virus infects a computer, when an employee alters his/her personal salary in a payroll database, when an unauthorized user destroys a web site database (Feruza and Kim, 2007).

System integrity implies that information that belongs to a customer cannot be hacked or highjacked by an unauthorized person. Hackers or 419ers as commonly known are continuously ravaging financial institutions all over the world. There’s the general notion by hackers that “Humans made the computer, and that humans will also unmake it”. This translates that they will continue to find ways to break any security system. As such, financial institutions are continuously faced with the introduction of new security systems and enhancement of existing ones in order to satisfy and protect customers’ private information.

A report from Chima (2017) holds that a report from Russian’ security firm – Kaspersky, linked North Korea to attacks on banks in eighteen (18) countries which included Nigeria. Kaspersky – a Russian security firm noted that hackers have all over the world used the same hacking operation known as “Lazarus” to attach financial institutions in Nigeria, Costa Rica, Ethiopia, Gabon, India, Indonesia, Kenya, Malasia, Poland, Taiwan, Thailand and Uruguay etc. In order to hide their location, they can launch cyber attack from computer servers far from home because the Lazarus hackers can conveniently and carefully route their signal through France, South Korea and Taiwan in order to setup that attack server. Hence, the integrity of financial institutions is among the significant issues of debate to ensure secured financial business transactions which could contribute to national development and positive economic group at a global level.

**System Availability**

For an information system to serve its purpose, it must be available when it is needed. This implies that the computing systems used to store and process the information, the security controls used, and the communication channels adopted to access it must be working effectively and efficiently. Highly availability systems aim to remain constant at all times, avoid service disruptions, hardware failures etc (Feruza and Kim, 2007). System availability entails the ability of an object to be in a stable state to perform an expected function under given conditions at stipulated times, periods or agreed intervals (Barabady, 2005). Martin and Khazanchi (2006) added that information system availability is a key determinant of information security. That is, measuring the level of security of information can be measured based on its level of availability at the needed time. In other words, when a data cannot be seen or be accessed at the state that it is needed, it loses its value and as long as it has lost its value, the system therefore becomes prone to non-functionality.

**Survival**

Generally, survival entails sustained or continuous existence of particular individual, group or organization. Survival of financial institutions entails the continuous growth in operation and expansion of financial institutions’ financial and non financial assets. The survival of financial institutions play vital roles in the development of every economy as every other sector depends on financial services to facilitate their transactions. Hence, any

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Figure: Lazarus Hacking Operations in Nigeria
positive or negative shift in financial institutions’ growth or performance could lead to a correspondent shift in the economic sustainable growth. Accordingly, the Great Recession of 2008 was a result of failures in the financial sector which led to economic downturn and delay in economic development of countries; that is why the financial sector is known as the “engine” that drives economic activities (Berger & Bouwman, 2013).

Over the years, lots of studies have argued for the key indicators of financial institution’s survival. Some see the survival of financial institutions to be dependent on capital as a buffer or shock absorber to earnings (Repullo, 2004). In the screening-based theory of Coval and Thakor (2005), argued that a minimum amount of capital is significant to the feasibility of the banks. Mehran and Thakor (2011) opined that banks derive a competitive advantage from higher capital. They also stated that higher-capital banks are synonymous with banks with higher market share. This indicates that market share is among the key indicators of banks’ or financial institutions’ survival.

Market Share
Market share is referred to as the percentage or proportion of the total available market or market segment that is being serviced by a company. Market share refers to shares of the actual sales (either in quantity sold or monetary terms) for a particular product in a given period of time, and in a defined geographical boundary (Lee and Masao, 2010). In other words, market share is the percentage of sales or customers that accrues to a particular firm among the industry total sales. It can be presented as a company’s sales revenue (from a specified market i.e. financial service market) divided by the total sales revenue available in that market. Abell, Corwin, Olowin (1970), focused on the vitality of market share to the achievement of firm’s primary objectives. They added that it is the degree of control a firms has over the overall share of the entire market in an industry within a specified time frame. More also that market share is an appropriate metric in measuring product failure which also relates with survival of an organization. Therefore, as financial institutions experience positive market share, it enhances their performance thereby contributing significantly to national development.

Mandate on Financial Institutions to Protect Consumers.

As a result of incessant cyber attacks on financial institutions in Nigeria, the CBN instituted Consumer Protection framework primarily directed at strengthening the confidence of financial consumers in the financial services industry in order to promote financial stability, growth, as well as innovation among operators. This framework was also aimed at protecting consumers’ assets; ensure timely complaints handling and dispute resolutions and effective consumer risk management (CBN, 2017). The essence of these policy thrusts are for the enhancement of national development.

Under this framework, the CBN further added that financial institutions must provide consumers the right to make informed decisions; promote professionalism; that operators must hasten the resolution of complaints mechanisms and pay compensations where appropriate (CBN, 2017). In addition, the framework confers far-reaching options and protective measures on financial services users as to provide greater reprieve to seeming helpless consumers. It also added that it is very unethical and anti-competitive for financial institutions to place restrictions on consumers, adding that where a consumer decides to switch, that the financial institution shall make available the necessary information to the new financial institution. Further, the framework provided far-reaching sanctions on banks and other financial institutions for any violation; that there should be ethical debt collection practices within the financial industry; that there must be respect for consumers privacy and longevity of consumer financial institution relationship; that there must be the adoption of fair and ethical debt recovery practices; that credit counselling should be provided to prevent consumers’ indebtedness as a result of limited financial knowledge; that the personnel assigned for debt recovery must be adequately trained; that consumers should be informed in advance before a recovery process is initiated; that financial institutions shall provide accurate information on financial products and services to consumers at all times to enable them make informed decisions; that financial institutions must display conspicuously specific and up-to-date information with regard to certificate of incorporation, banking license, interest rates, foreign exchange rates, and helpdesk contact details at the customer engagement areas (CBN, 2017).
Individuals mostly delay in patronizing the financial services offered via internet due to their doubts in terms of the level of how their privacy is being protected and security level of conducting transactions online (Mekovec and Hutinski, 2012). Financial institutions require information security to survive as their job requires keeping and securing of data and other relevant materials from the hands of unauthorized members. Supportably, Corner (2002) asserted that financial institutions face challenges associated with protecting the wellbeing and dependability of the institution and its capacity to control its earnings and capital. In other words, the ability of financial institutions to ensure the availability and integrity of data are major determinants of their continuous stay in business. Ekwueme, Egbunike, and Okoye (2012) study on the operational efficiency of electronic banking in Nigeria, found that security is a big influencer to banking operations in Nigeria and recommended that government with the aid of the Central Bank of Nigeria (CBN), should provide sufficient security measures towards the various e-banking products in Nigeria. Tryfonas, Gritzalis and Kokolakis (2000) asserted that availability have been given more attention because of the ever-growing reliance upon online information. Today, people are increasingly engaging in activities that require the use of information at one point or another, personal financial data are required to be readily available to the owner to ensure successful transacts and users’ satisfaction.

Also, Nate (2018) opined that data increasingly facilitate decision making process when processed and as such, the integrity of the data should be organizations’ priority. He added that data integrity has a positive effect on institutions as it brings about accuracy and effective transactional processes. Wang, Wang, Lin, Tang (2003) found that perceived credibility (e.g. to belief that transactions are secured and personal data are protected) had a significant positive effect on users’ intention to transact with financial institutions. This implies that the level of confidentiality perceived by customers influences the choice of which financial institution to deal with.

Thus, the following hypotheses are formulated:

**Ho₂**: There is no significant relationship between system availability and market share of financial institutions in Nigeria.

**Methodology**

The study adopted a survey method and the target population consists of the firms’ staff (Sales, PROs, Accountants and Marketing Managers) of the 10 statistically selected financial institutions in Nigeria. The accessible population of the study consists of senior staff of each institution making a total of 100 respondents. Our choice of the respondents was premised on the use of judgmental sampling procedure. Rubin & Babbie (2001) noted that a researcher may appropriately select a sample on the basis of one’s judgment and the purpose of the study. A 5-point Likert scale was used in measuring the variables of the study (Leavitt & Walton 1975, Roehirch 2004). Ten (10) copies of questionnaire were given to the respondents (senior staffs) responsible for strategic units of the statistically selected institution making a total of 100 copies of questionnaire. After data cleaning, Five (5) copies were found invalid while 95 copies were found valid and useful. Data was analyzed using Kendall’s tau_b Correlation Coefficient with the aid of Statistical Package for Social Science (SPSS) version 21. See table 1 below:

<table>
<thead>
<tr>
<th>S/N</th>
<th>Deposit Money Banks</th>
<th>Number of Staffs Sampled</th>
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<tbody>
<tr>
<td>1</td>
<td>Premium Pensions Limited</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Leadway Assurance Company</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Limited</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Mutual Benefit Assurance PLC</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Niger Insurance PLC</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>First Bank of Nigeria PLC</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>United Bank for Africa (UBA)</td>
<td>10</td>
</tr>
<tr>
<td>8</td>
<td>First City Monument Bank (FCMB)</td>
<td>10</td>
</tr>
<tr>
<td>9</td>
<td>Diamond Bank</td>
<td>10</td>
</tr>
<tr>
<td>10</td>
<td>Guaranty Trust Bank PLC</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Fidelity Bank</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source**: Survey Data, 2018
Table 2: Test of Hypotheses 1 and 2

<table>
<thead>
<tr>
<th></th>
<th>System Integrity</th>
<th>System Availability</th>
<th>Market Share</th>
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<td></td>
<td></td>
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**. Correlation is significant at the 0.05 level (1-tailed). P<0.05

Source: Survey data, 2018

Discussion of findings

Table 2 above shows:

Kendall tau_b = 0.821 and 0.753 for system integrity and system availability in relation to market share where P-value = 0.000 (p<0.05).

The result shows that system integrity possesses more positive relationship with market share than system availability based on the correlation results of 0.821 and 0.753 respectively. This implies that there is a very strong positive and significant relationship between system integrity and market while there is also a strong and positive relationship with system availability and market share.

Following the decision rule above, the study rejects the null hypotheses and accepts the alternative which states that “there is a significant relationship between system integrity, system availability, and market share of financial institutions in Nigeria. These results are also consistent with other studies like Wang, Wang, Lin, Tang (2003) who found that perceived credibility (e.g. to belief that transactions are secured and personal data are protected) had a significant positive effect on users’ intention to transact with financial institutions. As more persons move to a particular institution, their market tends to be on an increase. Corner (2002) which shows that the ability of financial institutions to ensure the availability and integrity of data determines their continuous stay in business. Also, Tryfonas, Gritzalis and Kokolakis (2000) who asserted that availability have been given more attention due to the ever-growing reliance upon electronic information.

Conclusion

Information security is a veritable key to survive in the competitive financial service industry as customers seem to be more concerned about the availability and integrity of their personal data.

Recommendations

- Financial institutions who wish to increase their market share should focus more on data and system integrity as this seems to be more positively related with increased financial consumers’ patronage, thereby enhancing national development.
- Insurance and banking institutions should rely more on ensuring that users’ private information are not accessible by unauthorised users.
- The adoption of secure socket layer (SSL) and firewalls should be used to protect transmission of information via electronic networks in order to ensure effective online security for national development.
- Keen attention should be given to former staff of financial institutions to prevent them from gaining access to customers’ private data.

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Insecurity and Its Implication on Business Development in Niger Delta

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Abstract

This paper discusses the effects of insecurity in Niger Delta and its implication on business development. The theoretical framework was anchored on structural functionalism theory by Herbert Spencer and Robert Merton, and the unequal human capital theory by Adam Smith and Alfred Marshal. The paper further listed some causes of insecurity as unemployment, poverty etc and discussed the effect of insecurity on business development. Recommendations and conclusions were made based on the findings.

Keywords: Insecurity, Niger Delta and business development.

INTRODUCTION

Security is one of the fundamental human rights of a state or Country, being humans, and as we grow older we become conscious of our natural rights, rights to life, right to acquire and own wealth and right to engage in meaningful business activities, and it is important to note that no meaningful development can take place in a state of insecurity. The word insecurity is derived from the word security, Igbuzor (2011) defines security as the demand for safety from chronic threats and protection from harmful disruption. Security therefore appears to be important to every nation, Niger Delta inclusive. It appears that the first consideration of every government around the world is security of the life of its citizens and their belongings. This often has occasioned a direct declaration of this primary function of government by way of enactment. Thus in Nigeria for instance, section 14(2) of the 1999 constitution declares that the security and welfare of the people of Nigeria shall be the primary purpose of the government. Furthermore, the Nigerian constitution also realizes the importance of business activities when it gave liberty to individuals to participate in the economy in section 16(1). It will therefore, be correct to state that security is a consideration for effective business activities hence the topic, “Insecurity in Niger Delta and its implication on Business Development”.

STATEMENT OF PROBLEM

The Niger Delta had experienced high level of insecurity as militancy, kidnapping, piracy, etc. has become a threat to business activities. Most companies and business activities in Niger Delta had stopped operations in the area as a result of insecurity. According to the vanguard Newspaper (2017) “Niger Delta is no longer attractive to investors as a result of youth restiveness”. Briggs (2014) said the issue of insecurity and violence has led to the shutdown of the oil production sites in the Niger Delta region. Insecurity in Niger Delta not only affects business activities but also affects business confidence as many companies have lost confidence and are relocating to other parts of the country.

THEORITICAL FRAMEWORK

The study is underpinned by two main theories related insecurity; the structural functionalism theory Herbert Spencer and Robert Merton and the unequal Human capital theory by Adam Smith and Alfred Marshal.

According to the functionalist the society is seen as complex system whose parts work together to promote stability and solidarity. Spencer compared society to a human body, according to him the same way the parts of the body works in harmony with other parts, each part of the society should work with the other parts.

If parts of Nigeria are developed like Abuja, Lagos etc, the Niger Delta should also be developed so the whole nation can work together as a whole. True federalism should be practiced with the states controlling their recourses this will lead to the functioning of all parts of Government like the federal, state and local government function together as a whole, development will be inevitable and insecurity will be a thing of the past.

The second theory is the unequal human capital theory by Adam Smith and Alfred Marshall. According to the unequal human capital theory, crisis
situation occurs when some people are treated more fairly than others. The theory stated that when crises occur, those unregarded groups might act in a way that is detrimental to the society. The unregarded and uncontrolled can lose a cannon that can make bad situation worst. The perceived unfair treat unfair treatment of the federal government by the youth is what has resulted to the formation of groups, carrying of arms and attacking of oil in stations which the youths believes in mostly coming from the Niger Delta.

CONCEPTUAL FRAMEWORK
Insecurity
The word – Insecurity means not confident or sure, not well protected, not stable or well adjusted. The Collins New School Dictionary (2004), gives a vivid example of the word insecure in the following words – something of that is insecure is not safe or well protected. Perhaps the most persuasive definition of the word, insecurity is that given by oxford dictionaries.com, which sees insecurity as the state of being open to danger or threat; lack of protection. It will then be safe to deduce from the above definitions that insecurity is a state of affairs. It is any state of things which would render lives and properties unsafe in any given environment. This would mean that wherever there is threat or actual occurrence of death, danger or destruction of lives and properties then there is insecurity. However, by its very nature, insecurity may affect business development also. Beland (2005) define insecurity as a state of fear or anxiety stemming from the concrete or alleged lack of protection. It refers to lack or inadequate freedom from danger. “What then is business development?”.

Business Development
Obviously the phrase “Business Development” is a combination of the two words, business and development. The Collins New School Dictionary (2004), sees business as work relating to the buying and selling of goods and services, an organization which produces or sells goods or provides a service. Development on the other hand means a gradual growth or progress, the process of making something become more profitable. It would mean that from the above definition of business and development, business development entails the process of making production and sale of goods and services become more profitable. Business Development is also the creation of long-term value for an organization from customers, markets and relationships. However, Seth (2018) in answer to the question – what is Business Development assert that in the simplest terms, business development can be summarized as the ideas, initiatives, and activities aimed towards making a business better. To Seth, the process includes increasing revenues, growth in terms of business expansion, and increasing profitability by building strategic business decision. We are further informed that business development activities include the following:
- Sales
- Marketing
- Strategic Initiatives or partnerships
- Project Management /Business Planning
- Product Management
- Vendor Management
- Negotiations, Networking and Lobbying
- Cost Saving

Among many other factors, Seth also noted that a business developer should remain informed about the current state of the business in terms of the strengths, weakness, opportunities and threats, (SWOT), and insecurity has to do with threat of the business environment.

The Niger Delta of Nigeria
Briggs (2014) pointed out that two large bodies of water – the River Niger and Benue constitute dominant features on Nigeria’s topography. According to him, these two rivers meet at the confluent point at Lokoja and then run as a single body of water southwards towards the Atlantic Ocean, until they are absorbed close to Onitsha into multiple rivers, creeks, canals, swaps and a huge deltaic drainage basin – the third largest in the world, which is rich in mangrove forest as well as sediments. This basin is what is generally referred to as the Niger Delta of Nigeria geographically.

However, there appears to be a political definition of the Niger Delta of Nigeria with the discovery of crude oil mainly in the deltaic basin of the River Niger and the proliferation of states that qualify as states of the Niger Delta became major political concern. (Briggs 2014).

The Federal Government of Nigeria established the Niger Development Commission (NDDC) in the year 2000, and the Act that created the commission (Act No 6 – Federal Government Press: 2000 Vol. 87), the Niger Delta is defined as being the states of Abia, Akwa Ibom, Bayelsa, Cross Rivers, Delta, Edo, Imo, Ondo and Rivers. The people of these states come from over 40 ethnic groups and speak over 250 dialects.
Some act of insecurity in Niger Delta according to Briggs (2014) include militancy, piracy, oil theft and illegal bunkering, communal clashes, armed robbery, kidnapping, hired assassins etc.

Causes of Insecurity in Nigeria That Affects Niger Delta
Many scholars have identified several causes of insecurity in Nigeria that are inimical to socio economic and national development (Okorie 2011, Jega 2002, Salawu (2010). In Nigeria the internal causes of insecurity pose major challenges, and these challenges also affect the Niger Delta. They are;

Unemployment/Poverty
As a result of the high level of unemployment and poverty among Nigerians, especially the youths they are adversely attracted to violent crime. Adagba et al., (2012) argued that the failure of successive administration in Nigeria to address challenges of poverty, unemployment and inequitable distribution of wealth among ethnic nationalities is one of the major causes of insecurity in the country. It has a negative implication on national development and most of its productive force is unemployed.

Agitation for Resource Control
The history of the Niger Delta is characterized by agitation for resource control resource control struggles in the post – crude oil era that begin with the batched Borated attempt to create the Niger Delta Republic in 1966 has culminated in contemporary on retailed restiveness in the region.

Corruption
It is not always so clear cut, in some extreme cases; corruption can be the difference between life and death and can pose a difficult situation for people. It is also important to remember that corruption and in particular how it is perceived charges depending on where you are in the world. It is not a stationers set of actions; recent innovations in technology have bed to innovation in how corruption presents itself. Corruption has been described as cancer militating against Nigeria development because it cheaply threatens the fabric of the Nigeria society (Nwanegebo and Odigbo, 2013) Corruption hampers economic growth, disproportionately burden the poor and underlines the effectiveness of investment and aid (Iyare 2008).

Porous Coastal Border
Porous frontiers of the country where individual investments are largely untracked have contributed to the level of insecurity in Nigeria. It’s a result of porous borders; there is an unchecked inflow of small arms and light weapon into a country which has aided militancy and criminality in Nigeria (Achumba, 2013).

Implication of The Insecurity On Business Development
The implication of the insecurity in Niger Delta for business activities can be viewed from two broad perspectives according to Achumba and Akpor (2013), the perspectives of potential business investment and the perspective of existing business enterprise.

Potential Business Investment
Insecurity discourages business investment as it makes investment unattractive to business investors; this is because it increases the cost of business either through direct loss of goods and properties or the cost of taking precautions against business risk and uncertainty.

This situation has the damaging consequence of giving signal to the international community that Niger Delta is not a safe and secure place and as such not suitable for investment and business activities. According to Weli (2017), Niger Delta is no longer attractive to investors as a result of youth restiveness; he further said that investors prefer going to invest in Lagos and other areas which are peaceful. Weli said “if Dangote could invest 18 billion dollars to build a refinery in Lagos that ordinarily should be sited in the Niger Delta, then it is a serious concern". (Vanguard Newspaper 2017). According to the report, the refinery is supposed to create 149,000 job opportunities, and would have been an answer to the problem of unemployment in the oil rich Niger Delta region. Weli noted that the existing companies spend time managing crisis rather than growth. It will interest you to note that Shell has sold part of its company’s shares to Eroton, Belema Oil, New Cross, etc.(Vanguard Newspaper 2017).

Existing Business Enterprise
Insecurity can halt business operations, and also the outright closure of business enterprises during the period of violence especially in areas where incidences of insecurity of lives and properties are threatened on daily bases. Generally, if there is no peace and security, it is extremely difficult for businesses to survive. In the case of Nigeria, there are evidence of some business men and manufacturing companies having to relocate particularly from the North in recent time to other peaceful part of the country (Nwagbosa 2012). A report in Nigerian
Insecurity and its Implications…

Tribune 2007, Captioned “Michelin quits Niger Delta”. The report stated that under the leadership of Sir Dr. Peter Odili Michelin is leaving Port Harcourt. The Tribune calls it a systematic withdrawal, first from the Niger Delta territory and Nigeria in general. The reasons were not far from insecurity, kidnapping of foreigners, etc. in Rivers State. The reporter said one day after all the companies are all gone, 140 million of us will sit at the Niger Delta flow stations to watch the final drop of oil drip, and then dry up for eternity and there will be no Mend or Nigerian Soldiers (Operation PuloShield, NigerSafe, Crocodile Smile, etc.) as the oil cause will release its last blow (Tribune 2, 2007).

Functional Business Areas Affected By Insecurity

There are four functional areas where insecurity can affect business activities; they include production, marketing, finance and human resources.

Production:
Some of the factors location of industry is proximity to source of raw materials and nearness to market; business enterprises depend mainly on regular supply and availability of raw materials to enhance production. Insecurity can cut off supply of raw materials as it is in Ogoni land where oil drilling is suspended. Disruption of production may occur when the business or firm cannot access its source of raw materials as a result of insecurity.

Marketing:
The main aim of every business enterprise is to dispose their output to the available market. Marketing activities can only be favourable in a peaceful environment. Insecurity can cause migration and no serious marketing activities can take place in an atmosphere of rancor just as it is in Omoku and Ogoni area of Rivers State.

Finance:
For an expatriates or employee that is kidnapped, ransom will be paid so insecurity increases spending on security by business organizations. In Niger Delta, it is observed that most business organizations secure human resources, equipments and infrastructures; this will require huge financial involvement and eat up the profit of the business.

Human Resources:
Insecurity affects lives and properties, during periods of insecurities many lives are lost and these are part of manpower. Shortage of manpower can affect success and survival of businesses. There are circumstances were employees have become victims of attacks, some even suffered lost of lives and properties. The implication of manpower shortage is that the success and survival of the business will be at stake, when a company can no longer spend much on security then the future of that company is bleak. Other areas where insecurity affects existing business are;

Reduction in Crude Oil Output
Crude Oil production in Nigeria from its discovery in commercial quantities had always witnessed increased production. However, violence and insecurity resulting in short down of production sites have occasioned a daily decrease in production companies have been forced to declare force majeure on oil shipment. (Briggs 2014).

Reduction in Revenue
Reactions of insecurity and violence in the Niger Delta affect not only the revenue derivable in sales of crude oil but every other business activity. The contribution made for the sale of crude oil in the international markets to government’s treasury and foreign exchange earnings rose with increase in crude production. (Briggs 2014). However, since 2005, with the increase in insecurity and violence accrued revenue has dropped due to increased shut outs, (Briggs 2014).

Destruction of Oil And Other Infrastructure
Amongst several forms, the destruction of infrastructure usually takes the form of blowing up and vandalization of pipelines which are easily accessible. To this end, there have been reported increased cases of attack and vandalization of oil infrastructure, (Nigerian National Petroleum Corporation Annual Statistical Bulletin, 2007). There have also been reported cases of attacks on foreign personal such as the case of the attack on the Germans who were working for Julius Berger Construction Company on the East/West Road around Emohua in July 2008. (Briggs 2014).

In addition to the above, insecurity also affects business activities/ development in the Niger Delta in the following ways.
- Discourages local and foreign investments as it makes the region unattractive to business people.
- Halts business operations during period of violence and outright closure of many enterprises in the area.
- Increased security spending by existing business organizations and governments.
- Migrations of people and businesses out from the region to other less violent region.
Conclusion and Recommendation
Based on the findings of the study the following recommendations are made:

1. Youth Development and Empowerment: Insecurity is mainly burnt by the youth of Niger Delta, the most unemployed are the youths, mostly hungry are youths etc. as continuous violence has been the order of the day even the youths that would not have carried guns and end up as cultist either as a result of hunger or self-protection. I therefore recommend that vocational training centers be opened by both the government and state stake holders to develop and empower the youths, an idle mind they say is the devils work shop. Empowering the youths means creating job opportunities and developing the region which will in turn ensure security.

2. Security Education: The decadence in our society started with the deterioration of education in the country which extended to our won micro society, (Niger Delta). The government could not develop educational infrastructure to meet up with rapid growth in population, the boarding system scrapped in public schools, teachers welfare neglected, as a result quality teachers have left the profession for greener pastures, leaving those less privileged teachers serving without their minds the result is half backed students and school drop outs, all these errors should be corrected, money spent on amnesty should be spent on funding education, a stitch in time saves nine. Security education should be introduced in the curriculum.

3. Our Value System: When looking at the causes of insecurity, the society as a whole should take the blame, the Niger Delta have value system that differentiates them from others. Before now people give honour in this region serves as role models, honour were therefore seen as a very powerful source of behavior modification. Dishonor was therefore seen as a strong instrument of de-motivation but as the value system declines money is now seen as a source of honour, so even those who engage in militancy, kidnapping, killings and their vices are now honored in our society. Our value system should be reversed.

4. Non-violence Approach of Conflict Resolution: Violence devastates, it destroys the youth in the Niger Delta should be made to understand that violence never worked in Syria, Iraq, Liberia, etc. Even those nations that go to war always end at a round table through post war, non-violent negotiations and reconciliations, so I recommend that the youths follow this path.

5. A Cooperative Approach to Conflict Resolution: This is togetherness approach in Niger Delta, we have the traditional rulers, head of families, the elders of states as well as towns and villages, these groups and the government of all levels, the local states and federal coming together to address the issues causing insecurity and not allowing only the youths to do it their own way.

6. Community Policing: This is another policy if accepted will curb or solve the problem of insecurity, the youths causing these problems are our neighbours, brothers and sisters. If community policing is introduced the traditional rulers can address the problems of insecurity by calling these boys to order.

The prevalence of insecurity in any environment constitutes a serious threat to lives and properties insecurity hinders business activities and discourages local and foreign investors. The waves of insecurity in the Niger Delta of Nigeria, no doubt constitute impediment to the free flow of business activities in the Niger Delta. The ideas, initiatives and activities aimed at making a business better for more service delivery and profit making (business development) cannot thrive in an environment characterized by insecurity which is typical of the Niger Delta of Nigeria. Consequently, there is the compelling need for all stakeholders to take some positive action towards reversing the trend for the economic development of the Niger Delta. One of the panaceas for solving insecurity in the Niger Delta is for government to speed up the development of the region. Given, that one of the causes of insecurity in the region is the agitation for resource control which is born out of the perceived under development of the areas, it is believe that an orchestrated development of the Niger Delta would reduce the spate of insecurity in the area. There is the need for governments at all level to be proactive in matters of security. Security related matters should not be kept waiting until they go out of control.

Good governance and elimination of corruption are also encouraged as solutions to the problem of insecurity in the Niger Delta. It is further recommended that there is the urgent need for leadership development of the youth in the Niger Delta. This is intended to bring about a change in value.
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Insecurity in Nigeria: Its Effects on Marketing and Economic Activities

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Abstract
This paper focuses at insecurity and its effects on marketing in Nigeria. To achieve this purpose, the paper explored definitions of security, insecurity, various forms of insecurity and its global index with regards to its occurrence in Nigeria, causes of insecurity, effects of insecurity in the Nigeria socio-economic system, the relationship between insecurity and its effects on marketing/business activities. It was concluded that insecurity threatens the development and peace existence of the nation and affects both marketing and economic activities. Security agencies in Nigeria should be provided with modern security facilities to combat crime and criminality. Recommendation were made for government at all levels to help in engaging youths in meaningful activities through employment and provision of skills acquisition programmes. The assurance to an even allocation of resources / development to reduce the rate of struggle among states and communities who are aggrieved or feel marginalized. The adoption of modern technologies to proactively deal with insecurity through intelligence gathering, training & retraining of personnel. It also admonished people to elect political leaders who are visionary and detribalized, and those prone to pursue acts that is capable of promoting peace and economic development in the nation.

Keywords: Insecurity, security, marketing and economic activities.

Introduction
Insecurity could be defined as the condition of fear or anxiety owing to absence or inadequate protection (Beland, 2005). It is a state of fear due to perceived threat. On the other hand, security is the presence of stability and continued livelihood predicted on daily living amid protection from crime, psychological and physical harm. It is also the safety and defense from emotional exhaustion resulting from the feeling, assurance, understanding of wantedness, acceptability, being loved and protected by people in and around one’s community/ neighborhood (Achumba, Ighomerecho & Akpor-Robaro, 2013).

Security changes human activities for the protection of life and properties. Security is the ability of a ‘state’ to maintain law and order among its citizen (Nwama, 2015). Hence we say that security is a major tool for the maintenance of a peaceful and orderly society. The 1999 constitution of the Federal Republic of Nigeria as amended state precisely that, “the security and welfare of the people shall be the primary purpose of government”. In recent times the Nigerian state has been witnessing unprecedented and escalating insecurity which led to loss of many lives and properties. Across many communities, local government areas and state. The increasing rate of insecurity in Nigeria has triggered a requisite increase in criminal activities and terrorism across the Nigerian state, leaving spiteful consequences for Nigeria economic development. In the bid to attenuate the rate of criminality in the country, the Federal Government of Nigeria has in many occasions launched anti-terrorism campaign matched with military assault / attacks in northern region were activities of insurgences has held the citizenry to ransom. The criminalization of terrorism follows the passage of the anti-terrorism act of 2011, which prompted massive installation of surveillance cameras to cover most areas of the country especially, the North-East. The installation of Close Circuit Television (CCTV) and re-enforcement of troops to fight insurgences and maintain security and order in the country has enhanced the deduction in the level of terrorism across the country. So far enormous success has been recorded following the outcomes of criminal investigation of cases of terrorism; intensification of security operations directed to forestall future attacks on facilities and vulnerable area (Azazi, 2011). Despite coordinated efforts aimed at reducing the intensity of insecurity across borders, there still exist pockets of fresh attacks (Ewetan & Urhie 2014) from mushroom group of Islamic extremist and herdsmen who seems to be fighting for the institution of Islamic state / cattle colonies respectively.
These and other insecurity activities attested to the low ranking of Nigeria in the Global Peace Index (GPI, 2012). The indices of insecurity situations in Nigeria and other West Africa Countries from 2009 to 2012 were shown below. However, Nigeria was rated low by in the GPI index. This is indicated in the table below.

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Additionally, increase in insecurity in Nigeria has also led to constant restructuring of the security architecture, and Federal Government hosting of security summit in 2018 with the view of proffering solution to curb the increasing rate of insecurity across the country.

Causes of Insecurity in Nigeria

1. Politically-Motivated Cause: Amongst politicians, politics in Nigeria is characterized by anxiety, violent struggle, and extreme desperation or over-zealousness to acquire political power and to remain in office by all means. Perhaps these may account for the series of killings and violence disruption prior and sequel to elections in Nigeria. In Nigeria, these incessant misadventure by political gladiators to win elections often times have spelt catastrophe resulting to destruction of lives & properties, disruption of social and economic activities, etc. (Ewetan & Urhie, 2014). However, the fact remains that electoral violence has been observed in Nigeria right from its inception in 1960. From that period henceforth, politics have been marked by thuggery, violent conflicts arson and assassinations of political figures. Holistically, politicians in Nigeria instigates more crises than any other cause as it breath thuggery and corruption.

2. Ethno-Religious Based Cause: Ethno-religious crisis have been existing in Nigeria even before 1960s and is currently on the increase. Ethno-Religious crisis has been witnessed virtually in all parts of the country brewing conflicts at an alarming rates (Eme, 2011). There have been frequent occurrence in areas like Abia; Bauchi; Eboyi; Enugu; Jos; Kano; Lagos; Nassarawa; Ogun; and Taraba States respectively, of which has been destructive, and has claimed lives and properties of Nigerians. Most frequent, the persistent crisis has been between the two (2) dominant culture (Christianity and Islam) which has been the bane of is a major security challenge confronting the country (Ewetan & Urhie, 2014).

3. Unemployment Based Cause: It is a state of economic emptiness of an individual. Unemployment most times leads to poverty which in turn exposes the affected individual into various unlawful means of sustaining his livelihood in the society. In most cases unemployment leads people into stealing, robbery, killing, vandalization, kidnapping, etc., which, threatens the peace and suitability of the society. Adegba, Ugwu and Eme (2012) explained that unemployment among the professional class, the youths, and Nigerians in general is the major factor the rising causes of conflict, violence, crime and insecurity in Nigeria.
4. Economic-based Cause: Economic inequalities in the society often leads to insecurity. The inability or lack of adequate provisional security of lives, properties, and the formation of enabling environment for the conduct of economic and business activities by the government has equally led to resentment. This has caused sentiments; disaffection; communal, ethnic and religious violence in diversity across various segments of the country. The economic-based factor has possibly created huge divides among the citizenry, impeding on business activities, hindering economic growth, and promoting underdeveloped of the country. The consequence of this is the capacity for this anomaly to deter investors who are not usually driven to invest in an unsecured and conflict ridden business environment. (Ewetan & Urhie, 2014).

5. Weak Security System: This is one of major contributors to insecurity especially in Nigeria. This ranges from poor funding of the security agencies, poor facilities, inadequate manpower, attitude of security personnel, lack of security, inadequate training/retraining of security personnel, and poor motivation. All these factors contributes to heighten the level of insecurity in the country.

6. Terrorism Based Cause: According to Sampson and Omuoha (2011) “terrorism is the premeditated use or the threat of use of violence by an individual or group to cause fear, destruction or death, especially against unarmed targets, property or infrastructure in a state, intended to compel those in authority to respond to the demands and expectations of the individual or group behind such violent act”.

In the face of the present insecurity challenges experienced in Nigeria, terrorism has been marked a root cause of this. This has taken different dimensions in creating insecurity in the country. As a global phenomenon, terrorism has ravaged most developed and the developing countries in the world. In Nigeria, terrorism has been linked primarily to economic, cultural, religious, and socio-political factors (Ewetan & Urhia, 2014) which has resulted to the increase in the rate of insecurity in the nation. Though terrorism is widely believed to have originated from Islamic extremism, it is recently been driven by factors such as economic, political, etc. It could be noted that since the beginning of terrorism in Nigeria, scores of lives and properties have been lost.

According to Ewetan and Urhie (2014) the persisting state of insecurity in the nation has affected socioeconomic advancement in a variety of ways. Consequently, this has increased the security expenditure of government, businesses, and organizations. It has also impede on the level of investment in affected areas making it unattractive and discouraging both local and foreign investors. It follows that that commercial and business activities has halted during this period, leading to absolute shutdown many enterprises and relocation to areas or zones were this incidence is less prevalent. Amid this social disorder, families are displaces while communities are ravaged. The general atmosphere is tensed with mistrust, anxiety and fear, there is deepening hunger and poverty in the land. For every well-intentioned government, focus is laid on socio-economic development contingent on the level of economic activities in the country which in turn improves the peaceful co-existence of the citizens. Amid insecurity, meaningful and sustained socio-economic development would prove difficult to achieve as it destroys human; economic; and social capital. The World Bank (2011) report on “Conflict, Security and Development” indicated that up to 1.5 billion people live in political and criminally violence countries affected countries. This has aggravated depression among the populace, disrupting the progress and development of such nation.

**Relationship between Insecurity and its effects on Marketing / Business Activities in Nigeria.**

Since businesses and organizations (especially those in the secondary sector) rely heavily on the use and availability of consistent supply / replenishment of stock for production, persistence insecurity in the nation can cut-off the supply of such raw materials well needed for production (Achunba, Ishomereho & Akpo-Robaro, 2013). It is therefore as a result of this that production activities of a firm is usually disrupted whenever the necessary raw materials needed for production become inaccessible or is in short supply due to insecurity. This is a huge challenge to many businesses whose operations or source of raw materials originates from the northern part of the country. The state of insecurity a nation affects and limits market availability. In such areas where there are challenges of insecurity, marketers usually find it difficult to reach out to their target audience Also insecurity prone areas are usually unattractive for investment as it affects customer base of businesses apart from restrictions on mobility. This no doubt, is the Nigeria situation as there is difficulties getting goods and services across to customers in affected areas (especially, in the hinterland). It in on record that in Nigeria, this situation is a frequent occurrence had sometimes affected residence of Niger Delta region (during intra-ethnic conflicts) especially residents of Warri – a suburban of Delta State during.
“ethnic clashes among three (3) ethnic groups: Ijaw; Itsekiri; and Urhobo” (Achunba, Ishomereho & Akpor-Robaro, 2013). Insecurity deplete firms’ financial resource. It increases firms’ budget on security. As a proactive measure, some companies or businesses in affected areas are compelled to spend extra monies (ordinarily would have been used for further investment) to hire services of private securities to secure customers, their facilities, and personnel. Businesses who are insensitive, or tend to ignore this problems risk losing their facility and capital through arson.

The maintenance of these security personnel as-well-as their security architecture definitely puts a strain on the firms / business financial resources. There are loss of human resources through conflict and insecurity as reasonable number of productive workforce migrate to religions where there is enabling environment for business to thrive. This often leads to the ‘dearth’ in professional and skilled workers. Insecurity affect the overall emotions of the people, at the same time restrain the ability of workers to effectively contribute their effort towards work. In many instances, management and employee of businesses, organization, and enterprise have fell victim of kidnappers and various attacks with record of injury and losses through death. In the awareness of this situation, some workers even resign for the fear of being attacked. The implication is that businesses experiences loss of manpower, while employees drafted to this areas decline working in such environment (Ujah & Eboh, 2006). In extreme cases, and in the bid to protect lives of personnel and to forestall a worst case scenario, business operations is put to a halt causing the complete shutdown of many firms especially in places where the intensity of insecurity is prevalent.

Generally speaking, it is exceedingly difficult for business operations to thrive in an environment where there is absence of peace and security (Nwagbosa, 2012). This have cause many firms to relocate business operations elsewhere, to other West African countries like Togo, Ghana, etc., which are perceived to be relatively peaceful (Suleiman, 2012). Insecurity discourages potential business investment making it unattractive to businessmen because the cost of running the business will have to increase proportionally to business risk and associated cost of instituting proactive measures against insecurity and uncertainly.

These costs would definitely impact negative on business investment and operations, meaning that insecurity constitutes a huge barrier to business investment. This is supported of Ujah and Eboh (2006) who reported on study on an Investment Climate by World Bank in nine African countries where it was found that 36% of businesses in Nigeria and 29% in Africa view insecurity as a main obstacle to investment.

**Conclusion**

Insecurity affects both marketing and economic activities. Insecurity is an issue that threatens the development and peaceful existence of any nation. Hence it would be inappropriate to treat insecurity with kid gloves. The consequences of insecurity is enormous, weighty, and could destroy a nation including business activities, hampering mutual relationship with international communities. While all hands (governments; NGOs; & private individuals) is expected to be on deck, a successful fight against insecurity is that which is total, and carried out without the exemption of “sacred cow” and could better be achieved through dialogue with the principal actors.

**Recommendations**

The following recommendations were made

1. Security agencies in Nigeria should be provided with modern security facilities to combat crime and criminality.
2. Government at all levels should help in engaging youths in meaningful activities, through employment and provision of skills acquisition programmes. As this will help to reduce their involvement in crime and other social vices.
3. Government should ensure the even allocation of resources and development so as to reduce the rate of struggle among states and communities who are aggrieved or feel marginalized.
4. Government should adopt modern technologies and proactive measures of dealing with insecurity in the nation through intelligence gathering, training & retraining of personnel.
5. During elections people should learn to elect political leaders who are visionary and detribalized, and those prone to pursue act that is capable to promote peace and economic development in the nation.
6. Religious leaders should embark on constant campaign against acts that could threaten insecurity in their different localities.

**References**


Physical Security and Survival of Small and Medium Scale Enterprises (SMEs) in Southeast, Nigeria.

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Abstract
The study explored the relationship between physical security and survival of small and medium scale enterprises (SMEs) in Southeast, Nigeria. The objectives of the study are to determine the nature of relationships that exist between fire outbreak and entrepreneurial vision, burglary attacks and delivery-time of products by SMEs in Southeast, Nigeria. Correlation survey research design was employed in the study. Pearson product moment correlation coefficient was used to test the formulated hypotheses at 5% (percent) level of significance. Findings revealed that there were negative significant relationships that exist between fire outbreaks and entrepreneurial visions of SMEs’ owners, burglary attacks and delivery-time of products to customers by SMEs in the region. In addition, the constructs were significant at 0.05 level (2-tailed). It is recommended that owners of businesses should ensure commitment to fire safety by putting necessary resources for fire control (Suppression agents and personnel training) and procedures (compliance with fire disaster preparedness bylaws). Further, business owners should provide multiple layers of security (defense in depth) around business areas. We therefore advocate that for business continuity in the region, rapid response to fire outbreaks, burglary attacks and comprehensive preventive strategies are vital.

Keywords: Physical Security; Survival; Small and Medium Scale Enterprises (SMEs), Southeast

1.1 Introduction
In a world of perceived uncertainty and danger, the desire for security becomes a central concern of political thought and action (Boemcken & Schetter, 2016). Being secure is one of the most widely acknowledged components of a good life, implying that security is usually thought to be encountered in the absence of threats to certain objects. Fischer and Green (2004) assert that security suggests a stable, relatively predictable environment in which an individual or group may pursue its ends without fear of disturbance or injury. Baldwine (1997) views security as a low probability of damage to acquire values, thus has strong parallels with defense as both provide protection (Brooks, 2010). Nevertheless, security may present different meanings to different people given the time, place and context.

Security can be described as stability and continuity of livelihood (stable and steady income); predictability of daily life (knowing what to expect); protection from crime (feeling safe); and freedom from psychological harm (safety from emotional stress which results from the assurances or knowing that one is wanted, accepted, loved and protected in one’s community or neighbourhood and by people around (Achumba, Ighomereho & Akpor Robaro, 2013). Drawing inference from the economic aspect of the definition (stable and steady income), which most times is derived from business environment, it does appear that business security is the next crucial discourse apart from human security which is assuring priority freedoms so that people can exercise choices safely and freely (UNDP, 2013). Business security generally involves physical security (PS), which is the protection of personnel, hardware, software, networks and data from physical actions and events that could cause serious loss or damage to an enterprise, agency or institution. These include protection from fire, flood, natural disasters, burglary, theft, vandalism and terrorism (Rouse, 2015). The physical insecurity in Southeast Nigeria has increased in recent time and unchecked despite the regional government budget on security, at various levels. Due to their physical insecurity, survival of Small and Medium Scale Enterprises (SMEs) in the region are mostly affected, which were formerly known for their resourcefulness and entrepreneurial spirit.

There is no generally accepted definition of small scale business, because the classification of businesses into either large scale or small scale is a subjective and qualitative judgment. In some countries (United States of America, Japan, Britain & Canada), definitions are given based on turnover; paid employees; type of industry and paid-up capital.
However in Nigeria there are versions of definition of small scale business given by CBN; National Economic Reconstruction fund (NER FUND); Companies and Allied matters Decree (AMP, 1990).

In this study Small and Medium Scale Enterprise (SMEs) are enterprises with a maximum asset base of N200 million excluding land and working capital and with the number of employees not less than 10 or more than 100 (SMEIS, 2003). The definition notwithstanding, SMEs are generally distinguished by the nature of their production and management arrangement, trading relations, financial practice and internal competence.

Small and Medium Scale Enterprises are essential factors for national objective in terms of employment, development of entrepreneurial capability and indigenous technology. SMEs also minimize the migration of people from rural to urban areas. They also contribute to the country’s gross domestic product and development of enduring industrialization. The SMEs are important factors in most economies especially in developing countries (Recklies, 2001). SMEs are quasi spouse for urban employment and providers of inexpensive consumer goods with little or no import content, serving an important pressure releasing and welfare-augmenting function (Ekpeyong & Nyong, 1992). Considering the proven economic and social benefit of SMEs to Nigeria and Southeast in particular, Aremu (2004) suggests that every organization should see survival (longevity and profitability growth) as absolute prerequisites for serving any interest. Therefore, there appears to be correlation between the degree of physical security and survival of SMEs in an economy.

Despite the potential role and opportunities of SMEs to rebound and play the crucial role of engine of growth in Southeast, Nigeria, empirical evidence has shown that the life span of SMEs tend to be short with approximately two thirds of all start-ups failing within the first five years and of every 100 start-ups only 50 firms survive for the first three years (Ladzani & Van Vuuren, 2002; Van Praag, 2003). The closure of SMEs are sometimes occasioned by inadequate infrastructural facilities; inconsistent monetary, fiscal and industrial policies; limited access to markets; multiple taxation and levies, lack of modern technology for processing and preserving products, policy reversals; capacity limitations; data inadequacies, harsh operating environment; fragile ownership base, fragile capital base but majorly insecurity of lives and prosperity (Ngwu Onugu, 2005). The last sentence on insecurity connotes that physical security is critical to SMEs survival. Physical security includes protection from fire; flood; natural disasters, burglary, theft, vandalism and terrorism. Due to overlook on physical security, survival of SMEs in the study area is seriously challenged and may cause loss of entrepreneurial vision; real delivery time of goods and services to customers. Moreover, each year people die or are seriously injured and properties destroyed as a result of fire outbreaks at work. Besides lost of lives, fire costs millions of Naira damage to property; loss of business, fire compensation and insurance premium Statistics. Burglary at business premises has increased in wave leading to loss of merchandise, the anticipated profit and possible loss of customers.

A disconnect however exists between the influences of fire out breaks and burglary attacks on entrepreneurial vision of businesses and customers delivery time of goods and services as constructs of physical security and survival of SMEs (non-financial indicator) respectively. This therefore has led to undertaking a study to assess the relationship between physical security and survival of SMEs in Southeast, Nigeria.

In view of this, the primary objective of the study is to explore the relationship between physical security (PS) and survival of Small and Medium Scale Enterprise (SMEs) in Southeast, Nigeria. Specifically, the study seeks to:

a. Determine the nature of relationships that exist between fire out break and entrepreneurial vision of Small and Medium Scale Enterprise (SMEs) in southeast, Nigeria.

b. Ascertain the nature of relationships that exist between burglary attacks and delivery-time of products by Small and Medium Scale Enterprise (SMEs) in South East, Nigeria.

Consequently, the direction hypotheses are that:

\[ H_1: \text{There is a significant relationship that exists between fire outbreak and entrepreneurial vision of Small and Medium Scale Enterprise (SMEs) in Southeast, Nigeria.} \]

\[ H_2: \text{There is a significant relationship that exists between burglary attacks and delivery – time of products by Small and Medium Scale Enterprise (SMEs) in Southeast, Nigeria.} \]

### 2.1 Conceptual and Theoretical Issues

**Physical Security:**

Physical security describes measures designed to ensure the physical protection of facilities, equipment; personnel; resources and other properties from
damage and unauthorized physical access. Physical security measures are taken in order to protect organization assets from physical threats including theft, vandalism, fire, terrorism and natural disasters (Cobb, 2009). Physical security is often the first concern in facilities with high asset concentration, that are used in critical systems for business processes. Physical security is especially important for all organization resources, as their proper operation demands that assets and infrastructure they are running on be kept away from anything that could hinder their function. This includes tampering by unauthorized personnel and unforeseen events like accidents, fire, burglary and natural disasters. Bennett (2017) asserts that physical security doesn’t just increase safety, it increases the legitimacy of businesses, hence deterrence and detection of physical security becomes second nature of organizations. Deterrence are methods and measures that are meant to defer attackers and intruders or prevent natural events and accidents from affecting protected assets. The simple method for this is through the use of physical barriers and signs. The signs serve as a warning to any intruder that their actions will bring physical harm or prosecution. The barriers are meant to prevent access entirely or simple to provide protection from external factors like storms or fire accidents. Detection allows security personnel to detect and locate potential intruders using surveillance equipment like cameras, motion sensors, security lights and personnel like security guards and watch dogs (Techopedia, 2018). Cobb (2009) opines that physical security has three important components which are: access control, surveillance and testing.

Fire Outbreak

Fire is the rapid oxidation of a material in the exothermic chemical process of combustion, releasing heat, light and various reaction products (Wikipedia, 2018). Fire outbreak connotes sudden increase in occurrences of fire in a particular time and place. Dynes and Russell (2002), opine that there is fast growth in urban places of all sizes from small markets to mega-cities; this increased development interactions increase the risk of fire occurrences as well. Fires have occurred in almost all commercial cities in Nigeria, more recently is the Eco Bank Headquarter Inferno at Lagos. In Southeast, Nigeria, fire disasters have not affected only markets, private household offices but strategic businesses and installations. Lives have been lost due to the fires and damage to property worth billions of naira has been experienced. According to Lagos State Government (2017), no fewer than 84 persons were burnt to death and property worth N128 million destroyed in the state. A total of 333 victims were rescued during the fire incidents. There were fire outbreaks at Enugu Timber market destroying goods worth millions (March 5, 2018) and disaster at Bridge Head Market in (December, 20, 2017). In March 7, 2018 there was a disaster at Aba, Main Market. Stories are not told of Oil Tankers futures and consequent fires on business premises. Nuhu (2018) asserts that fire best fighting technique is prevention and the best strategy for recovery is insurance, the ideas stem from whenever fire disaster occurs in a business premises attention and resources are diverted, destroying entrepreneurial vision (orientation), drive and leadership in already competitive business environment (Victoria, 2011).

Burglary Attack

Burglary is the felonious forceful breaking and entering of an enclosure such as building or a receptacle such as a chest, safe, or vault for the purpose of committing a felony such as stealing valuable property (Girard, 1960). Girard further states that merchandise is business, without it there can be no business and protection of property is of vital importance; the act of burglary result in loss of valuable property which is as old as man. As long as man has been, the urge to acquire the property of another has existed. The hazards to which valuable property is subjected today are no different than in the days of early history except that the frequency of occurrence is greater today. Girard, continuing, asserts that the very numerous losses of property costs owners a huge annual sum. It seems reasonable that adequate protection will save much property which is needlessly lost. The value of property saved by adequate protective measures will far exceed the cost of good protection. Protection of property cost money. It is a major item in the cost of operation of business. It can be the factor that determines success, survival or failure in business, for burgled business premises undermined delivery dependability to customers thus gives credence to customer’s dissatisfaction. On time delivery elucidates ability of the customers getting what they want, when they want it; agreement on units ordered and date of delivery.

Survival of Business

Survival is related to business success is a long term financial sustainability of a business over indefinite period. For a emerging economy like Nigeria, survival of SMEs is of importance since they contribute greatly to the economic development, job creation and GDP. Survival in this study is decomposed to longevity and non financial indicators of
entrepreneurial vision (entrepreneurial orientation) and delivery-time (delivery dependability). Most managers pursue strategies that enable their organisations to continue in operation for a long term (Broom, 2003). Survival is closely linked to a new product development, profit; sales, market share and image; the longer one can survive and prevent involuntary exist the more successful the business becomes (Var Nich, 2012, Van Praag, 2003). Survival therefore is a continued existence in business over a protracted period of time as well as the ability of a business. Amah, and Okoisama, (2017) argues that survival of SMEs can be described as the firm’s ability to create acceptable outcomes and actions. It is also evident that small firm survival is the firm’s success in the market, which may have different outcomes (Emmanuel; 2013, Awolusi & Ibojo, 2013).

**Longevity**

Longevity is defined as having continuity in business for a long period of time (Gorglevski, 2011). Longevity is related to the survival and continuity of an enterprise and is one of the measures of firms success other than profit, growth innovation, social and environmental performance. Williams and Jones (2009), describe longevity as the duration (age) of the business, that is time elapsed since the firm started operation. Business longevity is associated with a firm’s lifecycle. For a business to be existence for a long time, it must have passed through the initial stages of the firms’ life cycle. The longer a business can survive and prevent involuntary exist the more successful one is (Van, Praag, 2003). Business longevity can be used synonymously with business survival. In order for a business to remain solvent, it has to sustain itself, indicating that longevity is a measure of success (Lubinski, Fernandez & Moya, 2011).

**Small Scale Businesses**

The term Small and Medium Scale Enterprise (SMEs) are relative and differ from industry to industry, country to country and there is no universally accepted definition of SMEs. Infact there is no single criterion for classifying a business enterprise as small and medium scale. Definition changes overtime and importantly depends upon a country’s level of development (Nwgu Onugu, 2005).

In Nigeria, the multiplicity of definitions for small and medium scale enterprises is the role rather than expectation. It is however possible that as a result of difference in policy focus, different government agencies in Nigeria applies various definitions on SMEs (Nwankwo, Ewuim & Asgnya, 2012). The Central Bank of Nigeria (CBN) in its 1990 credit guideline for financial institution define SMEs as those businesses whose annual turnover does not exceed N200,000,000 or capital expenditure does not exceed N200,000,000. National Council of Industries refer to SMEs as enterprises whose total costs excluding land is not more than N200,000,000.00 only. While SMEIS (2003) see SMEs as any enterprise with a maximum asset base of N200million excluding land and working capital and with the number of employees not less than 10 or more than 300.

Typically, the following features in varying degree characterized SMEs in Nigeria. Small units, often rural based and family owned, small independent-enterprise standing along and producing for a well define market, specialized firm, producing special product; selling to international and local market, rely on low raw materials; low energy cost, low labour cost; low division of labour; flexibility and often small production turns; low capital formation and largely labour intensive units with low level technologies. SMEs encompasses sole proprietorship, family business and partnership and may be incorporated or moreso, the term includes such professionals and architectures that are self-employed (Gollin, 2008).

**Entrepreneurial Vision (Entrepreneurial Orientation)**

This concept is also seen as entrepreneurial orientation, covering to be essentials for firms; growth (Soininen, Martikainen, Puumalainen & Kylaheiko, 2011). Profitability (Antonicnu, 2007), and overall performance (Al-Swidi & Mahmood, 2011) and have positive effect on growth of small and medium enterprises (Gurbuz & Aykol, 2009). Entrepreneur Orientation (EO) is seen as decision making with regards to the firms strategy to embarkon innovation, proactiveness and risk taking (Ambad & Wahab, 2013). It is also seen as methods, drive practices and decision making styles of entrepreneurial managers on how a firm intends to complete in today’s business environments, where firms device means and leadership to survive. Being entrepreneurial oriented means being alert to challenges that business environment poses and continually evolving strategies to surmount those challenges (Zainol & Davd, 2012); These challenges could be in former fire outbreaks, burgtive Jebna & Baharudin, 2015). Entrepreneurial and vandalism orientation constructs includes; innovativeness, proactiveness, risk-taking competitive aggressiveness and autonomy (Al-Swidi & Al-Hosam, 2012, Hughes & Morgan, 2017).
Delivery-Time (Dependability)
Delivery-Time is interchanged in this study as Delivery-Dependability. Nair and Pandey (2005) define delivery dependable as the ability to meet quoted or anticipated delivery dates and quantities on a consistent basis. Delivery dependability is the ability of an organization of provide on time the type and volume of product required by customers(s).

Delivery is a competitive priority because customers are interested in satisfying their needs and wants in the right quantity at the right time. Kumar and Kuman (2004) state that delivery of the required function means ensuring that the right product (meeting the requirements of quality, reliability and maintainability) is delivered in the right quantity, at the right time, in the right place, from the right source (a vendor who is reliable and will meet commitments in a timely fashion), with the right service (both before and after sale), and finally, at the right price. Audret Sch (2003) argues that delivery capability is a time issue where if reflects the following concepts: the number of aspects of a firm’s operations, how quickly a product or service is delivered to a customer, how reliably the products or services are developed and brought to the market, and the rate at which improvements in products and processes are made. Delivery capability is of great importance due to the current global nature of business and the shift towards Just-In-Time (JIT) practices by organizations (Koufteros, Vonderembse & Doll, 2002).

Theoretical Framework
The study is anchored on the social disorganization theory by (John Hagan, 1960). The theory seeks to explain comment differences in crime rates, why some individuals are more likely to engage in crime than others. Crime is said to be more likely in communities that are economically deprived, large in size, high in multiunit housing, high in residential mobility (people frequently move into and out of the community) and high in family disruption. These factors are said to reduce the ability or willingness of community residents to exercise effective social control. The theory has relevance to this work in that resident’s of high crime areas often lack the skills and resources to effectively assist others. They are poor struggling with responsibilities and with limited resources thereby sometimes engage in crime as a result. They may engage in burglary activities to reduce or escape from the strain they are experiencing.

Empirical Review

Achumba, Ighomereho and Akpor-Robaro (2013) evaluated security challenges in Nigeria and implications for Business Activities and Sustainable Development. Secondary data and observations were adopted to elicit information from different zones of the country. Findings of the study show that safe business environment allows for effective business activities and a sustainable development process.

Ayodele (2015) studied Crime-Reporting Practices Among Market Women in Oyo, Nigeria. The study adopted quantitative and qualitative approaches. Copies of questionnaire were administered to collect quantitative data from randomly selected 210 market women. Five focus group discussions, in-depth and key informant interviews were conducted to complement quantitative data. The study found that cultural considerations stand between crime events that hurt the economic interests of women and their readiness to report to the police. It therefore suggest that the government should address public safety to enable market women make their modest contribution to Nigeria’s economic development.

Hutter (2016) evaluated physical security and why it is important. The study adopted a conceptual approach and found that physical security has technical and administrative elements which is often overlooked because most organizations focus on “technology-orientated security countermeasure to prevent hacking attacks. Moreover, physical security objective is to safeguard personnel, information, equipment, IT infrastructure, facilities and all other company assets further, the strategies used to protect the organization’s assets need to have a layered approach.

Ibidunni, Iyiola and Ibidunni (2014) studied product innovation, a survival strategy for small and medium enterprises in Nigeria. The objective of the study was to determine the relationship between product innovation and the survival of small and medium enterprises in Nigeria. A survey research approach was adopted and 217 copies of questionnaire were administered to 217 respondents. Data generated were analysed using Spearman correlation and Z-test. Finding showed a significant relationship between product innovation and survival of SMEs.

Ashish, Vikas and Shahnawaz (2009), Investigated linking information sharing and supplier network responsiveness with delivery dependable of a firm in USA. Questionnaire was used for data collection. Data were analyzed using Pearson Product Moment Correction. The research findings points out that
higher level of information sharing practices can lead to improved supplier network responsiveness and higher level of supplier network responsiveness can have a direct positive impact on delivery dependability of a firm.

Summary of Review of Related Literature

Literature in this area appears not many, however, some studies examined security challenges in some parts of Nigeria. However, none of the studies was carried out in Southeast, Nigeria. Studies have shown that prevention of crime against small businesses can effectively reduce the vulnerability of individual businesses, however, none on physical security and survival of SMEs.

In an effort to extend the knowledge frontier, this study therefore compliments previous research in closing the literature gap, by exploring the nexus between physical security and survival of SMEs in Southeast, Nigeria.

3.1 Methods
Research Design

The study adopted correlation survey research design in order to elicit data from a large number of respondents with various characteristics and to ascertain the nature of relationships existing among the variables. Data for the study were collected using questionnaire instrument.

Population of the Study

The population of the study comprises of SMEs in South-East Nigeria. The distribution of the population is given below thus:

<table>
<thead>
<tr>
<th>S/N</th>
<th>States</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Abia</td>
<td>3,435</td>
</tr>
<tr>
<td>2.</td>
<td>Anambra</td>
<td>1,137</td>
</tr>
<tr>
<td>3.</td>
<td>Ebonyi</td>
<td>1,001</td>
</tr>
<tr>
<td>4.</td>
<td>Enugu</td>
<td>776</td>
</tr>
<tr>
<td>5.</td>
<td>Imo</td>
<td>164</td>
</tr>
<tr>
<td>Total</td>
<td>6513</td>
<td></td>
</tr>
</tbody>
</table>

The accumulated population figure is six thousand five hundred and thirteen (6513).

Sample Size and Sampling Technique

The sample size of the study was determined using Krejcie and Morgan (1970) formula for sampling from definite population. The formula is shown below.

\[
s = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}
\]

Where:
- \( s \) = Sample size
- \( x^2 \) = Table value of chi-square for 1 degree of freedom at 0.05% confidence level (3.84)
- \( N \) = population size (6513)
- \( P \) = population proportion (assumed to be 0.5 as this would provide the maximum sample size)
- \( d \) = Degree of accuracy expressed as a proportion (0.05)

\[
s = \frac{3.84(6513)(0.5)(1 - 0.5)}{(0.05)^2(6513 - 1) + (3.84)(0.5)(1 - 0.5)}
\]

\[
s = \frac{6252.48}{16.28 + 0.96}
\]

\[
s = 362.67
\]

To distribute questionnaire in proportion to the population of SMEs in each of the five states, Bowley’s allocation formula was utilized. The Bowley’s formula is given below:

\[
nh = \frac{nNh}{N}
\]

Where:
- \( n \) = total sample size.
- \( Nh \) = Number of items in each stratum in the population
- \( N \) = population size.

<table>
<thead>
<tr>
<th>States</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abia</td>
<td>363 \times 3,435 / 6513 = 192</td>
</tr>
<tr>
<td>Anambra</td>
<td>363 \times 1,137 / 6513 = 63</td>
</tr>
<tr>
<td>Ebonyi</td>
<td>363 \times 1,001 / 6513 = 56</td>
</tr>
<tr>
<td>Enugu</td>
<td>363 \times 776 / 6513 = 43</td>
</tr>
<tr>
<td>Imo</td>
<td>363 \times 164 / 6513 = 9</td>
</tr>
</tbody>
</table>

Instrument of Data Collection

Structured questionnaire was employed for data collection. The questionnaire was structured following Likert scaled format. The scales are as follows: Strongly Agree (5), Agree (4), Disagree (3), Strongly Disagree (2) and Undecided (1). The instrument was divided into six (6) sections with a total of thirty six (36) questionnaire items.

Validity of Instrument

The instrument was validated using panel of experts in management, security and fire services. This was to ensure that the questionnaire instrument provided adequate coverage for the variable of the study and to also ensure that the items are simple, unambiguous and precise.
Reliability of the Instrument
Using Cronbach Alpa technique, the instrument was checked for internal consistency. A coefficient of .893 was obtained as shown in the table below:

Table 3.2: Reliability Statistic
Cronbach’s Alpha
.893

Source: Field Survey, 2018
Computation: SPSS Ver. 20

Method of Data Analysis
Pearson’s Product Moment Correlation Coefficient (PPMCC) was adopted in analysis the data given that the intent of the study was to determine the relationship existing between the variables of the study.

Decision Rule
The study use 5% (0.05) level of significance signifying a 95% level of confidence. This guided the interpretation of result for hypothesis testing.

DATA PRESENTATION AND ANALYSIS

Table 4.1: Questionnaire Distribution Schedule

<table>
<thead>
<tr>
<th>S/ N</th>
<th>States/Organizations</th>
<th>Distributed</th>
<th>Collect ed</th>
<th>Lost</th>
<th>Analy sed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Abia</td>
<td>192</td>
<td>165</td>
<td>27</td>
<td>161</td>
</tr>
<tr>
<td>2</td>
<td>Anambra</td>
<td>63</td>
<td>61</td>
<td>2</td>
<td>61</td>
</tr>
<tr>
<td>3</td>
<td>Ebonyi</td>
<td>56</td>
<td>50</td>
<td>6</td>
<td>48</td>
</tr>
<tr>
<td>4</td>
<td>Enugu</td>
<td>43</td>
<td>39</td>
<td>4</td>
<td>38</td>
</tr>
<tr>
<td>5</td>
<td>Imo</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>363 (100%)</td>
<td>324 (89%)</td>
<td>39 (11%)</td>
<td>317 (87%)</td>
</tr>
</tbody>
</table>


Table 4.2 shows the questionnaire distribution schedule. From the table, it reveals that a total of three hundred and sixty three (363) copies of questionnaire were distributed representing 100% of the sample size, three hundred and twenty four (324) representing 89% of the distributed copies were collected and three hundred and seventeen (317) copies representing 87% of the distributed copies were finally analysed while thirty nine copies (39) representing 11% got missing.

Table 4.2: Demographic Factors

<table>
<thead>
<tr>
<th>N</th>
<th>Biography</th>
<th>Options</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Sales/Distribution</td>
<td>Production</td>
<td>Services</td>
</tr>
<tr>
<td>1</td>
<td>Frequency</td>
<td>154</td>
<td>128</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>49%</td>
<td>40%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Gender</td>
<td>Male</td>
<td>Female</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frequency</td>
<td>125</td>
<td>192</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>39%</td>
<td>61%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Years of Business Experience</td>
<td>1-5</td>
<td>6-10</td>
<td>11-15</td>
<td>16-20</td>
</tr>
<tr>
<td></td>
<td>Frequency</td>
<td>147</td>
<td>48</td>
<td>75</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>46%</td>
<td>15%</td>
<td>24%</td>
<td>10%</td>
</tr>
<tr>
<td>4</td>
<td>Business Location</td>
<td>Rural</td>
<td>Semi-Urban</td>
<td>Urban</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frequency</td>
<td>56</td>
<td>104</td>
<td>157</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>18%</td>
<td>33%</td>
<td>49%</td>
<td></td>
</tr>
</tbody>
</table>


Table 4.2 shows the biographic details of the respondents. From the table, it shows that 49% of the respondents engage in sale/distribution of goods, 40% are involved in production while 11% a provide services. The table indicates that 125 of the respondents are male while 192 are female meaning that more females participated in the survey than male. It reveals that there are more businesses that have operated between 1-5 years with 46%. 15% of the businesses have been in operation between 6-10 years, 24% have existed between 11-15 years, 10% have operated between 16-20 years while 5% have been in operation for 21 years and above. A greater percentage of the businesses operate in the urban area with 49%, 33% operate in semi-urban areas while 8% operate in rural areas.

Test of Hypothesis

H₀: There is a significant relationship existing between fire outbreak and entrepreneurial vision of SMEs in Southeast, Nigeria.
Table 4.3: Correlation Output for fire outbreak and entrepreneurial vision

<table>
<thead>
<tr>
<th></th>
<th>FIREOUT</th>
<th>ENTREVISI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>1</td>
<td>-.801**</td>
</tr>
<tr>
<td>Correlation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>317</td>
<td>317</td>
</tr>
</tbody>
</table>

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


Keys:
FIREOUT: Fire Outbreak
ENTREVISI: Entrepreneurial Vision

Table 4.3 shows the details of correlation analysis carried out to determine the nature of relationship that exists between fire outbreak and entrepreneurial vision of SMEs in Southeast, Nigeria. The result indicates that there is a statistically significant negative relationship between the variables. This is occasioned by the fact that the correlation coefficient obtained was negative (-.801) and the p-value is .000 which is less than .05 level of significance.

Discussion of Findings
The discussion is done according to the research objectives as follows:

The first objective relates fire outbreak with entrepreneurial visions of SMEs in southeast, Nigeria. Analysis shows that it is statistically significant judging by the result (r = -.0801, p > 0.000), however, the direction of relationship is negative. The implication of the findings questions the potency of entrepreneurial visions of SMEs owners in the region occasioned by fire outbreaks. The findings is consistent with Achumba, Ighomereho and Akpor-Robaro (2013) where safe business environment allows for effective business activities and a sustainable development process.

The second objective explored the relationship between burglary attacks and delivery-time of products by SMEs Result shows that a statistically significant (negative) relationship exists between the variables by (r = -.751, P > .000) implying that the more the burglary attacks, the more the loss of delivery dependability by SMEs. The result supports the work of Koufteros, Vonderembse and Doll (2002) that an organization without Just-In-Time (JIT) practices has lost competitive priority.

Additional implication of the findings on the study objectives indicates that the clustered opinions of respondents on the ordinal scale measurement have brought to fire the real situation of many SMEs on physical security and business survival, in southeast, Nigeria.

Conclusion
Based on the results of the study, it is evident that there are negative significant relationships between fire outbreaks and entrepreneurial visions of the SMEs owners and burglary attacks and delivery-time of products, to customers by the SMEs in the region. In addition, despite the negative relationship the four constructs are significant at 0.000 (2-tailed) level of significance.
Recommendations
Emanating from the outcome of the study, the following recommendations are made
i. Owners of business should ensure commitment to fire safety in the business premises by putting necessary resources, such as in place to guard against fire disaster.
ii. The fire service units in the states of southeast, Nigeria should improve on enforcing law as regards fire safety in business areas to ensure that set rules and standards are maintained.
iii. Business owners should provide security gates and shutters within the premises. Folding security gates and roll-down shutters inside windows and doors provide additional security. Moreover, all critical spaces, ventilation windows, and other openings should be secured to prevent access through them.
iv. Apart from government police outfit, owners of businesses should arrange for private security services to boost further safety.

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Electricity Insecurity and the Performance of Small Scale Businesses in Akoko Area of Ondo State, Nigeria

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Abstract
The importance of constant electricity supply to the growth and productivity of the small and medium scale enterprises of any country cannot be overemphasized. Thus, the purpose of this study is to determine the effect of electricity insecurity on the performance of small scale businesses in the Akoko area of Ondo State, Nigeria. Specifically, the objective of the paper is to investigate the extent to which access to electricity supply affects the cost of operation, profitability and customers’ goodwill of small scale enterprises in Akoko area. A descriptive research design was utilized for the study. Thus, the study employed self-designed questionnaire to elicit information from 133 respondents through a random sampling which were analyzed using multiple regression techniques to establish the relationship among the study variables. The results from the analysis revealed that access to electricity had significant positive relationship with the cost of operation (t=2.6, P<0.5) and profitability (t=2.3, P<0.5) of the small scale enterprises in Akoko area of Ondo State. However, results from the study could not establish a relationship between access to electricity supply and customers goodwill (t=1.4, P>0.5). The study concluded that for small scale businesses to promote economic growth and development of the country, it is essential for them to have access to reliable electricity and at an affordable cost because electricity is necessity to their operations and productivity. The study recommended that government interventions are required to install solar panels for small consumers of power.

Keywords: Electricity Insecurity, Profitability, Productivity, Goodwill
Strategic Safety and Security Decisions and Customers’ Patronage of Hotels in Calabar, Cross River State

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Abstract
Safety and security are critical factors tourists consider when choosing destinations and hotels. In this study we investigated security and safety on patronage of hotels in Calabar, Cross River State. The purposive sampling technique was employed for sample selection. Data were obtained from customers of selected hotels in Calabar. The results of the analysis reveal that safety concerns have significant effect on patronage of hotels in Cross River State. It was also revealed that availability of CCTV and video surveillance and lifeguards at strategic locations significantly affect, whereas safety variables such as availability of clearly marked emergency exits, and stairways, as well as availability of hotel clinics do not significantly affect consumers’ patronage of hotels in Cross River State. Also, it revealed that the security constructs examined (knowledgeable staff, availability of walkie-talkies, use of electronic key cards and ID cards worn by employees) did not significantly affect guests’ patronage. We therefore recommended that hotel managers in the state should ensure that all times functional CCTVs and video surveillance are installed at strategic points of their hotel as well as lifeguards on standby at the pools in order to ensure security. They should ensure that all the security attributes examined are in place and in functional conditions. Finally, there should be routine checks on these attributes by the hotel security personnel.

Keywords: Security, safety, patronage, destination

Introduction
Essentially safety and security are key factors tourists consider when choosing a destination and selecting a hotel. Farina (2015) opined that consideration in the choice of destination or hotel protected from risks and hazards. In the tourism sector, safety and security are indispensable issues and have gained greater importance in the last two decades. Unfortunately, the hotel and tourism sectors are highly vulnerable in terms of safety and security threats. These threats are frequently in the forms of crimes, terrorism, natural disasters, health and man-made hazards just to mention a few. These threats heighten pressures on hotel managers and planners to develop more effective measures to prevent/ and or limit their negative impacts on hotel businesses and the society in general. Thus, it behooves hotels to upgrade their safety and security strategies and facilities to make them harder targets against threats and hazards (Gill, Moon, Seaman & Turbin, 2002). Providing accommodation and leisure resorts that do not compromise safety is the biggest challenge most hotels face. Achieving these goals requires a multifaceted plan that starts with staff recruitment training and education about safety and security issues. Also, Management must consistently enforce established security policies such as allowing only registered guests on hotel property. These twin attributes play big role in hotels, as guests and customers are concerned about their safety and security staying in hotels. All over the world, the hotel industry and its managements are extremely concerned about the safety and security of both their guests and employees (Ferckert, Newman & Plaschka, 2006).

Statement of the problem
In the last two decades, safety and security have received greater attention due to frequency of alerts on terrorist attacks at different parts of the world. In Nigeria, especially in the Northern region there has been increased attacks of Boko Haram (a terrorists group), while in the south, kidnapping and other negative vices by militants and miscreants. Unarguably, safety and security are and have always been major conditions for traveling and staying at a destination. Accordingly, studies have shown that due to increase of threats, the level of outbound and inbound tourists have reduced drastically. Thus, the problem of the study is to examine the increasing rate of safety and security threats in recent years, which negatively affect the tourism and hospitality industry. Thus, this study seeks to investigate the effect of these
threats on customer patronage of hotels in Cross River State.

Objective of the study
The objectives of this study were to investigate the effect of safety and security concerns on patronage of hotels in Cross River State.

Research hypotheses
Ho1: Safety concerns do not have significant effect on patronage of hotels in Cross River State.
Ho2: There is no significant effect of security concerns on patronage of hotels in Cross River State

Literature review
Safety and security
Enz (2009), asserts that safety is the condition of being protected from or unlikely to cause danger, risk or injury; whereas security is the state of being free from danger or threats. In tourism literature, the terms “safety and security” are usually used interchangeably as twin concepts. In the hotel context, safety refers to protecting employees and customers (guests) within hotel property from potential injury or death. Whereas, security goes beyond protecting employees and guests, to include preserving guests’ possessions and hotel properties. In other words, safety relates to human life while security deals with guests’ and hotels’ assets. Thus safety issues such as the effects of accidents, hazardous materials, and fire, whereas security involves such matter as theft, violent crime, etc. In this study, safety and security refer to the protection of guests, employees and hotels’ properties. According to International Hotel and Restaurant Association (1995) safety and security concerns in the hotel industry are categorized into micro and macro forces.

Security factors malevolent to the tourism industry include crime, terrorism, war and civil/political turmoil. On the other hand, safety leans heavily on health, accident, natural disaster and other non-human induced incidences. Nevertheless, the effect of globalization has significantly changed the nature of tourism security from traditional issues of crime, terrorism, political stability and national security to include health, social and environmental issues (Masfeld & Pizam 2006; Boakye, 2012). Safety and security are basically synonymous and their difference is relatively thin and not remarkable as both are concerned with protecting customers from hazards and threats as well as creating safe and secure conditions (Farma, 2015).

FIG 1: Safety and security in the multinational hotel industry
Source: Richichamurat (2013)

Table 1: Difference between safety and security

<table>
<thead>
<tr>
<th>Causes</th>
<th>Security</th>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Causes</td>
<td>An incident is most often a result of one person or a group’s will.</td>
<td>An incident is most often a result of human behaviour in combination with the environment.</td>
</tr>
<tr>
<td>Causes</td>
<td>Often planned actions</td>
<td>Often unplanned.</td>
</tr>
<tr>
<td>Causes</td>
<td>Criminal acts</td>
<td>Criminal acts (working environment)</td>
</tr>
</tbody>
</table>
Safety and security incidences on the hotel industry
Safety and security may be determined more approximately by what does not happen, rather than what happened in the hotel industry (Sennewald, 2003). However, their impacts could be measured based on destination and psychological effects on the tourists’ behaviour.

Safety and security on destination
The availability of safety and security adds value to an organization by aggressively seeking cost reduction initiatives. Security managers may cut costs through entrepreneurial ventures and articulate arrangement with other security service providers (Ortmeier, 2005). Similarly, Pizam and Manifold (2006), assert that it does not matter the kind of crisis a tourist destination faces; the consequences are definitely not positive and the initiation an immediate crash in tourism demand to these areas. However, Bolan and Williams (2008), argued that consumer choice behaviour is intensely shaped by a destination’s image and therefore, should not be underestimated regarding the competition in the market place. In view of the above, these researchers at least have something in common, that is tourists reactions to a crisis defer extremely. While some may not be as responsive as others to the change of the safety situation and keep on travelling to the respective areas, others might cancel their vacations or choose alternatives.

Psychological effect of safety and security on tourist’s behaviour
Safety and security issues largely affect tourists’ decision-making process of the (Sonmez & Graefe, 1998). Business travellers’ propensity for international destinations is predicted by their reluctance to change, their plans are in response to media coverage of security challenges like natural disasters, terrorism, crime wave, etc. Tourists’ level of previous international experience also influences their reaction to insecurity challenges, (Steiner, 2007; Ertuna & Ertuna, 2009). This included keeping a low profile, dressing down, eliminating conspicuous consumption, etc. Also, the risk of insecurity causes tourists to substitute risky destination choices with safer ones. Most tourists are rational consumers and move through the decision-making process by weighing benefits against costs, (Singh, 2015). Once the tourists have decided to travel to a destination which is afterwards affected by a crisis, they might cancel their trip or choose among any alternative destination that offers the same features (Pizam & Mansfeld, 2006). It is important to know that visitors’ safety and security are paramount for the hotel business in terms of occupancy, image and financial success.

Hotel’s vulnerability to safety and security threats and hazards
Hotel properties generally present greater vulnerabilities in terms of safety and security threats. These threats include crimes, terrorism, natural disasters, health and man-made hazards; and can be classified into five:

1. Hotels have a long history of being “soft-targets” or easy targets environments for safety and security threats because of factors such as open access round-the-clock, many public and multiple access points parking lots and encounters with strangers and foreigners. Furthermore, it is often difficult to distinguish among guests who are legitimate visitors and those of potential threats. Lastly, building designs and configurations are not security oriented. Many hotel buildings, particularly older ones, may not have been designed with security considerations in mind like no shelter-proof grass, no bomb-proof Kevlar
wallpaper, non-tamper-resistant doors and windows, (Ghazi, 2015).

2. Balancing security imperatives with guest satisfaction is difficult. Hoteliers find it awkward to maintain the highest possible standards of safety while avoiding being over-intrusive or invading guests’ privacy. Safety measures should be done discreetly, by minimizing obvious presence of security.

3. Technology is expensive and always changing. It was widely agreed by security scholars that technology is an invaluable asset which could be used to detect dubious characters or harmful substances and deter criminals. It is therefore imperative for hotels to be equipped with latest technologies and personnel to utilize same to optimal effect.

4. Many hoteliers would likely do nothing to improve their safety and security systems, due to an “it can’t happen here” mentality. Some hotel managers regard security as a non-revenue-creating, non-productive expense and therefore do not see the need to improve their safety and security systems. Hence, security, if available, often ends up with the least amount of focus, attention and resources needed to adequately address the challenges and risks facing numerous organizations.

5. There is a high turnover rate in security personnel which necessitates maintaining regular training for staff. Security departments are understaffed and plagued with overtime issues. Retirees and the less educated usually formed the bulk of officers and they usually do not display great physical fitness or the best mindset. Moreover, at the helm of the security department is a director of security, who is most cases unlicensed and exhibits a militaristic disposition and non-customer service approach to dealing with the staff and guests alike (Ghazi, 2015).

The above listed points emphasize that hotels should upgrade their safety and security measures and procedures to make them harder targets against threats and hazards. Thus it is necessary for hotel’s management to review and revise security measures accordingly.

Safety and security systems in hotels
The physical system to ensure security in a hotel includes the planning and design of the hotel property, access systems to guestrooms and the installation of surveillance equipment (Chiang, 2010).

a) Hotel planning and design: The design of the hotel including its lighting and fixtures, have much impact on its security systems. The design of the hotel can cause limitations to the efficient positioning of the CCTV (closed circuit TV) if the building’s design is circular. Therefore, it is recommended that the opinions of the security department or security and not just that of the architect be considered when designing a new hotel or renovating existing ones.

b) Access system to guestroom: Restricting access to guestroom is a key element in ensuring security in a hotel. The electronic access system is card based, i.e. instead of using an ordinary key, a guest now uses a plastic card to unlock a door. The main advantage of the electronic system is that each entry to a room is read and recorded. This means that with the key card systems, it is possible for a hotel to trace the specific time a person enters the room on a particular day. This therefore serves as a deterrent to attempts of unauthorized entries (Chiang, 2010).

c) Security equipment: In ensuring the safety of the guests, hotels install various types of security equipment on their premises. These include CCTV system, safe deposit, panic bolt, crash-bar, etc. The CCTV systems are normally attached to automatic recorder which can reproduce any frame or picture of the events recorded. The system acts not only as a deterrent against crime, but produces recorded evidence. CCTV cameras are usually located at the following places: lobby, corridors, lifts, staircase, swimming pool, restaurant, cashier’s office, front desk, club perimeter, and security check points just to mention a few. All the CCTV systems in hotels should have round the clock recording using time lapse recorders. The safe deposits box is usually located in protected area within the hotel that provides adequate security for its activity. The system allows registered guests to keep relevant possessions safe. Entries to the safe deposit box are usually by mean of a key or code activated locking device. A closed circuit TV is recommended for enclosed rooms in order for someone who is not supposed to be there. Also the panic bolts which are designed to be easy to open without a key, while inside the building, when a building is occupied. They are designed to remain closed at all times and locked from the outside to ensure safety and security. And, lastly the crash bars which are commonly known as panic exit device, (door opening mechanism) which allows users to open a door by pushing a bar. The device consists of a spring loaded metal...
Security personnel and training

a. **Structure of security department:** The structure and reporting levels of the security department in hotels vary slightly. Most hotels maintain their own security department i.e. the security personnel are employees of the hotel. On the other hand, some engage external security firms to provide their security needs. When determining whether it is necessary to maintain an internal security department, the issue of cost versus control prevails. It is basically a management decision and the number of security staff employed depends on the size and layout of the hotel and on the number of potential chief (Chiang, 2010).

b. **Training of security personnel:** The person-in-charge of hotel security training is usually the head of the security department, i.e. the Chief Security Officer (CSO). The CSO conducts training courses for the hotel staff according to a security training manual. During the training, the security officers are taught the basic security procedures and theories, how to use various security equipment and handle situation such as a crime that has been committed. The security officers learn how to conduct proper investigations, as well as make arrests. They are instructed about their powers and limitations and made to understand the discipline and professionalism expected from them.

c. **Training of non-security personnel:** When training the non-security staff, common crimes in the hotel industry are highlighted and their roles in the prevention of crimes are also emphasized. In some hotels, on-the-job security training forms part of the orientation program for any new staff, which usually involves the new security officers following their seniors during inspections and observing how they handle security issues. In addition to providing internal training, some hotels also enrol their security and other staff for the various security courses conducted by both public and private security organizations. Some of the areas covered in the training include security operations, basic fire fighting, first-aid and security awareness courses (Chiang, 2010).

Research methodology

The study was conducted in Cross River State located in the southern part of Nigeria. The state is known as “Destination Cross River” and branded as the warmest African smile. Statistics shows that in the state there are about 344 accommodation establishments, 1507 food services firms, 16 recreational centres, 45 arts & craft shops and tour agencies across the 18 local government areas of the state (CRSTB 2013). The destination is endowed with scintillating natural and authentic cultural attractions as well as festivals.

The survey research design was used for data collection from hotel customers (guests) who were lodging at the accommodation establishments as at the time of questionnaire administration. The population of the study was basically all customers of standard hotels. However, Transcorp, Axari and Pyramid hotels were selected for the study because of the availability of security and safety facilities in them.

The judgmental sampling design was employed because the sample of the study was drawn from a population of hotel guests who were present as at the time of administering the questionnaire. The instrument used for the study drew heavily from the measurement scale used by Ghazi (2015) in a similar study on safety and security measures in hotels. The instrument was a five-point Likert scale. 100 copies of the questionnaire were handed over to the front desk officers of the three (3) selected hotels who further placed them in the rooms of guests and collected by the house keeping staff, out of which 89 copies were correctly completed and returned.

Data analysis techniques

Multiple regression was used for data analysis and test the effect of security and safety on customer patronage.
Table 2: Responses to questions on safety concerns

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Closed-circuit television systems (CCTVs) and video surveillance are used to monitor the hotel’s public areas.</td>
<td>17 (19.1%)</td>
<td>30 (33.7%)</td>
<td>13 (14.6%)</td>
<td>9 (10.1%)</td>
<td>20 (22.5%)</td>
</tr>
<tr>
<td>2.</td>
<td>There are clearly marked emergency exits and stairways in the hotel</td>
<td>30 (33.7%)</td>
<td>20 (22.5%)</td>
<td>11 (12.4%)</td>
<td>9 (10.1%)</td>
<td>19 (21.3%)</td>
</tr>
<tr>
<td>3.</td>
<td>There is a small clinic in the hotel for customers in case of medical emergencies.</td>
<td>2 (2.2%)</td>
<td>15 (16.9%)</td>
<td>6 (6.7%)</td>
<td>38 (42.7%)</td>
<td>28 (31.5%)</td>
</tr>
<tr>
<td>4.</td>
<td>I have access to lifeguards on the pool</td>
<td>24 (27%)</td>
<td>17 (19.1%)</td>
<td>6 (6.7%)</td>
<td>35 (39.3%)</td>
<td>7 (7.9%)</td>
</tr>
</tbody>
</table>


Statement 1 in Table 2 shows that 17 respondents (19.1 percent) strongly disagreed that closed-circuit television systems (CCTVs) and video surveillance are used to monitor the hotel’s public areas. 30 respondents (33.7 percent) disagreed and 13 respondents (14.6 percent) were neutral. On the other hand, 9 respondents (10.1 percent) agreed and 20 respondents (22.5 percent) strongly agreed. Statement 2 in Table 2 shows that 30 respondents (33.7 percent) strongly disagreed that there are clearly marked emergency exits and stairways in the hotel. 20 respondents (22.5 percent) disagreed and 11 respondents (12.4 percent) were neutral. On the other hand, 9 respondents (10.1 percent) agreed and 19 respondents (21.3 percent) strongly agreed. Statement 3 in Table 2 shows that 2 respondents (2.2 percent) strongly disagreed that there is a small clinic in the hotel for customers in cases of medical emergencies. 15 respondents (16.9 percent) disagreed and 6 respondents (6.7 percent) were neutral. On the other hand, 38 respondents (42.7 percent) agreed and 28 respondents (31.5 percent) strongly agreed. Statement 4 in Table 2 shows that 24 respondents (27 percent) strongly disagreed that they have access to lifeguards on the pool. 17 respondents (19.1 percent) disagreed and 6 respondents (6.7 percent) were neutral. On the other hand, 35 respondents (39.3 percent) agreed and 7 respondents (7.9 percent) strongly agreed.

Table 3: Responses to questions on security concerns

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Hotel staff are knowledgeable about security procedures.</td>
<td>22 (24.7%)</td>
<td>11 (12.4%)</td>
<td>23 (25.8%)</td>
<td>24 (27%)</td>
<td>9 (10.1%)</td>
</tr>
<tr>
<td>2.</td>
<td>Both uniformed and non-uniformed security guards carrying walkie-talkies round-the-clock in the hotel’s premises.</td>
<td>9 (10.1%)</td>
<td>22 (24.7%)</td>
<td>13 (14.6%)</td>
<td>20 (22.5%)</td>
<td>25 (28.1%)</td>
</tr>
<tr>
<td>3.</td>
<td>All the guestroom doors have electronic key card-locking system.</td>
<td>19 (21.3%)</td>
<td>26 (29.2%)</td>
<td>11 (12.4%)</td>
<td>11 (12.4%)</td>
<td>22 (24.7%)</td>
</tr>
<tr>
<td>4.</td>
<td>Employees must wear a photo ID/name tag for quick identification by guests and visitors.</td>
<td>10 (11.2%)</td>
<td>15 (16.9%)</td>
<td>23 (25.8%)</td>
<td>28 (31.5%)</td>
<td>13 (14.6%)</td>
</tr>
</tbody>
</table>

Source: Field survey, 2017
Statement 1 in Table 3 shows that 22 respondents (24.7 percent) strongly disagreed that hotel staffs are knowledgeable about safety and security procedures. 11 respondents (12.4 percent) disagreed and 23 respondents (25.8 percent) were neutral. On the other hand, 24 respondents (27 percent) agreed and 9 respondents (10.1 percent) strongly agreed.

Statement 2 in Table 3 shows that 9 respondents (10.1 percent) strongly disagreed that both uniformed and non-uniformed security guards carrying walkie-talkies round-the-clock in the hotel’s premises. 22 respondents (24.7 percent) disagreed and 13 respondents (14.6 percent) were neutral. On the other hand, 20 respondents (22.5 percent) agreed and 25 respondents (28.1 percent) strongly agreed.

Statement 3 in Table 3 shows that 19 respondents (21.3 percent) strongly disagreed that all the guestroom doors have electronic key card-locking system. 26 respondents (29.2 percent) disagreed and 11 respondents (12.4 percent) were neutral. On the other hand, 11 respondents (12.4 percent) agreed and 22 respondents (24.7 percent) strongly agreed.

Statement 4 in Table 3 shows that 10 respondents (11.2 percent) strongly disagreed that employees must wear a photo ID/name tag for quick identification by guests and visitors. 15 respondents (16.9 percent) disagreed and 23 respondents (25.8 percent) were neutral. On the other hand, 28 respondents (31.5 percent) agreed and 13 respondents (14.6 percent) strongly agreed.

Table 4: Responses to questions on patronage of hotels in Cross River State

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I will visit this hotel again because of their top-notch security systems.</td>
<td>18 (20.2%)</td>
<td>20 (22.5%)</td>
<td>25 (28.1%)</td>
<td>14 (15.7%)</td>
<td>12 (13.5%)</td>
</tr>
<tr>
<td>2.</td>
<td>I prefer this hotel because of their security and safety features.</td>
<td>20 (22.5%)</td>
<td>22 (24.7%)</td>
<td>25 (28.1%)</td>
<td>9 (10.1%)</td>
<td>13 (14.6%)</td>
</tr>
<tr>
<td>3.</td>
<td>I would choose this hotel over others because of their security and safety measures.</td>
<td>24 (27%)</td>
<td>26 (29.2%)</td>
<td>5 (5.6%)</td>
<td>17 (19.1%)</td>
<td>17 (19.1%)</td>
</tr>
</tbody>
</table>

Source: Field survey, 2017

Statement 1 in Table 4 shows that 18 respondents (20.2 percent) strongly disagreed to visiting the hotel again because of their top-notch security systems. 20 respondents (22.5 percent) disagreed and 25 respondents (28.1 percent) were neutral. On the other hand, 9 respondents (10.1 percent) agreed and 13 respondents (14.6 percent) strongly agreed.

Statement 2 in Table 4 shows that 20 respondents (22.5 percent) strongly disagreed that they prefer the hotel because of their security and safety features. 22 respondents (24.7 percent) disagreed and 25 respondents (28.1 percent) were neutral. On the other hand, 14 respondents (15.7 percent) agreed and 12 respondents (13.5 percent) strongly agreed.

Statement 3 in Table 4 shows that 24 respondents (27 percent) strongly disagreed to choosing the hotel over other hotels because of security and safety measures. 26 respondents (29.2 percent) disagreed and 5 respondents (5.6 percent) were neutral. On the other hand, 17 respondents (19.1 percent) agreed and 17 respondents (19.1 percent) strongly agreed.

Test of hypothesis one

Table 5: Model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.399&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.159</td>
<td>.115</td>
<td>2.90439</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CCTV, Emergency exit, Clinic, Lifeguards
Awara, Bassey & Anyadighibe. Strategic Safety and Security...

Table 6: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>122.664</td>
<td>4</td>
<td>30.666</td>
<td>3.635</td>
<td>.009*</td>
</tr>
<tr>
<td>Residual</td>
<td>649.531</td>
<td>77</td>
<td>8.435</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>772.195</td>
<td>81</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Patronage
b. Predictors: (Constant), CCTV, Emergency exit, Clinic, Lifeguards

Table 7: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>10.221</td>
<td>1.609</td>
<td>6.351</td>
<td>.000</td>
</tr>
<tr>
<td>CCTV</td>
<td>.593</td>
<td>.304</td>
<td>.236</td>
<td>1.952</td>
</tr>
<tr>
<td>Emergency exit</td>
<td>.225</td>
<td>.370</td>
<td>.080</td>
<td>.608</td>
</tr>
<tr>
<td>Clinic</td>
<td>-.248</td>
<td>.374</td>
<td>-.089</td>
<td>-.662</td>
</tr>
<tr>
<td>Lifeguards</td>
<td>.880</td>
<td>.404</td>
<td>.264</td>
<td>2.179</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Patronage

Source: SPSS Output, 2017

Test of Hypothesis One

The results of test of hypothesis one in Tables 5, 6 and 7 show the multiple regression analysis of the effect of safety concerns on patronage of hotels in Cross River State. With $r$-value of 0.399 (39.9%) and a probability value (0.009) less than 0.05 significance level, it reveals that safety concerns has a significant effect on patronage of hotels in Cross River State. Overall, the regression model statistically significantly predicts the outcome variable, that is, it is a good fit for the data ($F = 3.635; p < 0.05$). However, not all safety variables significantly influence patronage; this is evident as Table 8 reveals that availability of CCTV and video surveillance ($p = 0.055$), and availability of lifeguards at the pool ($p = 0.032$), both having a probability value less than 0.05 really significantly impact on consumers’ patronage of hotels in Cross River State. On the other hand, safety variables such as availability of clearly marked emergency exits and stairways ($p = 0.545$) and hotel clinics ($p = 0.510$) do not significantly influence consumers’ patronage as each of them have a $p$-value greater than 0.05.

Also, from the Beta column it is seen that availability of lifeguards at the pool made the strongest unique contribution to explaining the dependent variable (Beta = 0.264), followed by CCTV and video surveillance (Beta = 0.236), and then hotel clinics (Beta = 0.089), while clearly marked emergency exits and stairways (Beta = 0.080) made the least contribution. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which says that: Safety concerns have a significant effect on patronage of hotels in Cross River State.

Test of hypothesis two

Table 8: Model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.346*</td>
<td>.120</td>
<td>.073</td>
<td>2.98227</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Knowledgeable staff, Walkie-Talkies, Electronic Key cards, ID cards

Table 9: ANOVA
Table 10: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>9.243</td>
<td>2.202</td>
<td>.246</td>
<td>4.198</td>
</tr>
<tr>
<td>Knowledgeable staff</td>
<td>.963</td>
<td>.543</td>
<td>.246</td>
<td>1.774</td>
</tr>
<tr>
<td>Walkie-Talkies</td>
<td>.035</td>
<td>.518</td>
<td>.009</td>
<td>.068</td>
</tr>
<tr>
<td>Electronic Key cards</td>
<td>.161</td>
<td>.464</td>
<td>.044</td>
<td>.347</td>
</tr>
<tr>
<td>ID cards</td>
<td>.331</td>
<td>.378</td>
<td>.114</td>
<td>.875</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Patronage

Source: SPSS Output, 2017

Result of test of Hypothesis Two
The result in Tables 8, 9 and 10 show the multiple regression analysis of the effect of Security concerns on patronage of hotels in Cross River State. With r-value of 0.346 (34.6%) and a probability value (0.044) less than 0.05 significance level, it reveals that security concerns has a significant effect on patronage of hotels in Cross River State. Overall, the regression model statistically significantly predicts the outcome variable, although it is not a very good fit for the data (F = 2.584; p < 0.05). This conclusion is drawn because the model reveals that all the security variables had insignificant effects on consumers’ patronage; this is evident as Table 11 reveals that knowledgeable staff (p = 0.080), availability of walkie-talkies (p = 0.946), use of electronic key cards (p = 0.730) and ID cards worn by employees (p = 0.384) all have p-value greater than 0.05 which show that they do not significantly affect patronage of hotels in the state.

Also, from the beta column it is seen that knowledgeable staff made the strongest contribution to explaining the dependent variable (Beta = 0.246), followed by ID cards worn by employees (Beta = 0.114), and then use of electronic key cards (Beta = 0.044), while availability of walkie-talkies made the least and most insignificant contribution in explaining the dependent variable (Beta = 0.009). Overall, since the model suggest a statistical significance (p < 0.05), it safe to reject the null hypothesis and accept the alternative hypothesis, which says that: Security concerns have a significant effect on patronage of hotels in CRS.

Discussion of Findings
The result of the analysis reveals that safety concerns have significant effect on the patronage of hotels in Cross River State. The study revealed that availability of CCTV, video surveillance and lifeguards at the pool significantly affect consumers’ patronage of hotels in Cross River State. On the other hand, safety variables such as availability of clearly marked emergency exits and stairways and availability of hotel clinics do not significantly affect consumers’ patronage of hotels in Cross River State. Bolan and Williams (2008), opined that consumer choice behaviour is intensely shaped by a destination’s image and therefore, feature such as safety should not be underestimated regarding the competition in the market place. They further added that tourists’ reactions to a crisis defer extremely, while some may not be as responsive to change their destination choice due to safety concerns and keep on travelling to them. On the other hand, others might cancel their vacations or choose alternative destinations due to insecurity at destinations.

Finally, the analysis reveals that security concerns have a significant effect on patronage of hotels in Cross River State. However, this variable was controversial in the study as it revealed that the security constructs examined which included knowledgeable staff, availability of walkie-talkies,
use of electronic key cards and ID cards worn by employees did not significantly affect patronage of hotels in Cross River State. Meanwhile, for the model to show a statistical significance, it may be inferred that the constructs when merged together may significantly influence consumers’ patronage of hotels, rather than when they are examined individually. Security issues affect the decision-making process of many tourists. For instance, business travellers’ propensity for international destinations is predicted by their reluctance to change their plans in response to media coverage of security challenges like natural disasters terrorism, crime wave, etc. Again, tourists’ level of previous international experience also influences their reaction to insecurity and related challenges, (Steiner, 2007; Ertuna & Ertuna, 2009). Pizam and Mansfeld, (2006) added that once the tourists have decided to travel to a destination which is afterwards affected by a crisis, they might cancel their trip or choose among any alternative destinations that offers the same features or similar facilities.

**Conclusion**

This study specifically assessed certain safety and security variables such as availability of lifeguards at the pool, CCTV and video surveillance, hotel clinics, clearly marked emergency exits and stairways, knowledgeable staff, ID cards worn by employees, use of electronic key cards and walkie-talkies. Results indicated that each of these measures significantly affect consumers’ patronage of hotels in Cross River State. When consumers perceive that the hotel establishment is safety and security conscious, consumers would be more inclined to patronize that hotel. If safety and security measures are not perceived positively by the consumers and guests, they would likely avoid patronizing the hotel and even discourage others from patronizing it as well. Hence, safety and security greatly affect satisfaction; and satisfaction directly affects customers’ positive behavioural intention such as patronage, repeat purchase and retention.

**Recommendations**

From the findings of the study, the following recommendations are proffered:

1. Hotel managers in CRS should ensure that CCTVVs and video surveillance are installed at strategic locations of the hotel. They should also ensure that these devices are functional at all times. There should also be lifeguards on standby at the pools at the hotel. This will improve the customers’ perception towards the hotel safety consciousness.

2. In improving the state of security at the hotel, the management of hotels in the state should ensure that all the security attributes examined (knowledgeable staff, ID cards worn by employees, use of electronic key cards and availability of walkie-talkies) are in place and in functional conditions. There should be routine checks on these attributes by the hotel security personnel.

**REFERENCES**


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Abstract
The study examines the budgetary allocation pattern and long-term trends of federal government security budget in Nigeria. The study applied time series data collected from secondary sources spanning from 2014 to 2018, and source from the Federal Government of Nigeria Budget Office (2018) Budget Implementation Report. The study covered the budgetary allocation of the security organs of Nigeria which are: the Nigerian Army, Nigerian Navy, Nigerian Airforce and the Nigerian Police Force respectively. The federal government security budget in Nigeria is the focus of the study. The research made use of descriptive statistics and graphical illustration to understand the budgetary allocation in relation to the security organs in Nigeria. The researcher used the multiple regression through statistical package for social sciences (SPSS) version 22.0 to analyze the secondary data for the period of 5 years. The use of SPSS is applied because of the short period resulting from the availability of data collected from federal government security budget 2014 – 2018. The findings revealed that the coefficient of the data of the budget allocated to the Nigerian army and Nigeria police force has shown a positive and significant relationship to the government revenue while that of Nigeria navy and Nigeria airforce are not positively and significantly related to federal government budget of the security sector in Nigeria. We, therefore, conclude that the absence of security agencies in Nigeria will cause more harm than it had been in the past. We hereby recommended that a higher increase in the budget should be given to the various security agencies to match the various forms of crimes in Nigeria.

Keywords: Federal government, Budget implementation, Security sector, Nigeria

1.1 Introduction
Security is an important aspect of any society in the world. It is presently a major challenge in Nigeria as a whole. This concept of security cannot be achieved without the required financial burden on the host community security organs of Nigeria. To ensure the safety of life and properties, government at various levels must budget money to achieve its security objectives. Therefore, in a federal constitution of Nigeria, the security expense is the sole responsibility of the federal government. However, the state and local governments share part of the security budget. The main security agencies in Nigeria are the army, navy, air force and police which are security organs of the nation. Eboh, (2009) stated that every Nigerian is affected in one way or the other by quality and state of the insecurity in the country, it traverses the cross-section of the economy including those that are physically challenged, aged, poor, employed, unemployed, healthy and unhealthy persons etc.

The economic landscape in Nigeria as stated by Akindiyo (2014) has been shattered by the prevalent twin evil of violence and crime. The failure of the successive administration in Nigeria to adequately address issues of unemployment, poverty and unequal distribution of wealth among ethnic nationalities, decisively resulted to agitation, anger and violent crimes against the Nigerian state by some groups and individual. According to Akindiyo (2014) & Otto and Ukpere (2012), since the advent of the present democratic dispensation, raw forms of violence such as militancy, kidnapping for ransom, bombing innocent people, pipeline vandalization, armed robbery and destruction of government properties. In the light of the poor economic conditions of the most vulnerable in Nigeria, this research paper aims to understand the budgetary allocation pattern and long-term trends of federal government security budget in Nigeria and to see the urgent need to provide finance to the security agencies in Nigeria. This study has focused on the security organs related budgetary allocation and Actual expenditure from 2014 – 2018. The federal government security budget variances are incorporated into the research.

2.0 Review of Related Literature
2.1 Concept of Security Sector in Nigeria
In the paper presented by Balami, Almed, and Yusuf (2016), it was stated that the concept of security is
basically the condition of feeling safe or free from harm or danger or threat. It is the protection, defense, and safeguarding of core-values of the people. In the paper presented by Ojo & Ojo (2012), it was indicated that Nigeria as a result, has marked herself as a laughing stock to the outside world with her failure to efficiently control the wealth that nature has endowed her with. The Nigeria economic system is dreadful and lacks the competence to promote and maintain growth and development. Although stupendously blessed with both materials and human resources, the country still runs a monolithic economy. Again, the vices of corruption have taken over every surface of Nigeria’s life, and have as a result weakened the sense of planning of those at the wheel of an affair. In addition, Nwafor, (2009) experiences of countries like the United Kingdom, United States, Chile, and others though respectively unique, offer valuable lessons and insights for the potentials and challenges of a comprehensive social security framework for Nigeria.

According to Olubukola (2013), sustainable development can be achieved if the government must immediately tackle the unemployment disaster facing the country so as to be able to sufficiently tackle its security issues because unemployment is one of the causes of crime. A good example is the state of unrests witnessed lately in the Middle East, North Africa and even the unrest in the United Kingdom in 2011, as well as several others, could be ascribed to the alarming rate of unemployment in those countries. The entire universe and mainly developing countries like Nigeria are presently facing serious job challenge and pervasive decent work deficits, a development that is capable of increasing the spread of poverty.

2.2 Theoretical and Empirical Review

The theory underpinning this study is the Musgrave’s and Adolph Wagner’s hypothesis of increasing state activity of government budget. The Musgrave’s theory was propounded by Musgrave who is of the view that at low levels of per capita income, demand for public services seems to be very low, this is so because such income is committed to satisfying primary needs and that when capita income starts to increase above these levels of low income, the demand for services supplied by the public sector budget such as security sector budget, thereby compelling government to raise expenditure on them (Musgrave, 1988). Adolph Wagner’s in his hypothesis of increasing state activity of government expenditure propounded in 1883 explains that increases in public spending are an artifact of increased demands by planned industrial workers, coming at the cost of growth in the private sector (Wagner, 1958). Wagner opined that there is a tendency for the range of public spending to swell with bigger levels of economic growth.

Some empirical studies by various researchers are also considered in this study. Edogiawerie (2016) examined federal government budget allocation to the security sector and the economic growth of Nigeria for 14 years from 2000 to 2014 using secondary data obtained from the Central bank of Nigeria (2014). The study employed the descriptive statistics to analyze the data for the study and the result revealed that inadequate funding of the security sector has led to insecurity and market instability in the country thereby restraining commercial activities that lead to growth in the economy of Nigeria within the period under study. It was recommended that the security sector of the economy should be funded adequately and regularly as they serve as the protector of lives and properties in the country.
Airforce, Nigerian Civil Defence, and the Nigeria Department of State Services as the independent variables while GDP was proxied for economic growth of Nigeria as the dependent variable. The study adopted the error correction model and the result showed a positive relationship between all the independent variables and GDP in Nigeria. This implies that there is an active and working relationship between the security sector and the economic growth of Nigeria as the f-statistics is significant at 0.05. They recommended among other things that the government of Nigeria should increase her budget allocation to the security sector as they serve as a defense mechanism against crime, corruption, and insurgency facing the Nigeria economy and they also protect lives and properties of the nation.

Shittu (2017) studied budgetary allocation to the security sector and its impact on the Nigeria economy for 10 years from 1994 – 2004 using secondary data generated from the Ministry of Planning and Budget. The study employed a linear regression equation to analyze the data and the results showed a positive relationship between security sector proxied by army, navy and airforce and economic growth proxied by gross domestic product. It was concluded that a percentage increase in budgetary allocation to the security sector account for a effective growth of the Nigeria economy. Thus, it was recommended that budget allocation to the security sector should be sufficient as the economy of Nigeria is hinged on the security sector because safety is the watchword of any nation.

3.0 Methodology
3.1 Data and Variable Source
The study focused mainly on the time series data collected from the secondary source of Federal Government of Nigeria Budget Office (2018) spanning from 2014 to 2018 (5 years study). The period was chosen because of the availability of relevant data from the Federal Government of Nigeria Budget Office. The variables applied to the study are the independent variables; as the security sector and is proxy for Nigeria Army Budget Allocation (NAMBA), Nigeria Navy Budget Allocation (NNVBA), Nigeria Air Force Budget Allocation (NAFBA) and Nigeria Police Force Budget Allocation (NPFBA) while the dependent variable is Federal Government Security Budget (FGSB). These variables were adopted from the proposed federal government security budget (2018).

3.2 Model Specification
The specification of the model for this study arose from the variables used for the study. The dependent variable Y represented is represented as FGSB while the independent variables X₁, X₂, X₃, X₄ is represented as NAMBA, NNVBA, NAFBA, and NPFBA …………. (1)
Explicitly, the form of the model is given as:
FGSB = f(NAMBA, NNVBA, NAFBA, NPFBA) ………………………………… (2)
The operational model of the variables at time period is given as:
FGSB = B₀ + B₁NAMBAₜ + B₂NNVBAₜ + B₃NAFBAₜ + B₄NPFBAₜ + Ut…………….. (3)
Where:
FGSB = Federal Government Security Budget
NAMBA = Nigerian Army Budget Allocation
NNVBA = Nigerian Navy Budget Allocation
NAFBA = Nigeria Air Force Budget Allocation
NPFBA = Nigeria Police Force Budget Allocation
B₀ – B₄ = Parameters
Et = Stochastic term

3.3 Objectives of the Study
The objectives of this study are stated as follows:
1. To examine the relationship between Nigeria army budget allocation (NAMBA) and federal government security budget (FGSB) in Nigeria.
2. To identify the relationship between Nigeria navy budget allocation (NNBA) and federal government security budget (FGSB) in Nigeria.
3. To examine the relationship between Nigeria air force budget allocation (NAFBA) and government security budget (FGSB) in Nigeria.
4. To investigate the relationship between Nigeria police force budget allocation (NPFBA) and government security budget (FGSB) in Nigeria.
3.4 Statement of Hypotheses

\(H_0_1\): There is no significant relationship between Nigeria army budget allocation and federal government security budget in Nigeria.

\(H_0_2\): There is no significant relationship between Nigeria navy budget allocation and federal government security budget in Nigeria.

\(H_0_3\): There is no significant relationship between Nigeria air force budget allocation and federal government security budget in Nigeria.

\(H_0_4\): There is no significant relationship between Nigeria police force budget allocation and federal government security budget in Nigeria.

3.5 Apriori Expectation

Results expected to achieve from the outcome should be directly related. The study is assumed that all the independent variables; NAMBA, NNVBA, NAFBA and NPFBA are directly related to FGSB and signed as: NAMBA, NNVBA, NAFBA and NPFBA > 0. This implies that the fund allocated to the security organs of Nigeria are well utilized despite the fact that it has not yielded meaningfully to the country.

4.0 Results and Discussion

4.1 Data Presentation and Analysis

Table 4.1: Budget Allocations to the Security Organs of the Federal Government 2014 - 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Nigerian Army Budget Allocation (NAMBA) (₦ Billion)</th>
<th>Nigerian Navy Allocation Budget (NNVBA) (₦ Billion)</th>
<th>Nigeria Airforce Budget Allocation (NAFBA) (₦ Billion)</th>
<th>Nigeria Police Force Budget Allocation (NPFBA) (₦ Billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>136,080,310,195</td>
<td>72,629,224,510</td>
<td>73,886,028,661</td>
<td>302.22</td>
</tr>
<tr>
<td>2015</td>
<td>149,833,717,854</td>
<td>74,994,987,764</td>
<td>90,709,802,101</td>
<td>321.62</td>
</tr>
<tr>
<td>2016</td>
<td>148,466,240,000</td>
<td>85,589,795,274</td>
<td>99,627,415,608</td>
<td>308.92</td>
</tr>
<tr>
<td>2017</td>
<td>155,443,327,543</td>
<td>95,128,068,662</td>
<td>107,484,417,464</td>
<td>313.52</td>
</tr>
<tr>
<td>2018</td>
<td>233,053,578,978</td>
<td>95,128,068,662</td>
<td>107,484,417,464</td>
<td>332.21</td>
</tr>
</tbody>
</table>


The Nigerian army is the grand force of the country. Thus, the budgetary allocation to the Nigerian army to cater and fight crime from 2014 – 2018 was in huge increase as indicated in the federal government of Nigeria budget implication 2018. The Nigerian navy as the territorial water, the Nigerian air force for their air operation also have a huge increase in their budgetary allocation from 2014 – 2018, only that of Nigeria police was at marginal increase as indicated in table 4.1 above.

Table 4.2: Federal Government Security Budget 2014 – 2018

<table>
<thead>
<tr>
<th>Years</th>
<th>Budget (₦)</th>
<th>Actual (₦)</th>
<th>Variance (₦)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>932 bn</td>
<td>2.08 tn</td>
<td>(1.148 tn)</td>
</tr>
<tr>
<td>2015</td>
<td>969 bn</td>
<td>2.78 tn</td>
<td>(2.77 tn)</td>
</tr>
<tr>
<td>2016</td>
<td>1.06 tn</td>
<td>2.62 tn</td>
<td>(1.56 tn)</td>
</tr>
<tr>
<td>2017</td>
<td>1.142 tn</td>
<td>7.44 tn</td>
<td>(6.02 tn)</td>
</tr>
<tr>
<td>2018</td>
<td>1.334 tn</td>
<td>8.612 tn</td>
<td>(7.278 tn)</td>
</tr>
</tbody>
</table>


The above table has shown the federal government budgets and Actual expenditures from 2014 – 2018. The budget has shown a continuous increase from N932 billion to N2.08 trillion in 2014 which has a variance of N1.48 trillion during the year. The variance has a negative effect on federal government revenue, infrastructural development, and social services to the citizens.

In 2015, the federal government budgeted N969 billion for security organizations, however, the actual expenditure was N2.78 trillion which has resulted in N2.77 trillion deficits in federal government budget programmes. This excess expenditure on security is the outcome of the federal government trial to fight the crime in the country. The direct effect is the inability of the federal government to offer social services, pensioners and other current and capital expenditures.

In 2016, it can be seen that the federal government budgeted N1.06 trillion for security organs, however, the actual expenditure was N2.62 trillion which has given a variance of N1.56 trillion deficits in federal government budget programmes. This excess
spending on security is as a result of federal government trial to fight insurgency militating against lives in the country. The direct effect is the inability of the federal government to offer social services, pensioners and other current and capital expenditures.

In 2017, it was observed that the federal government budgeted N1.142 trillion for security agencies and the actual expenditure incurred by the security agencies was N7.44 trillion which has given rise to N6.02 trillion deficits in federal government budget programmes. This excess expenditure on security resulted from the federal government trial to combat crime in the country. The direct effect is the inability of the federal government to offer social services, pensioners and other current and capital expenditures.

Also, in 2018, the federal government budgeted N1.334 trillion for security organizations, however, the actual expenditure was N8.612 trillion which has given a variance of N7.278 trillion deficits in federal government budget programmes. This excess spending on security is as a result of federal government trial to fight crime in the country. The direct effect is the inability of the federal government to offer social services, pensioners and other current and capital expenditures.

4.2 Graphical Illustration

![Graphical Illustration](image)

**Figure 1:** Federal Government Security Budget and Nigerian Army Allocation (2014 – 2018)

*Source:* Plotted by Author (2018)

Figure 1 depicts federal government security budget allocation to the Nigerian army. As shown in the graph above, the budget allocated to the Nigerian army in 2014 is N136,080,310,195 and increased to N149,833,717,854, N148,466,240,000, N155,443,327, 543, and N233,053578,978 in 2015, 2016, 2017 and 2018 respectively. This continuous increase was as a result of the increase in crime rate. It is an incentive given to the Nigerian army to fight against insurgency militating against life and property of the country.
Figure 2 shows federal government budget allocation to the Nigerian navy. The Nigerian navy was allocated a budget of N72,629,224,510 in 2014 and increased to N74,994,987,764, N85,589,795,274, N89,575,806,938 and N95,128,068,662 in 2015, 2016, 2017 and 2018 respectively. This constant increment could be traced to the alarming rate of the fight against agitators of the Niger Delta militants and others in the sea waters.

Figure 3 depicts federal government security budget allocation to the Nigerian air force. It can be seen in the graph that there is a continuous increase in budget allocation to the Nigeria air force as the graph is continually shifting up. Budget allocation to the Nigeria army is N73,886,028,661 in 2014 and increased to N77,017,197,488, N90,709,802,101, N99,627,415,608 and N107,484,417,464 in 2015, 2016, 2017 and 2018 respectively. This continuous increase was as a result of the increased crime rate in the country.
Figure 4: Federal Government Security Budget and Nigerian Police Allocation

Source: Plotted by Author (2018)

Figure 4 shows the federal government security budget to the Nigerian police force. Federal government security budget allocation to the Nigerian police force is N302.22 billion in 2014, and increased to N321.62 billion in 2015, N308.92 in 2016 and decreased to N313.52 billion and N332.21 billion in 2017 and 2018 respectively. It can be observed in the graph that the increase in federal government security budget allocation to the Nigerian police force is not constant as there was a fall (reduction) in budget allocation in 2017 and 2018. The decrease in budget allocation to the Nigerian police force in 2017 and 2018 could be traced to ineffectiveness and slow actions of the Nigerian police force to fight against local crimes parading the country.

4.3 Regression Output

Table 4.3a: Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEDERAL GOVERNMENT SECURITY BUDGET (FGSB)</td>
<td>12566.1121</td>
<td>23494.9707</td>
<td>10486.6600</td>
<td>9670.73296</td>
<td>5</td>
</tr>
<tr>
<td>NIGERIAN ARMY BUDGET ALLOCATION (NAMBA)</td>
<td>1651.5371</td>
<td>4162.4372</td>
<td>164.5720</td>
<td>38.92733</td>
<td>5</td>
</tr>
<tr>
<td>NIGERIAN NAVY BUDGET ALLOCATION (NNVBA)</td>
<td>3219.5681</td>
<td>4832.6714</td>
<td>83.5760</td>
<td>9.57812</td>
<td>5</td>
</tr>
<tr>
<td>NIGERIAN AIRFORCE BUDGET ALLOCATION (NAFBA)</td>
<td>7112.1598</td>
<td>8426.3325</td>
<td>89.7380</td>
<td>14.37738</td>
<td>5</td>
</tr>
<tr>
<td>NIGERIAN POLICE FORCE BUDGET ALLOCATION (NPFBA)</td>
<td>2671.2356</td>
<td>7892.4241</td>
<td>315.6980</td>
<td>11.61957</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: SPSS Output 22.0
The model summary in table 4.2 reveals the coefficient of R 0.927 and R2 0.859. These coefficients revealed a direct relationship between the security sector budget allocation used in this study; NAMBA, NNVBA, NAFBA, and NPFBA.

The Adjst R2 value 0.746 shows that the security sector budget allocation could only explain about 75% of their total budget allocation from 2014 – 2018 to the federal government security budget (dependent variable) while the remaining 25% could not be explained due to economic financial management which could be taken care of by the error term (Et).

The Durbin Watson (Dw) value 2.879 > 2.0. This suggests a good model for further predictions as there is no presence of autocorrelation in the series. This proves that the model is good to predict the budget strategies for the security sector in Nigeria.

We recall that hypothesis one specifies that the budget allocation to the Nigerian army has no significant relationship with federal government security budget in Nigeria. The hypothesis focuses on whether the budget allocated to Nigeria army was well implemented to fight crimes in Nigeria. The result shows that budget expenditure to Nigeria army is positively and significantly related to federal government security budget (β 0.513, Sig. = 0.042 < 0.05. The result, however, indicates that an increase in the budget allocation to the Nigeria army will lead to an increase in the federal government security budget to fight crimes. But currently, the government is over-spending in security allocation because, in table 4.2, there had been a continuous increase in the security expenditure from 2014 – 2018.

Hypothesis two specifies that the budget allocation to the Nigeria Navy has no significant relationship with federal government security budget in Nigeria. This is to know if the budget allocated to Nigeria navy was properly channeled to criminal cases in Nigeria. The result revealed that the budget expenditure by the navy has an indirect relationship and also not significantly related as the coefficient (-0.010) and β -0.184, Sig. 0.696 > 0.05. In the same vein, hypothesis three revealed an indirect and insignificant relationship to federal government security sector budget (-7743.907) with β coefficient -0.049 and P-value sig. 0.829 > 0.05.

Lastly, hypothesis four revealed a high coefficient value of 0.681 and P-value 0.001 < 0.05. This shows
that the budget allocated to Nigeria police force was well utilized and implemented to fight the crimes caused by various forms of violence due to poor economic conditions and administration in Nigeria. This study is in line with the work of Oriakhi and Ameh (2014), Uche, Ihugba, and Nwosu (2013) who studied federal government budget and the security sector and their results yielded a positive relationship among federal government.

5.1 Conclusions and Recommendations
In conclusion, we have identified the need for the security agencies budget allocation for Nigeria economic development and thereby concluded that to safeguard the lives and properties of Nigerians as well as the provision of enabling environment for creation of jobs, the federal government should improve in the budget allocation to the security sectors to enable them to fight the various crimes in all part of Nigeria. The research thus recommended that there should be the need for other urgent measures to address the insecurity situations in Nigeria. Secondly, the federal government also needs to inculcate a severe discipline measure in Nigerians especially the youth because of unemployment in order to ensure that they do not get drawn into criminal activities.

References
National Security Spending and Federal Government Revenue in Nigeria

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Abstract
The study examines national security spending and federal government revenue in Nigeria. The study used time series data from 1994 to 2017 obtained from the Central Bank of Nigeria Statistical Report (2017). The study applied E-view comprising the test of Augmented Dickey Fuller, Unit root, Ordinary Least Square and Granger Causality of Pairwise Granger test estimation to analyze national security spending variables such as internal security and defense which serves as the independent variables and total federally collected revenue. The result revealed that internal security and defense has positively and statistically impacted total federally collected revenue in Nigeria as the P-value is 0.000 < 0.05 significant level. The study, therefore, concluded that the success of any country is for the people to have complete trust and confidence in the government. It is only when confidence in the government is available, that the citizens can absorb a new manner of orientations towards their security responsibilities and duties. It is thus recommended that the Nigerian national security policy should take full recognition of the hankering of minority groups whose incessant blaring has led to political pressure in the country.

Keywords: National security spending, Federal government revenue, Internal security, Defense, Nigeria

1.0 Introduction
National security has rapidly become a big-time enterprise, as military and bureaucrats officials sidetracked expenditure on defense and security votes to personal reserves. They strategically light up insecurity in different parts of the nation to get more funding from all tiers of government. Albert (2015), cited in Fagbadebo, (2017,) portray the prevalence of bombing and continuous peril to national security in Nigeria, as a political conspiracy that is set free on the country by ruling leaders to cover up fraud and corruption. A danger to national security is the remarkable factor that is accountable for the exorbitant increase in the country’s expenditure on internal security. The Federal government has continued to accumulate and supply huge funds for internal security and defense in the national budget; a development that has deprived capital projects in the health, education, construction, and agriculture sectors the needed attention. The total expenditures allocated for both defense and internal security in the accepted budget of the government in 2008, 2009, 2010 and 2011 were N282.7 billion, N246.5, N472.9 and N523.2 billion respectively (CBN, 2011).

A support that lends credibility to the fact that security situation is decreasing tremendously in Nigeria can be seen in the 2010 survey report published by the Business Environment in the Nigerian States, which emphasize the appalling security situation in Nigeria alongside other environment mechanisms. In 2007, the national security in Nigeria survey rate was 62.69%, as against 49.49% in the 2010 report. This represents a significant fall in national security rating by 13.2% (BECANS-II, 2010). The Nigerian government has accumulated a total of $700 billion oil revenues since independence. Unfortunately, the enormous oil revenues have added miniature to the standard of living of the people in Nigeria (Tella, 2012). He further state that 85% of revenue generated from oil overtime is shared among the dominant political leaders, who make up only 1% of the total population, with the likelihood that 40% or more of the national wealth collected over the years might have been stolen by the ruling leaders, policy bureaucrats, and technocrats.

Abert (2015) asserted that bomb attacks have also become an authentic vehicle by which the government of the federation sidetracked the people’s attention from the essential subject in politics. Each of the bomb blasts reported and chat about in the Radio Nigeria news and NTA news for a number of weeks were intended at magnetizing sympathy and compassion for the government of the day and through this kind of diversionary strategy Nigerians were led not to recall about the elementary concern in
their country’s development while commiserating with the Head of state whose honest efforts towards lifelong democracy were being frustrated by rebellious rudiments.

Speaking lately on the proposition of corruption in the economy at the level of the government of the nation, Osisioma (2012) stated that corruption promotes infertile investments, increases the cost of goods and services and leads to a reduction in value of private and public service. Certainly, the extreme cost of corruption is not in the inducement by some political leaders, but rather in the principal economic aberration they activate.

On the potency of the foregoing intellectual disclosure, South-East kidnappers, Niger-Delta militants, Boko Haram, and other insurgents are bare monetization of extension of political intrigue and insecurity in Nigeria. Reports by some media highlighted that Boko Haram, for example, is secretly being offered logistics and financial support by retired security officers, politicians that were opportune to serve and some elements, but these immoral elements pretend to be protecting the interests of people who are claimed to be oppressed in the nation.

According to Bello (2014), the real schedule plan of sponsors of the insurgency is to counteract the country’s security and screw up the system. Bello (2014) further stated that the cabal theory shows that Boko Haram was parented in Borno state to render a cushion against the rival politicians from the People’s Democratic Party (PDP), which ruled at the federal level. The heavy destruction that shackled Boko Haram’s bombing and monstrous killings of the gullible (innocent) people of the country did not spare private and public institutions such as churches, media houses, residential buildings telecommunication masts, mosques, motor parks, and vehicles and markets etc (Otto and Ukpere, 2012). This necessitated the allocation of fund to the security agent units, defense, and internal security as a means towards achieving the objectives of this paper between the periods of 1994 – 2017.

2.0 Review of Related Literature
2.1 National Security
National security is all the forethoughts that are taken to defend a given location or place or area from danger National security is also seen to be a legal defense against possible loss or harm (BBC Dictionary, 1992). Human security (an aspect of national security) denotes freedom from want and freedom from fear. It is the safety from constant threats such as disease, hunger, and repression as well as defense from unexpected and detrimental disturbances in the patterns of daily life of people whether in their community, place of work or in their homes (United Nations Development Programme 1994).

Otto and Ukpere (2012) posit that national security is the protection of the people’s lives and properties from hurtful and hidden disturbances in their homes, communities or in their offices. He further asserted that national security must be correlated to the presence of happiness, safety, peace and the protection of physical and human resources, or the absence of human injury, threat, crisis among others. Langumba (2016) conversely defines national security as actions that ensure the defense of properties of the community, country, and persons against future mishaps, danger, threats, and all other forms of risk. In addition, Babangida (2016) regards national security as the physical defense of our territorial integrity, citizens and the elevation of the wellbeing of the economy and prosperity of the people of Nigeria in a secure and safe environment that enhance the accomplishment of our national interests and those of our foreign partners.”

2.1.1 Dimensions of National Security
National security can be seen as protecting the interest of the dominant groups which control the security apparatus of the state. It has also been seen as protecting the strategic interest and way of life of the people in a given society and development in the economy. According to Gleditsch and Theisen (2016), national security covers crucial dimensions, viz: Food security, Community security, Economic security, Personal security, Environmental security, Health security, Political security. Additional elucidations on the seven (7) dimensions of national security are provided below:

Political Security: This type of security is concerned with the protection of fundamental human rights of electorates as well as freedom from systematic torture, , and coercion (Ibid.)

Personal Security: This type of security focuses on the protection of the life of the people and their properties from physical destruction created by the state, external states, destructive individuals and sub-state actors.

Health Security: This security requires an assurance of a minimum protection from all forms of diseases and unhealthy lifestyles that cut short human lives.
Threats to health security are the absence of clean water, dirty environment, and poor hygiene/health education.

**Food Security:** This type of security expects that all members of the community, at all times, have access to basic food and nutrition that assures stable protection and wellbeing of the people from starvation, hunger, and malnutrition. In the development circle, poor yield from farmlands; endemic famine/drought and sudden pest attack on agricultural produce are threats to food security.

**Environmental Security:** This requires a planned protection of people from the short and long-term ravages of nature, spill-over negative effect of environmental degradation and abuse of the ecosystem/natural environment in the forms of desertification, gas flaring/emission, pollution of fresh water, careless use of industrial chemicals et cetera.

**Economic Security:** This refers to a security that requires an assured basic income for individuals, which manifests as a provision of productive employment opportunities and adequate remuneration. Unemployment, economic hopelessness, and chronic poverty are threats to economic security.

**Community Security:** Communal security assures protection of people from their loss of traditional homeland, customs and values from all types of sectarian and ethnic-related conflicts.

The seven dimensions of national security as explained above can summarily be described as a defense from the threat of unemployment, hunger, disease, crime, political repression, environmental hazards and social conflict (UNDP, 1994).

National security from the different definitions offered above is a non-negotiable and sacrosanct phenomenon in human society. This possibly informed why every Governor or President in Nigeria at the time of assuming the office of authority is called for to take an oath to offer security for lives and properties of its citizens (Otto and Ukpere, 2012). Explicitly, Section 14(b) of the Constitution of the Federal Republic of Nigeria (1999) as amended states that It is hereby accordingly declared that the welfare and security of lives and properties of the people shall be the primary purpose of government. To discharge the job laudably well, the Chief Executive as President, Governor and Local Government Boss has been allotted an access to security authorities and security votes.

### 2.1.2 Challenges of National Security in Nigeria

Upholding national security in Nigeria has been hindered by some dreadful challenges. Among these are:

1. The paucity of well-trained security operatives (air force, army, police, and navy) that can intellectually and physically meet up with the present-day security changes. Nigeria, unlike some developed countries, is revoltingly under-policed, bearing in mind the proportion of security workforce and citizen of the country. Babangida (2016) elucidated lately that there is a clear disparity between the population of Nigeria of 160 million and security personnel, as the country could only brag of 18,000 naval officers, 130,000 army officers, 371,000 policemen, and 15,000 Airforce officers. For a country like Nigeria, a total 534,000 of security personnel is revoltingly insufficient to control the different insurgency and increasing crimes in diverse parts of the country.

2. According to Langumba (2016), one of the major challenges of the national security of Nigeria is free movement, poisonous arms, and ease of acquisition of these arms by corrupt militant groups and individuals in the country as well as neighboring countries. This development foretells momentous security effect to Nigeria and West African countries, far better than the threat posed by HIV/AIDS bane. Edeko (2017) stated that on the basis of high demand for dangerous weapons or arms, Nigeria became a discarding soil for excess weapons from developed countries abridging their stock of ammunition and arms. Stockholm International Peace Research Institute (2012), a dependable report, shows that China, Germany, United States of America, United Kingdom, France, and Russia are the largest exporters of ammunitions to developing countries in the world. There is prevalent hostility in Nigeria because of access to, and availability of arms of different kinds like shotguns, semi-automatic rifles, shoulder-fired rockets commonly known as bazookas and machine-guns which are readily available for acquisition in Warri at prices that range from US$850 for a Kalashnikov rifle, US$570 for a shotgun and US$2150 for a -fired rockets (Onuoha, 2016).

3. Firepower and Sophistication of Boko Haram, militant groups and armed robbers in Nigeria is another challenge militating against national security in the country. The well-trained militants and criminals sometimes overpower security operatives in
Nigeria. They bombed high profile security posts, cantonments and Police headquarters in some part of the country. Some instances are seen where arms in the domination of the military and police officers are stolen by these group of armed robbers during aggress on their police / military colonies. Cases have also been witnessed where armed groups handle a well-coordinated aggress (attack) and kill some official of the Nigerian security in the Niger-Delta region and other places (Naagbanton, 2015).

4. Another challenge to national security in Nigeria is leaky border posts. This is a development that has made it easy for drug barons, human traffickers and terrorists to infiltrate the nation, acts as terrorism and commit atrocious crimes. The above point answer the flaming question: Where does Armed robbers, MEND and Boko Haram get their stock of weapons? Onuoha (2016) substantiate the point above that the Nigerian Customs Service during regular examination seized a large shipment of weapons that have a worth of over N4.3 billion (US$30 million) at border posts.

2.1.3 The Concept of Federal Government Revenue
Federal government revenue implies the inflows of financial resources or monies into the public sector from other economic units/sectors (Jegede 2014). Federal government revenues consist of non-repayable receipts, revenue receipts, and grants, and this is separated into current and capital receipts: while current receipts comprise of oil and non oil receipts within a given period, capital receipts are receipts from non financial assets used in the production process for more than one year. In Nigeria, these revenues have been used by the federal government and their functional equivalents to carry out many functions of government such as administrative services, social and community services, economic services, transfer services through sectoral allocation.

Federal government revenue simply refers to all the money received by a government from external and internal sources such as export, taxes, net refunds, and other correcting transactions, proceeds from the issuance of debt, the sale of investments, agency or private trust transactions, and intra-governmental transfers. Ibrahim (2013) states that Nigeria economy is basically an open economy with international transactions constituting an important proportion of her aggregate economic attributes which refers to the financial resources of government that money-related and are mobilized or generated from within or outside the economy. Otubala (2011) states exclusively that government also referred to as “public revenue” can be demystified based on two different perspectives; including the broad perspective and the narrow perspective. An insight into the broad perspective, government revenue includes all income and receipts (irrespective of their sources and nature) which the government obtains throughout a given fiscal year, while in the narrow perspective, government revenue can be perceived to include the various sources of income available to the government and which can be described as revenue resources to the government. Furthermore, the broad perspective of government revenue also includes loans which the government raises under the term public revenue or more properly public income. The point of departure here is the narrow perspective limits government revenue to money used strictly for maintaining government borrowings or loan repayments; while the broad perspective considers all income or receipts of the government whether or not subject to future paybacks.

However, according to Ihendinihu, Ebieri and Amaps Ibanichuka, (2014) and Otuabala (2011), there have been two major natures of federal government revenue existing in Nigeria and they include the oil and non-oil revenue. Oil revenue consists of government revenue from activities that are oil-related and this can be from internal sources or external sources; while non-oil revenue consists of revenue from non-oil related activities which may be from an internal source or external source respectively.

2.2 Theoretical Framework
Several theories provide theoretical foundations for the threat to national security. The two pertinent theories that suit the present subject matter are: neo-malthusians and social conflict theories.

2.2.1 Neo-Malthusianism Theory
The theory was propounded by Thomas Malthus. Thomas Malthus propounded this theory with a concentration on the association between the growth of the population in a country and food needed for basic survival. Thomas Malthus articulates that the amount of food produced in a year in Europe was at a reduction in correlation to the population of the country, a trend he anticipated foretell overwhelming consequences for human beings. He warned against famine, pestilence, contagious disease, infanticide congestion, war etc. In the present times, the theory was remodeled as Neomalthusian theory to fit into the form of threat to national security sometimes caused by disagreement among state and non-state actors over rights and control of natural resources. The general debate of the neomalthisians theory is that the
natural resources which are available correlative to human beings are restrained on spaceship Earth and that increasing consumption of scarce resources, intensifying population growth and the hurtful extraction of available scarce resources unite to reduce these resources qualitatively and quantitatively (Gleditsch and Theisen, 2013). The leading shortage of resources in the past often spark off cut-throat contest among different actors, which ultimately leads to social divergence that threatens national security because of increase of grievances among parties, interest groups, actors and countries (Homer-Dixon, 2011).

The relevance of this theory is that increasing population joined with scarce natural resources endangers national security as a resultant effect of survival of the fittest race and cut-throat contest among interest groups in the economy. These different social groups applied obtainable legal and illegal measures to gain power over scarce natural resources. The of neo-Malthusian concisely describe the reason for protest for the power of resources in the Niger-Delta as well as an aggressive protest by Boko Haram for the creation of shariah states in the Northern part of the country.

2.2.2 Social Conflict Theory (SCT)
The social conflict theory provides theoretical reasons for competition among state actors, non-state actors and social classes in their effort to care for their own selfish interests. According to this theory, this class struggle leads to the acquisition of ammunition and weapons for self-protection thus leading to threats to national security and social disagreement in the society (Marx & Engel 1848).

The incessant struggle over economic resources and political power between the police and armed robbers, rich and the poor, the majority ethnic groups and minority groups, ruling party and opposition parties etc. rationalize the cosmos of social conflict in human society. In a statement by Chief Wellington Okrika, the Bolowei of Gbaramatu Kingdom in the Niger-Delta, prevalent disagreement over resources surfaced in the region because of the high level of poverty in the Niger Delta despite the oil boom in the area. The youths of the Niger-Delta are radicalized angered by the behavior of oil companies and the government. There is water, schools, road, hospitals, light etc. The people are tired of discussion because nothing is forthcoming from many years of discussion with the oil companies and the government. So, the youths sensed that the only thing to do now to get the concentration of the oil companies and the government is to become militant. Fagbadebo, (2017) asserted that the problem was established by the government, which, for many years, were reluctant to address the total neglect and unacceptable poverty of the oil-producing communities.

Another account of this theory posits that social structures (such as traditional authorities, economic organs, political institution and legal institutions etc.) are established in every nation through disagreement between groups with diverse means of control over state resources and conflicting ideological interests. Resources and individuals, in turn, are influenced by the unequal distribution of resources and power in the economy (Fagbadebo, 2017). Both accounts of the social conflict theory see the threat to security as propelled by the struggle among rival groups or social classes in their pursuit for groups economic political dominance, relevance, and interests. In summary, the importance of the two threads of the theory of social conflict is that in a society where victimization of one group or class by an influential group or class, if this dysfunctional correlation is not equalized, it results in full scale warfare and armed struggle in the society.

2.3 Empirical Review
This study also looked some previous works of researchers who have conducted a study similar to the discourse. Otto and Ukpere (2012) examined national security spending and federal government revenue in Nigeria for 29 years from 1980 – 2009. The study aimed to ascertain the consequences of insecurity as citizens and non-citizens of Nigeria are killed regularly in the Northern part of the nation. Their study proxied public spending for security as the independent variable and gross internally generated revenue for federal government revenue of Nigeria as the dependent variable. The result revealed a positive and significant relationship between national security and federal government revenue in Nigeria and the result is in consonant with some works of literature used for their study.

Asghari (2017) studied federal government revenue and national security spending in Persian Golf countries (Qatar, Saudi Arabia, Iran United Arab Emirates Oman, Kuwait, and Bahrain) for 24 years from 1990 – 2014 using foreign investment, trade, internally generated government revenue, defense variables for the study. The empirical resulting from the findings show that a national security spending has a negative impact but its correlation with trade and foreign investment has a positive impact on federal government revenue of the Persian Golf countries.
Iregbenu and Uzonwanne (2015) empirically investigated national security challenges and federal government revenue in Nigeria using secondary data. The study confirmed that absent of security in the economy will encourage more criminal activities. It provided that a vast proportion of revenue generated by the government from the economy should be channeled to the security sector as they need adequate financing to buy arms and ammunition to fight against insurgency parading the country. They also portray that the federal government of Nigeria should give utmost attention to matters concerning security in the nation.

3.0 Methodology
According to Olannye (2006), research methodology can be viewed as the process of arriving at dependable solutions to problems through the objective, planned and systematic collection, analysis, interpretation, and reporting of data and information. Thus, this methodology is in line with Olannye (2006) who defined a research design as a general approach, plan for conducting a research study. The population of this research constitutes the total population of items which the study is interested in. The data for the study is time series data which was obtained from Central bank of Nigeria (CBN) Statistical Bulletin (2017). The statistical technique for data analysis is the Ordinary Least Square (OLS) estimation technique through the econometric views (E-views) version 7.0 statistical model. Kiefer, and Vogelsang, (2002) justified E-view 7.0 as being robust and reliable and this justified the usage.

3.1 Model Specification
According to Gujarat (as cited by Udonsah, 2012) an econometric investigation begins with the specification of the econometric model underlying the phenomenon of interest. Also, (Asogwa as cited by Udonsah, 2012) posits that specification of a model generally is a function of the theoretical relationship between or among variables, the nature of study objectives and type of data.

Thus the general model is specified mathematically as:

\[ Y = f(X_1, X_2) \] \hspace{1cm} eqn (1)

In explicit form, the model is specified as:

\[ TFCR = f(INS, DFS) \] \hspace{1cm} eqn (2)

The linear form of the regression model is expressed as:

\[ TFCR = \beta_0 + \beta_1 INS + \beta_2 DFS + \mu \] \hspace{1cm} eqn (3)

Where:

- \( TFCR \) = Total Federally Collected Revenue
- \( INS \) = Internal Security
- \( DFS \) = Defense
- \( \beta_1, \beta_2 \) = Independent variables coefficient, that is, the parameters for INS and DFS.
- \( \beta_0 \) = Intercept of TFCR when the explanatory variables are equal to zero.
- \( \mu \) = Random or error term

**Apriori Expectation**
From the model specification above it is expected that internal security (INS) and defense (DFS) will have a significant impact on total federally collected revenue (TFCR). These can be expressed mathematically as: INS, DFS > 0.

4.0 Result and Discussion
4.1 Analysis of Data Techniques
4.1.1 Unit Root Test
Unit root test was carried out as a pretest for the stationarity of the series. If the unit root is stationary at order one \( 1(1) \), ADF \( t \)-statistics > critical level of 0.05%

| Table 4.1: Unit Root Test for Total Federally Collected Revenue (First Diff) |
|-----------------|----------------|
| Null Hypothesis: D(TFCR) has a unit root | Exogenous: Constant |
| Lag Length: 0 (Automatic - based on SIC, maxlag=4) |

<table>
<thead>
<tr>
<th>t-Statistic</th>
<th>Prob.*</th>
</tr>
</thead>
</table>
Augmented Dickey-Fuller test statistic  -4.378490  0.0028
Test critical values:  
  1% level  -3.788030  
  5% level  -3.012363  
  10% level  -2.646119  


Source: E-view 7.0

From this analysis, it has been observed that the ADF t-stat for total federally government collected revenue is 4.378490 > -3.788030 at 0.05 critical value. This, in essence, proves the series to be a good model fit for prediction. The result actually shows the presence of stationarity and confirms that ordinary least square test should be run on the variables.

Table 4.2: Unit Root Test for Defense (First Diff) 
Null Hypothesis: D(DFS) has a unit root
Exogenous: Constant 
Lag Length: 0 (Automatic - based on SIC, maxlag=4)  
<table>
<thead>
<tr>
<th>t-Statistic</th>
<th>Prob.*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Augmented Dickey-Fuller test statistic</td>
<td>-4.471935</td>
</tr>
<tr>
<td>Test critical values:</td>
<td></td>
</tr>
<tr>
<td>1% level</td>
<td>-3.788030</td>
</tr>
<tr>
<td>5% level</td>
<td>-3.012363</td>
</tr>
<tr>
<td>10% level</td>
<td>-2.646119</td>
</tr>
</tbody>
</table>


Source: E-view 7.0

The Augmented Dicker Fuller test (ADF) at I(1) for Defense (DFS) – 4.471935 > -3.012363 at 5% significant level. This shows no presence of presence of unit root and that the series is stationary at 0.05. The study confirms that the model is good for further predictions.

Table 4.3: Unit Root Test for Internal Security (First Diff) 
Null Hypothesis: D(INS) has a unit root
Exogenous: Constant  
Lag Length: 1 (Automatic - based on SIC, maxlag=4) 
<table>
<thead>
<tr>
<th>t-Statistic</th>
<th>Prob.*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Augmented Dickey-Fuller test statistic</td>
<td>-6.544384</td>
</tr>
<tr>
<td>Test critical values:</td>
<td></td>
</tr>
<tr>
<td>1% level</td>
<td>-3.808546</td>
</tr>
<tr>
<td>5% level</td>
<td>-3.020686</td>
</tr>
<tr>
<td>10% level</td>
<td>-2.650413</td>
</tr>
</tbody>
</table>


Source: E-view 7.0

The Augmented Dicker Fuller test (ADF) at I(1) for Internal Security (INS) -6.544384 > -3.020686 at 0.05 level of significance. This shows that there is no unit root in the series and that the series is stationary. It confirms the model is a good fit for predictions.

From the above result, there is evidence that the three variables attempted stationary at I(1). This proves that Ordinary Least Square (OLS) test should be carried out for the analysis.
4.1.2 Ordinary Least Square (OLS)
OLS is used to test the relationship between and among variables. It also confirms if independent variables in the series has significant value to the dependent variable.

Table 4.4: Ordinary Least Square Result
Dependent Variable: TFCR
Method: Least Squares
Date: 09/28/18   Time: 20:35
Sample: 1994 2017
Included observations: 23

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>1118.896</td>
<td>581.278</td>
<td>1.924887</td>
<td>0.0686</td>
</tr>
<tr>
<td>LogDFS</td>
<td>8.844956</td>
<td>9.791259</td>
<td>0.903352</td>
<td>0.3771</td>
</tr>
<tr>
<td>LogINS</td>
<td>17.13934</td>
<td>8.485920</td>
<td>2.019738</td>
<td>0.0570</td>
</tr>
</tbody>
</table>

R-squared 0.767346  Mean dependent var 4651.873
Adjusted R-squared 0.744080  S.D. dependent var 3627.639
S.E. of regression 1835.169  Akaike info criterion 17.98877
Sum squared resid 67356878  Schwarz criterion 18.13688
Log likelihood -203.8708  Hannan-Quinn criter. 18.02602
F-statistic 32.98222  Durbin-Watson stat 2.020020
Prob(F-statistic) 0.000000

Estimation Command:
==================================
LS TFCR C DFS INS

Estimation Equation:
==================================
TFCR = C(1) + C(2)*DF + C(3)*INS

Substituted Coefficients:
==================================
TFCR = 1118.89609754 + 8.84495563596*DFS + 17.139364847*INS

Source: E-views 7.0

Table 4.4 shows the Ordinary Least Square result output for the dependent variable and independent variables. The result for DFS revealed direct relationship to TFCR and this connotes that a unit increase in total contribution of Defense (DFS) can lead to 8.84 increases in total federally collected revenue in Nigeria economy. Internal Security (INS) shows a positive relationship between total federally collected revenue (TFCR). This signifies that a unit increase in internal security (INS) can lead to 17.139 increase in total federally collected revenue (TFCR) in the Nigeria economy.

Table 4.5: Granger Causality Test Result
Pairwise Granger Causality Tests
Date: 09/28/18   Time: 20:52
Sample: 1994 2017
Lags: 2

<table>
<thead>
<tr>
<th>Null Hypothesis: DFS does not Granger Cause TFCR</th>
<th>Obs</th>
<th>F-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFS does not Granger Cause TFCR</td>
<td>21</td>
<td>2.22123</td>
<td>0.1408</td>
</tr>
</tbody>
</table>
The result revealed causality effect on the Defense and International Security on the Federally Collected Revenue in Nigeria. This proves that the three variables TFCR, DFS and INS are all uni causality to each series. This shows that no one is causing each other to happy.

Table 4.6: Co integration Output
Date: 09/28/18   Time: 20:55
Sample (adjusted): 1995 2017
Included observations: 22 after adjustments
Trend assumption: Linear deterministic trend
Series: TFCR DFS INS
Lags interval (in first differences):

<table>
<thead>
<tr>
<th>Hypothesized No. of CE(s)</th>
<th>Eigenvalue</th>
<th>Trace Statistic</th>
<th>0.05 Critical Value</th>
<th>Prob.**</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0.655765</td>
<td>28.84190</td>
<td>29.79707</td>
<td>0.0641</td>
</tr>
<tr>
<td>At most 1</td>
<td>0.117746</td>
<td>5.380430</td>
<td>15.49471</td>
<td>0.7672</td>
</tr>
<tr>
<td>At most 2</td>
<td>0.112449</td>
<td>2.624366</td>
<td>3.841466</td>
<td>0.1052</td>
</tr>
</tbody>
</table>

Trace test indicates no cointegration at the 0.05 level
* denotes rejection of the hypothesis at the 0.05 level
**MacKinnon-Haug-Michelis (1999) p-values

Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

<table>
<thead>
<tr>
<th>Hypothesized No. of CE(s)</th>
<th>Eigenvalue</th>
<th>Max-Eigen Statistic</th>
<th>0.05 Critical Value</th>
<th>Prob.**</th>
</tr>
</thead>
<tbody>
<tr>
<td>None *</td>
<td>0.655765</td>
<td>23.46147</td>
<td>21.13162</td>
<td>0.0231</td>
</tr>
<tr>
<td>At most 1</td>
<td>0.117746</td>
<td>14.26460</td>
<td>2.756064</td>
<td>0.0416</td>
</tr>
<tr>
<td>At most 2</td>
<td>0.112449</td>
<td>2.624366</td>
<td>3.841466</td>
<td>0.1052</td>
</tr>
</tbody>
</table>

Max-eigenvalue test indicates 1 cointegratingeqn(s) at the 0.05 level
* denotes rejection of the hypothesis at the 0.05 level
**MacKinnon-Haug-Michelis (1999) p-values

The Mackinnon Johansen trace and maximum eigen value statistics of co-integration revealed that the series became co-integrated at None and at most one fro only Maximum Eigen value statistics. This shows that there is long-run relationship between the variables.

Discussion of Findings
The ordinary least square test reveals the individual significance of each independent variable using the t-stat and their respective p-values. The p-value of Defense (DFS) is 0.377 which confirms that DFS is not significantly related to TFCR in Nigeria while Internal Security (INS) 0.057 which invariably also means not significant to TFCR. This revealed that the money federal government allocated to the security agencies could not go anyway to fight the crimes in Nigeria.

Globally the parameter revealed that the coefficients of R2 is 0.77 which is very high and revealed that the two independent variables DFs and INS have 77%
positive impact to TFCR in Nigeria. More so the coefficients of Adjusted R2(AdjR2) is 0.744 which suggest that 74% of the independent variables could be explained by variation in the dependent variable and the remaining 26% could not be explained due to some error in the financial system. Durbin Watson test is 2.020, this revealed no presence of serial correlation and it is good model for prediction. The p-value of the F-stat is 0.000 < 0.05 which suggest that defense (DFS) and Internal Security (INS) are statistically significant to Total Federally Collected Revenue (TFCR).

The Causality test is employed at this stage to know the causal relationship between the variables under study. The basis for conducting this test is to enable us to know whether the independent variables can actually cause variations in the dependent variable or vice versa. The result showed that each of the independent variables is responsible to TFCR at 5% significant level.

Conclusion
This study is in line with the works of Iregbenu and Uzonwanne (2015) and Asghari (2017) who investigated national security spending and federal government revenue in Nigeria and found a positive relationship. Based on the findings of the work, the study concluded that the success of any country is for the people to have complete trust and confidence in the government. It is only when confidence in the government is available, that the citizens can absorb a new manner of orientations towards their security responsibilities and duties.

Recommendations
The study made the following recommendations:
1. The Nigerian national security policy should take full recognition of the hankering of minority groups whose incessant blaring has led to political pressure in the country.
2. More advanced methods in checking the activities of terrorist groups should be entrenched on the security agents of the country. This call for the training and retraining of the security personnel to better equip them with the modern sophisticated technique of societal policing.
3. The government should do well in equipping the security personnel so as to help in safeguarding the lives and properties of the citizens.

References


Abstract
The continued security challenges in Nigeria had drawn attention from scholars, practitioners, international communities and the federal government who had attempted to proffer solutions to forestall the growing incidence of insurgency. Yet the spate of killings, bombings, kidnapping and armed robbery operations are on the increase which undermine the operations of SMEs in Nigeria. This study titled security challenge and performance of SMEs in Nigeria (2008-2017) was an attempt to ascertain the implications of security challenges on performance of SMEs. Quantitative research design was employed and annual secondary data were obtained from Global Terrorism Index (GTI) and Nigeria Bureau of Statistics on Boko Haram attacks, Kidnapping, and Armed robbery operations. Preliminary diagnostic was conducted in an attempt to establish the validity of the model using Augmented Dickey-Fuller Unit Root Test while co-integration test showed a long term relationship between security challenges and SMEs performance in Nigeria. Multiple regression models via Ordinary Least Square (OLS) formed the basis for estimation. The results showed that insecurity challenges have negative and significant affect on the performance of SMEs in Nigeria and recommended that federal government should take effective measure in addressing issues relating to Boko Haram activities, Kidnapping and armed robbery attacks considering its negative effects on socio-economic development of the country. This could be achieved through the creation of a National Guard Intelligent Personnel and a Special Forces Unit in the Nigerian military trained in counter-terrorism strategies, tactics, asymmetric warfare and desert warfare that can combat insurgency and other related crime decisively.

Keywords: Security Challenge, Performance, Insurgency, Kidnapping

1.1 INTRODUCTION
Issues relating to security challenges and how it affect the performance of Small and Medium Enterprises (SMEs) in Nigeria, have over the years elicited several agitations regarding its source and dire consequences on socio-economic development of the country. Yet, its concerns are conspicuously being exacerbated given the spate of killings and wanton destruction of lives and properties that seldom create convivial environment for SMEs operations to thrive in Nigeria. However, every business organization operates in a dynamic, complex and competitive environment that is highly characterized by unpredictable economic, political, technological and socio-cultural orientations of the environment (Abara, 2014). These factors interact inextricably in determining the performance of SMEs in achieving their stated objectives/goals because they depend on its environment for their material inputs and the same environment for their output as an open system. Therefore, the volatility of the environment orchestrated by the activities of the insurgent (Boko Haram) has not only disrupted the operations of SMEs but inhibited foreign direct investment. Historically, Boko Haram, a radical Islamist group, originally formed in the late 1990s in northeastern Nigeria. The group officially calls itself “Jama'atul Ahlul Sunnah Lidda'wati wal Jihad” which means People Committed to the Propagation of the Prophet’s Teachings and Jihad, and Wilāyat Gharb Ifrīqīyyah which means Islamic State’s West African Province. Their primary aim was to Islamized Nigeria and rejects Western education (Suikkanen, 2016). The phrase Boko Haram means literally “Western education is forbidden” in Hausa which is common language in Nigeria and Niger alongside English. More precisely the term comes from a combination of the Hausa word for book “Boko” and the Arabic word for forbidden “Haram”. However besides their name the group likes to broaden the term and considers all Western culture, not just education, forbidden. Subsequently, the group aligned with the Islamic State of Iraq and the Levant and formed a formidable confederation to unleash terror on the people especially due to differences in socio-cultural configurations within their environment (Akpabio, 2016). In 2009, Boko Haram's increasing
radicalisation led to a violent uprising in July 2009 in which its leader was arrested and executed. Its unexpected resurgence came to the fore, following a mass prison break in September 2010, was accompanied by increasingly sophisticated attacks, initially against soft targets, but progressing in 2011 to include suicide bombings of police buildings and the United Nations office in Abuja. The use of suicide bombings, attacks on the security agents and terrorist attacks on the people brought about international recognition of Boko Haram as terrorist group in Nigeria (Ighomereho and Akpor, 2013). Consequently, Global Terrorist Index (2017) showed that there were five hundred and eighty eight (588) terrorist attacks that resulted to 4,950 deaths and 2,786 injuries, which made Nigeria the third most terrorist country of the world.

The incessant bombings, kidnapping and armed robbery operations have blighted the lives of many Nigerians while some were internally displaced, thereby disrupting the operations of SMEs in Nigeria. The indifferenced which for years exemplified the government’s response to the insurgency is increasingly being challenged. Despite proclamations of military victory, federal, state and religious authorities that Boko Haram has been decimated, yet insecurity is on the increase.

1.2 Statement of the Problem
The growing level of insecurity in the country especially in the Northeast of Nigeria, where the activities of the insurgent have apparently become a bottleneck on the performance of SMEs due to incessant bombings which have claimed many lives, while some people were displaced resulting to closure of some of the SMEs in the area. Global Terrorist Index (2017) reported that Nigeria had 588 terrorist attacks which led to 4,950 deaths and 2,786 injuries, thereby making Nigeria the 3rd most terrorist country of the world between 2015 and 2017. This ranges from killing of innocent Nigerians, raping of women, kidnappings, armed robbery operations, bombing of major cities and police stations in the northern part of Nigeria, especially, Borno, Kano, Bauchi, Niger, Yobe, Adamawa, Abuja, among others. This situation may have discouraged foreign direct investment because no investor would want to invest in an unsafe environment. Despite, the claimed efforts of the federal government to curb the scourge of the insurgent through deployment of military personnel to the area, yet their efforts have not yielded the desired results to have restored peace and security, as a result, the operations of SMEs are affected, which has negative effect on their performance. It is against this backdrop, that this study was designed to ascertain the extent to which security challenges relate to the performance of SMEs in Nigeria.

1.3 Objective of the Study
The general objective of the study is to determine the effects of security challenge on performance of SMEs in Nigeria. Specifically, the study seeks to ascertain the extent to which insecurity challenges relate to the performance of Small Medium Enterprises (SMEs) in Nigeria.

2.1 CONCEPTUAL FRAMEWORK
2.1.1 Concept of Security
Security is referred to as freedom against potential harm, terror attacks, anxiety etc., from either external or internal forces (Williams, 2016). It is concerns with the protection of lives and properties of the people. John (2010) sees security as any situation that exists resulting from a well established framework where the lives and properties of the people are protected against any form of harm, hostility and terror. It is the existence of conditions within which people in a society can go about their normal daily activities without any threats to their lives or properties. However, it consists of those safety paraphernalia designated to protect the people and their businesses against any form of attacks. These paraphernalia according to John (2010) consists of every mechanism that the government has put in place such as the communication equipments, military intelligence allies, cross-border operations, flintlock counter-terrorism exercises and the Rios system that the military has strategically instituted in combating terrorism in Nigeria. From the aforementioned, the study sees security as the protection of lives and properties from any form of threats, terror, brutal killings etc., in a given economies. It is only a safety environment that people can go about their normal businesses and equally attract investors. That is why Nelson (2017) contends that any given environment that is secured not only attracts foreign direct investment but drives businesses in the area.

However, government at the epicenter has the prerogative to provide adequate security for the people through its security apparatus. Government at all levels is saddled with the responsibility of ensuring that its citizens are protected from either external or internal aggression (Nelson, 2017). Socio-economic activities thrive in peaceful and safety environment where the safety of individual lives and properties are secured. Therefore, a safety environment plays a significant role in fostering the activities of SMEs in any given economies.
2.1.2 Insecurity

Insecurity is the direct opposite of security. The concept of insecurity explains the presence or existence of external or internal aggressions, terrorism attacks, suicidal bombings, brutal killings, herdsman attacks etc., on the people (Tolu, 2017). Insecurity engenders fear, restiveness, anxiety and psychological trauma on the people which result to high blood pressure. The presence of these factors however makes the environment unfriendly for the operations of SMEs in Nigeria. Any country that experiences high level of insecurity, its socio-economic activities is at the mercy of the perpetrators to determine its level of development (Nelson, 2017). The truism of the aforementioned is premised on the fact that the people especially SMEs operators do not operate freely for fear of extra-judicial killings, suicidal bombings and threats from the insurgent.

Insecurity challenges can be traced to the early years of military rule when large quantities of arms were imported into the country for the use of the military during and after the Nigerian civil war, some of which got into the hands of the civilians. Soon after the civil war these arms were used by civilians and ex-military men for mischievous purposes such as armed robbery. There was also the army of unemployed youths some of whom lost their job during the civil war. The level of insecurity assumed dangerous dimensions in the prolonged years of military rule beginning from 1970 during which people procure arms and light weapons for personal defence. Some of these arms and light weapons got into the hands of unemployed youths who used them for deviant purposes in pursuit of their selfish interests while some researchers attribute youth violence to peer group influence and other psychological factors associated with growing up, others emphasized the impact of political and economic factors such as ethnic agitation, political agitation, unemployment, Structural Adjustment Programme (SAP) as triggers of violent reaction among the youths (Ewetan and Ese, 2014).

2.1.3 Causes of Insecurity in Nigeria

Many authors have attempted to come up with the possible causes of insecurity in Nigeria but little or no attention has been given to it. From the avalanche of literature, the study considered the following factors as the sources of insecurity in Nigeria.

1. Unemployment

Unemployment is a situation where someone of working age is not able to get a job but would like to be in full-time employment (Agbani, 2017). Youth unemployment is increasingly sky-rocketing in Nigeria, where National Bureau of Statistics (2017) shows that unemployment rate has risen to 14%. A situation where 14% of Nigerian youths who are suppose to be working are not, they are susceptible to crime or any heinous act for survivals. An aged long proverb has it that “an idle mind is a devil workshop”. An idle mind gives room to evil conception, and illicit behaviour that birth crime in the society.

Unemployment wields significant negative effects on national development as most productive force are not working. However, the failure of successive administrations in Nigeria to handle unemployment problems further exacerbated the situation, as a result, youths resolve to kidnappings, armed robbery operations, rituals, and all manner of heinous activities to earn a living.

2. Open Borders

Nigeria border security apparatus are poorly guarded. Insurgents from other countries can infiltrate Nigeria with no problem. This situation is especially dangerous in the North East. Weak border enforcement by security personnel has allowed the group to transport arms, establish safe havens and in 2014 declared a caliphate in parts of the northeast. On 6 February 2017, Mali, Niger, Chad, Mauritania and Burkina Faso established the G5 Sahel counter-terrorism unit for improved matching force operations against insurgency. Better intelligence-gathering should strengthen the Multinational Joint Task Force, which has been fighting Boko Haram since 2012. An improved regional security response must also incorporate local agents with profound knowledge of the border areas, such as vigilante groups and the Nigerian Civilian Joint Task-Force (CJTF), if it is to be successful.

3. Ethnicity Problem

Ethnicity is a social phenomenon that is manifested in interactions, approach to issues, beliefs, customs etc., among individuals of different ethnic groups within a political system, where language and culture are the most prominent attributes. Ethnicity is natural in almost all societies made up of more than one ethnic group. This observation tends to offer the suggestion that the interaction between different ethnic groups within a single political, religious, and cultural orientations set-up generates ethnic identity (Haldun and Opeyemi, 2016).

Every Nigerian irrespective of your ethnicity is conscious of his/her religion. Therefore, religion plays an indispensable role in Nigerian society and had over time metamorphosed itself to potent force in the
geopolitical development of the country. This force which has been used to unite Nigerians is the same force that has resulted to several conflicts in the country. Nigeria as a nation state has had several religious crises which heretofore have gained notoriety as the most violent crises in Nigeria. Although, the work of Kalu (2010) shows succinctly that ethno religious conflict is most prevalence in the Northeast. This same idea was supported by Haldun and Opeyemi (2016) who gave detailed examples of ethno-religious conflicts to include Kafancha-Kaduna crisis in the 1980s and 1990s, the Kaduna Sharia riots of 2000, Jos riots of 2001 and Boko Haram insurgent. The Boko Haram had pledge their allegiance to the Islamic State (IS) in the pursuit of their ideology, beliefs and norms which influence their behaviour as opposed to other ethnic groups, as a result, create behavioral pathways that results to conflicts in Nigeria.

2.1.4 Organizational Performance
The concept of organizational performance stems from how organization successfully achieves its goal. This performance could be measured in three distinctive dimensions to include financial performance, market performance and shareholder value, respectively.

Financial performance refers to an organization's results with regard to return on investment and return on assets (Okpara, 2015). Every business organization tries to appropriate resources effectively to improve on its financial status. Achieving and sustaining an improved financial performance, the organization must add value to every segment of their operations management, which in turn, results to good return on their investment. Improved financial performance index is often used to measure high performance organization especially as the firm meets up with their financial obligations. Every investment made by any organization needs to be recouped in order to pave way for further investment.

The market performance refers to a company's ability to make and distribute their outputs in the most cost effective way and to set a price that returns a reasonable amount to suppliers. Market performance can be improved especially when the firm has holistic understanding on the trends in the market. It is concern with the identification of the market needs, and aligns their productive capacity towards the production of those goods that meet customers' expectations at profit to the organization (Kelvin, 2015). In addition, market performance refers to the ability of a company to meet the demands and expectations of consumers regarding the good or service produced. Some organizations also measure market performance with regard to how great a share of the market they possess relative to their competitors, and some measure their ability to achieve social responsibility (or stewardship of the environment and responsibility to the community). Finally, shareholder value refers to the value of what a person holding shares in the firm possesses. These three measures determine whether an organization is meeting its goals.

Theoretical Framework
The underpinning theories of this study are anchored on Democratic Peace Theory and Conflict Theory. Democratic Peace Theory was propounded by Doyle (1998). The theory assumed that security can be achieved when liberal institutions are assiduously encouraged to perform their task effectively and security policy must have long-term multiplier effect on the spread of liberalism. Doyle (1998) argues that every state irrespective of their socio-cultural tendencies, values, and beliefs should have a common front through which their differences should be addressed rather than resorting to violence. The theory opted for peace and tranquility as a pivotal mechanism of enhancing security. Sustainable security can only be achieved when various conflicting issues especially as it relate to people’s ideology and perceptions should be harmonized in the light of what is contingent on the environment. Doyle (1998) opined that mutual democratic pacifism or inter-democracy nonaggression should be sustained in order to pre-empt and harmonize individual interests and perceptions in achieving the desired peace in the society.

The theory believed that democratic proponents possess greater inclination in establishing diplomatic institutions that have the potentiality of resolving individual differences. This perception however enables the people to avoid war, extra-judicial killing, suicide bombings etc., in order to protect lives, preserve infrastructure and resources for any country. Those who dispute this theory often do so on grounds that it conflates correlation with causation, and that the academic definitions of ‘democracy’ and ‘war’ can be manipulated so as to manufacture an artificial trend. Rummel (1997) argues that for every country that wishes to engender peace and improved security must institutionalize democratic peace strategy and democratic culture in creating behavioral pathways necessary for the desired security.
Conflict Theory
Conflict theory was propounded by Karl Marx (1998). The conflict theory has been used to explain a wide range of social phenomena, including wars, conflicts, revolutions, wealth, poverty, discrimination and domestic violence. It ascribes most of the fundamental developments in human history, such as democracy and civil rights, to capitalistic attempts to control the masses rather than to a desire for social order. The theory revolves around concepts of social inequality in the division of resources and focuses on the conflicts that exist between classes. However, it draws attention to power differentials, beliefs, noun and ideologies of the people and generally contrast historically dominant ideologies arising from people’s perceptions that brew conflicts. The theory assumes that as people of different cultural orientations come together, it must brew conflict and therefore maintained that conflict is inevitable.

Marx’s conflict theory focused on the conflict between two sets of people, ethnic groups, etc., with different cultural orientations which Marx (1998) referred to as bourgeoisies and proletariat. The theory maintained that the bourgeoisies represents the members of the society who hold the wealth, power and means while the proletariat represents those considered working class or poor. Marx (1998) theorized that the bourgeoisie within the population would use their influence to oppress the proletariat. The uneven distribution within the conflict theory was predicted to be maintained through ideological coercion where the bourgeoisie would force acceptance of the current conditions by the proletariat. Marx further believed that as the working class and poor were subjected to worsening conditions, a collective consciousness would bring the inequality to light and potentially result in revolt. If conditions were subsequently adjusted to address the concerns of the proletariat, the conflict circle would eventually repeat.

In Nigeria as a nation state, it has the largest aggregation of ethnic groups in Africa. There are more than 300 Nigerian tribes and among the largest include Hausa-Fulani, Igbo, Yoruba, Ijaw, Kanuri, Annang, Tiv, Ibibio, and Efik. These tribes have their distinctive cultural orientations that influence their perceptions to life, character, value system, beliefs and norms. The complexities arising from their cultural orientations brew conflicts in the society. For instance, The Hausa-Fulani tribe is in possession of power, wealth, and means and could use the power to influence others. For instance, the Boko Haram insurgency came to the fore as the group attempted to establish Islamic state under Shariah law, wider imposition of Islamic rule beyond Nigeria and Western Education is forbidden as their own ideology as opposed to other dissimilar cultural orientations, as a result, culminate to conflict, extra-judicial killings, terror and destruction of lives and properties in an attempt to force acceptance of their own ideology to the people.

METHODOLOGY
The study employed a quantitative research design. This design would help to build a mathematical model that will capture the extent of relationship between the studied variables. The focus of the model was on security challenges in Nigeria measured with the number of Nigerians killed by the Boko Haram insurgent, Kidnappings and Armed robbery attacks and SMEs performance from 2008-2017. Performance is measured with SMEs product output over the studied period. Multiple regression models were employed via Ordinary Least Square (OLS), while secondary data were obtained from Global Terrorist Index (2017).

Model Specification
Generally, the multiple regression models may be specified as:

\[ Y = f(X_1, X_2, \ldots X_n) \]  

Where Y is dependent variable, and Xi, i=1,2,……n are the explanatory variables. Therefore, the model for this study becomes:

\[ P_t = f(BM_t, KID_t, AR_t) \]  

Where P = Performance of SMEs, f is a function operation, B is Boko Haram attacks, K is kidnappings and A is Armed Robbery operations. A close observation indicates that model 3 below is the determinant of the real structure of the model. However, equation (2) could be said to approximate the real behaviour of the modeled variables and how the predictor variables interplay with the dependent variable is neither captured in equation 1 nor 2. Since the variables assume linearity, hence additive and multiplicative.

The additive structure may be stated as:

\[ P_t = \beta_0 + \beta_1 B_{Mt} + \beta_2 KID_t + \beta_3 A_{Rt} + \mu_t \]  

Where \( \beta_0 \) to \( \beta_3 \) are coefficient of the independent variables to be estimated and \( \mu \) is the stochastic error term. Meanwhile, the independent variables are not independent of another. Rather, their interaction succinctly depicts additivity. However, multiplicative
model will be used in estimating the performance of SMEs with respect to the explanatory variables.

The multiplicative model is stated thus:

\[ P_t = \beta X_{t1} X_{t2} X_{t3} \mu_t \]  

Where \( \beta \) is the residual effect, \( X_{t1} \) is \( B_t \), \( X_{t2} \) is \( K_t \) and \( X_{t3} \) is \( A_t \) and \( \mu_t \) is error term. From equation 4, it shows that Boko Haram attacks, Kidnappings and Armed Robbery attacks influence the performance of SMEs in Nigeria such that \( \sum_{i=1}^{3} \alpha_i \leq 1 \) or \( \sum_{i=1}^{3} \alpha_i \geq 1 \). If the sum of the coefficients is unitary, than SMEs performance growth will be at a constant rate, but if \( \sum_{i=1}^{3} \alpha_i < 1 \), SMEs performance will decline. If \( \sum_{i=1}^{3} \alpha_i > 1 \) their performance will increase. To estimate equation 4, it requires the transformation of the equation for linearity. Therefore, semi-log and double-logarithm models would be employed. Thus:

\[ P_t = \log(\beta) + \alpha_1 \log(X_{t1}) + \alpha_2 \log(X_{t2}) + \alpha_3 \log(X_{t3}) + \log(\mu_t) \]  

Equation 5 was adopted because it gives better predictions.

Results

Table 1: Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>SMEs P</th>
<th>BH</th>
<th>KID.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>78.39857</td>
<td>67.59524</td>
<td>52.19048</td>
</tr>
<tr>
<td>Median</td>
<td>65.23000</td>
<td>60.00000</td>
<td>65.00000</td>
</tr>
<tr>
<td>Maximum</td>
<td>184.5900</td>
<td>155.0000</td>
<td>97.00000</td>
</tr>
<tr>
<td>Minimum</td>
<td>10.69000</td>
<td>9.000000</td>
<td>11.00000</td>
</tr>
<tr>
<td>Std. Dev.</td>
<td>56.14366</td>
<td>53.79908</td>
<td>29.67089</td>
</tr>
<tr>
<td>Skewness</td>
<td>0.513148</td>
<td>0.459829</td>
<td>0.016332</td>
</tr>
<tr>
<td>Kurtosis</td>
<td>2.007210</td>
<td>1.706497</td>
<td>1.733389</td>
</tr>
<tr>
<td>Jarque-Bera</td>
<td>1.784050</td>
<td>1.784050</td>
<td>1.404700</td>
</tr>
<tr>
<td>Probability</td>
<td>1.404700</td>
<td>1.404700</td>
<td>1.404700</td>
</tr>
<tr>
<td>Sum</td>
<td>63042.21</td>
<td>57886.81</td>
<td>17607.24</td>
</tr>
<tr>
<td>Sum Sq. Dev.</td>
<td>63042.21</td>
<td>57886.81</td>
<td>17607.24</td>
</tr>
<tr>
<td>Observations</td>
<td>63042.21</td>
<td>57886.81</td>
<td>17607.24</td>
</tr>
</tbody>
</table>

Skewness measures the degree or the extent of asymmetry of the distribution of the series around its mean. The skewness of normal distribution is always zero. Positive skewness suggests that the distribution has a long right tail while negative skewness shows that the distribution has a long left tail. In table one, it shows that all the variables have positive skewness indicating that the distribution has long right tail. Kurtosis measures the peakedness of the distribution of the series. However, if the kurtosis is greater than three, the distribution is assumed to be peaked compared to normal and when < three, such that distribution is said to be flat relative to normal. From Table one, all the values of kurtosis were below three and therefore flat. More so, Jarque-bera is a test for distribution of the series. It however, measures the difference of the skewness and kurtosis of the series with those with normal distribution.

Unit Root Test

Unit root test is employed to measure the stationarity of the time series data. It is used to check for the presence of a unit root via Augmented Dickey Fuller (ADF). Therefore, Augmented Dickey Fuller (ADF) unit root test were conducted on all the variables in an attempt to establish the reliability of the data. However, the result of the Augmented Dickey Fuller (ADF) test statistic, R-Squared and Durbin-Watson statistic at 5% and 10% level of significance reveals that all the variables (SMEs performance, Boko Haram attacks, Kidnappings and Armed robbery attacks) are non-stationary at level but stationary at first differencing. This means that they are integrated of order I(1). The test results are presented below:

Table 1 shows the descriptive statistics of the regressed SMEs performance on Boko Haram attacks, Kidnappings and Armed Robbery attacks as independent variables in Nigeria. The mean is the average value of the series which is determined by dividing the total value of the series by the number of observations. The average percentage were 78.39857, 67.59524, 52.19048 and 44.02381 for SMEs performance, Boko Haram attacks, Kidnappings and Armed Robbery attacks from 2008-2017. The standard deviation is a measure of spread or changes in a series of data. The standard deviation was 56.14366, 53.79908, 29.67089 and 30.78168 for SMEs performance, Boko Haram attacks, Kidnappings and Armed Robbery attacks. The values of the standard deviation skewed upward indicating that increasing rate of insecurity in Nigeria influence the performance of SMEs in Nigeria.
Table 2: UNIT ROOT RESULT
Augmented Dickey-Fuller Unit Root Test with Intercept

<table>
<thead>
<tr>
<th>Series</th>
<th>ADF Test Statistic</th>
<th>5% critical values</th>
<th>10% critical values</th>
<th>Order</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMEs P</td>
<td>-4.911131</td>
<td>-3.962813</td>
<td>-2.606129</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
<tr>
<td>BH</td>
<td>-6.683418</td>
<td>-3.040391</td>
<td>-2.660551</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
<tr>
<td>KID</td>
<td>-5.789119</td>
<td>-3.960171</td>
<td>-2.607051</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
<tr>
<td>AR</td>
<td>-5.486945</td>
<td>-3.960171</td>
<td>-2.607051</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
</tbody>
</table>

Source: Authors Computation Using E-views 7.0 Version

Table 3: Augmented Dickey-Fuller Unit Root Test with Intercept

<table>
<thead>
<tr>
<th>Series</th>
<th>ADF Test Statistic</th>
<th>5% critical values</th>
<th>10% critical values</th>
<th>Order</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMEs P</td>
<td>-8.695703</td>
<td>-2.9233</td>
<td>-2.5030</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
<tr>
<td>BH</td>
<td>-4.240045</td>
<td>-2.9233</td>
<td>-2.5030</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
<tr>
<td>KID</td>
<td>-5.244639</td>
<td>-2.9233</td>
<td>-2.5030</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
<tr>
<td>AR</td>
<td>-5.657389</td>
<td>-2.9233</td>
<td>-2.5030</td>
<td>1(1)</td>
<td>Stationary</td>
</tr>
</tbody>
</table>

Source: Authors Computation Using E-views 7.0 Version

The results of Augmented Dickey-Fuller (ADF) unit root test as presented in Table 2 and 3 showed the existence of unit roots in the data using trend and intercept. The result however showed that SMEs P, BH, KID and AR are integrated of order one 1(1). Both the ADF with trend and intercept succinctly showed that the time series are integrated of the same order.

Co-integration Test
Having established the stationary of the variables at their first difference 1(1) which suggested that these variables were of the same order of integration and therefore established the equilibrium relationship among the supposed variables of the study. On the other hand, co-integration enables the determination of long run relationship between the independent and dependent variables of the study. However, to establish co-integration of the aforementioned variables, the trace statistics must be greater than the MacKinnon critical value at a selected level of significance which is chosen from the normalized co-integration coefficient with the lowest log likelihood. Table 4 below shows that there is a long run relationship between SMEs performance and Boko Haram attacks, Kidnappings and Armed Robery attacks in Nigeria.

Table 4: Co-Integration Test
Date: 08/28/18  Time: 19:43
Sample (adjusted): 1997 2017
Included observations: 9 after adjustments
Trend assumption: Linear deterministic trend (restricted)
Series: SMEs P, BH, KID, AR
Lags interval (in first differences): 1 to 1

Unrestricted Cointegration Rank Test (Trace)

<table>
<thead>
<tr>
<th>Hypothesized No. of CE(s)</th>
<th>Eigenvalue</th>
<th>Trace Statistic</th>
<th>0.05 Critical Value</th>
<th>Prob,**</th>
</tr>
</thead>
<tbody>
<tr>
<td>None *</td>
<td>0.828010</td>
<td>85.99562</td>
<td>63.87610</td>
<td>0.0002</td>
</tr>
<tr>
<td>At most 1 *</td>
<td>0.715488</td>
<td>49.02895</td>
<td>42.91525</td>
<td>0.0109</td>
</tr>
<tr>
<td>At most 2</td>
<td>0.577920</td>
<td>22.63239</td>
<td>25.87211</td>
<td>0.1202</td>
</tr>
<tr>
<td>At most 3</td>
<td>0.193598</td>
<td>4.518622</td>
<td>12.51798</td>
<td>0.6663</td>
</tr>
</tbody>
</table>

Trace test indicates 2 cointegrating eqn(s) at the 0.05 level
* denotes rejection of the hypothesis at the 0.05 level
**MacKinnon-Haug-Michelis (1999) p-values
Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

<table>
<thead>
<tr>
<th>Hypothesized No. of CE(s)</th>
<th>Max-Eigenvalue</th>
<th>Max-Eigenstatistic</th>
<th>0.05 Critical Value</th>
<th>Prob.**</th>
</tr>
</thead>
<tbody>
<tr>
<td>None *</td>
<td>0.828010</td>
<td>36.96667</td>
<td>32.11832</td>
<td>0.0118</td>
</tr>
<tr>
<td>At most 1 *</td>
<td>0.715488</td>
<td>26.39655</td>
<td>25.82321</td>
<td>0.0420</td>
</tr>
<tr>
<td>At most 2</td>
<td>0.577920</td>
<td>18.11377</td>
<td>19.38704</td>
<td>0.0758</td>
</tr>
<tr>
<td>At most 3</td>
<td>0.193598</td>
<td>4.518622</td>
<td>12.51798</td>
<td>0.6663</td>
</tr>
</tbody>
</table>

Max-eigenvalue test indicates 2 cointegrating eqn(s) at the 0.05 level
* denotes rejection of the hypothesis at the 0.05 level
**MacKinnon-Haug-Michelis (1999) p-values

Unrestricted Cointegrating Coefficients (normalized by $b^*S11*b=I$):

<table>
<thead>
<tr>
<th>SMEs P</th>
<th>BH</th>
<th>KID</th>
<th>AR</th>
<th>@TREND(96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>-0.146047</td>
<td>0.105354</td>
<td>0.047239</td>
<td>-0.057250</td>
<td>-0.004597</td>
</tr>
<tr>
<td>0.198297</td>
<td>-0.169248</td>
<td>0.001513</td>
<td>0.004060</td>
<td>-0.205895</td>
</tr>
<tr>
<td>-0.023542</td>
<td>-0.022159</td>
<td>-0.046564</td>
<td>0.031987</td>
<td>0.330387</td>
</tr>
<tr>
<td>-0.018214</td>
<td>0.078728</td>
<td>-0.101754</td>
<td>-0.013201</td>
<td>-0.000156</td>
</tr>
</tbody>
</table>

Unrestricted Adjustment Coefficients (alpha):

<table>
<thead>
<tr>
<th>D(SMEs P)</th>
<th>D(BH)</th>
<th>D(KID)</th>
<th>D(AR)</th>
<th>@TREND(96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>-5.184618</td>
<td>-8.054248</td>
<td>7.505961</td>
<td>1.912632</td>
<td>-2.962368</td>
</tr>
<tr>
<td>0.510517</td>
<td>1.718145</td>
<td>3.446685</td>
<td>1.997286</td>
<td></td>
</tr>
<tr>
<td>-1.682645</td>
<td>6.997236</td>
<td>3.393084</td>
<td>4.888708</td>
<td></td>
</tr>
</tbody>
</table>

1 Cointegrating Equation(s): Log likelihood -299.7392

Normalized cointegrating coefficients (standard error in parentheses)

<table>
<thead>
<tr>
<th>SMEs P</th>
<th>BH</th>
<th>KID</th>
<th>AR</th>
<th>@TREND(96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.000000</td>
<td>-0.721375</td>
<td>-0.323453</td>
<td>0.391996</td>
<td>0.031478</td>
</tr>
<tr>
<td>(0.06950)</td>
<td>(0.12896)</td>
<td>(0.06410)</td>
<td>(0.95491)</td>
<td></td>
</tr>
</tbody>
</table>

Adjustment coefficients (standard error in parentheses)

<table>
<thead>
<tr>
<th>D(SMEs P)</th>
<th>D(BH)</th>
<th>D(KID)</th>
<th>D(AR)</th>
<th>@TREND(96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.757197</td>
<td>1.176297</td>
<td>0.916064</td>
<td>1.912632</td>
<td>(0.12419)</td>
</tr>
<tr>
<td>(0.45821)</td>
<td>(0.42676)</td>
<td>(0.72636)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2 Cointegrating Equation(s): Log likelihood -286.5409

Normalized cointegrating coefficients (standard error in parentheses)

<table>
<thead>
<tr>
<th>SMEs P</th>
<th>BH</th>
<th>KID</th>
<th>AR</th>
<th>@TREND(96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.000000</td>
<td>0.000000</td>
<td>-2.131017</td>
<td>2.420337</td>
<td>5.872062</td>
</tr>
<tr>
<td>(1.09478)</td>
<td>(0.54427)</td>
<td>(6.89240)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4 above shows that there are one (1) co-integrating equations at 5% level of significance in each equation of which the model with lag 1 was chosen with the linear deterministic test assumption. The eigenvalue statistic is normally employed in an attempt to ascertain if co-integrated variables exist. The existence of co-integration is engendered, if the values of Max-eigenvalue statistics are relatively higher than zero while the likelihood ratio is higher than 5% critical value. The Max-eigenvalue of SMEs P, BH, KID and AR were 0.828010, 0.715488, 0.577920, and 0.193598 which were greater than the critical value at 5% level of significance. The normalized co-integrating coefficients for one co-integrating equation given by the long-run relationship shows that -0.721375, -0.323453, 0.391996 are the coefficients of Boko Haram attacks, Kidnappings and Armed robbery attacks in Nigeria indicating the extent of their relationship to SMEs performance. It shows a long run relationship between the SMEs performance and security challenges in Nigeria.
Table 5 above succinctly shows the extent of each of the studied variables affects the performance of SMEs in Nigeria. The regression coefficient of Boko Haram attacks is -0.729188. This implies that a unit increase on the operations of Boko Haram attacks will lead to a decline on SMEs performance by 73% significantly (0.0000 < 0.05). More so, the result of kidnapping coefficient is -0.493583, suggesting that increasing rate of kidnapping cases result to a significant decline of 49% on SMEs performance and the coefficient of Armed Robbery attacks is -0.654110. The implication of the negative sign on the coefficient is premised on the fact that armed robbery activities affect the performance SMEs. These results were also supported the result of the coefficient of determination ($R^2$) that captured the degree of variability of 93% on the performance of SMEs as accounted for, by Boko Haram attacks, Kidnappings and Armed robbery activities in Nigeria. At 5% level of significance with three explanatory variables and 9 observations, the tabulated Durbin Watson for DL and DU are 1.728 and 1.810 respectively. Therefore, there is no evidence of positive first order serial correlation.

### Conclusion

From the findings of this study, it is logical to conclude that security challenges have a negative and significant effect on the performance of SMEs in Nigeria. This negative effect on the SMEs performance points to the need for federal government to reconfigure its security apparatus through the deployment of Military personnel with sophisticated equipment that can combat this insurgency, armed robbery operations and kidnappings decisively. Increasing rate of insecurity has a negative down-tune on socio-economic development of the country. This is because no country of the world can attracts foreign direct investments when the environment is not secured.

Every investor considers the environment as part of his/her SWOT analysis before investing.

### Recommendations

From the findings and conclusion drawn, the study recommends that the federal government should take effective measure in addressing issues relating to Boko Haram activities, Kidnapping and armed robbery attacks considering its negative effects on socio-economic development of the country. This could be achieved through the creation of a National Guard Intelligent Personnel and a Special Forces Unit in the Nigerian military trained in counter-terrorism strategies, tactics, asymmetric warfare and desert warfare that can combat insurgency and other related crime decisively. Also, the Nigerian police and other security agencies should work in synergy through the establishment of centrally controlled intelligent unit across all the states of the federation. This will foster centralized intelligent information system within the whims and spectrum of all the agencies for swift response to distress call.

On the other hand, the federal government should create jobs for the teaming youths because an idle mind is the devil’s workshop. Most of the people who engage in armed robbery operations, kidnappings and other heinous crimes are people without a unified work. People who are gainfully employed have little or no time to hatch evil.

### REFERENCES


PART TWO
LEADERSHIP AND NATIONAL DEVELOPMENT
Governance, Corruption and Anti-Graft Agencies in Africa: A Comparative Study of Nigeria and Uganda

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Okiemmau@yahoo.com

Abstract

Introduction: This study seeks to examine the effectiveness of anti-graft agencies activities in Nigeria and Uganda.

Objectives: To determine if the anti-graft agencies in both countries have been effective in their fight against corruption.

Methods: A comparative research design was used to compare the activities of these agencies in the two countries. The comparative analysis helps to examine the similarities and differences in their operations and provide understanding of social reality in the different national contexts. Data were collected from the World Wide Governance Indicators (WGI) from 2000 to 2016 for Nigeria and Uganda for political parties, Military and police, legislature and parliament, judiciary and the overall corruption index. This study applied a trend analysis and t-test. The trend analysis was adopted to determine the extent of anti-graft agencies activities in their fight against corruption. While the t-test was used to compare the level of corruption in each institution in both countries.

Results: The findings indicated that corruption is a problem that impede on deepening democracy and sustainable development. An effective anti-graft agencies effort is expected to result in openness, discipline, integrity, transparency and good governance. The result from this study however, shows that the measures formulated and implemented in Nigeria and Uganda were all defective, fraught and are not expected to provide solution to the menace of corruption in the two countries.

Discussion and Conclusion: The government of Nigeria and Uganda should therefore, embark on societal sensitization with emphasis on political accountability and good governance to help deepen democracies and sustainable development in the two countries. Anti-corruption programmes designed by the government and civil society organizations should aim at strengthening faith in the citizens by making the citizens realize how important they are in the fight.

Keywords: Nigeria, Uganda, Corruption, Anti-graft agencies, Institutions

Introduction

Policies aimed at strengthening public governance and fighting corruption has flourished in Africa with the discovery of the relationship between institutional underdevelopment, inefficient policies and political instability. Beginning from 2000, a number of African countries have created simultaneous anti-corruption bodies to join the global dynamics. Anti-corruption agencies can take on a wide variety of forms. For example, the organization for economic cooperation and development OECD identified three main models: Multi-purpose agencies with law enforcement powers, Law enforcement type institutions and Preventive, Policy development and co-ordination institutions.

The Multi-purpose agencies have limited functions while the law-enforcement models are in charge of detection, investigation and prosecution but may also combine the functions including prevention and co-ordination of the networks of participants in the fight against corruption. This study compares the institutionalization of anti-corruption agencies in Nigeria and Uganda. The sampled countries are sufficiently diverse to allow us identify those challenges based on comparisons of the main features of their anti-corruption agencies.

Conceptual analyses

Governance has been defined as the use of political authority and the exercise of control over society and the management of its resources for social and economic development. It encompasses the functioning of a state institutional and structural arrangement, decision making processes, policy formulation, implementation capacity, information flows, effectiveness and the nature of the relationship between rulers and the ruled. (Doig, 1995), Fatile and Olufemi (2017: 49). Accordingly, Richardson (2008)
noted that good governance ensures that political, social and economic priorities are based on broad consensus in society and the voices of the poorest and the vulnerable are heard in decision-making over the allocation of development resources.

Good governance has however remained elusive globally. Governance is good when it is able to achieve the desired end of the state defined in terms of justice, equity, protection of life and property, enhanced citizen’s participation, preservation of the rule of law and improved living standard of the populace. Ogundiya, 2010.

The term corruption according to Ikotun,( 2004) comes from a Latin word rump ere, (to break), implying that something is broken. This something might be moral or social code of conduct, more often an administrative rule. Defining the term more saucily, Onuoha (2005) posited that corruption should be seen as an illegal act, which involves inducement and or undue influence of the people either in the public setting or private sphere to act contrary to the extant rules and regulations which normally guide a particular process. There is a general consensus among scholars that corruption is the abuse of entrusted power for private gain. It hurts every one whose livelihood or happiness depend upon. Fatile and Adejumo (2012).

### Anti-Corruption Efforts in Nigeria and Uganda

The Federal government of Nigeria in its effort in the fight against corruption and waste in the public service demonstrated by the establishment of two major anti-graft institutions, the Independent Corrupt Practice (ICPC) and Other Related Offences Commission (EFCC) in 2000 and 2003 respectively. The Government’s target is zero tolerance for corruption. Thus, according to Ribadu (2006), anti-corruption strategies engaged marshalled the following policy measures. Promulgation of laws against graft – the Independent Corrupt Practices and Other Related Offences Commission (ICPC) Act, Economic and Financial Crimes Commission (EFCC) Act, Money Laundering (Prohibition) Act 2004; Strengthening of anti-corruption and other economic crimes Institutions for effective law enforcement; Prosecution and conviction of high ranking administration officials; Tracing, seizing and confiscation of all proceeds of crime; Institution of the Due Process Mechanism in public sector procurements; Privatization of failing public institutions and creating an enabling environment for effective private-public partnership; monthly publication of distributable revenue from the Federation Account to the different tiers of Government; as well as Institution of transparencies in the Oil and Gas sector through the work of the Extractive Industries Transparency Initiative (NEITI).

### Economic and Financial Crimes Commission (EFCC)

The EFCC which is today the arrow-head in the fight against corruption in Nigeria was established in 2003 as part of a national reform programme to address corruption and money laundering and in answer to the Financial Action Task Force (FATF) concerns about Nigeria’s Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) laws. EFCC is an inter-agency commission comprising a 22-member Board drawn from all Nigerian Law Enforcement Agencies (LEAs) and regulators. The commission is empowered to investigate, prevent and prosecute offenders who engage in “Money laundering, embezzlement, bribery, looting and any form of corrupt practices, illegal arms deal, smuggling, human trafficking and child labour, illegal oil bunkering, illegal mining, tax evasion, foreign exchange malpractices including counterfeiting of currency, theft of intellectual property and piracy, open market abuses, dumping of toxic wastes and prohibited goods” (Section 46, EFCC Establishment Act, 2004) (Citied in Ribadu 2006)

### Anti-Corruption Strategies in Uganda

At the time of independence in 1962, Uganda showed a strong economic performance with an annual growth in real GDP of 6%. Legislative and parliamentary institutions and electoral procedures were established and supported by a free press and an efficient civil service. However, instead of making the state truly more responsive to the people, the basic situation of the colonial state was continued, and already in 1967, the regime ruled without holding elections. Thus, the country failed to make the transition to a truly democratic system. Presumably, one reason for the decline was that Uganda had no model of a government based on the principles of accountability and transparency upon which to create a genuinely democratic state: Naturally, the British colonial administration was not accountable to the Ugandan people, and neither was it a model of transparency. Another reason was the political and ethnic fractionalization of the country and the conflicts resulting from this situation. The Prime Minister was not accepted by a large part of the population, and the new elite that emerged after the independence exploited its monopoly powers to
extract rents. All this resulted in declining economic activity and service provision and an increase in non-productive expenditure e.g for the Military.

In this situation, corruption became central to many activities and began to be regarded as a perfectly rational and admissible behaviour. Civil servants started to demand fees for services that should have been performed for free. Increasingly, these fees and commissions were regarded as entitlements. This deeply rooted views of corruption as a matter of course is a problem that contemporary attempts to fighting corruption are still having great difficulties to overcome.

The time after Amin was again characterised by political instability. This led to the succession of three governments in one year, chiefly by the political manipulation or military force. Public life was dominated by great uncertainty, opportunism, a loss of commitment the common good and growing ethics and regional tensions. Corruption reaches new heights in these circumstances and added up to outright plunder. This was aggravated by quickly changing allegiances in public policy that led to the redistribution of civil service posts after each regime change. The ensuing insecurity of office fuelled the desire of public officials to extract rents as long as they still had their posts. Since any interaction with the state was expensive and dangerous, the black economy desired to circumvent the state continued to grow.

All this ended in a five-year civil war marked by economic chaos and uncontrolled corruption in which the National Resistance Army (NRA) under Yoweri Museveni tried to gain control of the state. It finally succeeded in 1986 and was faced with a difficult situation:” Corruption had been elevated to the level of an ideology, the culture of success in politics, in religion, in business and public administration. (…) Honesty and Integrity had become a ‘vice’ to be scoffed at; dishonesty and cunning were ‘virtues’ to be cultivated and emulated. (…) Corruption had become systematic; it was recognised as a way of life, and a respectable one at that.”

Soon after coming into power, the NRM emphasised that it regarded the fight against corruption as one of its main challenges. It was included as point No. 7 in its Ten Point Programme of 1986 in which the NRM declared its main aims: “Africa being a continent that is never in shortage of problems, has also the problem of corruption, particularly bribery and misuse if office to serve personal interests. Corruption is indeed a problem that ranks with the problems of structural distortion that we have been talking about”.

The government’s strategies to fight corruption include the National Anti-Corruption Strategy (NACS), the Anti-Corruption Act, and the establishment of a specialized anti-corruption court within the judiciary. Internationally, Uganda has been a signatory of the United Nations Convention against Corruption (UNCAC) as well as the African Union Convention on Preventing and Combating Corruption since 2004.

Many civil society organizations have joined the anti-corruption fight, including the Anti-Corruption Coalition, Transparency International Uganda, and the African Parliamentarians Network against Corruption, Civil Society Today, the Uganda Debt Network, and the NGO Forum (Martini, 2013).

These efforts may be reflected in modest improvements in the public’s perceptions of corruption in the Office of the Presidency and of the government’s performance in fighting corruption, according to Afro barometer’s 2015 survey in Uganda. Nonetheless, more than two-thirds of Ugandans say that corruption increased during the past year. Perhaps most importantly, less than half of Ugandans believe that ordinary citizens can make a difference in the fight against corruption.

Methodology
This study seeks to examine the effectiveness of the anti-graft agencies activities in Nigeria and Uganda. The objective is to determine if the anti-graft agencies in both countries have been effective in their fight against corruption. A comparative research design was used to compare the activities of these agencies in the two countries. The comparative analysis helps to examine the similarities and differences in their operations and provide understanding of social reality the different national contexts (Bryman, Bell, Mills, & Yue, 2011). The aim may be to seek explanations for similarities and differences or to gain a greater awareness and a deeper understanding of social reality in different national contexts.

In order to understand the effectiveness of the anti-graft agencies between Nigeria and Uganda, four institutions were used to determine the extent to which corruption has been reduced in political parties, Military and police, legislature and parliament, judiciary and the overall corruption. Data were collected from the World Wide Governance Indicators (WGI) from 2000 to 2016 for Nigeria and Uganda for
political parties, Military and police, legislature and parliament, judiciary and the overall corruption (Kaufmann, Kraay & Mastruzzi, 2010; WGI, 2017).

This study applied a trend analysis and t-test. The trend analysis was adopted to determine the extent of anti-graft agencies activities in their fight against corruption. Trend analysis provided the graphical representation of the effectiveness in the anti-graft agencies effort on the four institutions in each country. While the t-test was used to compare the level of corruption in each institution in both countries.

**Trend Analyses**

**a. Political Parties**

Figure 1: Effect of Anti-graft Agencies activities on Political Parties in Nigeria and Uganda

Figure 1 shows the trend in the activities of anti-graft agencies on political parties in Nigeria and Uganda. It is expected that the activities of the anti-graft agencies in both countries curtail the level of political corruption. Political corruption is an experience of political instability and violence/terrorism. The value of -2.5 is said to be weak effort of the anti-graft agencies but a value of 2.5 is strong suggesting that the anti-graft agencies are effective. From figure 1, the trend at the top represents the political parties’ corruption index in Uganda, while the trend below represents that of Nigeria. It revealed that though both indices are negative but Uganda political parties’ corruption index is tilting towards positive than Nigeria whose political parties’ corruption index is moving toward -2.5. The result revealed that the anti-graft agency Uganda seem more effective than the one in Nigeria.

**b. Military and Police**

Figure 2 (below) shows the trend analysis of the effect of anti-graft agencies on Government effectiveness (Military and police) in Nigeria and Uganda. From Figure 2, the trend above represents the government effectiveness (i.e. the effectiveness of military and police) in Uganda, while the trend below represent that of Nigeria. The result revealed that both indices are negative in Nigeria and Uganda. It also revealed that government effectiveness is tilting towards -2.5. However, it is more negative in Nigeria than in Uganda. Thus, the anti-graft agency Uganda is more effective than the one in Nigeria.
Umoru-Oki. Governance, Corruption and Anti-Graft ...

Figure 2: Effect of Anti-graft Agencies activities on Government effectiveness (Military and police) in Nigeria and Uganda

c. Legislature & Parliament

Figure 3: Effect of Anti-graft Agencies activities on Regulatory quality (Legislature & Parliament) in Nigeria and Uganda

Figure 3 shows the trend of activities of anti-graft agencies on Regulatory quality (Legislature & Parliament) in Nigeria and Uganda which is the ability of the Legislature or Parliament to formulate and implement sound policies and regulations that permit and promote private sector development. From Figure 3, the trend for Nigeria on regulatory quality shows that it has an positive trend. While that of Uganda, the trend depicts a decreasing effect. This means that activities of the anti-graft agency in Nigeria positively affects the regulatory quality of the legislature than in Uganda. In the case of Uganda, the trend of regulatory quality depicts a negative slope.

d. Judiciary
Figure 4: Effect of Anti-graft agencies activities on Rule of Law (Judiciary) in Nigeria and Uganda

Figure 4 shows the trend analysis of the effect of anti-graft agencies on rule of law (i.e. the functionality of the judiciary) in Nigeria and Uganda. The trends in both countries depict positive rising slopes. However, the result reveals that the trend in Uganda is tilting toward positive than in Nigeria. This means that activities of the anti-graft agencies in Uganda and Nigeria positively affect the functionality of the Judiciary i.e. upholding the rule of law. The result is indicative of anti-graft agencies perform the role contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.

e. Control of Corruption

Figure 5: Effect of Anti-graft agencies activities on overall control of corruption in Nigeria and Uganda

Figure 5 shows the trend analysis of the effect of anti-graft agencies on overall control of corruption in Nigeria and Uganda. The trends in both Nigeria and Uganda depicted a situation of opposite result. This is because from the graph, the slope of the overall performance of the anti-graft agency in Nigeria in controlling corruption is positive and increasing steadily, that of Uganda is negative and decreasing. This implies that that activities of the anti-graft agencies in Uganda and Nigeria are divergent in controlling corruption. While it is improving in Nigeria, it is declining in Uganda.
Inferential T-test

The following formula is used to test and determine if there is any difference in the effectiveness of the anti-graft agencies fight against corruption in the four institutions and the overall control of corruption in Nigeria and Uganda.

\[
t = \frac{x_1 - x_2}{\sqrt{\frac{1}{n_1} + \frac{1}{n_2}} (s_1^2 (n_1 - 1) + s_2^2 (n_2 - 1)) / n_1 + n_2 - 2}
\]

\[
df = n_1 + n_2 - 2
\]

\(x_1\) = the mean perception index of political parties in Nigeria
\(x_2\) = the mean perception index of political parties in Uganda.
\(n_1\) = sample period for this study in Nigeria (2000-2016)
\(n_2\) = sample period for this study in Uganda (2000-2016)
\(s_1^2\) = sample variance for Nigeria
\(s_2^2\) = sample variance for Uganda

df= degree of freedom

Decision Criteria

The decision criterion is that we accept the null hypothesis and reject the alternate hypothesis, if P-value is greater than 0.05 significant level. Otherwise we accept the alternate hypothesis and reject the null hypothesis if the P-value is less than the level of significance of 0.05.

Table 1: T-test result for political parties

<table>
<thead>
<tr>
<th></th>
<th>NGA</th>
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</thead>
<tbody>
<tr>
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<td>-1.06421453</td>
</tr>
<tr>
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<td>0.06380885</td>
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<tr>
<td>Observations</td>
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<tr>
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<td>0</td>
</tr>
<tr>
<td>Df</td>
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<td>29</td>
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<tr>
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<td>-10.0336696</td>
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<tr>
<td>t Critical one-tail</td>
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<td>1.699127027</td>
</tr>
<tr>
<td>P(T&lt;=t) two-tail</td>
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<td>6.11493E-11</td>
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<tr>
<td>t Critical two-tail</td>
<td>2.045229642</td>
<td>2.045229642</td>
</tr>
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</table>

Table 1 shows the result of the T-test for the difference between perceptual index of corruption in political parties in Nigeria and Uganda, for the period 2000 to 2016. This is to determine whether the likelihood of political instability and/or politically-motivated violence, including terrorism is the same or different in Nigeria and Uganda. The result shows that the value of the t-test is -10.03 and the P-value of the T-test is 0.0000 and is less than the level of significance of 5% i.e. (0.0000 < 0.05). This implies that there is a significant difference between the level of political parties’ corruption in Nigeria and Uganda. The mean value indexes depicted that there is more corruption in the political parties in Nigeria than in Uganda.

Table 2: T-test result for Military and Police

<table>
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</tr>
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<tr>
<td>Variance</td>
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<tr>
<td>Observations</td>
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<tr>
<td>Hypothesized Mean Difference</td>
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<td>0</td>
</tr>
<tr>
<td>Df</td>
<td>29</td>
<td>29</td>
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<tr>
<td>t Stat</td>
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<tr>
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<td>5.26741E-17</td>
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<tr>
<td>t Critical one-tail</td>
<td>1.699127027</td>
<td>1.699127027</td>
</tr>
<tr>
<td>P(T&lt;=t) two-tail</td>
<td>1.05348E-16</td>
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</tr>
<tr>
<td>t Critical two-tail</td>
<td>2.045229642</td>
<td>2.045229642</td>
</tr>
</tbody>
</table>

Table 2 shows the result of the T-test for the difference between perceptual index of corruption in the military and police force in Nigeria and Uganda, for the period 2000 to 2016. The result shows that the value of the t-test is -17.12 and the P-value of the T-test is 0.0000 and is less than the level of significance of 5% i.e. (0.0000 < 0.05). This implies that there is a significant difference between the level of military and police corruption in Nigeria and Uganda. The mean value indexes portrayed that there is more corruption in the Nigeria military and police than in Uganda.

Table 3: T-test result for Legislature or Parliament

<table>
<thead>
<tr>
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<th>UGA</th>
</tr>
</thead>
<tbody>
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<tr>
<td>Observations</td>
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<td>16</td>
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<tr>
<td>Hypothesized Mean Difference</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 3 shows the result of the T-test for the difference between perceptual index of corruption in political parties in Nigeria and Uganda, for the period 2000 to 2016. This is to determine whether the likelihood of political instability and/or politically-motivated violence, including terrorism is the same or different in Nigeria and Uganda. The result shows that the value of the t-test is -10.03 and the P-value of the T-test is 0.0000 and is less than the level of significance of 5% i.e. (0.0000 < 0.05). This implies that there is a significant difference between the level of political parties’ corruption in Nigeria and Uganda. The mean value indexes depicted that there is more corruption in the political parties in Nigeria than in Uganda.
Table 3 shows the result of the T-test for the difference between perceptual index of corruption in the Legislature or parliament in Nigeria and Uganda, for the period 2000 to 2016. The essence is to determine the inability of the government to formulate and implement sound policies and regulations that permit and promote private sector development. The result shows that the value of the t-test is -12.10 and the P-value of the T-test is 0.0000 and is less than the level of significance of 5% i.e. (0.0000 < 0.05). This implies that there is a significant difference between the level of military and police corruption in Nigeria and Uganda. The mean value indexes indicated that there is more corruption in the Nigeria legislature than in Uganda.

Table 4 shows the result of the T-test for Judiciary for the period 2000 to 2016. The purpose is to determine the low quality of contract enforcement, property rights, and the courts, as well as the likelihood of crime and violence. The result shows that the value of the t-test is -14.15 and the P-value of the T-test is 0.0000 and is less than the level of significance of 5% i.e. (0.0000 < 0.05). This implies that there is a significant difference between the level of judiciary corruption in Nigeria and Uganda. The mean value showed that judiciary system in Nigeria is more corrupt than that of Uganda.

The result shows that the value of the t-test is 2.04 and the P-value of the T-test is 0.0000 and is less than the level of significance of 5% i.e. (0.0000 < 0.05). This implies that there is a significant difference in the control of corruption by the anti-graft agencies in Nigeria and Uganda, for the period 2000 to 2016. The result shows that the value of the t-test is -5.71 and the P-value of the T-test is 0.0000 and is less than the level of significance of 5% i.e. (0.0000 < 0.05). It can be concluded that there is a significant difference in the control of corruption in all the institutions (political parties, military & police, legislature and the judiciary) in Nigeria and Uganda. Thus, the effectiveness of the anti-graft agencies in fight against corruption in Nigeria and Uganda is different. It is seen that the anti-graft agency in Uganda are more effective than the anti-graft agency in Nigeria.

Conclusion and Recommendation
The study analysed the trend of activities in the anti-graft agencies in the fight against corruption in Nigeria and Uganda. The findings indicated that corruption is a problem that impede on deepening democracy and sustainable development. An effective anti-graft agencies effort is expected to result in openness, discipline, integrity, transparency and good governance. The result from this study however, shows that the measures formulated and implemented in Nigeria and Uganda were all defective, fraught and are not expected to provide solution to the menace of corruption in the two countries.

The government of Nigeria and Uganda should therefore, embark on societal sensitisation with emphasis on political accountability and good governance to help deepen democracies and sustainable development in the two countries.

Anti-corruption programmes designed by the government and civil society organisations should aim
at strengthening faith in the citizens by making the citizens realise how important they are in the fight.

References

Leadership Behaviour Mutation for National Development

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Abstract
In recent times, ardent watchers and analysts of the Nigerian project have suggested that the country has endemic leadership issues with genetic foundations deeply rooted in Her DNA. Although this assertion has been sharply contested, the apparent malady in the current behaviours of persons in key leadership positions in the country seems to have assumed worrisome dimensions. The observed leadership behaviours have taken an impoverishing toll on the efforts at National Development. Thus, this work, in the bid to evolve persons with development – centric leadership behaviours, took an organic approach to attempt to resolve the underlying leadership malaise. This was one using metaphoric symbolisms and biological analogies to have an introspective view of aspects of molecular ecology. This dimension was adopted in order to explain how leadership behaviour mutation could counteract the prevailing leadership trend and provide actionable thoughts for the ultimate attainment of sustainable National Development.

Keywords: Leadership; Development-centric Behaviour; Mutation; National Development; Nigeria.

INTRODUCTION
The attainment of a secured development model for Nigeria has perhaps been top most in the strategic aspirations of many of her leaders. From the time of her heroes past to contemporary times, various architects and other technocrats of the Nigerian project have been seeking strategies that will be sustainable for nation building. They have worked hard to put indelible footprints in the sands of time in the march towards putting the ongoing Nigerian project on a platform that will bring comfort to the average Nigerian and open new vistas for national development. All the efforts, though lofty and commendable, have not been able to bequeath the desired legacy and achieve sustainable National Development.

It seems obvious that Nigeria has its peculiarities in the socio-cultural environment which present peculiar challenges which are specific to her. There is therefore a need to set strategic priorities that will suit these peculiarities. Leadership is about understanding the whole gamut of the prevailing environmental dynamics in order to take proactive, active and counteractive measures when necessary. It is important that leadership behaviours demonstrate influential competences in a manner that are imbibed and replicated by the followership. It is axiomatic that fish stinks first at the head. Although this may not be in consonance with piscine biology, the role of leadership in swaying the fortunes of the productive capacities of enterprises cannot be undermined. Eburn (2016) having observed leadership bankruptcy in vision and selflessness, concurred that the development of a nation does not entirely depend on the abundance of her natural and mineral resources. With a population of over one hundred and eighty million persons, the issue of quantity of potential leaders may not be raised. However, the challenge appears to be in the quality of potential leaders with the right behaviours to drive key productive enterprises which will culminate in the ultimate attainment of lofty National development goals.

The colossal waste of the nation’s resources and the truncation of the achievement of realistic development goals by some of her leaders have gone on unabated for a long time and will continue if nothing drastic is done. Any waste that is relatively permanent, the result of recurring action and/or made permanent in a formal manner, is pathology (Pasieczny, 2017). Pathologies, dysfunctions and managerial errors are all regarded as mismanagement (Christensen, 1993). The apparent behavioural manifestations of the leadership in Nigeria seem indicative of maladies that are deep rooted. In spite of this controversial position as well as its several points and counterpoints, there is a compelling need to recreate and evolve novel sets of leadership behaviours that will produce desirable outcomes that will meet and surpass development goals. Mutations are essential raw materials of evolution (Carlin, 2011). Without necessarily going into the details of molecular ecology, this paper attempts to explore, figuratively, the use of mutations
to explain how leadership behaviours could be altered to obtain beneficial de novo behaviours for National Development.

THEORETICAL BACKGROUND
One source of the theoretical strength of this work is from the Living Systems Theory (Miller, 1995). This theory is a general theory relating to all living systems and applicable to any situation where living systems such as cells, organs, organisms, and organizations, are involved. The theory uses organic analogy as its dominant metaphor to analyze a broad range of organizational issues. Sometimes, there could be a change in the sequence of an organism's DNA as well the presence of a disease. As a diagnostic and design tool in developing administrative systems, the Living Systems Theory makes it possible to determine the condition of a system. If pathological, living systems analysis can help to understand and solve them. The Social Learning Theory (Rotter, 1954; Bandura, 1977) was another underlying theory of this work. The Social Learning Theory defines management pathology as a significant, long term irregularity in the functioning of an organization and by extension defines management pathology as a significant, long term irregularity in the process of managing an organization. The leadership situation in Nigeria has shown obvious signs of abnormalities and the presence of a malady. In this work, both changes in the sequence of an organism's DNA as well as pathology will be treated concurrently.

The Social Learning Theory (Rotter, 1954; Bandura, 1977) was another underlying theory of this work. The values of solidarity, hospitality love and truth are prevalent in the original traditional Nigerian society (Ngamen, 2016). The closely knit Nigerian social system, creates ample opportunities for the influence of senior friends, family members and colleagues with development-centric orientations. Leadership behaviours influence others to act in certain manners. Persons can learn by observing the behaviours of others around them, more especially, certain behaviours as exhibited by their leaders. The Social Learning Theory is based on the type of learning that occurs by observing, retaining and replicating novel behaviours executed by others. Social learning could also impact on behaviour when individuals learn by direct instruction as well as through direct experiences.

LEADERSHIP BEHAVIOUR MUTATION
This work views leadership as a management role in terms of the management of public interests. The management of the whole apparatus of government seems to be a bedeviling issue which has defiled many known models. Drucker (1973) surmised three popular explanations for the common failure of public service institutions to perform. One explanation is that their managers are not "businesslike"; another is that they need "better men"; and yet another is that their objectives and results are "intangible." This implies the need to make all public concerns efficient and yield tangible results by ensuring persons exhibit behaviours that are not antithetical to development. Ejimabo (2013) in a bid to identify the leadership practices of past and present leaders involved in the operation of the Nigerian government, opined that inefficiency in the management of public trust, political instability, lack of proper accountability in the country among other factors have severely impeded the ability of successive governments to implement economic policies for the common good of the people. The issue about the calibre of leadership in terms of expertise and other leadership attributes in productive enterprises, especially those handling national concerns, has repeatedly been raised. The incalculable costs of the behaviour of managers of public concerns through their actions and inactions may have prompted Drucker (1973) to emphasize the strong need for the management of public service institutions such as Schools and universities, research laboratories; public utilities; hospitals and other health-care institutions; professional, industry, and trade associations; and many others. The leadership behaviour of those managing the Nigerian project could be astutely described as how leadership behaviours of the handlers of the Nigerian economy have underdeveloped Her. Despite the ample and abundant human, material and natural resources, the results of the metrics and indicators of development show a far cry from logical expectations. The high rate of unemployment has been adduced to the failure of leadership of those managing national concerns (Ebun, 2016). With the multitude of unemployed and underemployed persons as well as the apparent job insecurity of the working populace, social ills will likely continue to emerge with unguaranteed personal safety and security of individuals in the country (Nnaemeka, et al., 2015).
A Mutation is a change in the sequence of an organisms DNA (Carlin, 2011). It is a permanent alteration in the DNA sequence that makes up a gene and the primary source of genetic variation required for evolutionary novelty and adaptation (Jiang, et al., 2010). This change differs from what was previously known to novel gene make ups which could be good, beneficial, positive or advantageous that increase fitness; bad, harmful, negative or deleterious that decrease it; indifferent or neutral that are not affected by selection because their effects are too small (Loewe & Hill, 2010; Carlin, 2011). The evolution of desired leadership behaviours is possible through the variation of certain fundamental flaws in the behaviour of individuals in leadership. Genetic changes that are described as de novo (new) mutations can be either hereditary or somatic. The following part of this section assumes that the expected de novo mutations should always be good, beneficial, positive and advantageous so that the novel leadership behaviours possess the necessary fitness for development.

**Hereditary Leadership Behaviour Mutation:** Hereditary mutations are DNA alterations inherited from a parent and are present throughout a person’s life in virtually every cell in the body (Griffiths, et al., 2000). For a leader to lead others he/she must first lead himself/herself (Dion, 2012). This implies that the leader must first understand his/her personal attributes and have an inner understanding of what it takes to be a leader and his/her role in achieving the common good of his/her followers and the society at large. The expected resultant effect is that such a leader will know that leadership is a call to serve which must be done selflessly and sacrificially. This mutant leadership behaviour is development-centric. Development-centric leadership behaviours are leadership behaviours that glaringly portray genuine and purposeful drive for the continuous progress of every aspect of the Nation’s life. Going by the natural sequence of life that parents beget children, it is logical that a person with development-centric leadership behaviours will feel the burning need to replicate and reproduce his/her own kind who will possess development-centric leadership behaviours. Through exemplary lifestyles with high moral and ethical values which the development-centric leader exhibits on a continuous basis, their offsprings will naturally inherit such development-centric behaviours which are then inherited by the offsprings after them and it is hoped that any further mutations in the cycle will maintain the status quo or continue to be better than each previously beneficial and advantageous mutation.

**Somatic Leadership Behaviour Mutation:** Somatic mutations which are also known as acquired mutations occur at some time during a person’s life and are present only in certain cells (Griffiths, et al., 2000). These Acquired mutations could be caused by environmental factors and such mutations in somatic cells cannot be passed to the next generation by heredity. Such a situation may occur if a general societal value reorientation on the desired development-centric behaviours is made by perhaps a change in the course of events in the society or from social influence from those who may have inherited such behaviours. People learn from other people through socialization. The Social learning process could be acquired by interaction, instruction and personal experiences (Rotter, 1954; Bandura, 1977). Leadership involves the exercise of influence to affect the behaviour of others in a group in a way that the members are relatively satisfied (Forsyth, 2014). Social norms could be positively affected through social influence in a way that the diverse backgrounds of the citizens of Nigeria, which has hitherto raised concerns for many with issues such as nepotism and tribalism featuring prominently, could be leveraged upon and the synergy harnessed to propagate the desired development-centric behaviours.

**BENEFITS OF LEADERSHIP BEHAVIOUR MUTATION**

**Ethical Evolution:** Evolution is the change in heritable traits of biological populations over successive generations (Ashraf & Sarfraz, 2016). Drawing from this, Ethical Evolution is the beneficial change in the current moral leadership behaviour in the nation which will be passed on to future generations. Be it hereditary or somatic, a mutation that will alter the current ethical behaviours of persons in leadership in the nation is obviously desirable. Bhagwan and Bhushan (2007) posit that if one gets the right person in the leadership job, all problems will be solved. Unethical behaviours exhibited by many Nigerian leaders have adversely affected the fortunes of Nigeria as a nation (Ejimabo, 2013). The present state of affairs in the nation has indeed necessitated the call for a state of emergency to be declared to resolve the issue of leadership. Transparency International has consistently placed Nigeria in unenviable positions. In its 2017 Corruption Perception Index (CPI), the nation earned the 148th position out of 180 in the world (www.transparency.org/country/NGA2018). An assessment of the current leadership situation shows policy and decision makers who make anti-people policies and are involved in deleterious leadership
behaviours such as bribery, corruption, abuse of power as well as egoism. Also observable, are the tendencies of leadership to engage in unethical practices such as escalation of commitment in decisions making, although they have ample evidence that the decisions are not appropriate. Perlow, et al. (2002) have linked pathology to faulty decision-making. There is thus the need for ethical disinfection to arrive at a situation of Ethical aspesis- a state of being free of ethical pathogens such as favoritism, nepotism and tribalism, misappropriation, embezzlement, bribery, corruption, abuse of power and such other ethically pathogenic elements.

De Novo Value Orientation: This is the creation of environmental conditions that are devoid of deleterious elements in the value system which are inimical to development-centric orientations in the society. Development-centric leadership orientation campaigns in the society may be an avenue to inject de novo value reorientation into the leadership and followership of the country. The society in which a person lives has a great influence on him/her. Thus, the need to create conditions that will detoxify the environmental values of pathogenic elements inimical to national development. Cultural values and beliefs affect the practice of leadership development, which relates to the values, beliefs, hopes, and fears of human existences. (Hofstede,2001; Ejimabo,2013).Get-rich– quick-syndrome, praise –singing, reckless show of opulence, fraud, greed, mistrust, tribalism, nepotism, impunity and injustice are some current toxic values of the Nigerian environment inimical to development-centric leadership behaviours. These factors and others have contributed greatly to the under development of the nation.

Corporate Efficiency: Beneficial leadership behaviour mutation will bring about leadership in all facets of the productive sectors that will minimize waste and maximize results for the corporate good of the people of Nigeria. Tsang (2002) notes that to formulate uniquely appropriate performance strategies that result in process improvements, hands-on coaching and consultation to help citizens and employees avoid unnecessary frustration and waste of efforts, increase task-relevant knowledge and skills should be made available. Advantageous mutant behaviours could help develop problem-solving skills which will enhance the leader’s creative ability to solve problems, especially in turbulent and volatile environments. Nigeria is in dire need of development-centric leaders who are visionary problem-solvers, are not resource wasters and do not shift the responsibility for mistakes to others.

NATIONAL DEVELOPMENT
Nigeria’s status among the comity of nations in the developed/developing country taxonomy of the United Nations has consistently been placed in the developing category. Virtually all notions and models of development have been experimented upon to no avail (Aremu, 2003). Ebun (2016) sees development as the positive and conscious transformation of a society and its people and thus believes that development must be related to change in the society, and this change must not only be positive but also a conscious one. Nwanegbo & Odigbo (2013) have mentioned high crime rate as an indicator of underdevelopment. The current insecurity levels have assumed an alarming dimension which is an indication of failure of leadership in government. Underdeveloped Countries have the characteristic features of endemic rural and urban widespread poverty, illiteracy, decayed and dilapidated social and physical infrastructural facilities, massive unemployment, low capacity utilization, technological backwardness, short-life expectancy, urban congestion, rural stagnation, growing inequalities with little hopes of accelerated development, excessive debt burden, environmental degradation, low industrial output, deteriorating exchange rate ,high inflation rate, poor growth of agricultural production and high incidence of diseases (Iheanacho, 2014; Ewetan, & Urhie 2014; Lawal & Oluwatoyin,2011).

The state of development of the nation is obviously pathological. Pathology is understood as the extended presence of a dysfunction which negatively impact on a defined social system and leads to interference in the efficient functioning of organizations. (Pasieczny, 2017) considers the worst pathologies in administration to include unjustified excessive spending on the external manifestation of power (Luxurymania), official misconduct or misuse of public function for personal gain (Corruption), permanent increase in the number of employees, multiplication of organizational entities (Gigantomania), and arrogance of power.

The underlying measures of National Development in this work are the security and welfare of the citizens as contained in Chapter II, Section 14, Subsection 2(b) of the Nigerian Constitution (1999) which deals with the Fundamental Objectives and Directive Principles of State Policy. In the said Section, it is specified that the security and welfare of the people shall be the primary purpose of government.
CONCLUSION/ RECOMMENDATIONS
Nigeria has had enough inefficient leaders. Now is the time for leaders with development-centric leadership behaviours. This paper is optimistic that the attainment of sustainable development of Nigeria is possible through the evolution of de novo leadership behaviours which could be made possible by Leadership Behaviour Mutation. Mutations affect present and future genetic formations, thus the recommendations of this work may not be applied retroactively. The following are hereby recommended:

1. **Deleterious Leadership behaviour avoidance**: Individuals who have avoided certain lifestyles may have prevented some harmful somatic mutations. Myriads of deleterious leadership behaviours such as corruption, abuse of power, egoism and other deleterious and pathogenic leadership behaviours as mentioned earlier should be avoided.

2. **Rebirth of De Novo Value Orientation**: This rebirth should be done in the form of succession planning so that the value orientations of the society at large should be devoid of any deleterious elements. This will make the next generation of leaders to be born in this rebirth plan to have development-centric behaviours which will, in turn, be passed on to the generations to come.

3. **Self Rejuvenation**: This is the act of recreating ones innate behavioural characteristics to be better than they were before. Self Rejuvenation emphasizes the need for an inner understanding of oneself and an attempt at self discovery that will make a person know the range of behaviour set he/she will need to adopt for any leadership position. The country needs people who are self led and display futuristic administrative prowess. Information gathering, introspective thinking, empathy training, updating and upgrading of all relevant skills set to mention a few, could be of help in this self rejuvenation exercise.

REFERENCES

135
Leadership Styles and Employee performance: Empirical Evidence from Selected Banks in Edo State

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Abstract
The paper examine the extent to which leadership style (democratic, autocratic and transactional) affect employee performance among selected banks in Edo State. The research design for the study was survey. Questionnaires were administered to responses from employee in the selected banks in Edo State. A total number of Two hundred (220) questionnaires were conveniently distributed among the sampled banks. A total of 200 questionnaires were retrieved amounting to (87.3%) response rate. Thus, the analyses were based on 200 questionnaires. The findings from the study indicated that all the style of leadership were positive and significant to employee performance except autocratic style positive but not significant to employee performance.

Keywords: Leadership styles, autocratic, democratic, transactional, employee, performance, Banks, Edo State.

Introduction
Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru, Okwu & Nwankere 2011). The leadership style adopted by organisation enhances the achievement of corporate goals. Empirical research on leadership style has indicated that the performance of an organisation to ensure the survival and growth of an organisation can be doubted in any way. Ojokuku, Odetayo and Sajuyigbe (2012) observed that leadership style is one of the determinant of the success and failure of any proactive organisation. Lawal, Kio and Adebayo (2000) agreed that good leadership is a condition for effective accomplishment of these tasks. Effective leadership style of management is a pre-requisite to organizational accomplishment (Uchenwamgbe, 2013).

Business management attributes their successes to leadership efficiency, that is, the leadership style of administrative supervisors has a considerable effect on employee performance (Sun, 2002). McGrath and MacMillan (2000) reported that there is significant relationship between leadership styles and organizational performance. Relationship between leadership style and employee performance has been discussed often. Most research showed that leadership style has a significant relation with employee performance, and different leadership styles may have a positive correlation or negative correlation with the employee performance, depending on the variables used by researchers (Ojokuku, Odetayo, & Sajuyigbe 2012).

Statement of the Research Problem
There is no doubt that leadership plays significant role in the management of the affairs of the banking sectors. There are many factors affecting the performance of employee in organisation such as training, salary, organisational culture, structure, hierarchies, positions among others but leadership styles has been neglected. Sun (2002) compared leadership style with the leadership performance in schools and enterprises, and found that leadership style had a significantly positive correlation with the organizational performance in both schools and enterprises. Most organisations do not attribute organisational problems particularly poor performance to poor leadership qualities of the leader. Most empirical evidence such as Northouse (2007) and Ohunakin, Adeniji & Akintayo (2016) does not agree on the exact relationship between influence of leadership style and organisational performance. Due to the inconclusiveness on the whether there is relationship between the impact of leadership style and performance of organisation in Nigeria. This study intends to fill the gap in knowledge by examining the impact of leadership style and employee performance in selected banks in Edo State.

Research Question
Is there relationship between leadership style (democratic, autocratic, transactional and employee performance among selected banks in Edo State.
Research Objective
The broad objective is to examine the extent to which leadership style (democratic, autocratic and transactional) affect employee performance among selected banks in Edo State.

Literature Review
Concept of Employee Performance
Employee performance is a multi-dimensional construct. It denotes what individual has accomplished in the past. Performance is something that the individual or team leaves behind (Butler & Rose, 2015). It is doing given job assignment or responsibilities effectively and efficiently. In addition to this, employee performance consists of observable behaviors that people demonstrate in performing their jobs (Campbell, 1990). Performance management facilitates adaptability and continuous improvement in the ever-changing business environment (London, 2003). In measuring employee performance, it is imperative to recognize task and behavior performance (Fisher, 2003). Employee performance refers to the behavior individuals engage themselves in or produce that are in line with and contribute to an organization’s goal (Ikyanyon & Ucho, 2014). Extant literatures such as Aguinis (2009); Torrington and Hall (2006); and Porter and Lawler (1974) both agreed that high performing organizations are more likely to survive and compete favourable in this ever changing and competitive business environment. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, amongst others are responsible to encourage the people to work sincerely and give their best output.

Concept of Leadership
Avolio, Walumbwa, and Todd (2009) argues that the field of leadership focuses not only on leader alone but on followers, peers, supervisors, work setting/context, culture and including a much a broader array of individuals representing the entire spectrum of diversity. House and Shamir (1993) argues that leadership is the ability of an individual to motivate others to forego self-interest in the interest of a collective vision and to contribute to the attainment of that vision. Yukl (1986) sees leadership as the processes affecting the interpretation of events for followers, the choice of objectives for the group or organization and work activities to accomplish the objectives for the group or organization. Northouse (2007) defined leadership as a process whereby an individual influences a group of individual to achieved specified goals and objectives. Sharma, Jain, and Rajasthan (2013) explained that leadership is a process whereby a person influences others to accomplish objectives and direct the organisation in a way that make it more cohesive and coherent.

Relationship Between Leadership Style and Employee Performance
The nature of leadership style will determine the extent to which employee can performance effectively in the organisation. The links between leadership style and employee performance is important because it will expand our understanding on how different variables that affect performance. Participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. In addition, in autocratic style leaders only have the authority to take decisions in which employees’ feels inferior in doing jobs and decisions. In democratic style employee have to some extent discretionary power to do work so their performance is better than in autocratic style.

Methodology
The study adopted survey research design. The population is employee of selected banks operating university of Benin Ugboow Benin City, Edo state. These banks will include Guarantee Trust Bank, Fidelity Bank, First Bank and WEMA Bank. Cochran’s formula was used to determine an undefined sample size due the degree of confidentiality attached to number of employees in the banks. The formula is thus stated as: \( n0 = \frac{(t)^2(p)(q)}{d^2} \); where \( n0 = \) sample size; \( t = \) Significant level (5% = 1.96); \( p = \) proportion (50%); \( q = 1 - p \) (50%); \( d = \) margin error (10%). Based on this formula, Ninety- Six (96) questionnaires will be distributed but in anticipation possible invalids and wrong completion of questionnaire, two hundred (220) questionnaires were conveniently distributed among the sampled banks. A total of 200 questionnaires were retrieved amounting to (87.3%) response rate.

The research instrument is a structured questionnaire that contains information on both personal details of the respondent and questions on dependent and independent variable. The questions were measured on a 5-point likert scale ranging from ‘5= strongly disagree to 1= Agree. A pilot test using Cronbach’s Alpha was obtained from 0.73 to 0.85 indicating that the parameters selected highly reliable. The study adopted inferential statistic using linear multiple regression at 5% level of significance to test relationship.
Model Specification

The Ordinary Least Squares (OLS) method was the estimation technique for this study. The model is given as:

\[ EMPERF = Po + P1DLS + P2ALS + P3TLS + e \]  

(1)

- \( EMPERF \) = Employee performance
- \( DLS \) = Democratic leadership Style
- \( ALS \) = Autocratic Leadership Style
- \( TLS \) = Transactional Leadership Style
- \( i \) = regression parameters or coefficients to be estimated; \( i = 1 \ldots 3 \)

And a priori expectations: \( \beta_1, \beta_2, \beta_3, \beta_4, \beta_5 > 0 \)

Demographic Distribution of Respondent

The table below described the demographic profile of the respondent with 125 (62.5%) for male and 75 (37.5%) were female. The age distribution for 18–30 years were 131 (65.5%), 31 -40 years were 55 (27.5%), 41 -50 years accounts for 13 (6.5%) and those who are 51 years and above 1 (0.5%). This implied that majority of the respondent’s age falls within 31 -40 years. Out of the 200 respondents majority of them are single with 137 (68.5%). For years of experience, those whose year falls within 1-5 years are 66.5 (87%) are the highest. Educational qualification of the respondent indicated that those with HND/B.Sc/Others are highest with 138 (69%).

<table>
<thead>
<tr>
<th>Items</th>
<th>Frequency</th>
<th>Percent (%)</th>
<th>Cumulative%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender of Respondents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>125</td>
<td>62.5</td>
<td>62.5</td>
</tr>
<tr>
<td>Female</td>
<td>75</td>
<td>37.5</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age Distribution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 – 30 Year</td>
<td>131</td>
<td>65.5</td>
<td>65.5</td>
</tr>
<tr>
<td>31 -40 Years</td>
<td>55</td>
<td>27.5</td>
<td>93</td>
</tr>
<tr>
<td>41 -50 Years</td>
<td>13</td>
<td>6.5</td>
<td>99.5</td>
</tr>
<tr>
<td>51 Years and Above</td>
<td>1</td>
<td>0.5</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>137</td>
<td>68.5</td>
<td>68.5</td>
</tr>
<tr>
<td>Married</td>
<td>56</td>
<td>28</td>
<td>96.5</td>
</tr>
<tr>
<td>Divorced/Separated</td>
<td>3</td>
<td>1.5</td>
<td>98</td>
</tr>
<tr>
<td>Widowed</td>
<td>4</td>
<td>2</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenure (Years of Experience)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1- 5 Years</td>
<td>133</td>
<td>66.5</td>
<td>66.5</td>
</tr>
<tr>
<td>6 -10 Years</td>
<td>26</td>
<td>13</td>
<td>79.5</td>
</tr>
<tr>
<td>11 -15 Years</td>
<td>30</td>
<td>1.5</td>
<td>94.5</td>
</tr>
<tr>
<td>16 -20 Years</td>
<td>10</td>
<td>5</td>
<td>99.5</td>
</tr>
<tr>
<td>21 Years and Above</td>
<td>1</td>
<td>0.5</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Qualification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSCE/OND/NCE</td>
<td>36</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>HND/BSc</td>
<td>138</td>
<td>69</td>
<td>87</td>
</tr>
<tr>
<td>M.Sc/MBA/OTHER</td>
<td>26</td>
<td>13</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of the Bank</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guaranty Trust</td>
<td>43</td>
<td>21.5</td>
<td>21.5</td>
</tr>
<tr>
<td>First Bank</td>
<td>44</td>
<td>22</td>
<td>43.5</td>
</tr>
<tr>
<td>Fidelity Bank</td>
<td>69</td>
<td>34.5</td>
<td>78</td>
</tr>
<tr>
<td>WEMA Bank</td>
<td>44</td>
<td>22</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Analysis of the dependent variable (Employee performance)

Majority of the respondent agreed with most of all the questions with response rate with least value of 75% and highest value of 96%. This implied that questions measuring dependent variable are mostly agreed by respondents that it measured employee performance. The response rate for the strongly disagree questions.

<table>
<thead>
<tr>
<th>S/n</th>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I have career opportunities available to me</td>
<td>8(4%)</td>
<td>48(24%)</td>
<td>8(4%)</td>
<td>84(42%)</td>
<td>52(26%)</td>
</tr>
<tr>
<td>2</td>
<td>The bank is willing to accept change</td>
<td>13(6.5%)</td>
<td>20(10%)</td>
<td>6(3%)</td>
<td>94(47%)</td>
<td>67(33.5%)</td>
</tr>
<tr>
<td>3</td>
<td>I am allowed by my department to take initiative in my job</td>
<td>6(3%)</td>
<td>29(14.5%)</td>
<td>9(4.5%)</td>
<td>75(37.5%)</td>
<td>81(40.5%)</td>
</tr>
<tr>
<td>4</td>
<td>I think the benefits offered to me by the bank meet my needs</td>
<td>15(7.5%)</td>
<td>50(25%)</td>
<td>3(1.5%)</td>
<td>96(48%)</td>
<td>36(18%)</td>
</tr>
<tr>
<td>5</td>
<td>In my bank my opinion counts a lot</td>
<td>21(10.5%)</td>
<td>38(19%)</td>
<td>11(5.5%)</td>
<td>89(44.5%)</td>
<td>41(20.5%)</td>
</tr>
<tr>
<td>6</td>
<td>I received personal satisfaction from doing a good job in my department</td>
<td>14(7%)</td>
<td>29(14.5%)</td>
<td>3(1.5%)</td>
<td>93(46.5%)</td>
<td>61(30.5%)</td>
</tr>
<tr>
<td>7</td>
<td>Employees’ in my department regularly share and exchange ideas.</td>
<td>18(9%)</td>
<td>19(9.5%)</td>
<td>10(5%)</td>
<td>87(43.5%)</td>
<td>66(33%)</td>
</tr>
<tr>
<td>8</td>
<td>I enjoy coming to work</td>
<td>1(.5%)</td>
<td>19(9.5%)</td>
<td>10(5%)</td>
<td>87(43.5%)</td>
<td>66(33%)</td>
</tr>
</tbody>
</table>


Analyses of Democratic Style among Employee in the Selected Banks

The questions relating to democratic style are strongly agree by the respondents as the value ranging from 76% to 84% indicating a high degree of acceptance for the questions measuring the leadership style.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>SA</th>
<th>A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The management resolved to vote whenever a major decision has to be made.</td>
<td>19(9.5%)</td>
<td>39(19.5%)</td>
<td>4(2%)</td>
<td>76(38%)</td>
<td>62(31%)</td>
</tr>
<tr>
<td>2</td>
<td>My ideas and inputs into upcoming plans are welcomed</td>
<td>15(7.5%)</td>
<td>49(24.5%)</td>
<td>8(4%)</td>
<td>77(38.5%)</td>
<td>51(25.5%)</td>
</tr>
<tr>
<td>3</td>
<td>The management allow employee to determine their needs</td>
<td>7(3.5%)</td>
<td>17(8.5%)</td>
<td>8(4%)</td>
<td>79(39.5%)</td>
<td>89(44.5%)</td>
</tr>
<tr>
<td>4</td>
<td>The bank believe in team objectives and results</td>
<td>12(6.0%)</td>
<td>66(33%)</td>
<td>84(42%)</td>
<td>38(19%)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The management believe in use of team and committees</td>
<td>21(10.5%)</td>
<td>51(25.5%)</td>
<td>9(4.5%)</td>
<td>76(38%)</td>
<td>43(21.5%)</td>
</tr>
<tr>
<td>6</td>
<td>Every employee is carried along in discussion</td>
<td>13(6.5%)</td>
<td>38(19%)</td>
<td>6(3%)</td>
<td>82(41%)</td>
<td>61(30.5%)</td>
</tr>
<tr>
<td>7</td>
<td>Responsibilities are given with target goals and objectives</td>
<td>10(5%)</td>
<td>32(16%)</td>
<td>9(4.5%)</td>
<td>81(40.5%)</td>
<td>68(34%)</td>
</tr>
<tr>
<td>8</td>
<td>I always retain the final decision making authority within my department.</td>
<td>4(2%)</td>
<td>51(25.5%)</td>
<td>9(4.5%)</td>
<td>76(38%)</td>
<td>43(21.5%)</td>
</tr>
</tbody>
</table>


Analyses of Autocratic Style among Employee in the Selected Banks

The table below showed that most of the questions measuring autocratic style of leadership are both strongly agreed and agree with a moderate value ranging from 34% to 59% and 26% to 48% respectively. The value indicated that most of the questions averagely measured the nature of autocratic style of leading in their bank.
Analyses of Transactional Style among Employee in the Selected Banks

Based on the table it is obvious that majority of the questions are both strongly agree and agreed respectively. More than 90% strongly agreed to the questions on transactional style of leadership while almost 70% agreed. This implied that majority of the respondents agreed transactional style can affect their performance.

Relationship between Leadership Styles and Employee Performance

The table establishes relationship between leadership styles and employee performance among selected employees in the Nigerian banking sector in Benin City Edo State.

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.701*</td>
<td>0.492</td>
<td>0.484</td>
<td>0.64237</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Transactional Style, Democratic Style, Autocratic Style

The dependent variable is the employee performance. The independent variable is regressed against the dependent variable obtaining $R^2$ value of 0.492. This indicates that the independent variables jointly explain 49.2% of the variation in the dependent variable (employee performance). 50.8% of the changes cannot be justified by the variable used in this study.
The table above revealed that democratic and transactional style of leadership significantly influence employee work performance at p<0.05. However, autocratic style of leadership is not significant to employee performance at 0.05%. The sign of the coefficients of the variables are all positive.

**Hypotheses Testing**

**There is no significant relationship between autocratic style of leadership and employee performance:** The t-statistic of 0.443 is more than p-value of 0.05%, which confirmed the result. Based on the result, we do not reject the null hypotheses. We therefore conclude that there is no significant relationship between autocratic style of leadership and employee performance.

**There is no significant relationship between democratic style of leadership and employee performance:** The value of t-statistic of 0.000, which is less than 0.05%, agreed with the result. This implied that there is significant relationship between democratic style of leadership and employee performance. Therefore, we do not we do not reject the null hypotheses.

**There is no significant relationship between transactional style of leadership and employee performance.** The t-statistic of 0.000, which is less than 0.05%, agreed with the result. This implied that there is significant relationship between transactional style of leadership and employee performance. Therefore, we do not we do not reject the null hypotheses.

**Discussion of Finding**

This study is similar to THE work of Obiwuru, Okwu & Nwankere (2011); Mohammed, Yusuf, Sanni & Ifeinyinwa (2014) that the importance of a democratic leadership style as a veritable tool for employee performance and effectiveness as indicated by the high regression between the leadership style and prosperity of the independent variable (employee performance). Secondly, the findings from the study indicated that transactional leadership style is critical for employee to perform in the interest of the organisation. This study is in line with the work of Mahdinezhad, Bin Suandi, Bin Silong & Binti Omar (2013) that transactional leadership recognizes particular expectations of the leader, offers rewards in return for performance of the leader, and unambiguously planned to express clearly and recompense in-role performance.

**Contribution to Knowledge**

This study has expanded the frontier of knowledge in general management in establishing relationship between leadership styles and employee performance.
in the selected banks in Edo State as compared to Ojokuku, Odetayo & Sajuyigbe (2012); and Uchenwamgbe (2013) that sampled selected banks in Oyo State and small-scale business in Lagos State.

**Recommendation and Implication**

It was concluded that transformational and democratic leadership styles are the best for the management of Nigerian banks to be adopted in order for them to wax stronger in a global financial competitive environment. Organizations should adopt democratic style of leadership and humane management practices in order to adequately commit the workforce to the work activities.

**Suggestion for Future Research**

Apart from leadership style adopted by an organisation, there are other factors one must take into consideration that can affect positively or negatively the level of employee performance in the Nigerian financial institutions such as organizational conflict, organizational politics, organizational climate and motivation. Future studies should focus on the aforementioned variables and empirically establish their relationship with employee performance.

**References**


Bad Leadership and Insecurity in Nigeria: Threat to National Development

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Abstract
The development of any nation is not majorly determined by the abundance of natural and mineral resources within her possession. It is therefore not a contradiction for a nation to be well-endowed with both natural and human resources, yet, the nation may suffer setbacks in term of development. It is not a gain saying that Nigeria is greatly endowed with resources but bankrupt of visionary and selfless leadership. What is the missing link between the resources abundant in Nigeria and development? This study examined the effect of bad leadership and insecurity on national development. Specifically, it examined the relationships between bad leadership and insecurity; the relationships between bad leadership and national development and the relationships between insecurity and national development. Descriptive survey research design was adopted while the population of the study consists of employees of two major institutions in Ekiti State, Nigeria (Federal Polytechnic, Ado – Ekiti and Federal University, Oye-Ekiti). Stratified random sampling was used to select 120 respondents from the aforementioned institutions. The research instrument was the questionnaire while the research data were analyzed using descriptive and inferential statistics. Research findings reveal that the duo of bad leadership and insecurity witnessed in Nigeria since the return to democracy in 1999 have hampered on the development of the nation. It was therefore recommended that eligible voters in Nigeria should assess the credibility and integrity of people seeking public offices for an upward of ten years before they are voted into office.

Keywords: Leadership, security, National Security, National Development.

INTRODUCTION
The transition of Nigeria from military rule to democracy in Nigeria in May, 1999 was expected to create peaceful co-existence among the various ethnic groups and to bring development and political stability to the country. Regrettably, the last decade in Nigeria has experienced an increase in violent conflicts and criminality, which tended to undermine those expectations. The violence and criminality have come in the form of armed robbery, kidnapping, drug trafficking, arms smuggling, human trafficking and militancy, among other acts of criminality that undermine national security. Internal security has been significantly undercut by violent activities of civilian-in-arms against the Nigerian State. These have included radicalized religious and regional youth groups, prominent among which are the Movement for the Emancipation of the Niger Delta (MEND), O’Duda Peoples’ Congress (OPC), the Arewa People’s Congress (APC), Bakassi Boys, Egbesu Boys, the Movement for the Actualisation of the Sovereign State of Biafra (MASSOB), Boko Haram, Ansaru, ‘Kala-Kato’, and Ombatse, among others (Onuoha, 2012) and most recently, Fulani herdsmen.

The rise of these groups has had significant influence on the numbers of ethnic and religious conflicts Nigeria has witnessed. The exact number of ethnoreligious conflicts that have occurred in the country is not known due to lack of adequate statistics and records on this subject-matter. However, Onuoha (2012) has averred that about 40% of ethnoreligious crisis has occurred in Nigeria’s Fourth Republic. There has particularly been an increase between 2012 and 2018 in the occurrences of terrorist attacks in the country with government’s insignificant success in curbing the menace. Inspite of the change in leaderships witnessed in the country since 1999, the country appear not to be better off in terms of the dividend which democracy offers. It is against this background that the paper explores how bad leadership and insecurity in Nigeria threaten national development and recommend how this menace can be tackled.

Research Objectives
1. To find out the relationships between bad leadership and insecurity
2. To investigate the relationship between bad
leadership and national development.

3. To examine the relationship between insecurity and national development.

LITERATURE REVIEW

Leadership

Leadership is a well-discussed concept across the globe. Like other social concepts, several volumes of articles abound on Leadership. Issues that bother on leadership are regularly discussed on different forums because, the success or failure, collapse or survival, progress or retrogression of a business, organization and even a state depends largely on the Leadership of such places. Therefore, leadership means different things to different people.

According to Jacob & Jacques (1990); “Leadership is a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve collective purpose.” The implication of this definition is that, leadership has to do with the ability of the leader to show the right path to the group or people he leads and to be able to make them see the need to go the way he wants them to go. Roger Gill (2012) wrote that:

Leadership is showing the way and helping or inducing others to pursue it. This entails envisioning a desirable future, promoting a clear purpose or mission, supportive values and intelligent strategies, and empowering and engaging all those concerned (Roger Gill, 2012).

Going by the view of Roger (2012), it shows that the lead are ignorant or that they do not know the way, or by extension, they are “blind.” They therefore use the eyes of the one leading them to see. The one that is leading them sees for them, and beyond that, he helps them, persuades them, convinces them to see the brighter future, and implores them to endure the pains they are bound to suffer in the process of going to their ‘promise land.’ He therefore needs a kind of intellectual sagacity and wisdom to do the conviction. Then, the people must be empowered to play their crucial roles. It can therefore be seen that leadership is a burdensome position. Jeb (2012) wrote thus:

Leadership is hard work. It requires loads of self-discipline and sacrifice from time to time, you’ll have your heart broken and your ego injured; there will be disappointment, mistakes and failure. Sometimes you will hurt good people- not because of ill intentions but because you are human and not perfect (Jeb,2012).

It is this lack of understanding of the leadership task that is partly responsible for the way and manner most people struggle for leadership positions across Nigeria. They probably think that leadership position is an avenue to get rich quickly and to revenge the evils done to them or their tribes. Ben (2012) seems to understand this point when he writes thus:

At all levels, leadership is wrongly perceived and there is gross misinterpretation of what leadership is, should be and why it is necessary. The culture of Africa’s under-development of Africa has eaten deep into the soul of Nigeria such that politicians and other Nigerians appealing for leadership positions see such positions as the opportunity to under-develop the country and develop themselves instead.

Who then is a leader and what account for a bad or poor leader? What does a leader do that makes him bad or good? From the foregoing definitions, we can simply regard a leader as somebody that leads. But then, what does it take to lead and what does someone who leads do? These are some of the questions many scholars on leadership seem to ignore or count as irrelevant but that are germane to the discussion of leadership. Roger (2012) writes:

A leader is one or more people who selects, equips, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization’s mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual emotional and physical energy in a concerted, coordinated effort to achieve the organization’s mission and objectives.

A leader provides vision for the people he leads and communicates that vision to them in the best language they understand. His task is to help the people to succeed and he is successful if and only if the people are successful. Pierce and Newstrom (2011) write that: “Leaders are individuals who are capable of taking ambiguous situations, interpreting these situations, and framing for the followers an understanding of the situation and what needs to be done to move forward.” The best parameter to measure the success of a leader is how successful the people he leads are. Jeb (2012) writes thus:

As a leader, if your team succeeds, you succeed. If your team fails, you fail. So, it follows that your job is to help your people succeed. Through leading, managing and coaching, you must create an environment in which they can develop their skills, leverage their talents and win. You
must remove roadblocks so that they can get the job done. You need them more than they need you. Anything that you do to impede their success hurts you.

Why would followers not willingly obey their leaders or why would they resist the change that their leaders are trying to effect? Kurbr (2005) provides answer to this question. According to him, followers are likely to resist the change initiated by a leader if they:

- lack conviction, that is, the leader is not able to convince them.
- dislike the imposed change.
- dislike surprise.
- entertain the fear of the unknown.
- are reluctant to deal with unpopular issue.
- have the fear of inadequacy and failure.
- do not trust their leader.

It should be clear that to be a leader requires so much preparation. Leadership position is a call to service and one must not go into it simply because he is persuaded to go for it even when he knows that he cannot carry the load. However, the task is not insurmountable. There have been successful leaders around the globe now and in the past. It is, therefore imperative to consider factors that can make for the failure or success of a leader or what makes a leader effective or ineffective or poor.

Poor leadership or a bad leader is a curse to the organization or the country he leads. He is the architect of the ruin of the people he leads. Jeb (2012) writes that: “Poor leadership sub-optimizes profit. It holds back good companies and good people. It wrecks productivity, steals joy from work place, and ultimately hurts real people.” A person can be a better leader if he possesses the following attributes:

A leader must be a man/woman of good knowledge. This follows from our discussion above. He must know what the people do not know. He is a teacher and his people are his students. If a teacher does not know better than his students, there are bound to be problems in the class which will sometimes lead to confrontation. The knowledge here is not however a matter of University degree, though that can be an added advantage. It is the ability to know what the real problem is and how to tackle it. Plato emphasis this in his Republic and Awolowo did the same in political thought (Makinde ,2002).

Principle is another attribute of a good leader. Leaders are driven by principles and they are known by their principles. Blount lays emphasis on principle as a driving force of great leaders. According to him; “Great leaders rely on firm set of principles and values. Principles guide leaders much as track guide train. Principles are basic truths, morals and ethical standards. Principles make leaders to be focused and committed to their goals even when events are not to their best wishes but they continue to follow them mainly because they are aware that people have identified them with those principles and that they can easily predict their reactions and responses to given situations.

Closely related to knowledge is intellectual humility. That a leader should know more than his people is not another way of saying that he is wiser than them or that he is a custodian of knowledge. Having compared a leader with a teacher, a good teacher, when faced with difficult question from his students, has two options: he can throw back the question to the class and call for another viewpoint. After everyone has spoken, he just modifies all they have said and the right answer is provided. He can also tell the students that he will provide the answer in the next class. What all this boils down to is that, a good leader must be a good listener. Great leaders like Jesus are extremely humble.

Security

According to the United Nations Development Programme (UNDP, 1994) human security may be defined to include such chronic threats as hunger disease and repression. Security means protection from hidden and hurtful disruptions in the patterns of daily life in homes, offices or communities. Security may also be defined as the state of being or making safe secure from danger, etc.

Security may also be defined as protection against something that might happen in the future or as the activities involved in protecting a country, a building or persons against threats danger, etc,(Wehmeier and Ashby, 2002).

Essentially, security must be related to the presence of peace, safety, happiness and the protection of human and physical resources or the absence of crisis, threats to human injury among others. The presence of peace could facilitate progress. Security is not a discrete or measurable variable in quantitative terms but spending on security can be used as proxy to quantify the volume of security especially if the spending is effective.
Furthermore, there is the crucial need to define national security. Herd (1998) gives a traditional meaning of national security. He describes national security as “the acquisition, deployment and use of military force to achieve national goals”. Romm (1993) describes it as the lack of danger or risk to held standards, values and ideals and the absence of fear that such values will be attacked now or in the future. Thus, national security is the preservation of the values a nation holds as relates to the defence of it territory from human as well as non-human threats and guides in the pursuit of it national interest in the international system.

At the inception of every government, the President or Governor swears to an oath to among other things protect life and property. Unfortunately, cases of insecurity recorded in Nigeria since the return of democracy seem to have gone beyond the leadership ability of Nigeria leaders whereas security is a key concern of government (at all tiers).

Causes of insecurity in Nigeria
According to the sage Awo (1982, cited in Gbenga and Augoye, 2011), insecurity is a result of malignant environment dominated by man’s insensitivity to man. Many people in authority take advantage of their positions to force down policies that impoverish ‘the many’ in so much as it benefits them and a few others. For example petroleum subsidy is a case in point. All Nigerians (the rich and the poor) use petrol either for generators to power electricity for household uses factories or farms. All Nigerians travel or transport products including food with fuel powered engines. Those who must drink clean water, provide boreholes for them- selves but with fuel. Even the educational institutions need power and power is more readily supplied through generators using diesel or fuel. So, fuel is a product everybody consumes in Nigeria (directly or indirectly). Meanwhile some of the refineries in Nigeria are said to be in a state of disrepair and fuel which is a by-product of crude oil (Nigeria’s main product) is imported. Raising the cost of a product like fuel too high will impact negatively on the welfare of all Nigerians especially the poor and this is capable of generating a social revolt (Punch 2.11.11). High handedness or arbitrariness was associated with the military but it is now clear that the problem of Nigeria is not uniform (that is, military rule) but the psychology of Nigerians, because many Nigerians see themselves as adventurers with the business called Nigeria and so are concerned mainly with how much enters their pockets no matter how that happens (Punch of September 14, 2011). Ethnicity and corruption are different manifestations of the afore-mentioned situation and this could be pushed to high levels if not quickly checked (Joseph, 2011). The justice delivery system also does not encourage the fight against insecurity. Offenders of grievous cases may get very light sentences where they are not completely let go (Punch of 21/11/11). How does one reconcile a situation where people caught with fresh human skull and are charged to court, only to be released on bail few weeks later? The Nigeria judicial system at the moment appears to be too weak and insurgents capitalize on this to wreck havocs in the country.

Materials and Methods
The study is a descriptive survey while the population consists of civil servants in Ekiti State, Nigeria; since they are the group to which the study intends to generalize its conclusions. This is consistent with Agbadudu (2004) on population as the totality of elements with which we are concerned. However, focus was on staff of the Federal Polytechnic and Staff of Federal University, Oye – Ekiti.

The staffs in each of the two institutions were stratified into management, senior and junior staffs respectively. Within each group, the simple random sampling (lottery) method was used to select 60 respondents on the basis of proportional representation. The process was as follows: the sampling frame of each organization was obtained from the relevant authorities. On the basis of the sampling frame, stratification of the workers was done. Next, numbers were assigned to employees within each stratum, thereafter, identical pieces of paper, were cut to size and numbers were written on them from 1 – N1, where N1 is the number of employees per stratum. Subsequently, the papers were folded and put in a bag. Thereafter, n1 of them were selected at random without replacement; where n1 represents the sample size per stratum. The names corresponding to the numbers selected automatically became the sampled respondents. The procedure was repeated in all the strata in the two institutions. A sample size of 60 was used for each institutions, bringing the total number of respondents in the sample to 120, the choice of 120 was informed by the fact that a sample size of 120 is large enough to enable the researcher invoke the central limit theorem and thus, adopt the parametric tests. In view of the foregoing, the sampling technique adopted was the stratified simple random technique. Staff status formed the basis of stratification while the lottery method constituted the basis of randomization. The
instrument with which the data were collected was the questionnaire. The questionnaire consisted of two parts. The first part examined the personal characteristics of the respondents while the second part, which was the core subject matter, consisted of questions on the research problem. This part featured the Likert-type questions which sought to ascertain the feelings or perception of the respondents regarding the subject matter. The question–response format was the five–point scale starting from a region of strong agreement (strongly agree) through a neutral zone (not sure) to a region of strong disagreement (strongly disagree). The research data were analyzed, using descriptive and inferential statistics. The descriptive statistics while the t–test served as the inferential statistic.

**Research Results**

**Table 1: Bad Leadership Vs Insecurity**

<table>
<thead>
<tr>
<th>Group Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>10</td>
<td>121.00</td>
<td>19.4193</td>
<td>6.1409</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>41.70</td>
<td>14.5377</td>
<td>4.5972</td>
</tr>
</tbody>
</table>

**Independent sample test**

Levene’s test for Equality of variances

<table>
<thead>
<tr>
<th>F</th>
<th>Sig</th>
<th>T</th>
<th>Df</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.913</td>
<td>0.352</td>
<td>10.338</td>
<td>18</td>
</tr>
<tr>
<td>Equal variance assumed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equal variance not assumed</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

95% confidence interval for the difference

<table>
<thead>
<tr>
<th>Mean Difference</th>
<th>Std. Error Difference</th>
<th>Lower</th>
<th>Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>79.30</td>
<td>7.6711</td>
<td>63.1836</td>
<td>95.4164</td>
</tr>
<tr>
<td>Equal variances assumed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equal variance not assumed</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Author's compilation

*Note: Here, N refers to the number of items used in testing the hypothesis.*

In comparing bad leadership with insecurity, observed that the respondents who agreed with the items bothering on the influence of bad leadership on insecurity had a mean score of 121 with a standard deviation of 19.4193 and a standard error mean of 6.1409 while the respondents who disagreed with the items had a mean score of 41.7 with a standard deviation 14.5377 and a standard error mean of 4.5972, thus resulting in a mean difference of 79.30. A t-test for equality of means indicated that this mean difference was significant. The implication is that the mean score obtained by respondents who agreed with the items bothering on the influence of bad leadership on insecurity is significantly different from the mean score obtained by respondents who disagreed with the items. We may conclude at the 95% confidence level that bad leadership has significant relationship with insecurity in Nigeria.

**Table II: Bad Leadership Vs National Development**

<table>
<thead>
<tr>
<th>Group Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>5</td>
<td>45.600</td>
<td>4.9800</td>
<td>2.2271</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>110.800</td>
<td>15.2053</td>
<td>6.8000</td>
</tr>
</tbody>
</table>
Independent sample test
Levene’s test for Equality of variances
t-test for Equality of Means

<table>
<thead>
<tr>
<th>Equal variance assumed</th>
<th>F</th>
<th>Sig</th>
<th>T</th>
<th>Df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal variance not assumed</td>
<td>0.2.451</td>
<td>0.156</td>
<td>-9.112</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>-9.112</td>
<td>4.848</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

95% confidence interval for the difference

<table>
<thead>
<tr>
<th>Equal variances assumed</th>
<th>Mean Difference</th>
<th>Std. Error Difference</th>
<th>Lower</th>
<th>Upper</th>
</tr>
</thead>
</table>

Source: Author’s compilation
Note: Here, N refers to the number of items used in testing the hypothesis.

The analysis of the influence of bad leadership on national development, items bothering on the influence of bad leadership on national development in Nigeria had a mean score of 110.8 with a standard deviation of 15.2053 and a standard error mean of 6.80 while those who disagreed had a mean score of 45.6 with a standard deviation of 4.98 and a standard error mean of 2.2271, thus resulting in a mean difference of 65.20. A t-test for equality of means showed that this mean difference was significant. We may thus conclude at the 95% confidence level that there is significant relationship between bad leadership and national development; though the relationship is negative.

Table III: Insecurity Vs National Development

<table>
<thead>
<tr>
<th>Group Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>4</td>
<td>109.000</td>
<td>9.8658</td>
<td>4.9329</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>45.2500</td>
<td>2.5000</td>
<td>1.2500</td>
</tr>
</tbody>
</table>

Independent sample test
Levene’s test for Equality of variances
t-test for Equality of Means

<table>
<thead>
<tr>
<th>Equal variance assumed</th>
<th>F</th>
<th>Sig</th>
<th>T</th>
<th>Df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal variance not assumed</td>
<td>2.091</td>
<td>0.198</td>
<td>12.528</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>12.528</td>
<td>3.384</td>
<td></td>
<td></td>
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</table>

95% confidence interval for the difference

<table>
<thead>
<tr>
<th>Equal variances assumed</th>
<th>Mean Difference</th>
<th>Std. Error Difference</th>
<th>Lower</th>
<th>Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal variance not assumed</td>
<td>63.7500</td>
<td>5.0888</td>
<td>51.2982</td>
<td>76.2018</td>
</tr>
<tr>
<td></td>
<td>63.7500</td>
<td>5.0888</td>
<td>48.5461</td>
<td>78.9539</td>
</tr>
</tbody>
</table>

Source: Author’s compilation
Note: Here, N refers to the number of items used in testing the hypothesis.

Lastly, an examination of the influence of insecurity on national development revealed that those respondents who agreed with the items bothering on the effect of insecurity on national development had a mean score of 109.0 with a standard deviation of 9.8658 and a standard error mean of 4.9329, while
those respondents who disagreed with the items had a mean score of 45.25 with a standard deviation of 2.500 and a standard error mean of 1.2500, thus resulting in a mean difference of 63.75. A t – test for equality of means showed that this mean difference was significant. We may conclude at the 95% confidence level that insecurity inhibit national development in Nigerian.

**Conclusion**

Consequent upon the findings above, the relationship between leadership, insecurity and national development is not debatable. Insecurity is debilitating to the economic development of many less developed economies. If the leadership of a nation fails to give vision to the people, harness its resources and judiciously utilize these resources, it will be difficult, if not impossible for such a country like ours to develop. We should come to term with Dike (2013) when he said that: “clearly, not everybody has the leadership acumen to lead an organization, not to mention ruling a country.” It should also be clear that leadership position is a call to service and responsibility; and so, anyone that desires it must not only be prepared but also be ready to take full responsibility of his office as well as his actions and inactions. Bad leadership can only be enthroned and thrive in a nation where the masses fail to play their roles. When good and trusted people elected into offices without minding tribes, religion, party affiliation and money politics, Nigeria will witness tremendous development.

**Recommendations**

In view of the findings and conclusions of this study, it is evident that national development will continue to be a mirage if no urgent step is taken to tackle the menace of bad leadership and insecurity which has bedeviled our dear nation. Consequently, the federal government of Nigeria should, as a matter of urgent national importance should take bold steps to address the security lapse in the country, especially in the North – East region and some parts of the North-central such as Plateau and Benue states. This will help to allay the fears of potential foreign investors who have genuine intentions to invest in the county. There is no gainsaying that the present security situation in the country, especially in those hot spots earlier mentioned is a big threat to investment in general and foreign investment in particular;

There is need for eligible voters in Nigeria to assess the credibility of people seeking public offices for an upward of ten years before voting them into office. More importantly, good and trusted people should be elected into offices without minding tribes, religion, party affiliation and money.

Finally, Nigeria government should strengthen institutions and empower them to be effective and efficient. This will go a long way in curbing corruption that is very rampant among Nigeria leaders. Furthermore, Nigerians should hold their leaders responsible and accountable for their actions. When this starts happening, progress and meaningful development is not negotiable in Nigeria.

**References**


and Applications: New Delhi; McGraw-Hill Education.

The Impact of Leadership, Security and National Development on Organizational Performance in Public Organization of Adamawa State University, Mubi, Nigeria

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Abstract
In public organization lack of good leadership, security and national development can tarnish the performance of the organization as a result of limited skill, knowledge, experience, confidence of the leader, insecurity and lack of meaning development. The objective of the paper is to examine the impact of leadership security and national development on organizational performance and to assess the extent to which insecurity has affected the performance in organisations. Descriptive statistics such as simple percentage was used, data was generated through questionnaires, primary and secondary sources of data were employed. The findings reveal that leadership has relevant impact on the organizational performance and insecurity has a significant correlation with employee performance. The paper recommend that leaders should allow a flow of bilateral relations with employees and efforts should be made to fight against insurgency so that a secure environment will be created.

Keywords: Leadership, Security, National Development, Organizational Performance

INTRODUCTION
The fundamental aim of any public organization is not only to survive, but rather to maintain its being by improving organization performance. Arslan and Staub (2013) as rightly cited by Karamat (2013), stated that in order to meet the needs of the highly competitive markets, organizations must continually increase performance. Leadership is one of the key driving forces for improving organisational performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are potent sources of managerial rents and hence sustained competitive advantage (Avolio, 1999; and Rowe, 2001). Studies on the roles of leadership in increasing organizational performance are mixed, some studies such as Katz and Kahn, (1978); Finkelstein and Hambrick, (1996); Peterson, Smith, Martorana, and Owens (2003) suggested that the role of leadership is critically important for an organization to achieve a high level of performance.

Leadership is a crucial concept in which academic scholars, political scientists, and all forms of administrators, have shown so much interest on it. It is one of the key functions of management and, as such, has been a subject of considerable research. Also, it has been recognized as an important subject in the field of organizational behaviour. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute “collaborated effort” depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate’s potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Fry (2003), explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff’s potential for growth and development. Several reasons indicate that there should be a relationship between leadership style and organizational performance. Studies have suggested that effective leadership behaviours can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, 2000). According to Ihunda, (2005) leadership is the focus activity through which goals and objectives of the organization are accomplished and have significant effects on the behaviour, attitudes and performance of their subordinates. Thus, leadership is an important aspect of management, the essence of which is followership, that is, the willingness of people to follow makes the person a leader. Millions of naira is lost every year in the hands of leaders who
do not know even the elementary principles of management.

Security means safety or freedom from danger; and protection from external attack or infiltration. This is security defined from the militarist point of view, but even at that, security involves but does not just mean defence (Nwolise, 2006). However, this is because, ‘security’, for long has been tied to the apron strings of the military that scholars like Barry Buzan regard the concept as underdeveloped, and needing to be rehabilitated, insisting that the world ‘security’, “has never been in proper working order” (Buzan, 1983).

National development according to Ogai (2003) is a gradual manifestation of positive changes in the economic, industrial, political, social, cultural and administrative life of a country. He also went further to say that in viewing the progress of a country, the term national development is more comprehensive than economic growth. It involves high quality and large quantity of productive resources as well as efficiency in using them. Igbojo (2015), stated that national security involves a lot of issues. It practically touches on all spheres of human existence. The best way to approach it is from the systems theory perspective where a dislocation in any particular area of the system is bound to have an overlapping effect on other areas. It ranges from food security to issues of environmental degradation. It touches on health matters. It encompasses psychological security as well as arms security

Organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

According to Kim (2010), individual employee performance is the unit of overall organisational performance. This is because the sum of performances of all individuals adds up to make the overall organizational performance. Mooreo Zhang (2012), forwarded that individual performance contributes to team performance and team performance contributes to departmental performance and performances of all departments show the organisational performance. The reward system of a firm is used as a tool to monitor performance of employees as well as a method to motivate employees.

Adamawa State University, Mubi was established in January 2002 by the Adamawa state University law No. 10 of 2001. The University is located in Mubi Town, in the northern senatorial district of Adamawa state, Nigeria. Mubi is geographically located with latitude 10° 27 and longitude 13° 28 and has an elevation of 1906 feet above the sea level situated at the foot of the Mandara Mountains separating Nigeria from republic of Cameroun. It is characterized by the pleasant weather and beautiful scenic horizon. The town is set of the emirate of Mubi with First Class Emir. Adamawa State University Mubi is the First State Government owned University in the Northern East Sub-Region of Nigeria.

The vision and mission of the University is that Adamawa State University is established as a tower for intelligence development, to train men and women on acquisition of appropriate skills, abilities and competence in cognitive, affective and psycho- motor domains in order to equip them to contribute meaningful to the development of their immediate communities in particular, Nigeria and world at large. The mission of the University is the production of graduates of the academic excellence.

Statement of the Problem
Leadership qualities play an important role in promoting performance, especially public organisation in Adamawa State University there are various problems associated with managerial skills and qualified employees, lack of encouragement from government participations, drastic physical policy, are some of the problem that confront and hinder the success of must public organisation. In recognition of this fact, meaningful effort and resources have been realized, varying degrees of success, to identify the develop personnel who will occupy the position of leadership needed to meet present and future organizational requirement of leadership quality which plays a very important role in enhancing work performance that will accelerates the development in the organization.

Therefore, this study maintained that for any meaningful progress and development to be achieved, true leadership that is committed to organizational goals as well as gearing and aspirations of its followers. The objective of this study are to: examine the impact of leadership, security and development on
organizational performance to the management and assess the extent to which insecurity has affected the performance in public organisation.

LITERATURE REVIEW

Concept of Leadership

The word leadership simply referred to as the action of leading a group of people in any kind of setting. Chester Bernard as cited in Legacee (2016), forwarded that, leadership is the ability of a superior to influence the behaviour of subordinate or group and persuade them to follow a particular course of action.

According to Karamat (2013), leadership can be defined in different ways that it is hard to come up with a single working definition. Leadership is not just a person or group of people in a high position. Leadership is a process in which leader is indulged in various activities to achieve any goal. Leadership refers to the behavior/attitude of a leader to collect and direct the individuals towards any goal. Leadership is a communication process of leader and individuals. So the effectiveness of an organization depends upon the effective leader and effective leader is that person who has an effective leadership style. Leadership is a very important factor for any organization or group. There are three famous ways in which we can describe leadership from different perspectives.

i. Achieve target through others: There are lot of leaders who have been working hard to lead their teams or groups towards the success yet this achievement wouldn’t have been possible without the participation of every member of the team. So it is fair to provide the true definition of leadership which includes those helping hands. In the past leaders have been using hierarchy and issuance of an order to complete the given task. But the leaders of the modern times have come up with a different approach and changed it to the investment of trust to their people, with skilled employees working together in a friendly environment to achieve the goals. Mostly in the organizations management styles are widely spoken rather than leadership styles. This style of leadership basically involves ruling out of position less leadership and welcomes the informal one. The only difference is you do not claim certain powers on members.

ii. Dominating power of leadership: This type of leadership explains the individual who stands out and is dominant in a group or tribe is said to be their leader. It simply explains that leader is meant to have power over his people by holding top position for certain duration of time. This basically needs the mutual understandings between the people that they will obey the rules. In this type of leadership one doesn’t have to be a good motivator relational leader of the people.

iii. Positive change towards the better journey: In this type of leadership it is basically challenge for the status quo towards a better world. Leader is said to have courage to stand up and let them heard even if it means a great risk to them. But in this type of leadership you don’t have to hold a formal appointment as long as you think that change is needed off you go and challenge the status quo. This also gives chance to employees to become a leader even though they don’t have the right skills or are authorized to take charge.

Understanding the impact of leadership on performance is also important because leadership is viewed by some researchers as one of the key driving forces for improving organizational performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Rowe, 2001). For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Zhu, Chew and Spengler, 2005). Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Avolio, 1999; McShane and Von Glinow, 2000). Some scholars like Zhu et al. (2005), suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments.

The Concept of Security

The term “security” is a state of being protected from danger or anxiety. In a nation, security connotes conditions of peace, stability, order and progress. National security has been construed in different ways, each of which emphasized vital factors underlying ideals. According to Asad (2007), national security cannot be narrowed down to exclusively military term. Socio economic and cultural aspects, problems of development and modernization, and national integration should be deemed important in considering”. David (2006), posited that security is the condition or feeling of safety from harm or danger, the defence, protection and the absence of threats to acquire values (cited in Igbuzor, 2011). In spite of its conceptual complexities, the understanding
of the term shows that security is vital for national cohesion, peace and sustainable development. Thus:

“Security has to do with freedom from danger or with threats to a nation’s ability to protect and develop itself, promote its cherished values and legitimate interests and enhance the well-being of its people. Thus, internal security could be seen as the freedom from or the absence of those tendencies which could undermine internal cohesion and the cooperate existence of the nation and its ability to maintain its vital institutions for the promotion of its core values and socio-political and economic objectives, as well as meet the legitimate aspirations of the people. Internal security also implies freedom from danger to life and prosperity” (Imobighe cited in Oche 2001).

In recent years, the issue of security in Nigeria Salawu (2010), Eme and Onyishi (2011), Okorie (2011), Ezeoha (2011), have identified several causes of security crisis in Nigeria that pose grave consequences to national development. Chief among them is ethno-religious conflicts that tend to have claim many lives in Nigeria. By „ethnic-religious” it means a situation in which the relationship between members of one ethnic or religious and another of such group in a multiethnic and multi-religious society is characterized by lack of cordiality, mutual suspicion and fear, and a tendency towards violent confrontation.

The Concept of National Development
The word development according to Schumpeter cited in Jhingan (2003), is defined as the discontinuous and spontaneous change in the stationery state which forever alters and displaces the equilibrium state previously existing. In the view of Igboho (2015), national development is concerned with quality improvement in the various sectors of our national life such as the political, ethical, socio-psychological, and economic spheres of national existence, which combined, to define and assure quality and productive existence for the citizens of a country. It is the accelerated economic, administrative, social, political, cultural and industrial changes in a condition considered desirable to achieve the progress of civilization. The crucial element in national development is the constant and joint effort by the citizenry to harness the force of nature and human potentials for their own material well-being.

Comparison between National Security and National development
National security and National development are two sides of the same coin. Egwu (2000), forwarded that, the security of the Nigerian Nation was reduced to that of the ruler and his immediate supporters. The country’s leaders rules due to their ill-conceived notions of security. The security calculus of Nigeria State failed because it did not include vital aspect of social and national development, such as the provision of basic social amenities. Thus, the Nigerian State could not meet the social, economic, or even the military conditions for national security. These problems are clear indication that the government failed to consistently and committed maintains the core social values and physical infrastructure necessary for establishing and sustaining national security, national survival and socio-political wellbeing of the nation. Nwakpa (2000) asserts the above fact when he says that the increasing national decay and insecurity is seen in the regressing economy, unable health services and facilities, lack of good water, transportation and fuel problems, unemployment and other problems that have overwhelmed the Nigeria society.

This implies that security is anchored on national development. On the other hand, development can be anchored on security. For instance, the case of violence like ethnic crises, vandalism of pipes and electrical poles, armed robberies, kidnapping and others that cannot be mentioned, have hindered development of some infrastructures and foreign investment (Igbogo, 2015).

Fundamental Roots of National Insecurity
Igbogo (2015), reported that two major factors easily undermine the security of any nation. They are injustice and corruption. These elements may manifest outright in the actions or inaction of the government (i.e. the executive, the legislature and the judiciary) in their relationship with the governed and they have great capacity to generate devastating ripple effects. Let us examine some cases before looking at other element.

a. Injustice: Injustice in the area of resource allocation and environmental degradation has led to violent. Injustices either to an individual or a group breed frustrations. Such frustrations are often ventilated through unprecedented rise in war. Frustrations may also precipitate gang war fare, kidnapping and political assassinations. We recall with revulsion that a number of prominent Nigerians had been assassinated in recent years.

b. Corruption: Corruption is perceived as dishonest or illegal behaviour especially of people in authority. Ikejiani (1995), views corruptions as “the inducement of means of improper considerations to commit a violation of duty, an inducement in cash or kind to secure services or
good from public official or agencies through illegitimate or unlawful or irregular means”. Where there is corruption in the land, there is bound to be insecurity. When society begins to honour and recognize people who became rich through dubious and questionable means as Nigeria had done in the past decades, we send signals that crime pays rich divided. This discourages hard work and honesty and encourages others to take crime as a way of life. Igbogo, (2015), reported that, corruption is a happy bed-mate with injustice. In point of fact corruption provided the fuel for injustice and where two meet, the resultant effect is crisis. Crisis is coronary to insecurity such as insecurity of life, insecurity of property, insecurity of morals and ethics. They produce fertile ground for decay. Decay is not development. Decry connotes degeneration, deterioration and eventual death. Perhaps death of an entire system apart from injustice and corruption other areas that galvanize a state of insecurity in Nigeria include:

i. **Poverty:** Poverty may be in such intangible area as knowledge or ideas. It may also be in the area of lack of basic necessities of life such as food shelter, clothing and good health care, a hungry man, an adage says, is an angry man. An angry man may not be in the habit of exhibiting a sense of poverty that is affecting security is high rate of unemployment in Nigeria. It is responsible for robbery, fraud (419), trafficking, and other crimes that are threatening our national security.

ii. **Health Issues:** Health care is also important in the equation of national security Chen (2003) says there is a link between global health and human security. One quarter of deaths in the world is due to infectious diseases. The impact of HIV/AIDS on national security and development is also enormous. It creates political and social tension, stunts economic and human development, and reduces the effectiveness of the military. A nation that is dominated by the sick or hungry majority is already an incapacitated nation. Food security, heath security and even ideation security are therefore aspects of national security.

iii. **Religious Issues:** Religious has been described by Karl Marx as the “Opium of the masses”. Doctrines that are at variance with the principles of nationhood are likely to be a source of insecurity to the nation. Religion is the powerful instrument for good and for iii. This power of religion was the principal reason for tussle between church and state in England in the 15th and 16th centuries. A lot of crisis experienced in this country have traces of religious undertone. Examples include, the Maitasine riots, the uproar that greeted Nigeria’s admission as the 46th member of the Organization of Islamic Conference (OIC). Religious issues of this nature tend to constitute security issues to a nation.

iv. **Collapsed Infrastructures:** The evidence of the dismal state of national security can also be in what Onyegbula (2000) described as the diminishing standard of living and the deterioration of social infrastructure and educational system. For instance, the roads, electricity, pipe born water, refineries, hospitals and schools have not been functioning at their optimum level.

**Methodology**

The study used descriptive statistics such as simple percentage, primary and secondary sources of data were used for the study. The data generated through a questionnaire. A sample of ninety respondents were used random sampling techniques were employed.

**Results and Discussion**

To identify the impact of leadership on organizational performance.

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<th>Question</th>
<th>Number of respondents</th>
<th>Percentage</th>
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<td>Yes</td>
<td>90</td>
<td>100%</td>
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Source: field survey, 2018

The table above indicates that majority of the respondents response was that leaders have relevant impact on the organisational performance. Therefore leaders of organizations should be competence and knowledgeable to handle human complexity at work

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Source: field survey, 2018
The above table indicates that majority of the respondents response was that insecurity has created an in secured environment, effort should be intensify to fight against insurgency so that a secure environment will be created.

Conclusion
Leadership, security and national development play crucial roles in organizations since it is responsible for defining strategies and designs the organization’s path to be more effective and efficient in performance. Mostly parameters such as financial reports, bottom lines, market shares, companies’ revenues, and etc, are used for evaluating effectiveness of leadership and organizational performance. Leadership is about influencing people to do things the right way. Improving performance within organizations is a key concern of public institution like Adamawa State University Mubi. Moreso it is clear that the core social values and physical infrastructure necessary for establishing and sustaining national security, nation survival and socio-political wellbeing of the people are not there. Some example of the infrastructure that has remained in the chronic or permanent state of disrepair low performance and even stagnation thus consisting a several threat to the national security of the country include the county’s airports, sea ports, oil refineries, strategic inter-state highways, rails, bridges etc.

Recommendations
i. Leaders should allow a flow of bilateral relations with employees as this will give the employee a sense of belonging and will helps in managerial approaches and enhance employee performance.
ii. The federal and Adamawa state government should continue to intensify efforts in the fight against insurgency so that a secure environment will be created and activities will be carried out without any fear of insecurity.

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Leadership Behaviours of University Administrators and the Performance of Core Mandates of Selected Federal Universities in the North Central Zone of Nigeria.

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Abstract
A study of leadership in Nigeria in general shows that the quality of leadership is a far cry from what is expected. The existence of university system is predicated on the development of the nation through offering services in the areas of teaching, research, capacity building, entrepreneurial activities and community service. It is very disheartening to observe that Nigerian universities over the years have lagged behind in the performance of these tasks (core mandates) due to the nature and dynamics of leadership as well as the political and economic environment of these institutions. This study was undertaken to investigate, identify and determine the leadership behaviour(s) most prevalent among university administrators of selected Federal Universities in the North Central Zone of Nigeria. Primary data for the study was collected through questionnaire, structured interview, and personal observations. A descriptive survey design and the random sampling procedure were used to administer the questionnaire to academic staff in selected Federal Universities in North Central Zone of Nigeria using Ohio State University and University of Michigan Models. The data collected were analysed using the students’-Test via the application of Microsoft Excel 2013 and IBM SPSS 22. The results from the analysis showed that task-oriented leadership behaviour was generally displayed by university administrators in the North Central Zone of Nigeria during the period under study, which has, by implication, negatively influenced the performance of the university core mandates.

Keywords: Leadership behaviou, university administrators, relationship-oriented behaviour, task-oriented behaviour, university core mandates.

Introduction
Higher education plays a key role in the creation, improvement and maintenance of human capital which in turn is quite essential for growth and development. The mandate of higher institutions according to Idogho (2011) is to develop the whole man mentally, morally and physically and to confer degrees on their products who are found worthy in character and learning, to enable them assume leadership roles in their immediate and extended society. Higher education has experienced rapid growth world over in recent past and this growth according to Law and Schalkwyk (2002) has brought a lot of pressure on the sector such as under funding, incessant strikes, burgeoning population, and several other conflicts. The university education sector in particular has been the focus of much attention in recent years. Anijajobi-Idem and Archibong (2012) argued that the education sector in Nigeria like several other public sector organisations around the world face unprecedented pressure to improve service quality while progressively lowering their costs. At the same time, they are expected to become more accountable, customer focused and responsive to stakeholder needs. Achieving these goals invariably involves a transformation in corporate governance (management practices, processes and culture).

The role of tertiary education as an instrument for promoting the socio-economic, political and cultural development of any nation can never be overemphasized. Fatile & Adejuwon, (2011) believe that higher education in particular plays key roles in the supply of high level manpower for socio-political and economic development of a nation. According to Abdulkareem (2001), a nation’s growth and development are determined by its human resources. In his own opinion, Subair (2008), believed the entire intellectual and professional life of a country depends on sound higher education, especially university education that provides quality products (graduates) of international standard. Idogho (2011) believed that the provision of the much-needed manpower to accelerate the growth and development of the
economy has been the main relevance of university education in Nigeria. Onah & Anikwe (2016) argued that by their inimitable nature, universities are expected to be a repository of the most specialized and skilled intellectuals. They are meant to serve as lumber rooms of knowledge for nurturing the manpower needs of the nation and hence for satisfying the aspirations of the people for a good and humane society. All these opinions go a long way to buttress the importance of university education to the development of the national economy.

A glance at the objectives of university education according to the National Policy on Education (2004, section 45) reveals the followings: to contribute to national development through high-level relevant manpower training; to develop and inculcate proper values for the survival of the individual and the society; to develop the intellectual capability of individuals to understand and appreciate their local and external environments; to acquire both physical and intellectual skills which will enable individuals to be self-reliant and useful members of the society; to promote and encourage scholarship and community service; to forge and cement national unity; and to promote national and international understanding and interactions. Section 46 of the same document further asserts that universities and other tertiary institutions in Nigeria shall pursue these goals through among others, teaching, research and development, virile staff development programmes, generation and dissemination of knowledge. The attainment of these and similar goals requires a lot of conscious actions of the university leadership.

Statement of the Problem
The centrality of leadership in mobilizing human capital has been recognised throughout human history. Universities are institutions charged with the core mandates of teaching, research, dissemination of existing and new information, service to the community and being a store of knowledge, and of course the life wire of human capital development of the nation. Policy makers of higher education in Nigeria and University Leadership in particular do not take cognisance of centrality of leadership among other things such as physical facilities, social amenities and the like, in mobilising human capital and facilitate high productivity of the system as great importance, thus debarring proper dissemination of necessary information flow smoothly.

Though a university is an academic enterprise, a lot of academic effectiveness rests on the administrative support machinery. Hence, management competencies of university managers to a large extent depend on the leadership behaviour and governance adopted. University system in Nigeria like many parts of the world is supposed to be run on committee and collegiality as opposed to hierarchical norm. The collegial principle of academic self-government is founded on the belief that academics on university campuses are primarily colleagues (some senior and others junior), with the Vice-Chancellor as first among equals. It is an open secret that most Nigerian university administrators are facing problems of applying suitable and appropriate leadership behaviour in their administration. Somjit’ work (as cited in Sirisooklipa, Ariratanaa, & Ngang, 2015) believed this might be due to various stages of overlapping work arisen from administrative work model and management technique that create confusion in the work practice, administration, and ordering or commanding among the high level of work units. These have weakened university administration resulting in poor teaching and learning outcomes; diminishing research and consultancy traditions; and questionable service to the community. These are reflected in diminishing returns and poor performance in the basic missions of universities in key areas such as research and publications, teaching methods, training and development, community services and entrepreneurial activities. The results from Michigan and Ohio studies identify two broad types of leadership behaviours: Employee-centered and Production-centered. It has been empirically attested that most Nigerian University Administrators are more interested in getting the job done than the welfare of their staff. Does this situation truly prevail in the Nigerian Universities in our contemporary society? This study is embarked upon primarily to confirm or disprove previous conclusions with a view of determining the appropriate leadership behaviours vis-à-vis the performance of the core mandates in Federal Universities in North Central Zone of Nigeria.

Research Questions
The fundamental question to be addressed which is the crux of this study is: which leadership behaviour(s) should be adopted by the university administrators to enhance the performance of the core mandates. On the basis of this very crucial question, the following specific question will be addressed in the course of this study. What Leadership behaviour(s) is/are prevalent in Federal Universities in the North Central Zone of Nigeria during the period under review?
Research Objectives
This study was undertaken to primarily investigate and identify the varying leadership behaviours of university administrators in the performance of core mandates of Federal Universities in the North Central Zone of Nigeria during the period 2011-2015. To achieve this, the secondary objective is set as follows: To assess the leadership behaviour(s) most prevalent in the Federal Universities in the North Central Zone of Nigeria.

Research Hypothesis
For the purpose of this work a descriptive hypothesis shall be employed.
Federal university administrators in the North Central Zone of Nigeria have not significantly adopted Production-centered behaviour during the period under review.

REVIEW OF RELATED LITERATURE
Universities are formal institutions set up by government and/ or individuals or organized groups to be centres of learning, rich ideas and ideals. The fundamental dream of universities according to Brubacher’s study (as cited in Ebuara, Udida, Ekpiken, & Bassey, 2009) is to promote the life of the minds through intellectual inquiry as well as generate, store and transmit specialized knowledge and sophisticated experts, higher forms of culture and ethical basis of culture. Supporting this view, Ivowi’s work (as cited in Ebuara et al. 2009) asserted that universities exist to generate, disseminate, and supply knowledge through teaching, research and extension services.

Universities all over the world according to Arikewuyo (2007) are recognised as centers of excellence, where knowledge is not only acquired, but also disseminated to those who require it. The universal idea of the university according to Banjo’s work (as cited in Arikewuyo 2007), is a community of scholars, free to pursue knowledge without undue interference from any quarters. This view is shared by Benjamin (2001) who believed that universities are ivory towers where instructions are given and received without harassment and undue influence from the outside world. Salter (1983) and Hannah (1998) in support of the above opinions assert that universities are enterprises where knowledge production is the focus and that the production of knowledge has always anchored on teaching and research.

Adeogun, Subair and Osifila (2009) opined that Nigeria as a country gives much credence to higher education, particularly the university system as the means for social and economic mobility, social transformation, and as a platform for higher level workforce development (managerial and technological). The mission of the university education in Nigeria as observed by Ebuara et al. (2009, p 2) is to propound, preserve, promote, and propagate knowledge through teaching, research, provision of extension and community services. To also expand the frontiers of knowledge in the right ambience, contribute to society, nurture individuals of sound character and judgment that would creatively and innovatively transform the system and sustain its integrity by being a dynamic custodian of knowledge and salutary values.

In the same vein, Clarke and Edwards (1980) asserted that universities have since their medieval beginnings been founded to preserve the positive heritage of society, and are committed to promote society’s corporate wellbeing and advancement by refining the ability of its members.

State of University Education in Nigeria
It is an understatement as posited by Arowolo (2004) to say that university education in Nigeria today is in shambles. He opined that Nigeria changed from the elite to mass higher education in mid 70s without the adequate and necessary preparation and planning for this necessary change. From the mid 70s to date, the number of universities in the country has been rising just as the students’ population in the universities has also been growing beyond the capacity each university was originally intended to take. While the student intake, new courses, new employment, certificate, diploma and part time programmes are on the increase yearly, the facilities in each university are over stretched and adequate funds are not being provided for the running of the universities. The results of these abnormal situations are usually reflected in unending strikes, students’ unrest, cultism, overcrowded student hostels, clashes in lecture/examination halls, half-baked graduates and several other vices. Ebuara et al. (2009) believed that Nigerian universities over the years have lacked behind in the performance of their formidable tasks due to the nature and dynamics of leadership as well as the political and economic environment of these institutions. Verspoor (1994), Ibukun (1997), Adegbesan (2010) observed that university governance in Nigeria is nothing but crises management. Clark and Sedgwick (2004) who argued that an institution’s incapacity to respond is the outcome of limits on government funding capability combined with rigid internal organisational structures. These conditions seem to prevail in most universities in Nigeria. Management rigidities...
according to Bloom, Canning, & Chan (2006) are found at the institutional level. University education according to them has become bureaucratized and subjected to the unenterprising attitude of the Nigerian public service. University management to them is based in large part on the highly participatory system of senate and academic committees that characterized British universities at the time of Nigerian independence. Very little movement can be observed from this time-honored practice towards the leaner, more nimble and more corporate management model that has now become the norm in the United Kingdom and elsewhere.

**Conceptual Framework**

The focus of this study is generally on university leadership and governance, but specifically on leadership behaviour employed by different administrators in universities in North Central Nigeria. Leadership behaviour in this study specifically refers to the distinctive manner and ability by which individuals in leadership position of a University influences the behavior of subordinates (academic staff) and persuades them to follow a particular course of action. This idea was developed by Kurt Lewin in 1939 and was further supported by some prominent scholars from the University of Michigan and Ohio State University in the 1950s. Tannenbaum and Schmidt in 1958 and 1975 also made a lot of useful contributions by supporting the idea that the behaviour of leaders is dependent upon the prevailing circumstance; therefore leaders should exercise a range of behaviours and should deploy them as appropriate. The social assumptions underlying each of the behaviours, the problems they create, the symptoms by which they can be recognized, and the ways people work together or against each other within them are usually noticed. McMaster (2007) defined University leadership behaviour in terms of nested partnership between faculty and administration, which could be contiguous partnership, and/or segmented partnership.

**University Governance and Management**

Often, there is a distinction between definitions of management and governance. Governance in University education refers to the means by which the institution is formally organized and managed. University governance is placed within the context of a wider debate about the management of higher education. Simply, university governance is the way in which universities are operated. Corporate governance is defined by Ugoji and Isele (2009) as the process by which managers provide leadership and direction, create enabling climate and link systematic collaborative efforts of work groups. Irtwange and Orsaah (2010 p. 47) referred to Governance as

*the structure of relationships that bring about organizational coherence, authorize policies, plans and decisions, and account for their probity, responsiveness and cost-effectiveness.*

Becher and Kogan’s work (as cited in Ogbogu, 2013) posited that management of higher educational institutions is concerned with the determination of values inside universities, their systems of decision-making and resource allocation, their mission and purpose, the patterns of authority and hierarchies and the relationship of universities as institutions to the different academic worlds. The concept of governance for university education predominantly refers to the internal structure, organisation and management of autonomous institutions. The organisation of internal governance is generally composed of a governing board (the pro chancellor, council and the senate made of council chairman and members, the Vice-chancellor or executive head, (CEO) academic deans and heads of department, professors and principal officers of the university. Ogunruku (2014) asserted that constituent organs in a university are those established by the Laws and Statutes of the university. These include:

- The Governing Council
- The Senate
- The Congregation
- The Convocation
- The Academic Boards

At the peak of the management structure of each University, is the governing council, headed by the chairman (Pro Chancellor) which is saddled with the administrative functions in the area of goal setting, policy formulation, staff discipline, budget approval and liaison activities with the government of the day. Ibukun’s work (as cited in Olorunsola, 2013) asserted that the main body controlling and regulating the internal academic activities of the universities is the Senate, headed by the Vice-Chancellor and the Registrar as the Secretary. The Senate regulates the academic activities of the university through the general guidelines provided by the National Universities Commission NUC.

**The Role of Academics in University Management.** Universities are unique institutions in their structure and purposes, hence Anderson et al (1999) opined that it would be a serious mistake to adopt uncritically management practices that have been devised for
industrial productive or service organizations. Universities unlike other organisations are not unitary institutions, but composed of faculties and schools which have distinct tasks of preparing students for entry to particular professions, or inducting them into the intellectual traditions and methods of distinct academic disciplines. Professions and disciplines according to Anderson et al (1999) have external reference groups and a fact of university life is that staff loyalty and identification can be more strongly devoted to a professional organisation or to the international disciplinary network than to the seemingly less relevant university that happens to employ them. University managers or administrators need to take this aspect of the university life very seriously when they seek the interest and involvement of their academic staff in University management or governance.

**Typology of Leadership Behaviours**

Leadership theory has evolved over the past century and as a result, a variety of leadership styles and approaches have been identified and defined. Guastello (2007) asserts that there have been over two hundred definitions for leadership posited during the 20th century. That number is growing as scholars observe, identify, and promote the emergence of new leadership styles and behaviors of the 21st century. A review of research reflects multiple behavioral taxonomies as demonstrated in the trait approach and style approach researched and identified in the Ohio State Leadership Studies, and in the development of the Leadership Behavior Description Questionnaire (LBDQ) along with subsequent forms of the questionnaire developed and additional scales added at later dates. The Michigan and Ohio behavioral studies are important link in the ongoing development of behavioral theory in a leadership framework. Manyak, and Mujtaba, (2013), isolate three critical characteristics of effective leaders. These include:

1. **Task-oriented behaviour**

Task-oriented (or task-focused) leadership is defined by Forsyth (2010), as a behavioral approach in which the leader focuses on the tasks that need to be performed in order to meet certain goals, or to achieve a certain performance standard. A result of the study by Yukl, O’Donnell, and Taber, (2009) shows that leaders with task-oriented behavior do not perform the same types of tasks as their subordinates. Such groups of leaders the authors believed, spend their time planning, coordinating, providing necessary resources and overseeing their subordinates’ execution of tasks. The production-oriented style of the leadership emphasizes production and technical aspects of the job. Task-oriented leaders look at subordinates or employees as tools to accomplish the goals of the organisation. Tasks, working condition and work methods are tried to be understood better in his style of the leadership orientation. They focus more on guiding subordinates in setting task goals that were both challenging and achievable.

2. **Relationship-oriented behaviour**

A second group of leaders are found to exhibit relationship-oriented behavior. Relationship-oriented (or relationship-focused) leadership according to Forsyth (2010), is a behavioral approach in which the leader focuses on the satisfaction, motivation and the general well-being of the team members. These leaders concentrate not only on the task results, but also develop relationships with their subordinates, including helping them with their career and personal problems. They are supportive and focus on internal rewards as well as external rewards. The employee-oriented style according to Mujtaba and Kaifi (2010), emphasise the relationship aspect of the jobs of the individual. Such a leader the authors believe, takes interest in every one and accepts the individuality and personal needs of the individual. This type of leader has complete confidence and trust in all matters in his subordinates. His subordinates feel free to discuss things about their jobs with their superior. He always asks subordinates for ideas and opinions and always tries to make constructive use of them. By and large, the relationship-oriented leader prefers a general and hands-off form of supervision rather than close control. They set goals and provided guidelines, but then gave their subordinates plenty of flexibility as to how the goals would be achieved. Table 1 compares task-oriented and relationship-oriented leadership styles side-by-side.

<table>
<thead>
<tr>
<th>Table 1: Task-oriented vs relationship-oriented leadership styles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Task-oriented</strong></td>
</tr>
<tr>
<td>Emphasis on work facilitation</td>
</tr>
<tr>
<td>Focus on structure, roles and tasks</td>
</tr>
<tr>
<td>Produce desired results is a priority</td>
</tr>
<tr>
<td>Emphasis on goal-setting and a clear plan to achieve goals</td>
</tr>
<tr>
<td>Strict use of schedules and step-by-step plans,</td>
</tr>
</tbody>
</table>

Echu & Ocholi. *Leadership Behaviours of University...*
Participative-oriented Behaviour
The third style of behavior exhibited by leaders is participatory. This is style of leadership according to Allen and Judd (2007), is where the leader involves the subordinates in goal setting, problem solving and team building, while retaining the final decision making authority. The role of the leader here is more facilitative than directive, guiding the conversation and helping to resolve differences. The leader is more concerned towards working to build a cohesive team to achieve team results rather than focusing on individuals. Effective leaders use a participative style, managing at the group level as well as individually. For example, using team meetings to share ideas and involve the team in group decisions and problem-solving. Such leaders according to Steinheider, Bayerl and Wuestewald (2006), may make final decisions that take recommendations from the team into account. Probst (2005) asserts that the effect of participative leadership is to build a cohesive team which works together rather than a set of individuals. By their actions, such leaders model good team-oriented behavior. Participatory decision-making can have a wide array of organizational benefits. Steinheider, Bayerl and Wuestewald (2006) associate the following benefits with Participative-oriented leadership Behaviour: Job satisfaction, organizational commitment, perceived organizational support, organizational citizenship behavior, labor-management relations, job performance and organizational performance, and organizational profits.

The results from Michigan and Ohio studies indicate that leaders with an employee orientation show genuine concern for interpersonal relations, while those with a production orientation focus on the task or technical aspects of the job. The conclusion drawn from these studies is that an employee orientation and general instead of close supervision yield better results. Likert (1967) in particular relates these orientations to the performance of the employees. The author shows that the employee-oriented style brings high-producing performance compared to production-oriented style. Based on these studies, modern leaders are thus urged to become more employee-centered to improve their effectiveness.

Mixed conclusions according to Moghaddam, Ghanbari and Hosseinzadeh (2011), have risen from studies that try to determine the effects of task-oriented and relationship-oriented leadership: while some results showed that relationship-oriented leadership produces greater productivity, others indicated that task-oriented leaders create greater group efficacy. However, a common finding by Yukl, O’Donnell and Taber (2009), is that relationship-oriented leadership will generate greater cohesion within groups, as well as greater team learning. This view is supported by Sahertian and Soetjipto (2011) who say that relationship-oriented leadership has stronger individual impact, and a positive effect on self-efficacy.

Approaches to Leadership Styles
Leadership theory has evolved over the past century and as a result a variety of leadership styles and approaches have been identified and defined. Nothing has challenged researchers in the field of management more than the search for an “ideal” leadership style. Over the past years several distinct theories of leadership been propounded and so far there had not been a consensus among the theorists. However, psychologists have developed useful frameworks that describe the main ways that people lead. From Mahatma Gandhi and Winston Churchill, to Martin Luther King and Steve Jobs, DeRue Spreitzer, Flanagan & Allen. (2013) suggested that there can be as many ways to lead people as there are leaders. They believed that there have been over 200 definitions for leadership posited during the 20th century. That number is growing as scholars observe, identify, and promote the emergence of new leadership styles and behaviors of the 21st century.

The Behaviouristic Approach
Unlike many of the theories, behaviouristic model explores leadership from the perspective of the leader and focuses on leader behaviours. The results of the trait studies were inconclusive since most of the traits, among other things, were hard to measure. Another approach in the study of leadership had to be found.

To measure traits, researchers had to rely on constructs which lacked reliability and, given differing definitions, also lacked validity. After the problems with the trait approach became evident, researchers turned to an examination of leader behaviors. With behaviors, researchers could rely on empirical evidence. Behaviors, contrary to traits, could be observed. It was thus decided to examine the behaviors of successful leaders. The initial phases of the behavioral research seemed as frustrating as the trait approach. The number of behaviors identified was staggering. However, over time, it appeared that

the key behaviors could be grouped or categorized. The most prominent studies were those undertaken by the University of Michigan and Ohio State University. Interestingly, both studies arrived at similar conclusion that leadership behaviors could be classified into two groups.

1. Production centered behavior: when a leader pays close attention to the work of subordinates, explains work procedures, and is keenly interested in performance.
2. Employee centered behaviour: when the leader is interested in developing a cohesive work group and in ensuring employees are satisfied with their jobs.

These two styles of leader behavior were believed to lie at the ends of a single continuum. Likert (1967) found that employee-centered leader behavior generally tended to be more effective. Researchers at Ohio State leadership found results which suggested two basic leader behaviors or styles.

1. Initiating structure behavior: when the leader clearly defines the leader-subordinate, establishes formal lines of communication, and determines how tasks are to be performed.
2. Consideration behavior: the leader shows concern for subordinates and attempts to establish a warm, friendly, and supportive climate.

Behavioral theory concludes that leadership requires a strong personality with a well-developed positive ego; while self-confidence is essential.

Gaps in Literature
Many studies have been conducted resulting in the development of some important theories and concepts of leadership, but mainly in areas of business and other industrial sectors. (Yukl, O’Donnell, & Taber 2009) asserted that only very little research has been conducted on leadership in academia, and comparatively less research within academic faculties, colleges and departments. Many of the innovative ideas for performance improvement have been adapted from the private sector. Hence, there is now a growing body of performance improvement expertise in the public sector today.

Methodology
This study employed both exploratory and descriptive designs. The work began with exploratory (desk) studies to gain some insights in order to articulate the problems and formulate some research questions and objectives so as to have a proper focus. The descriptive design (specifically the survey method) was employed to generate the primary data for hypothesis testing. The primary data was collected through questionnaire. The data collected were analysed using the Student t-Test with the application of Microsoft Excel 2013 and IBM Statistical Package for Social Science SPSS 22. There are about a hundred and fifty universities in Nigeria, but for the purpose of convenience however, the study was restricted to Federal universities in the North Central Zone of Nigeria, which include University of Jos, Jos, The Federal University, Lafia, University of Agriculture Makurdi, University of Abuja, Gwagwalada, FCT, Federal University of Technology, Minna, The Federal University, Lokoja, and University of Ilorin, Ilorin. The population of interest in this study is four thousand and seventy-six (4076) academic staff from the five out of seven Federal universities under study. This figure is made up of one thousand, two hundred and fifty-five (1255) from University of Jos, eight hundred and twenty-four (824) from Federal University of Technology Minna, eight hundred and eleven (811) from University of Agriculture, Makurdi, six hundred (600) from University of Abuja, Abuja and five hundred and eighty-six (586) from The Federal University, Lafia.

Results and Discussion
The study was carried out to affirm the efficiency and reliability of the instruments employed. Five selected Federal universities in the North Central Zone of Nigeria and Abuja were chosen for the study. The five universities have four thousand and seventy-six (4076) academic staff from the ranks of graduate assistant to professor. Three hundred and sixty-four (364) questionnaires were randomly distributed to three hundred and sixty-four (364) academic staff within these five universities. Three hundred and sixty-four (364) copies of the questionnaire were administered in the course of this research to academic staff of five Federal universities in North Central Zone of Nigeria visited. The response rate shows that out of this number, two hundred and ninety-one (291) representing about eighty percent (80%) were retrieved while seventy-three (73) representing twenty percent (20%) were been expected. This means that the analysis of primary data was based on eighty percent (80%) rate of response for the survey. The response rate also shows that the total of two hundred and ninety-one (291) questionnaires used for the analysis, with two hundred and twenty-two (222) valid and sixty-nine (69) missing values, indicating that there was a high response rate of seventy-six percent (76.3%).
Test of Hypothesis
Federal university administrators in the North Central Zone of Nigeria have not significantly adopted Production-centered behaviour during the period under review.

Data were collected through questionnaire, coded and analysed for the five universities. The following results were obtained from questions responded to by the targeted sampled academic staff. The study collected the mean response of each question and the following results were obtained in the table (see appendix 1). The overall mean for the five Federal universities were conducted with T-test.

**Table 2: One-Sample Statistics**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>M</th>
<th>Std. Deviation</th>
<th>Std. Mean Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>22</td>
<td>3.5286</td>
<td>.18133</td>
<td>.03866</td>
</tr>
</tbody>
</table>

**Table 3: One-Sample Test for Testing Hypothesis.**

<table>
<thead>
<tr>
<th></th>
<th>Test Value = 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>T</td>
<td>Df</td>
</tr>
<tr>
<td>Mean</td>
<td>91.276</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The P-value for the overall mean response for the five Federal universities shows that it is less than the level of significance of 5% i.e. (0.000 < 0.05), therefore reject the null hypothesis and accept the alternate hypothesis and conclude that production-centered leadership behaviour is widely adopted by Federal universities in the North Central Zone of Nigeria during the period of study.

This hypothesis was formulated to determine the leadership behaviour more prevalent in Federal universities in the North Central Zone of Nigeria. The result of the analysis indicated that production-centered behaviour is more prevalent in the Federal universities in the North Central Zone of Nigeria. This means that the universities’ administrators in the Federal universities in the North Central Zone of Nigeria were more concerned with the technical and production aspects of the job than human relations activities. The Ohio study refers to this as ‘initiating structure’ which is the degree to which a leader defines and structures his or her role and the roles of the subordinates towards achieving the goals of the group. Employees are seen purely as a means to getting the job done and human considerations are generally viewed as waste.

This result is inconsistent with the work of Akpohere (2011), that organisational climate is related to job satisfaction in terms of interpersonal relationship, group cohesiveness and task involvement teachers’ condition of service–remuneration, promotion, professional development policies for teachers and general availability of tools needed to perform their jobs. The result is equally inconsistent with the findings of Sirisookslipa et al., (2015) who argue that employee-centered style with supportive and participative contents had the strongest association with teacher effectiveness.

It has been empirically proved that where academic work is properly structured, and where the leaders are friendly to their staff by praising and encouraging them, especially on important or little matters, they (staff) will be happy, and will be optimally motivated to do the work they are given. It is equally proved that employees will think intelligently about the work and, with a minimum guidance, will plan, monitor and improve much of what they are doing. The role of the leader is thus seen more as being to motivate and support people working for and/or under him/her. This study has proved that the above scenario could only happen in the university with employee-oriented behaviour of leadership.

**Recommendations**
The crux of this study is to determine the most appropriate leadership behaviour to be adopted by the university administrators to enhance the job of the academic staff. In view of the foregoing, university leaders should be people who are indeed transformational in their disposition; and should be able to make those they lead (both academic and non-academic staff) believe in themselves and their collective aspirations. It is imperative for the university system to be re-oriented in consonance
with acceptable democratic and international standards. It is recommended that universities administrators should adopt employee-oriented behaviour with emphasis on creating a positive and supportive work environment, eliminating the undesirable work situation, paying more attention to staff welfare, and treating them fairly, respectfully, and democratically.

References


### Appendix 1: Summary of Mean Response and Remark of Results

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>3.38</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q2</td>
<td>3.36</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q3</td>
<td>3.79</td>
<td>Often</td>
</tr>
<tr>
<td>Q4</td>
<td>3.91</td>
<td>Often</td>
</tr>
<tr>
<td>Q5</td>
<td>3.36</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q6</td>
<td>3.51</td>
<td>Often</td>
</tr>
<tr>
<td>Q7</td>
<td>3.48</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q8</td>
<td>3.39</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q9</td>
<td>3.77</td>
<td>Often</td>
</tr>
<tr>
<td>Q10</td>
<td>3.64</td>
<td>Often</td>
</tr>
<tr>
<td>Q11</td>
<td>3.69</td>
<td>Often</td>
</tr>
<tr>
<td>Q12</td>
<td>3.74</td>
<td>Often</td>
</tr>
<tr>
<td>Q13</td>
<td>3.53</td>
<td>Often</td>
</tr>
<tr>
<td>Q14</td>
<td>3.55</td>
<td>Often</td>
</tr>
<tr>
<td>Q15</td>
<td>3.57</td>
<td>Often</td>
</tr>
<tr>
<td>Q16</td>
<td>3.50</td>
<td>Often</td>
</tr>
<tr>
<td>Q17</td>
<td>3.69</td>
<td>Often</td>
</tr>
<tr>
<td>Q18</td>
<td>3.48</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q19</td>
<td>3.29</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q20</td>
<td>3.20</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q21</td>
<td>3.35</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Q22</td>
<td>3.45</td>
<td>Sometimes</td>
</tr>
</tbody>
</table>

**Source:** Field Survey, 2017
The Nexus of Ethical Leadership and Work Engagement: A Theoretical Discourse.

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Abstract
This paper is a review of literature on one of the most recently canvassed styles of leadership—ethical leadership and its nexus with work engagement. The paper defined ethical leadership as leading with the consciousness of what constitutes right or wrong in a given environment over time; and work engagement as the degree to which employees are attached and dedicated to their work. The paper while leaning on the Social Exchange Theory (SET) and Social Learning Theory (SLT) critically examined evidences concerning the association of both variables and observed an overwhelming convergence of findings to that effect. The paper also noted that ethical leadership has now assumed a buzz word status in leadership literature as its status has surpassed that of a mere characteristics of leadership to being a style of its own. In conclusion, it was pinpointed that Nigeria needs ethical leaders at every strata and sphere of her national existence; because such leadership would trigger work engagement. More so, it would also influence ethical followership among everyone employed by the government or private sector; which by extension would form the panacea for the avalanche of ills bedeviling the nation.

Keywords: Nexus, Ethical, leadership, Work, engagement, theoretical, empirical

Introduction
Work engagement is a construct that is naturally subsumed within the increasingly popular domains of positive psychology and positive organizational behavior, which aim to enhance employees’ positive experiences of work (Shekari, 2015). It is also a desirable condition, with an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy; having both attitudinal and behavioral components (Mills, 2012). Today’s organizations are indisputably on the search for ways of gaining and sustaining competitive advantage in the face of the dynamic and volatile business milieu they operate in; and of all the resources of business, the contribution of human resource in this direction is not in contest (Chaudhary, Rangnecker and Barua, 2012). One way through which employee’s performance can improve is through work engagement. In recent past, the construct of work engagement has received unprecedented attention as a key determinant of several positive organizational outcomes (Macey, Schneider, Barbera and Young, 2009, Bates, 2004, Bakker, Demerouti, and Brummelhuis, 2012; Baumruk, 2004, Markos and Sridevi, 2010, Harter, Schmidt and Hayes, 2002; and Richman, 2006).

Work engagement is an active, positive work-related state that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). It is also an independent, persistent and pervasive motivational psychological state that accompanies the behavioral investment of personal energy (Schaufeli and Bakker, 2010). And it is mostly about passion, commitment, and the willingness to apply oneself and expend one’s discretionary effort in supporting employer to succeed (Madau, Asawo and Gabriel, 2017). Engagement like its related constructs is exhibited in response to other antecedents that may arise from other parts of the organization; and one of such parts could be the leadership. Leadership is simply the process of influencing others in a desired direction and it remains a major determinant of the path an organization may go.

Brown and Mitchel (2010) contend that within a work environment, leaders set the tone for organizational goals and behavior and leaders are often in a position to control many outcomes that affect employees, and what leaders incentivize communicates what they value and motivates employees to act in ways to achieve such rewards. It is not surprising, then, that employees rely on their leaders for guidance when faced with ethical questions or problems (Treviño,
Work engagement is unarguably a productive work behaviours; and identifying the situations that foster it is vital for the sustainability and growth of organisations (Bakker and Demerouti, 2008; Den Hartog and Belschak, 2012; Tims, Bakker, and Xanthopoulou, 2011). Several scholars have search for work engagement through other lenses. For example, Chaudharry et al (2012) looked at it from the perspective of occupational self-efficacy; Saks (2006) studied it through job characteristics, perceived organizational support, supervisor support, rewards and recognition, procedural justice and distributive justice. Madu et al (2017) looked at it from the view of work environment as predictor; while Engelbrecht, Heine and Mahembe (2017) studied engagement as a consequence of integrity, ethical leadership and trust. Similarly, ethical leadership has been studied as a predictor of employee performance and in one instance with employee engagement as mediator (Resick, Hanges, Dickson, & Mitchelson, 2006; Walumbwa & Schaubroeck, 2009; Zehir & Erdogan, 2011; Sabir, Iqbal, Rehman, Shah, 2012), there is however a paucity of research that have studied ethical leadership as a predictor of employee engagement, especially in the Nigeria context. It is on this backdrop that our point of departure is rooted to look at ethical leadership as a predictor of employee engagement; especially because researchers have begun to treat ethical leadership as a leadership style of its own as against its previous status of a mere feature of other established leadership styles (see Brown, Treviño, & Harrison, 2005; Kalshoven, Den Hartog, & De Hoogh, 2011; Yukl, Mahsud, Hassan, & Prussia, 2011).

Literature

Theoretical Foundation

The duo of social exchange theory (SET) and social learning theory (SLT) would serve as relevant theoretical underpinning for this work.

Social Exchange Theory (SET)

Some scholars have viewed ethical leadership from the eyes of social exchange theory (e.g., Mayer et al., 2009; Turner, Barling, Epitropaki, Butcher, & Milder, 2002). Incidentally, those who advocate this thinking focus more on the norm for reciprocity (Cropanzano & Mitchell, 2005) and hold that followers are willing to reciprocate when treated fairly and with concern by their leaders (e.g., Mayer et al., 2009). Social exchange theory grew out of the intersection of economics, psychology and sociology; hence, it is also referred to as socio-psychological theory (Gabriel, 2015). Social exchange theory evolved from the work of sociologists such as Homans (1958), Blau (1964), and Emerson (1972). Unlike the economic exchange theory that features precise specifications of transactions and prevalence of extrinsic rewards, especially material gains; social exchange theory by contrast, is characterized by unspecified personal obligations and trust as well as intrinsic in conjunction with extrinsic rewards, thus occupying the middle ground between pure calculations of advantage and pure expression of love (Blau, 1994).

Exchange theory is a general theory concerned with understanding the exchange of material or non material resources between individuals or groups in an interaction. The relationship in which a person or group acts in a certain way toward others in order to receive a reward (i.e., benefit or return) is called an exchange relationship (Homans, 1958; Blau, 1964). Homans, the initiator of the social exchange theory, expressed that this theory was developed to understand the social behavior of humans in economic undertakings. Social exchange theory poses that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. For example, when a person perceives the costs of a relationship as outweighing the perceived benefits, then the theory predicts that the person will choose to leave the relationship. We have deemed this theory apt in this context because the relationship between the leader and follower is entrenched in an exchange to the extent that the follower can respond to the leader based on how he/she perceives the actions of the leader as either beneficial or harmful.

Social Learning Theory (SLT)

According to social learning theory, for leaders to be seen as ethical leaders by their followers, they must be attractive and credible role models. SLT sheds light on why some individual characteristics of the leader and situational influences are related to followers’ perceptions of a leader as an ethical leader. It helps to explain why and how ethical leaders influence their
followers. SLT (Bandura, 1977, 1986) is based on the idea that individuals learn by paying attention to and emulating the attitudes, values and behaviors of attractive and credible models. Most individuals look outside themselves to other individuals for ethical guidance (Kohlberg, 1969; Treviño, 1986). Ethical leaders are likely sources of guidance because their attractiveness and credibility as role models draw attention to their modeled behavior. Power and status are two characteristics of models that enhance their attractiveness (Bandura, 1986), thus making it more likely that followers will pay attention to ethical leaders’ modeled behavior. Brown, Treviño, & Harrison (2005) ground their conceptualization of ethical leadership in social learning theory (Bandura, 1977, 1986).

This theory further suggests individuals can learn standards of appropriate behavior by observing how role models such as teachers, parents, and leaders behave. Accordingly, ethical leaders "teach" ethical conduct to employees through their own behavior. Ethical leaders are relevant role models because they occupy powerful and visible positions in organizational hierarchies that allow them to capture their follower’s attention. They communicate ethical expectations through formal processes (e.g., rewards, policies) and personal example (e.g., interpersonal treatment of others). Effective "ethical" modeling, however, requires more than power and visibility. For social learning of ethical behavior to take place, role models must be credible in terms of moral behavior. By treating others fairly, honestly, and considerately, leaders become worthy of emulation by others. Otherwise, followers might ignore a leader whose behavior is inconsistent with his/her ethical pronouncements or who fails to interact with followers in a caring, nurturing style (Yussen & Levy, 1975). When followers learn how to be ethical from their leaders, it follows that they will also act ethically and by so doing exhibit positive work behaviours which engagement is one. For these reasons, SLT was considered relevant in this context.

Ethical Leadership
Ethics can be defined as the reflection on what is morally right or wrong, good or bad (Pauer-Studer, 2010). On the other hand, leadership is “the ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organizations of which they are members” (Bass & Bass, 2008, p. 23). The construct-ethical leadership is a product of the amalgam of the two words-ethics and leadership; and it was first coined by Treviño et al. (2003) and has received a remarkable amount of scholarly interest ever since. Researchers have begun to consider ethical leadership as a separate leadership style in itself rather than focusing only on the ethical elements of other leadership styles (e.g. transformational, authentic and servant leadership) (Brown, et al, 2005, De Hoogh & Den Hartog, 2008, 2009; Kanungo, 2001; Kalshoven et al., 2011; Yukl et al., 2011).

The fundamentals of ethics according to the Webster dictionary are dealing with what is good and bad, moral duty and moral obligation. This relates closely to how Kanungo (2001) conceptualizes ethical leadership. He takes an altruism approach and addresses ethical leadership as a tension between altruistic and egoistic motives (e.g., Kanungo, 2001; Turner, Barling, Epitropaki, Butcher, & Milder, 2002). This approach suggests that an ethical leader is driven by a system of accepted beliefs and appropriate judgments rather than self-interest, which is beneficial for followers, organizations and society. This way, Kanungo (2001) and Aronson (2001) emphasize the effect of leader’s actions on others as a major concern in ethical leadership. Brown et al. (2005, p. 120) defined ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”.

The first part of this definition relates to the “moral person” facet of ethical leadership and the second part to the “moral manager” facet (Brown and Trevino, 2006). Ethical leadership has also been defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making (Brown, Treviño, & Harrison, 2005, p. 120). Ethical leadership is a relational concept in the sense that it is constructed in and through social interactions with followers. Furthermore, being an ethical leader is about being both a moral person as well as a moral manager (Treviño, Hartman, & Brown, 2000). The moral person’ part of ethical leadership can be viewed as the personal traits and characteristics of a leader—such as honesty, trustworthiness and integrity—and the moral nature of that leader’s conduct (Treviño & Brown, 2005; Treviño et al., 2000). Summarily, we chose to define ethical leadership as leading with the consciousness and practice of what constitutes right or wrong in a given environment over time.
Dimensions of Ethical Leadership

Resick et al. (2006) empirically distinguished various dimensions of ethical leadership, such as character and integrity, altruism, motivating, encouraging and empowering. Kalshoven et al. (2011) identified similar dimensions, namely fairness, integrity, people orientation, role clarification, ethical guidance and power sharing. In line with these dimensions, Eisenbeiss (2012) identified a humane orientation and a justice orientation of ethical leadership. For the purpose of this work however, Kalshoven’s et al (2011) seven dimensions of ethical leadership are discussed hereunder-

- **Fairness**: Kalshoven et al (2011) described fairness as an important form of ethical leader behavior and argued that ethical leaders act with integrity and treat others fairly. In furtherance, other scholars are not in dispute to the effect that ethical leaders make principled and fair choices; are trustworthy and honest, do not practice favoritism, and take responsibility for their own actions (Brown et al., 2005; De Hoogh & Den Hartog, 2008; Treviño et al., 2003). In essence, this kind of leader would give every subordinate equal and deserving treatment in the affairs of the organization. He or she can be trusted for seeing everyone as equal members with applicable status in the organization as against treating some as being more equal than the others or worse still, as sacred cow.

- **Power Sharing**: Power sharing is another important form of ethical leader behavior (Kalshoven et al 2011). Accordingly, De Hoogh and Den Hartog (2009) are of the opinion that ethical leaders allow subordinates a say in decision making and listen to their ideas and concerns. In this wise, Resick et al. (2006) argue for an empowering aspect of ethical leadership and Brown et al. (2005) suggest that ethical leaders provide followers with voice. Sharing power according (Yukl, 2006) allows subordinates more control and makes them less dependent on their superiors.

- **Transparency**: scholars are in convergence that ethical leaders are transparent and that they engage in open communication (Brown et al., 2005). In this light, De Hoogh and Den Hartog (2008) point to the importance of transparency in clarifying performance goals and expectations and distinguish role clarification as a component of ethical leadership. Ethical leaders clarify responsibilities, expectations, and performance goals, so that subordinates' know what is expected from them and understand when their performance is up to par. This informs Kalshoven’s et al (2011) position that subordinates do no longer have to worry unnecessarily about unclear expectations and they know how they can meaningfully contribute to meeting the unit's or organization's goals. In so doing the challenges of role ambiguity is nearly eliminated.

- **People orientation**: This implies the behavior of having true concern for people; a prominent feature in Blake and Mouton’s Managerial Grid. Incidentally, this dimension happens to be one of the most frequently mentioned parts of ethical leadership in Treviño et al.'s (2003) qualitative study. Resick et al. (2006) also describe ethical leaders as people-oriented. The people orientation component in ethical leadership reflects genuinely caring about, respecting and supporting subordinates and where possible ensuring that their needs are met (Kanungo & Conger, 1993; Treviño et al., 2003).

- **Ethical guidance**: it has been pinpointed that ethical leaders clearly convey standards regarding ethical conduct (Treviño et al. 2003). Organizations and top management set rules, standards and codes of conduct, which provide guidelines for ethical behavior (Beu & Buckley, 2001) and leaders can raise subordinates' awareness of such guidelines. Ethical leaders also use rewards and punishments to hold subordinates responsible for their actions (Treviño et al., 2003). According to Brown et al. (2005), ethical leaders guide followers in setting priorities and in ethical dilemmas they experience. We label this ethical guidance, which implies communication about ethics, explanation of ethical rules, and promotion and reward of ethical conduct among subordinates.

- **Ethical Awareness**: in their qualitative study, Treviño et al.'s (2003) suggests that ethical leaders are characterized by a broad ethical awareness; where ethical awareness implies that such leaders are concerned about (the impact on) stakeholders and society. A stakeholder perspective suggests that ethical leaders have a responsibility to protect and promote the interests of their stakeholders (Donaldson & Preston, 1995). In line with this, Kanungo and Mendonca (1996) argue that ethical leaders take into cognizance the effects of their behavior on the
Integrity: Integrity behaviors are described as word-deed alignment or the extent to which what one says is in line with what one does (e.g., Dineen, Lewicki, & Tomlinson, 2006; Palanski & Yammarino, 2007, 2009). Leaders who keep promises and behave consistently can be trusted or believed because they work or behave as expected (Simons, 2002). Similarly, Yukl (2006) describes leaders as being ethical when they keep promises and behave consistently. Thus, ethical leaders keep their promises and act consistently, in a predictable way, which we label integrity (Kalshoven; 2011).

Concern for Sustainability: this is a behavior that is explained by the degree to which the leader like to operate in an environmentally friendly manner, shows concern for sustainability issues and stimulates recycling of items and materials around the work place (Kalshoven, et al, 2011).

Work Engagement (WE)
Kahn (1990) coined one of the most recognizable definitions of engagement: “the harnessing of organizational members’ selves to their work role”. Work engagement is a state of enthusiastic and complete involvement in work (Rich, Lepine, and Crawford, 2010; Cooper-Thomas, Paterson, Stadler, and Saks, 2014). In furtherance, others have defined work engagement as “a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption” which can influence employee health (Schaufeli et al., 2006; Inoue, Kawakami, Tsuno, Shimazu, Tomioka, & Nakanishi, 2013); independent, persistent and pervasive motivational psychological state that accompanies the behavioral investment of personal energy (Schaufeli and Bakker, 2010). And as a work-related construct that is multifaceted, and concerns employee emotional and intellectual commitment, involvement, passion for work, as well as a discretionary effort that is characterized by vigor, dedication, and absorption while at work (Perryman and Hayday, 2004; Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2002; Khan, 1990). Common among these definitions are that engagement is a positive behavior, it is willfully exerted, related to work; involves vigoroussness, dedication, and absorption, and more importantly, it contributes to organizational success.

Truss, Schantz, Soane, Alfes & Delbridge (2013) argued that William Khan was the first to introduce the concept of WE and that (Khan, 1990) posited that employees use varying degree of their selves, physically, emotionally and cognitively in the work roles they perform. They further averred that employee engagement occurs when employees know what is expected of them, have what they need to do their work, have opportunities to feel an impact and fulfillment in their work, perceive that they are part of something significant with co-workers and have chances to improve and develop. Furthermore, there seem to be a consensus to the effect that employee engagement as a construct is built on the foundation of earlier concepts like satisfaction, job involvement and employee commitment (Hallberg and Schaufeli, 2006; Robinson, Perryman and Hayday, 2004; Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2002). Accordingly, they maintain that WE is broader in scope; entails a two-way relationship between the employer and employee, has the potential to bring employers and employees closer to the benefit of both, affords employees the opportunity to experience a sense of oneness while at work, the space to express positive attitude and be themselves, control or impact upon their environment and make positive contribution to the goals of the organization.

Measures of Work Engagement
Schaufeli, et al (2002) operationalised the construct of employee engagement as being characterized by vigor, dedication and absorption. They mentioned that engaged employees invest physical effort in their work, experience increased meaningfulness on their job and thus are more likely to be cognitively and emotionally attached to their work. This study adopts the three branches of employee engagement as discussed hereunder.

Vigor
Vigor refers to energy, mental resilience, and determination and investing consistent effort in job (Rayton and Yalabik, 2014). Similarly, Macey & Schneider, (2008), Schaufeli et al., (2002) described vigor as employee work situations that are characterized by high levels of physical, mental energies and resilience exerted on the job. Vigor is the willingness to invest effort in one’s work and persistence when faced with difficulties at work. It is a positive state of mind exhibited by employees which propels them to selflessly take on more work, exert extra energy when confronted by challenges or work pressure in other to get work done. Employee vigor reflects a strong drive demonstrated through the exertion of energy, time spent and concentration on the job or activities related to the organization. Schaufeli and Bakker (2004) described vigor as the
pace and focus which the employee brings into the job as a result of increased morale, motivation, sense of duty and connection to the goals of the organization. Employees who exhibit vigor at work are self-driven, result-focused, and determined to complete given tasks within the specified time frame.

**Dedication**

Dedication according to Rayton and Yalabik (2014) is about being inspired, enthusiastic and highly involved in your job. It is an individual’s deriving a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job (Song et al., 2012). According to Schaufeli and Bakker (2004) and Schaufeli et al., (2002), employee dedication reflects employees' sense of significance, passion, motivation and pride. Employees feel dedicated when they are inspired by challenges on the job. Dedication is about employees’ persistence, consistency and continuity on the job aimed towards organizational goals. Employees’ who display high levels of dedication are believed to be highly involved on their job roles and are seen to exert positive feelings towards the job and the organization. Dedication is synonymous to complete enmeshment into the blood veins of one’s calling.

**Absorption**

Absorption points to a sense of detachment from one’s surroundings, associated with a high degree of concentration on the job, and a general lack of conscious awareness of the amount of time spent on the job (Rayton and Yalabik, 2014). On a similar note, absorption has been described as concentration and being engrossed in people’s work, whereby passing time will be intangible and being detached from the job has some difficulties for them. This is characterized by being totally and happily immersed in one’s work and having difficulty detaching oneself from it. It involves high levels of concentration, assimilation and embeddedness at work to the extent that one finds it difficult to separate from the work. Schaufeli et al. (2002) and Castellano (2015) noted that absorption has much to do with how much an employee is engrossed in a role and the intensity of his/her attention.

**Ethical Leadership and Work Engagement**

Ethical leadership has been reported as having positive relationships with a variety of followers’ attitudes, such as satisfaction with the leader, trust in management and perceived leader effectiveness (e.g., Aronson, 2001; Brown et al., 2005; Den Hartog & De Hoogh, 2009; Kanungo, 2001; Hartog & Belschak 2012) and specifically work engagement (Kacmar et al.; 2011; Sugianingrat, et al. 2017). Justifying this result, it was argued that employees, who feel supported, cared for and fairly treated are more likely to develop satisfaction and trust on the system (cf., Brown et al., 2005; De Hoogh & Den Hartog, 2008). In addition, Den Hartog and De Hoogh (2009), Kuo (2013) and Avey et al., (2011) respectively found a positive relationship between ethical leadership and job satisfaction, commitment; and commitment is part of engagement, hence if ethical leadership can inspire commitment, it can also prompt work engagement. When employees are treated in a fair and respectful way by their leaders, they are likely to think about their relationship with their leader in terms of social exchange (Blau, 1964); rather than economic exchange.

Furthermore, they are likely to reciprocate by putting extra effort into their work, through enhanced job dedication (Brown et al., 2005) and willing to become more actively engaged in work (Macey et al., 2009), which may include exhibiting organizational citizenship behavior (OCB). Ethical leaders take their followers into consideration and through open communication (Brown and Trevino, 2006) clarify goals of the organisation’s and what is expected from subordinates, which inspires employee engagement (Macey et al., 2009). Brown et al. (2005) found a positive correlation between ethical leadership and job dedication, which is a major element of work engagement (Schaufeli and Bakker, 2003). In their study, using a regression analysis, Den Hartog and Belschak (2012) confirmed that ethical leadership has a positive relationship with work engagement. Zhu et al. (2009), Babcock-Roberson and Strickland (2010) also found that leadership is positively associated with work engagement They found that followers tend to report higher engagement in their work when they perceive their leaders as acting ethically. Such ethical leadership would increase the employee’s sense of control, broaden an individual’s responsibilities, and create a sense of psychological meaningfulness, thus inducing greater motivation and increased effort by employees (Piccolo, Greenbaum, Den Hartog, and Folger, 2010). Previous studies have found that employees who are more absorbed and dedicated and who devote increased amounts of physical, cognitive, and emotional energy to their work are, consequently, more engaged in their work. The framework below depicts the study variables and their related indicators.
Conclusion
Ethical mindfulness is incontrovertibly a sine qua none characteristics of every leadership style, but ethical leadership itself has come to stay and is speedily gaining scholarly attention across leadership literature. The bequeathing of ethical leadership on followers is a great way to demonstrate leadership by example. The greatest problems Nigeria is facing at every sphere and strata of her national life are those of corruption, disregard for sustainability; lack of trust for one another, and apathy towards the pursuit of collective interest. Leading ethically would be of great healing on the damage that has already been done to the fabrics of this nation; because it would imply that such leader is people oriented, ethically aware, fair to all, mindful of the image he/she puts forward and guides followers on ethicality. When leadership is approached from these ethical dimensions, it will result in an increase in the employee’s sense of control, broaden an individual’s responsibilities, and create a sense of psychological meaningfulness, thus inducing greater motivation and increased effort by employees (Piccolo et al, 2010).

On the other hand, having employees in both public, private and even the not for profit organizations (NPOs) who have been inspired towards work engagement would cure several ills Nigeria is facing currently. It would mean the availability of security personnel who would go about their jobs with a sense of meaningfulness and worth. It would mean having teachers who would carry on their duties with the right attitudes required of their calling and in reflection of the precepts of the famous Abraham Lincoln’s letter to his son’s headmaster; it would equally imply having civil servants who will not make a caricature of official government time by arriving to the office by 9; 00 am and booking 7:00am in time log. When leadership is right at all levels, followership will follow rightly too and Nigeria will be a better place where all of us will be proud of and people of other climes would also scramble for Nigeria’s citizenship same way we jostle for theirs.

Recommendations
- Leaders at all levels should bear in mind that their actions and behaviours constitute a learning context for their followers and use such platforms in inculcating the appropriate attitude in them.
- Leaders at all levels should equally treat their followers well bearing in mind the resultant actions from such treatments given the social exchange theory postulations.
- Leaders should carry out their activities in manners that will allow their organizations continue to exist and prosper after them by applying a sense of sustainability all the time.

References


Proceedings of the 12th Annual National Conference of The Academy of Management Nigeria


Cultivating Workers’ Passion through Trust in Leadership of Government Tourism Establishments in Rivers State

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Abstract
This study identified the association between trust in leadership and workers’ passion. The purpose was to cultivate workers’ passion through enabling trust in leadership. The study adopted a cross-sectional survey, and collected data from a sample of 204 staff drawn from government tourism establishments in Rivers State. The data collection technique was the questionnaire, and the research data were analyzed using Spearman’s Rank Order Correlation Coefficient. From the data analysis results, it was shown that both descriptive values of trust in leadership and workers’ passion were low. Although, they were low, they had very high correlation coefficients. It was found that the dispassionate work attitude of staff in Rivers State Tourism Establishments is instigated by distrustful leadership. Drawing from the above, it was concluded that workers’ passion is triggered by the trustworthiness of the leader. The recommendation is that leaders should cultivate honest, reliable, and openness to enhance the active engagement of workers in government tourism establishments.

Keywords: Trust in leadership, workers’ passion, leadership integrity, leadership consistency, leadership openness, active engagement, and leadership competence.

Introduction
Work passion is an expression of an unflinching emotionally active involvement which an employee attaches to his job. With work passion, an employee demonstrates a very high degree of pro-social behaviour defined in commendable organizational citizenship behaviour. There are research evidences linking work passion with positive work attitudes such as punctuality, organizational commitment, job satisfaction, employee engagement, employee loyalty, turnover intention, presenteeism etc (Pati, 2012; Rousseau, 1995; Butter & Cantrell, 2000; and Kouzes & Posner, 2003), which are unarguably necessary for organizational effectiveness. These evidences presuppose that a passionate worker demonstrates a total concern, expressing practical affective commitment which ultimately enhances work productivity, minimizes the cost of management, improves the overall well-being and competitiveness of the firm.

The literature on work passion did not show any dysfunctional consequences, but it does appear that the passionate worker may suffer unintended job immobility even in the face of adversities in his work domain. Also, the research on work passion appears not to have addressed antecedents of leadership trust as a critical predictor variable. Yet, trust has been viewed as a very critical determinant of commitment in social relationship (Robbins, 2014; Schindler and Thomas, 2006; and Kan, 2014) which may further engender total engagement in the object or subject of the relationship. This appears to be relevant to the tourism institutions in Rivers State, where every attempt to improve institutional effectiveness has yielded less than commendable results. For instance, organizational development interventions such as employee training, behaviour modification through motivation of all kinds; job rotation; sponsored tours; etc, have been introduced with little or no attendant expected impact on the institutions. From a prelude to this study, discussions with some employees nearly almost blamed the worries on a disconnect between the employees, who are career civil servants and politically appointed leadership, who are perceived as politicians on work transit.

It appears that the permanent nature of the civil servant and the temporary state of leader-politician breeds distrust, which negatively affects work processes and the psychology of the workers. Drawing from such perception, this paper empirically examined the extent to which workers’ passion can be improved within the province of leadership trust in Rivers State tourism institutions.

The Concept of Leadership Trust
Trust as defined by Robbins (2008) is a “positive expectation that another will not through words, actions, or decisions act opportunistically”. McShane
& Von Glinow (2010) argued that trust occurs when an individual holds positive expectations about another individual or groups intentions and actions towards him or her in risky situations. Two intrinsic elements in the definition of trust are familiarities and risk. Robbins (2010) contended that the basis of one having positive expectation is founded of familiarity, which also assumes knowledge of the other party, the familiarity element in trust arises from the fact that trust is a history-dependent process based on relevant, but limited samples of experiences (Robbins, 2010:144). Robbins also argued that the term opportunistically refers to the inherent risk and vulnerability in any trusting relationship. McShane & Von Glinow (2010:528) viewed that, “a high level of trust occurs when the other party’s actions affect you in situations where you are vulnerable, but you believe they will not adversely affect your needs”. Thus, relationships generally prosper on trust. Trust implies the social magic wand that bind individuals together, and it is the necessity for group cohesiveness.

From the foregoing, leadership trust thus connotes the positive expectation which a subordinate has that his or her leader’s intentions and actions toward the subordinate. In this sense, leadership is the ability of a superior to influence the behaviour of the subordinates and persuade them to follow a particular course of action. In Chemers’ (1997) view, leadership is a process of social influence in which one person enlists the aid and support of others in the accomplishment of a common task. McShane & Von Glinow (2010) defined leadership as the process of influencing people and providing an environment for them to achieve team or organizational objectives. Because leadership occurs in a social context, and involves inspiring others to achieve group objectives, Robbins & Sanghi (2012:314) argued that “leaders establish direction by developing a vision of the future; then they align people by communicating this vision and inspiring them to overcome hurdles”. From these definitions, it is clearly evincing that trust makes leadership effective. In fact, mutual trust, the reciprocal feelings and positive expectations that no one will take advantage of the other opportunistically, in words, action, or decision make leadership easier. The climate of trust breeds leader-member cohesiveness. This clearly pitches the burden of trust on the shoulders of a leader, which enhances getting subordinates to work with the leader to achieve common objectives.

The Types of Trust

The typologies of trust that exist in organizational relationship are: deterrence based trust, knowledge based trust; and identification-based trust. On Deterrent Based Trust: Robbins (2008) contended that it is the most fragile relationship, where violation or inconsistency can destroy the relationship. This form of trust is based on fear or reprisal if the trust is violated. McShane & Von Glinow (2010:528) called this calculus-based trust, which they contend, is the minimal level of trust refers to an expected consistency of behaviour based on deterrence. Each party believes that the other will deliver on its promise because punishment will be administered if they fail. Thus, what actually sustain the trust is that the persons in this type of trust relationship act in accordance to their promises because they fear the consequences from failing in their obligation. Robbins (2008), and McShane & Von Glinow (2010) a corroborating view is that deterrence or calculus-based trust relationship will work only to the degree that punishment is possible, consequences are clear, and the punishment is actually imposed if the trust is violated. This suggests strongly that “the potentially harmed party must be willing to introduce harm to the party acting distrustingly” (Robbins, 2010:146). On Knowledge-Base Trust: The bond is created by the behavioural predictability that emanates from a history of interactions. Robbins (2008) observed that most organizational relationship are founded on knowledge-base trust. Mchane and Von Glinow (2010:528) argued that “knowledge based trust is grounded on the other party predictability. This predictability develops from meaningful communication and past experience. The better one knows someone’s past actions, the more accurately one can predict what that person will do in the future. Similarly, the more consistent the leaders behavior, the more employees are willing to trust that person (leader) Whitener (2000) & Kouzes and Posner (2003). Knowledge-base trust thus, flourishes where the trustor has adequate information about the trustee to enable the former accurately predict the behaviour of the latter. Thus, Robbins (2008) succintingly, contended that knowledge-based trust is not necessarily hampered by inconsistent behaviour, as violation can be easily explained or understood using the adequacy of information available about parties behaviour. On Identification-Based Trust: It is contended that, “the highest level of trust is achieved when there is an emotional connection between the parties. It allows on party to act as an agent for the other and substitute for that person in interpersonal transactions (Robbins, 2000:147). Identification-based trust is founded on mutual understanding and
emotional bond between the parties. Thus, it occurs when one party thinks like, feel like, and responds like the other party (McShane and Von Glinow, 2010) and this suggests reciprocal feelings and action between the parties, leading to a stronger social bonding than that found in deterrence and knowledge trust. It is the view of McShane and Von Glinow (2010:258) that, “high-performance teams exhibit this level of trust. To some extent, employees can have a high level of identification-based trust in organization with strong culture, by identifying the company’s dominant values, employees understand what to expect and what is expected of them. It presupposes therefore, that the mutuality in terms of familiarities between the parties tends to breed stronger and more convincing positive expectations that minimizes or completely eliminates risk averse behaviours in the relationship.

**Dimensions of Trust in Leadership**

Schindler and Thomas (2006) and Robbins (2008) have given the dimensions of the concept of trust as: integrity, competence, consistency, loyalty, and openness. **Leadership Integrity:** Integrity refers to a person’s character define in honesty and truthfulness, Robbins (2008); McShane & Von Glinow (2010) and Slocum & Hellriegel (2016) share a corroborating view that integrity has the most critical value when one’s trustworthiness is being assessed. This view also corresponds with Butter and Cantrell (2000) argument that, “without a perception of the other’s moral character and basic honesty, other dimensions of trust are meaningless. **Leadership Competence:** As a dimension of trust consists of an individual’s technical and interpersonal knowledge and skills relevant in the trust relationship, or perceived from a previous relationship in different setting. Thus, those who are perceive to have real knowledge of what they are talking about are more likely to be trusted. Robbins (2008) argued that you are unlikely to listen to or depend on someone whose abilities you don’t respect. On competence, trust is build from a conviction that the other party has the skills, and abilities to carry out what he or she says he will and can do.

**Leadership Consistency:** Trust is also elicited from the consistency of a party in a relationship. Consistency according to Robbins (2008) relates to an individual’s reliability, predictability, and good judgement in handling situations. Thus, inconsistency between words and action decrease perceived reliability of character and trust. Nanus (2000:42) argued that, “nothing is noticed more quickly… than a discrepancy between what executives preach and what they expect their associations to practice”. It stands therefore, constituency and reliability strength trust on the preview of exemplification of one’s ideological disposition, or expectation from others. **Leadership Loyalty:** Robbins (2008) has shown that loyalty is the willingness to protect and save face for another person. Trust thus, requires that the party been trusted can be depended upon not to act opportunistically. Drawing from this, it implies that the leader trusted by the subordinate is seen as dependence, where the subordinate feels and expects protection, and safety from the leader at whose disposed is the opportunity to cause displeasure on the subordinate.

**Leadership Openness:** This represents the degree to which one is perceived to be transparent in dealing with others. Depriving others from necessary and relevance information limits one sense of transparency, thus gives room to inaccurate understanding, misinterpretation, and generate doubt in the integrity and reliability of the information holder.

**Theoretical Framework**

Whereas leadership is related to upper echelon of organizational hierarchies, trust and work passion are discussed in social exchange between manager (leader) and worker, in their mutual expectations from their work relationship (Cyert & March,1963; Nanus, 2000; Corpanzano & Mitchell, 2005; Rousseau, 1995).

**The Upper Echelon Theory**

The upper echelon theory, according to Hambrick and Mason (1984) states that the disposition of the most powerful actors- the top executive in organizations influence the performance, climate and direction of organizations. Thus, such disposition represents the top echelon’s preference, attitude, values, norms, etc. given such influences, it portends that organization members in lower hierarchy or lower echelon. The top executive act in their personalized interpretations, reflecting the personalities, values, experiences, ideologies, and orientation, which the subordinate are subjected to conform (Mischel, 1977). Thus, the views of the upper echelon – the executive, become the views of the organization, and personalization occurs (Cyert & March, 1963; and Corpanzano & Mitchell, 2005).

**The Social Exchange Theory**

The social exchange theory reflects on the mutual and complex reciprocity between a leader and subordinate, in the work situation (Blauv, 1964; and
Emerson, 1976). Mossholder, Setton & Henagen, 2005) contended in relation to the exchange theory that individuals who receive benefits from others tend or are usually psychologically compelled to reciprocate with positive measures, that may be kindness, loyalty, etc. When considered in work organizations, the social exchange theory explains, predict and controls the complex economic, psychological, social and physical exchanges that are consciously reciprocated between managers and employees (Pfeffer, 1982; Don-Baridam, 2018 and Eketu, 2018). The social exchange theory according to Cropanzano & Mitchell (2005), is among the most influential conceptualized paradigm for understanding workplace behaviour. It follows that human interactions are often founded on interdependence, which creates social or economic mutual obligation, (Emerson, 1976; Bulu, 1964; Cropanzano & Mitchell, 2005). It is the view of Eketu (2018) and Roussau (1995) that the mutual obligation creates mutual expectation, expressed in psychological contract. Thus, Corpanzano and Mitchell (2005) further expounding on the rules and norms of exchange in mutual obligations, contended that reciprocity, rules and negotiated rules are part of the major consideration in the dynamics of social exchange. Thus, trust and passion are expression in the context of reciprocity rules towards authentic leadership (Slocum and Hellriegel, 2016).

Workers’ Passion
Work passion is an unflinching emotional interest towards an employees job, which emanate from unqualified job satisfaction, but triggered by a fertile work climate (Eketu, 2018 and Yusuf, 2015; and Krapp, 2002). Thus, Vallerand & Houlfort (2003) argued that work passion yields cognitive, affective and instrumental outcomes. work passion is the key enabler for all enterprise successes. Zigarmi, Nimmon, Houson, Witt & Diehl (2009 and 2011). The authors contended that passion seems to be an essential driver for employee engagement, and beyond engagement. Sikszentmihalyi (1990) viewed employee work passion as relating to an intrinsic motivation in its highest form which makes work interesting, engaging and positively challenging; and can lead to complete absorption in the work. Linking passion with self concept, Pati (2012) argued that passion for work is the manifest of individual’s purpose and its connection with organization purpose, arising from implicit connection with the self consciousness.

Related to the views above, Vallerand, Paquet, Philippe, and Charest (2010) defined employee work passion as a strong inclination towards a self-defining and self-driving activity that people love, feel devoted, and in which they invest significant time and energy. It is the psychological state of an individual, expressed in an addiction towards a course, activity, person, organization, etc, which manifest in unflinching commitment. It is the self-identification with ones job or organization. Vallerand et al (2003) proposition is based on self determination theory which hinges on internalization of activities influenced by individuals innate, psychological needs for autonomy, competence, and relatedness. Ho, Wong, and Lee (2011) also contended that work passion concepts have affective, cognitive and behavioural components. Work passion according to Vallerand et al (2003) has dualistic existence consisting of harmonious and obsessive kinds, which Zigarmi et al (2011) proposed that harmonious passion has shared congruence with the social cognitive theory. The harmonious passion typology yields positive psychological adjustment. Thus, behavioural outcomes such as working on holidays, or out-of-work such as constantly thinking about work when not at work, involves work rumination (Forest, Mageau, Sarrazin and Morin, 2010).

Measures of Work Passion
A grand study by Zigarmi et al (2011) adopted dimensions, which were also considered as measures of work passion as consisting of work cognition, job well being, and work intention. These were used to develop an operational employee work passion scale, popularly refers to as EP Scale. However, despite the perceived psychometric inadequacies (Niharika and Kalyami, 2013), the construct agrees with self determination theory as proposed by Vallerand et al (2003). Ayer and Cahill (2012) distinguished between passion for the job and passion for the organization. The former pertains to the degree to which employees are emotionally connected to their work and are committed to doing their best, while the latter represents the degree to which employees are emotionally connected to the purpose, value and vision of the organization and its leadership. This suffices to say that the difference between passion for the job, and passion for the organization may not at first sight seem profound.

Nevertheless, the myriad of concepts considered as measures for work passion have been summarized in active engagement. Khan (2014) identifies active engagement as individuals stable psychological presence expressed in physical, cognitive, and discretionary work roles.
Trust in Leadership and Work Passion

Considering the perceived overriding implications in the relationship among leadership, trust and work passion, there appears to be a linear association, which tends to enable the healthiness of psychological contract. Avolio, Luthans and Walumbwa (2005) found that authentic leadership reflects trust among creating hope, stimulating followers identity, raising optimism and showing positive optimism. In the same way, Robbins (2010:149) contended that effective leaders must develop trusting relationships with those they seek to lead, because organizations have become less stable and predictable, strong bonds of trust are replacing bureaucratic rules in defining expectations and relationships. The author enumerated openness, fairness, expression of ones feelings, fulfilling ones promises, maintaining confidence and demonstrating competence as sine quo non for building leadership trust. In a related study, Yusuf (2015) examined the exemplary leadership and workers’ passion in selected parishes of the Redeemed Church of God (RCCG) in Port Harcourt, and found that exemplary leadership communicates meaning beyond words and creates a sense of passion in the subordinate.

This reflects the potentials inherent in “walk the talk”, Zigarmi et al (2006) in their study concluded that strategic leadership indirectly influence customer devotion and employee work passion by establishing policies, procedures, vision, and values that the operational leader directly influence employee work passion and customer devotion. However, McShane and VonGlinow (2010) reflecting on Robbinson and Marrison (2000) argued that, trust is important in the employment relationship because it affects the type of psychological contract because violations causes lost of trust in employer and further restricts organizational citizenship behaviours. If violations continue, the loss of trust shifts from open and dynamic to precise and static psychological contract. A closer look on the extant literature on leadership, trust and work passion shows that whereas leadership and workers passion has been studied in various settings and environment, the trust factor in leadership as it associates with workers’ passion has almost experience constructs and conceptualization in terms of operational values are imprecise, incompatible or completely lacking and unclear whether trust in leadership significantly associate with, or influence workers passion. This is the knowledge gap the study sought to bridge.

The following hypotheses were derived from the literature review, and were tested in this study.

H01: Leadership integrity does not significantly associate with workers’ active engagement in Rivers State tourism establishments.
H02: Leadership consistency does not significantly associate with workers’ active engagement in Rivers State tourism establishments.
H03: Leadership openness does not significantly correlate with workers’ active engagement in Rivers State tourism establishments.
H04: Leadership loyalty does not significantly correlate with workers’ active engagement in Rivers State tourism establishments.

Methodology

This correlational research utilized cross-sectional survey research designed and adopted individuals as its study units, at micro-level of analysis. The choice of individuals as units of analysis corresponds with Pf€ffer’s (1982) contention that the unit of analysis depends on the theoretical mechanism of the criterion variable. The population of the study consisted of 579 staff drawn from Rivers State Tourism establishments (ministry of Tourism, Commerce and Industry= 448; Rivers State Tourism Board = 39; Rivers State Museum and Parks = 26; Rivers State Zoo and gardens = 28; and Port Harcourt Pleasure Park = 38). A sample size of 231 staff was derived using Krejca and Morgan (1970) model as adopted in Ahiauzu and Asawo (2010), Eketu and Needorn (2014); and Sekaran and Sekaran (2011); and the cluster sampling technique was used to secure proportional representation of population clusters. 204 out of 231 copies of the research questionnaire were found usable through data cleansing exercise. The research variables were measured at the ordinal scale. The predictor variable has five (5) dimensions (integrity, competence, consistency, loyalty and openness). They were measured with 5 item each, giving a total of 25 items. The criterion variable had a uni-measure, which is active engagement. This adoption follows the seminar work of Khan (2014).

Thus, active engagement was measured with 8 items. On the whole, the research instrument has 23 items. A Likert Scale model of 4 scale was ranging from strongly agree to strongly disagree was used to calibrate agreement with items on the instrument. Also, the Crombach’s Alpha Coefficient test for the reliability of the instrument produced the following alpha figures: integrity (.82), competence (.77), consistency (.80), loyalty (.75), openness (.79); and active engagement (.90). The alpha figures were quite above Nunnaly (1978) model which recommended an acceptable benchmark of 0.7. The research data generated were treated to both primary and secondary
analyses, involving mean description for study variables and Spearman’s Rank Order Correlation Coefficient (rs) for the test of hypotheses.

**Data Presentation, Analysis and Findings**

Univariate analysis was done on both respondents demographics and study variables. On the demographics 65% of the respondents were female, 57% have qualification below first degree or its equivalent, 78% are below 35 years of age and over 20% have spent over 10 years in the present employment. The results of the univariate analysis of the study variable (dimensions and measure) are shown in table 1, with all the mean scores lower than the maximum score.

Table 1: Mean Score Evaluation of Dimensions and Measure

<table>
<thead>
<tr>
<th>Description</th>
<th>Integrity</th>
<th>Consistency</th>
<th>Openness</th>
<th>Competence</th>
<th>Loyalty</th>
<th>Active Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>204</td>
<td>204</td>
<td>204</td>
<td>204</td>
<td>204</td>
<td>204</td>
</tr>
<tr>
<td>Mean</td>
<td>1.801</td>
<td>2.007</td>
<td>1.881</td>
<td>1.781</td>
<td>1.809</td>
<td>2.001</td>
</tr>
<tr>
<td>Std. Dev.</td>
<td>0.056</td>
<td>0.100</td>
<td>0.056</td>
<td>0.054</td>
<td>0.056</td>
<td>0.131</td>
</tr>
<tr>
<td>Minimum</td>
<td>1.009</td>
<td>1.200</td>
<td>1.002</td>
<td>1.010</td>
<td>1.200</td>
<td>1.031</td>
</tr>
<tr>
<td>Maximum</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
</tbody>
</table>

Source: Compiled from SPSS Output

Table 1 show that all dimensions and measure of the variables have their means scores below the maximum mean score of 4.00. This implies that all respondents demonstrated both low trust in their leadership and also on their work passion.

Table 2: Bivariate Analysis – Spearman’s Correlation Coefficient

<table>
<thead>
<tr>
<th>Criterion Variables</th>
<th>Predictor Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Engagement</td>
<td>Integrity</td>
</tr>
<tr>
<td>r</td>
<td>0.902</td>
</tr>
<tr>
<td>p</td>
<td>0.079</td>
</tr>
<tr>
<td>r²</td>
<td>0.813</td>
</tr>
</tbody>
</table>

Source: Compiled from SPSS Output

The five (5) research hypotheses were tested using Spearman’s Rank Order Correlation Coefficient (Rho) by aid of statistical package for the social sciences (SPSS). The results shown in table 2 indicate that integrity, consistency, openness, competence and loyalty correlate with active engagement with the following coefficient (r²) values: 0.902; 0.892; 0.909; 0.631; and 0.590 respectively. Also in the same sequence, the correspondence coefficients of determination (r²) are: 0.079; 0.074; 0.081; 0.058; and 0.049.

The first (5) null hypotheses were rejected based on Kerlinger and Lee (2000) and Irving (2005)
propositions on the guidelines for the decision rules regarding acceptance and rejection of null hypotheses, thus: (a) An $r$-value of $<.20$ is the benchmark for accepting the null hypotheses; and (b) an $r$-value of $\geq .20$ is the benchmark for rejecting the null hypotheses. All tested null hypotheses were rejected, their coefficient (rs) values had varying strengths of association, therefore differing predictive values and strength ($r^2$), as provided in Gulford (1998) scale. Drawing from the foregoing, integrity, consistency and openness are shown to have very strong association with active engagement. However, competence and loyalty have moderate association with active engagement. The study has shown that the tide of workers’ passion demonstrated as extent of active engagement, fluctuates with employees perception or experience of their leaders demonstration of integrity, consistency, openness, and to a lesser extent, loyalty and competence. The study found that the how workers’ passion shown by staff of tourism establishment in Rivers State resulted from lack of leadership trust, lacking in integrity, consistency, openness, competence and loyalty. However, integrity, consistency and openness are seen to have stronger association with active worker’s engagement than competence and loyalty.

**Figure 1: An Heuristic Model for Understanding Trust in Leadership and Workers’ Passion**

![Heuristic Model](image)

**Discussion, Conclusion and Recommendations**

The study was predisposed to identify how trust in leadership associates with workers’ passion in the ailing civil service, particularly, government tourism and hospitality establishments in Rivers State. Thus, the association between dimensions of trust in leadership (integrity, consistency, openness, competence and loyalty) and worker’s passion (measured in active engagement) was sought. The association that emerged between integrity, consistency and openness, and active engagement of staff tends to demonstrate the importance workers attached to leaders’ honesty, reliability and transparency as triggers of their trust, which ultimately determines their work passion. This corresponds with the earlier views of Robbins (2008); McShane and Von Glinow (2010) and Armstrong (2013) that lack of trust affects the status of psychological contract, leading to static work commitment, demonstrating the weak passion or obsession in most cases.

Drawing from the foregoing, the study concludes that the dwindling work passion of employees, which has diminished the productivity of government establishment, is a cheer metaphor of failing trust in
leadership of such establishments. Such unbinding relationship between leader-member may have arisen from the nature of appointment of such leaders, who do not rise from the ranks, but are rather political appointees, with tenure and work interest different from those of the work masses. Thus, integration fails, mutual doubts and suspicious enthroned as explained in the strange notion, resulting to mistrust and distrust, with ultimate dispassionate work attitudes. This neatly fit into Slocum and Hellriegel’s (2015) trust and passion are reciprocal in authentic leadership.

Recommendations
Drawing from the findings, conclusion and implications, the study therefore recommends that:

a. Leaders should uphold values in honesty by showing integrity to enhance workers’ passion.

b. Leaders should demonstrate reliable character by being consistent, as a way to cultivate workers’ passion.

c. Leaders should cultivate workers’ passion through transparency in their dealings with workers.

d. To cultivate workers’ passion, leaders should demonstrate a sense of care for their employee as reciprocal loyalty to enhance workers’ passion.

References


Nigeria’s Leadership, Security and National Development: A Gap Analysis of the Missing Link

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Abstract
The study examines the nexus of Nigeria’s leadership, security and national development. It investigated the relationship between national development proxy by gross domestic product with government expenditure on security and unemployment rate. Exploratory research design was adopted for the study. The study utilized a twenty years’ time series data of Nigeria’s gross domestic product, expenditure on security and unemployment rate from 1997 to 2016. The Ordinary Least Square regression statistical tool was used in the test of hypotheses. The study established a positive significant relationship between Nigeria’s gross domestic product and government expenditure on security. It also established a negative significant relationship between Nigeria’s gross domestic product and unemployment rate. The study recommended that Leadership should show strong political will in tackling security issues and challenges by adopting a zero tolerance approach for anyone who is a culprit or so identified no matter how highly placed in the society. Nigeria’s Leaders should be pro-active by overhauling the intelligent mechanisms and institutions. Entrepreneurship education and development strategy through empowerment initiatives and programmes should be vigorously pursued as this overtime have the multiplier effect to boost job creation.

Keywords: leadership, security, national development, gross domestic product, unemployment.

Introduction
The nexus between Leadership, security and national development is a linkage synergy too significant to nationhood sustainability, progress and prosperity. A truism is that a “responsible and people oriented” leadership permeates good governance, tranquility, security and development. Thus, an axiom is that the default of social justices is peace and security, and of peace and security is development. Leadership is the Captain of the ship that steers security and national development to the destination of “promise land flowing with milk and honey” i.e. economic growth and prosperity.

Most Nigerian leadership lack this visionary understanding. Consequently, Adepide (2006) posited that national economic growth and development has continued to elude developing economies like Nigeria, due largely to policy inconsistencies and confusion, mostly arising from national leadership (policy makers) lack of the competence, political will, courage, or the handling capacity to address national issues and problems. According to Adepide (2006), most policy makers often “dub” policies from advanced economies or seemingly successful emerging economies, with little consideration to their peculiar situations. Consequently, the policies either get poorly implemented or cannot be implemented at all, and this in many cases, the outcomes make the national economy worse than before.

Social interaction and group life is a practical impossibility without a responsible leadership. Leadership is what the “head and eyes” are to human being. This shows that leadership is an indispensable element of social organisation. A nation is therefore what is leader (civilian or military) have made it. The quality of life in any nation is determined by the qualities of its leadership. Good leadership is characterized by vision, political will, firmness, fearless, resourcefulness, responsibility, accountability, pro-active, superiority of acquaintance, experience, good conscience, discipline, ability to generate cooperation and stimulate initiative, courageous, people oriented etc. From the above exegesis, some characterizations of leadership can be gleaned. In this regard, the study adopts an excerpt of Uduigwomen (1997) article: “leadership and Nigeria’s socio-political malaise”. Uduigwomen (1997:61) posited firstly that leadership is the competence and capability to lead. Sequel, one cannot be a leader by virtue of position but rather by virtue of one’s performance, and performance in this
context connotes the multiplier effect of good governance, national development and growth, tranquility, citizenry welfare and wellbeing. Therefore, one may not have title attached to his name, yet be considered the most effective leader. Secondly, leadership is one who articulates strategies and shows the way, conducts, guides or directs the course of others by going ahead or along with them. Thirdly, leadership is one who is able to motivate, mobilize and carry others along with him in achieving set goals or objectives. In other words, leadership amounts to a colossal failure if it lacks the ability to persuade, convince, motivate and mobilize others towards a common course. Fourthly, leadership is the voice, mouthpiece and watchword of the people, this implying that leadership is exemplary. Fifthly, leadership is both goal/people-oriented.

Iwe (1991) cited in Uduigwomen (1997) enumerated the roles and functions of leadership as: giving direction and guidance; formulating policies and guidelines for actions; initiating plans and programmes; coordinating the execution and implementation of policies; stimulating, sustaining and raising morale; assessing and evaluating performances; resolving issues and conflicts; dedication to the welfare of those under its jurisdiction or sphere of authority. Consequently, a nation with fail leadership is doomed to chaos, exploitation and backwardness, that nation would be the “devil’s workshop”.

Delving into Nigeria’s leadership and socio-political critical analysis and discourse, Uduigwomen (1997:16) postulated that:

“It would be merely overstressing the obvious to mention that Nigeria is a nation bedeviled with teething socio-political problems. The deadly sins plaguing the “Giant of Africa” (as Nigeria is popularly called) are: bribery, nepotism, tribalism, corruption, Naira-counterfeiting, occultism, smuggling, avarice, graft, unbridled sexual promiscuity, favoritism, dishonesty, embezzlement of public funds, wilful destruction of public property, political thuggery, electoral malpractice, armed robbery, inflated contracts, “419”, examination malpractice, hooliganism, politics of bitterness and rancor, power-tussle, sit-tight-syndrome, injustice, oppression, general indiscipline and a host of other vices.

Nigeria has little or nothing to record as achievement since her independence about thirty-seven years ago except frequent news of coup d’etat, of drought, famine, war, disease, epidemic, distressed banks, inflation, lavish funerals, mind-boggling squander-mania - in a social landscape stripped of all moral sign-posts by an invasion of money-mania. The group that has the power identifies itself with the moral good and moral law. Truth is simply an expression of the will of the supreme political personality. Opposition in form of criticism is treated as rebellion. All government-owned mass media are propaganda machineries of government. All private-owned media are compelled to dance to the tune of government or bow out. Dissenting intellectuals, trade unionists, students workers, journalists, and peasants are swiftly arrested (or kidnapped) detained and in most cases incarcerated in prison dungeon or killed by assassins. The nation’s economy is in shambles. This is reflected in the current inflationary trends, soaring rate of unemployment, retrenchment of workers, non-payment of workers’ salaries as and when due, liquidation of banks, companies and firms, indefinite suspension of on-going projects and a host of social anomalies. It is really lamentable that Nigeria, after 37 years of independence. With all her oil money, vast natural and human resources cannot feed about one hundred million of her citizens. Many people have tried some explanatory reason which range from inadequate planning, mismanagement of public funds, corruption in all its form and lack of sense of priority on the choice of values. All these are living issues in Nigeria. Unfortunately, we are all victims and accomplices. The home, the school, the tertiary institutions the workplace, and the arms of government have all imbibed a false value system which has helped to destroy our natural systems through vain pursuits of the standards of Europe and America. Shamefully, the nation’s leadership has a lion’s share of the blame for the nation’s socio-political malaise.

A serious bane of Nigeria politics is Machiavellianism. Machiavellianism is the doctrine that politics and morality do not go together. The slogan we often hear is that “politics is a dirty game”. Nigeria politics have followed Machiavelli in holding that for one to be successful in politics one must push morality aside. Both moral and immoral means can be used in grabbing political power and sustaining it. They have also subscribed to Machiavelli’s principle that a good end justifies an evil means. This principle has prevented us from practicing a truly representative democracy and also from having a stable government”.

Uduigwomen (1997:16) further buttressed that:
“the main trouble with Nigeria is poor leadership. Poor leadership has been generally identified as the root-cause of Nigeria’s socio-political problems. Okere (1979) declared that Nigeria’s leadership is characterized by such negative features as lack of direction, neglect and drift, indecision and vacillation, lack of consultation and dialogue, insensitivity to well-informed advice and opinion and to the plight of the people, disregard for talents and the intellectuals, lack of enlightenment in policy and lack of magnanimity in action and peculiar taste for mediocrities and pliable “yesmen”. In Nigeria, leadership in government has been characterized by inefficiency. Leaders seem not to understand their roles and functions. They do not see their position as that of sacred trust of stewardship, subject to checks and popular criticism. They do not see themselves as servants of the people but as lords and demi-gods who deserve worship and adoration. All they are after is how to enrich and perpetuate themselves in office. It is no longer news that while the poor in this country are languishing in hunger, squalor, disease and destitution, the incumbent leaders are busy “looting” the nation’s treasury, buying private jets; trotting the globe with the tax payers money, opening fat account with foreign banks, refusing courts summons, rolling out obnoxious decrees that cannot be questioned in any law court, building palaces in cities and in their villages, that while qualified graduates roam the streets in search of employment, our leaders are busy reserving spaces for their kids and kins who are yet to graduate from school. Phrases like “inflated contracts” “kickbacks”, and “ten percents” are now watchwords among public office holders who are determined to liquidate the nations treasury. Political leaders hire and pay thugs, “area boys” or assassins to silence and even exterminate their opponents. Trade or labour unions that resort to strike action to press home their demands for improved conditions of service are branded saboteur and proscribed. During elections, peoples’ consciences are bought with Naira so that people abandon their cherished ideals to satisfy the curiosity of the politicians. Military rulers have put the nation under siege for over twenty-six years without any real indications that they will soon go to the barracks and concentrate on their professional calling. Under the military, the rule by gun (as opposed to the rule of law) is the order of the day. Nigeria rulers, civilian and military, have adopted the Machiavellian principle of grabbing power and retaining it at all cost by all means, moral or immoral. They have thrown justice, honesty, integrity, probity and accountability overboard. Immoral means such as arson, murder, assassination, coups detat, fraud and the like are used to gain and retain power. They pretend to be practicing democracy whereas in reality they are practicing Machiavellianism. According to Omorogbe (1993), Machiavellianism is incompatible with democracy. For him, trying to combine Machiavellian principles with democratic principles is like attempting to combine fire and water. He concluded that any attempt to remove morality from democracy is tantamount to removing democracy from itself because democracy presupposes morality, justice, liberty, honesty, fairness, peaceful and decent behaviour, openness of mind, and readiness to step down if one loses. The above is a true picture of the predicament of our political leadership. The summary of it all is that our socio-political scene has long reflected “get-rich-quick” syndrome by political leaders on the one hand, and misery for the common man, on the other. Indeed, political manipulation has done more harm than good in Nigeria. Since problems are meant to be solved, the question now is, what is the way out of our perennial socio-political malaise occasioned by poor leadership?

The debate on Nigeria’s leadership and security issues contemporarily has heathen up the socio-political, socio-cultural and socio-economic sphere of the country. It is and remains a burning issue. Otto and Ukpere (2012) asserted that:

“the Nigerian nation is getting more insecured day after day. Many youths are getting into various crimes especially since the advent of the present democratic dispensation. New forms of ruthless and sophisticated crimes have become common: these include kidnapping, pipeline vandalization, Boko Haram bombings, Fulani herdsmen attacks, rape and political violence and many others”.
Due to the myriad of security challenges confronting the country there is a mistaken notion that perhaps the best leader to institute discipline and engender national security is a man with a military mien. A person who can order people around. The reason for this misconception are both historical and contemporary. First, the governance history of Nigeria since independence in 1960 has been burdened by incompetent administrations and blighted by series of interventionist military coup d’états, the consequence of which has brutally militarized the collective psyche of the citizenry. This makes people to believe, albeit wrongly, that it is only the man in uniform or his retired clone that is capable of re-ordering and re-orientating the Nigerian people. It is incontrovertible that such an approach does not endure in instituting desired changes: its success is short-lived as it is enforced though coercing decrees, cruel, unjust and in human adjudication process.

The second contemporary factor why many citizen thirst for a dictator even though he is in a sake democratic garb, is multifaceted. One major reason is undoubtedly attributable to the agonizingly embarrassing failure of the incumbent administration to frontally confront the numerous security and safety issues Nigerians face on daily basis.

Issues of national security in modern times transcends more than merely installing a regime of local dictate: it involves building a nexus of collaborative military, paramilitary and civil institutions, and the gathering and sharing of national and cross border intelligence to enhance safety and health of the nation and its citizens. Most importantly, modern concept of national security is largely anchored on the economic wellbeing of a nation, in otherwords, the economic indicators determine to a large extent the level of peace and stability enjoyed by a nation. It is a universal fact that when people are gainfully engaged they have less or no time for brewing trouble. The idle hand is the devil’s workshop. The study attempts to identify the nexus between leadership, national security and economic development in Nigeria.

Statement of the problem
The study was motivated out of daring present need, predicament and curiosity to find if there is a like between leadership, security and national development, giving the rate at which youth restiveness, Fulani herdsmen attacks, Boko haram bombings, kidnappings, assassinations, political thugghee, arm robbery and other insecurity threats are escalating across all nooks and corners of the nation.

Due to the myriad of security challenges affecting the Nigeria, the nation’s oil output has drastically reduced. This resulted to the country sliding into recession. Unemployment has also being on the increase. Many multinationals companies operating in the Niger Delta region of the country which is often exposed to truth restiveness and kidnapping have to fold up to save their lives. Rural agricultural sector have be stalled by Fulani herdsmen attacks resulting into increase in internally displace persons (IDP) camps. It is against this background that, this study is carried out to empirically determine the link between leadership, security and national development in Nigeria.

Objective of the study
The study’s objective is determine the nexus between leadership, security and national development in Nigeria. The specific objectives are;
1) To determine the correlation between government expenditure on security and the Gross Domestic Product of the nation.
2) To determine the impact of unemployment on the national development.

Hypothesis of the study
Based on the stated objectives, the following hypothesis were formulated to guide the study:
H₀₁: There is no significant relationship between government expenditure on security and gross domestic product of the nation.
H₀₂: There is no significant relationship between unemployment and national development.

Theoretical framework.
System theory
The theoretical framework that underpins the study is the system theory. System theory is generally truced to natural sciences, particularly to biology and the proponent was Hungarian biologist Ludwig von Bertalanffy. The theory, in its operational part in social science, is said to have developed first in anthropology, from where it was adopted in sociology, a little later in psychology and still later in political science (Varma, 1999). The main impacts of the system theory on social sciences is traceable to the works of Broruislaw Mahir Oski and Radchiff-Bround in 1922. What was common to both, and which runs like a thread through the entire application of the system theory in political analysis, was the statement that in the study of a given political system, it was not so important to try to find out how a pattern of
behaviours had originated, as to find out the part if played in maintaining the system as a whole. The system theory is useful in understanding system change or systemic break down and capacity to survive (Varma, 1999). By application, Nigeria is a political system. The survival of the system depends on every part of the system. Some of the parts include the internal and external environment and the various States that makes the Federation among others. The political Leadership is a major parts as it harmonizes the various parts and oversees them.

Anything that affects a part affects the whole and anything that affect the whole affect the parts. The harmonization function performed by political leadership determines the stability of the system. The inability of political of leadership to perform its functions very well can lead to the breakdown of the system, while the ability of a political leader in a political system to square up to the occasion in times of crises could bring about stability and survival of the system. While on the other hand, the inability of the President, and Commander in Chief of the arm forces to effectively manage the security problem in the country may spell doom for the sustainability of the Nigeria’s democratic experiment and government.

Conceptual framework
Concepts of development
An excerpt of Otto and Ukpere, (2012) study on “national security and development in Nigeria” was adopted for this discourse as it corroborates the study’s line of thought. According to Otto and Ukpere (2012):

“development generally has to do with dynamics: positive development connotes progressive changes in everyday usage of the term. However, the focus of this discourse is national development. Development economics emerged in the post second war years, since then, the meaning of economic (national) development had really not been fixed and consistent. Between the 1940s to the early 1960s, development was seen as synonymous with economic growth. Many theorists as Rostow (1952) and Harrod and Domar (1957) among others, proposed models of development, generally identifying structural changes, savings and investments on the source of economic development and growth. It was assumed that as the economy groups and output increases, there will be more happiness and improved welfare arising from the larger pull of resources which if distributed would have generally improved the wellbeing of the masses. The basic assumption was that in so much as the economy grows, trickledown effect would at least lead to empowerment for people in the economy and standard of living would generally improve.

The 1990s was seen as the development decade. Growth targets were set and in several cases achieved. To the consternation of these theorist sometimes referred to as high development theorists (Krugman, 1992), it was discovered that misery, poverty, unemployment, etc. grew worse visa-a-vis economic growth. This promoted a redefinition of development to mean a growing economy in addition to even distribution of resources and reduction in poverty, unemployment, inflation among other social undesirables. In the 1970s, capacity became a key determinant in the definition of development. At this time, the ability to understand nature and transform it to meet human needs became the focus of definitions. In other words, a developed economy was one that had a high capacity to nature and its inter-human environment to meet the needs of man.

Development defines a dialectical phenomenon in which man and society interact with their physical, biological and inter-human environments transforming them to better humanity at large and being transformed in the process. Development therefore connotes a high ability to exploits nature for the empowerment of the greatest good of the greatest number in society. In recent times, intergenerational consideration has become part of that definition with the introduction of the adjective “sustainable” to development. Sustainable development defines development of today that does not compromise the development of tomorrow. To say Nigeria is developed, we would be saying that its capacity to meet its need had increased significant.

Concept of national security
Otto and Ukpere (2012) study corroborates the study focus of thought and was also adopted for the discourse. Otto and Ukpere (2012) buttressed that:

“according to the United Nations Development Programme (UNDP, 1994) human security may be defined to include such chronic threats as hunger, disease and repression, security means protection from unseen and harmful vicissitudes in the pattern of daily life in homes, offices or communities. Security connotes the state of being or making safe and secure from damages etc. Security may also be defined as protection against something that might
happen in the future or as the activities involved in protecting a country, a building or persons against threats danger etc. (Melmeier and Ashby, 2012). Essentially, security must be related to the presence of tranquility, peaceful co-existence, safety, happiness and the protection of human and physical resources of the absence of crises, threats to human injury among others”.

Concept of unemployment
In respect to the study’s exegesis discourse, the study adopts an excerpt of Omitogun and Longe (2017) study “Unemployment and Economic Growth in Nigeria in the 21st Century: VAR Approach”. Omitogun and Longe (2017) opined that:

“Unemployment is one of the major problem currently being faced by Nigerian government in the 21st century. Unemployment is a situation whereby people who are physically fit, capable, qualified and ready to work at any time are without jobs. The issue of unemployment is one of the macro economic problems of the country. The issue of unemployment in Nigeria is highly due to high level of corruption, mismanagement of public funds, among others over the years (Feridun & Akindele 2006). The social impacts of unemployment are less prevalent in economies that are able to support unemployed class with subsidies and social security allowances. Udabah (1999) postulated that the main reason for low standard of living in Nigeria is the relative inadequate and inefficient utilization of labour compared with advanced nations. Fadayomi (1992) and Osinubi (2006) argued that unemployment is as a result of the inability to develop and utilize the nations manpower resources effectively especially in the rural sector. Interestingly, every government regime comes with its own economic growth increase strategy, but none has been able to achieve the desired goal. Since the continuous increase in population begun, Nigeria have been characterized by unemployment. The issue of unemployment brought about some social and economic consequences such as; increase in crime rate, loss of respect and identity, reduction in purchasing power, psychological injuries, corruption among others. Muhammad, Oye, and Inuwa (2011) submitted that unemployment constitutes a series of serious development problems and is increasingly more serious all over Nigeria. Alanana (2003) argued that unemployment is potentially dangerous as it sends disturbing signals to all segment of the economy. Since the change in governance from military to democratic rule of government in 1999, the major policy of the government and international agencies is targeted at reducing the rate of unemployment in the 21st century, in other to avoid the country of more dangerous acts than existing ones. Various programmes such as the Youth Empowerment Programme (YEP) and National Economic Empowerment Programmes (NEED) were established to reduce rate of unemployment in the country, but the issue of unemployment still remains unchanged as observed in studies such as Ejikeme (2014) in the 21stcentury”.

RESEARCH METHODOLOGY
The study adopted an exploratory research design. Secondary time series data was used for the study spanning twenty years from 1997-2016 and this was extracted from the Nigeria statistical bulletin. Data were analyses using the Ordinary Least Square (OLS) regression models, this was done using the SPSS software. The multiple regression variables used in this study were: expenditures on security (SEXP) which is used as a proxy for security, unemployment rate (UNEM) and Gross Domestic Product (GDP) which is used to proxy national development. This is consistent with the study of Kreishan, (2011); Muazzam and Nasrullah (2011); Farsiio and Quade (2003); Belletini and Ceroni, (2000).

The explicit forms of the linear multiple regressive Model is:

\[
\text{GDP} = a_0 + a_1 \text{SEXP} + a_2 \text{UNEM} + \text{ut}
\]

Where GDP = national development
SEXP = security spending
UNEM = rate of unemployment.

Data Analysis
Table 1 shows twenty years’ time series data on gross domestic product, government security expenditure, and unemployment rate in Nigeria (1997-2016)
TABLE 1: Gross Domestic Product, Security Expenditure and Unemployment Rate In Nigeria: 1997-2016 (& Million)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>GDP</th>
<th>SEXP</th>
<th>UNEM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Million)</td>
<td>(%)</td>
<td></td>
</tr>
<tr>
<td>1997</td>
<td>351822.34</td>
<td>56184.00</td>
<td>8.7</td>
</tr>
<tr>
<td>1998</td>
<td>32004.61</td>
<td>50678.00</td>
<td>11.1</td>
</tr>
<tr>
<td>1999</td>
<td>35870.79</td>
<td>183637.10</td>
<td>13.6</td>
</tr>
<tr>
<td>2000</td>
<td>46386.01</td>
<td>144530.10</td>
<td>15.9</td>
</tr>
<tr>
<td>2001</td>
<td>44138.00</td>
<td>180800.90</td>
<td>16.2</td>
</tr>
<tr>
<td>2002</td>
<td>59116.85</td>
<td>268509.80</td>
<td>18.8</td>
</tr>
<tr>
<td>2003</td>
<td>67655.82</td>
<td>307973.30</td>
<td>14.8</td>
</tr>
<tr>
<td>2004</td>
<td>87845.42</td>
<td>306973.30</td>
<td>13.4</td>
</tr>
<tr>
<td>2005</td>
<td>112248.00</td>
<td>434830.60</td>
<td>11.9</td>
</tr>
<tr>
<td>2006</td>
<td>145430.00</td>
<td>458282.70</td>
<td>13.7</td>
</tr>
<tr>
<td>2007</td>
<td>166541.00</td>
<td>564512.40</td>
<td>14.6</td>
</tr>
<tr>
<td>2008</td>
<td>208065.00</td>
<td>731000.00</td>
<td>14.9</td>
</tr>
</tbody>
</table>

Source: Nigerian statistical Bulletin

TABLE 2: Results of Econometric Tests And Analysis

<table>
<thead>
<tr>
<th>Mode</th>
<th>Co-efficient</th>
<th>Standard co-efficient</th>
<th>t. stat</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Std co-efficient</td>
<td>Std Error</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEXP</td>
<td>201</td>
<td>15.0</td>
<td>1.5</td>
<td>0.5</td>
</tr>
<tr>
<td>UNEM</td>
<td>-12.0</td>
<td>1.0</td>
<td>-0.2</td>
<td>-0.2</td>
</tr>
</tbody>
</table>

Test of Hypotheses

**Hypothesis 1**

H0: There is no significant relationship between government expenditure on security and gross domestic product of the nation.

HA: There is significant relationship between government expenditure on security and gross domestic product of the nation.

From the SPSS econometric result in table 2 above, the co-efficient of determination is 201. The value of magnitude is positive. The calculated t-static 0.5 is greater than the t-critical 0.2 at 5% level of significance this is in conformity with apriori expectation. We therefore accept the alternative hypothesis and reject the null. This indicates that there is a positive relationship between gross domestic product and government expenditure on security. This is consistent with the study of Kreishan, (2011); Muazzam and Nasrullah (2011);  Farsio and Quade (2003); Belletini and Ceroni, (2000).

**Hypothesis 2**

H0: There is no significant relationship between unemployment and national development.

HA: There is significant relationship between unemployment and national development.

From the SPSS econometric result in table 2 above, the co-efficient of determination is -12.1. The value of magnitude is negative. The calculated t-static -0.2 is lesser than the t-critical 0.2 at 5% level of significance, this is in conformity with apriori expectation. We therefore accept the null hypothesis and reject the alternative. This indicates that there is a negative significant relationship between gross domestic product and unemployment rate. This is consistent with the study of Kreishan, (2011); Muazzam and Nasrullah (2011);  Farsio and Quade (2003); Belletini and Ceroni, (2000).

Discussion on findings

From the analysis it implies that government expenditure on security impacts on national development proxy by gross domestic product positively. If Government intends to have an improvement in national development, she need to increase her expenditure on security for lives and properties. When the citizens feel secured they would engage in gainful production activities that would increase the gross domestic product of the nation. On
the other hand, unemployment rate impacts on national development negatively, i.e. if Government intends to have an improvement in national development, she must decrease the unemployment rate by creating jobs for the citizen to be gainful employ as well as create favourable business environment, policies and incentives to attract business into the economy. Increase number and growth in viable businesses reduces unemployment rate index. The present high unemployment rate index in Nigeria is unacceptable for a viable economy.

Conclusion
The key to unlocking this potentials of national development is of course good leadership and national security. Leadership roles and functions should be people-oriented driven and of national interest. Nigeria must not concede to wealth plunders for self-gratification. Patriotism and national interest should be at the front burner at all times. Nigerians and their leaders must change their orientation from “what can my country do for me”, to “what can you do for your country”. Also to mention, Nigeria monocultural economy reliance on petroleum should be diversified to agriculture and solid minerals, tourism among others, this will enhance job creation.

Policy recommendation
1 Leadership should show strong political will in tackling security issues and challenges by adopting a zero tolerance approach on anyone who is a culprit or so identified no matter how highly place in the society.
2 Entrepreneurship education and development strategy through empowerment initiatives and programmes should be vigorously pursued as this overtime have the multiplier effect to boost job creation.
3 Governmental roles and functions should be carried out with justice and fairness, as this is the prerequisite that enhances tranquility and development.
4 Leadership traits, competence, experience, performance, accountability and integrity should be the fundamental criteria for endorsing appointments into leadership or governance position.
5 Government should be pro-active by overhauling her intelligent mechanisms and institutions.
6 Root causes of conflict and security challenges should be identified and addressed without prejudice to ensure enduring peace.

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Relating Emotional Stability and Responsible Leadership Performance: A Discuss

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Abstract
The research argues that leaderships’ emotional stability will enable leaders of the organisation to achieve better performance. This study interrogated and affirms the nexus between emotional stability and leaderships’ performance, zeroing in on self-awareness as the taxonomy for guaranteeing the ability for leaders’ to meet the organisation expected requirement from time to time and establish the relationship that existed between self-management and leaderships’ performance. The research engaged a qualitative method with reliance on secondary data; the study also used the self-efficacy theory (ability to execute a particular behaviour pattern) as the framework for the textual analysis of apprehensions/themes which floodlit the discussion, conclusion, and recommendations. Findings of this study revealed that leaderships’ performance is a product of emotional stability. The recommendations proffered are capable of addressing the holes and challenges.

Keywords: Self-awareness; self-management; leadership performance; responsible leadership.

1. INTRODUCTION
The rapid changes in the business environment globally have increased the challenges faced by leaders in the course of carrying out their day to day duties in most organisations. This, however, has a resounding effect on the businesses performances in the most industry (Krishnan, Goel, Singh, Bajpai, Malik & Sahai, 2017). The Nigeria business environment over the past decade has undergone swift adjustment due to globalization and trade liberalization, the entrance of more foreign companies, into the Nigeria business space has brought about stiff competitions (Obi-Anike, Ofobruku & Okafor, 2017). Wherefore, leaders in most of the business sector in Nigeria are currently experiencing pressure as to how the dynamical increases in customers’ demands could be satisfied (Preeti, 2015, Ofobruku & Yusuf, 2016). In Nigeria business space currently, the employment procedures for engaging organisations leaders are opaque with more of rigorous tests and interviews centred on academic graduating grades (Ofobruku and Iheabunike, 2013), not much is done to ascertain the emotional state of the individual leaders (self-efficacy and self-management).

Studiee have shown that most organisations in Nigeria are facing operational challenges, as a result of the current state of leadership approach. The manufacturing association of Nigeria (MAN, 2017) just last year reported that leaderships’ performances in most of the manufacturing firms are below the industrial average. Several manufacturing firms in Nigeria are presently seeking how to improve their leaderships’ performance, as a result of the dismal performance experienced between 2015 and 2017. This study views the current tide of leaderships’ performance in most Nigeria industry as worrisome, as such the urgent need to investigate whether or not emotional stability has any impact on leadership’ performance. If the current situation is allowed to continue in the present form most of the Nigeria firms will go out of business with time. The researcher believes that the findings of this investigation will assist to provide a solution to some of these challenges. The study objective was therefore, to ascertain the influence of Self-awareness on leaderships’ ability to meet the expected requirements of organisations from time to time and establish the relationship of self-management on leaderships’ performances Nigeria.

2. RESEARCH DESIGN, MAIN ARGUMENT, AND STRUCTURE OF THE STUDY
This study utilized the qualitative research method; the exploratory research approach was used. Through the dependence on secondary sources of data, the trajectory of emotional stability, with a bearing on the
observable trends and implications for leaderships’ performance of organisations in Nigeria, were highlighted. The utilisation of Self-Efficacy theory as a framework for the textual analysis of issues floodlit the discussion, conclusion, and recommendations of this study.

3. CONCEPTUAL FRAMEWORK
Self-awareness: This is a component of emotional intelligence that reflects the importance of recognizing one’s feelings and how they affect performance (Adipere, 2015). Several studies noted that accurate self-assessment was the hallmark of better leaderships’ performance (Boyatzis, 1982 in Shahzad, Sarmad, Abbas & Khan, 2011). Self-awareness/ cognitive ability is concerned with understanding the consequences of moods and emotions, and how they evolve and change over time (George, 2000). Thus, self-awareness is defined as knowing one’s emotions, recognizing a feeling as it happens. This is the bedrock of emotional intelligence (Goleman, 1998). Individuals with accurate self-awareness were found in virtually every star performer in a study of several hundred knowledge workers (Kelley& Caplan, 1993), as it stimulates self-confidence competence.

The variance in peoples’ self-awareness explains the difference in understanding of how different situations, events, other people, and stimuli generate emotions (George, 2001). The concept of self-awareness is so important that it is seen as the prerequisite of the other dimensions and that it is the dimension that initiates all the relationships (Sunindijo & Hadikusumo, 2013). More so, (Goleman, 2005; Baron & Moshovi, 2005), identified self-awareness as the most important dimension of emotional intelligence. Thus, this study views the self-awareness dimension comprising three competencies: i, recognising one’s emotion and their effects. ii, accurate self-assessment: knowing one’s strength and limits. iii, self-confidence: a strong sense of one’s self-worth and capabilities (Suifan, Abduallah, & Sweis, 2015)

Self-management refers to one’s ability to control and mitigate one’s emotional response to others; which includes the choice of appropriate emotional reaction and the intensity of that reaction (Ahmed, Sabir, Rehman, Khosa, & Khan, 2016). To Georgiana (2014), self-management is associated with the behaviour and emotional cues of others. Self-management is the process of managing one’s own beliefs, impulses, resources and disciplines (Gontur & Dekom, 2017). Rahim, Psenicka, Polychonius, and Zhao (2002) opine that it is a continuous act which directly affects the performance of individuals in the organization. While facing emotional exhaustion, a leader with a strong sense of control can manage frustration and stress at work place which makes others know one’s beliefs and principles (Shahzad et al., 2011).

Self-management creates emotional resilience’s which enables leaders to think out of the box and as such provides a platform for innovation which is the efficient performance of employees in businesses with autonomous and flexible roles and regulations (Amabile, 1988; in Shahzad et al., 2011). leaders with the competence of self-management are achievement driven: they strive to improve or meet a standard of excellence; they are results oriented with high drive to meet their objectives and standards; they set challenging goals and take calculated risks; pursue information to reduce uncertainty and find way to do better; and learn how to improve their performance (Adipere, 2015).

3.1 The Concept of Responsible Leadership
Responsible leadership as postulated by Waldman and Galvin (2008), Waldman and Siegel (2008), avow that responsible leadership is a value-based and ethical principle driven relationship between leaders and stakeholders”. Another scholar, Pless (2007) further argued that responsible leadership is the systemic means by which leaders coordinate organisational resources and power that are supplemented with solidarity as the premises of societal integration and coordination.

Within this societal deliberation process, responsible leaders as exponents of powerful and resource of the organisations become the central actors, who can secure the quality and (moral) legitimacy of decisions through proactive engagement in the process of societal self-determination, the inclusion and mobilization of stakeholders.

Responsible leaders imply that leaders should think of the consequences of their conduct for all the constituencies that could be affected, it is important that they recognize the legitimate claims of the affected stakeholders, and that they use their influence to initiate active stakeholder dialogues where the involved parties can come to balanced and fair decisions. The inclusion of the (relevant) stakeholders supports a legitimate process, while the weighing and balancing of the legitimate claims lead to a fair outcome. Responsible leaders thereby foster the public exchange of opinions and try to establish
institutional modes of communication with stakeholders and the public. Therefore, with regards to the above, responsible leadership could be an instrument for deliberation and discursive conflict resolution. It is apparent that responsible leaders strive to weigh and balance the interests of the forwarded claims. Additionally, responsible leaders foster the public exchange of opinions and engage in public will formation (Voegtlin, 2011).

Leading responsibly, according to the above understanding, means that for leaders to open up to a broader target group (the stakeholders) with the goal of securing the legitimacy of the organization in a given society and establishing and maintaining mutually beneficial stakeholder relations. Leaders are thereby seen as the exposed persons in an organization who should be able to recognize (moral) problems in their decision-making processes (by being aware of and considering the consequences of one’s actions for all stakeholders). They use their influence to provide the arenas for discursive conflict resolution (by enabling the involvement of the affected stakeholders) and invite the affected stakeholder-groups to join the discourse (by engaging in an active stakeholder dialogue). During the discursive decision process, the task of the responsible leader is to try to achieve a consensus among the participants (by weighing the arguments and balancing the interests of the stakeholder claims). This allows for leaders to influence through cooperation and to aim for consensual solutions, as they interact not through a supervisor–subordinate relationship but eventually with equally powerful or resource commanding entities.

Responsible leaders, thus, represent the position and the interest of their organization by joining the discourse with arguments that emphasize their point of view. This definition represents an ideal of responsible leadership that can encounter restrictions in the organizational day-to-day business (Stansbury 2009). We therefore assume that the conceptualization of responsible leadership represents a continuum, ranging from the non-responsible leader to the ideal responsible leader. The end of the continuum, representing the non-responsible leader, could be characterized as self-interested, egoistic leadership behavior acting solely on an instrumental rationale. The other end, representing the fully responsible leader, would be based on discourse ethics and deliberation as proposed in our political conception of responsible leadership.

3.2 The Concept of Leadership Performance

Performance is the ability of a leader to accomplish work related goals and expectations in accordance with certain predetermined work standards (Hassan, Saied and Sirous, 2010). Babbale, Kassim, and Musa (2016) identified that there are two contextual performances: performance as changing concept behaviour which the main purpose is to see that the present activities of the organization are carried smoothly without interruption; proactive behaviour is aimed at modifying and improving work procedures and organizational processes. The proactive behaviour of leaders includes personal initiatives (Olugbenga, 2014), taking charge (Afandi and Riza, 2013) and proactive attitude (Oge & Damar, 2013).

A scholar like O’Flynn et al. (2001) citing Ancona (1992) argues that there are multiple dimensions when it comes to a rating of performance seeing that different constituents have their different performance criteria and access to data. Different scholars have developed different factors that are considered to determine leaderships performance and as such influence various aspects of the organization performance; including positively influencing employee followership, employee effectiveness, employee achievement of given task, employee achievement of departmental goals, employee timeliness, employee commitment, employee meeting deadlines, employee productivity. Huselid (1995) found that leadership influences various aspects of organizational performance, including productivity, and corporate performance.

Performance refers to the results of activities of an individual over a given period of time (Shahzad et al., 2011; Kazemi, 2002). Performance is an individual’s success criteria in the work place which is usually evaluated as a personal output rate or as the success rate compared to the expectations of the organization. Durga (2017) sees performance as an act of executing a task or an accomplishment or achievement. Human performance is seen as a result of the actions set to achieve pre specified goals based on a specific standard (Gunu & Oladepo, 2014). This may include actions or behaviours of all non-observables mental processing, including problems solving decision making by leaders (Ofobruku, 2013).

Grynn (2010), in Kahtani (2013) argued that there are two measurements of individual performance, which are contextual performance and task performance. The contextual performance involves activities of someone that is not part of the job description, that is volunteering to support others and follow procedures.
but important to achieve business goals. Kahtani (2013), notes that leaders that have personality characteristics like awareness and emotional intelligence will usually be involved in such activities while the task performance is the job related to the activities conducted to transform inputs into outputs that usually involves the production of products and services (Beathy et al., 2001) as cited in Kahtani (2013). Furthermore, Mishra and Dasmohapatra (2010), the contextual performance usually gives advantages to the organizations as the interpersonal behaviour and action of someone who would like to help and co-operate with others will follow the rules and procedures of the organization to carry out duties.

4. Emotional Stability and Leadership Performance
The interest in emotional stability in the workplace rests on the belief that emotional intelligence plays an important role in innovation, efficiency, productivity, the development of talent, task accomplishment, sales, quality of service, customer loyalty, timeliness, employee recruitment and retention, employee commitment, morale, meeting requirement, health, satisfaction and client outcomes (Cherniss, 2001). Thus, individuals must have more than just intellectual ability and great ideas; they must also possess certain human characteristics and personal qualities such as emotional stability (Cross & Travaglione, 2003; Erin, 2012). Organizations that promote more positive emotions at work are likely to have productive workers. More so, workers emotional states influence how customer service is delivered, this influences the levels of repeat business and levels of customer satisfaction (Tsai & Huang, 2002).

The roots of emotional intelligence in the organizational context can be traced to classic management theory and practice where strategies for assessment greatly revolved around cognitive abilities (social awareness) found to be predictive of successful performance in managerial positions (Gowing, 2001). Thus, such early psychological assessments have further assisted researchers have further vindicated the significance of social and emotional skills in the prediction of occupational performance (Jordan, Ashkanasy & Ascough, 2007; O’Boyle et al., 2010). Workplace behaviours affected by emotional intelligence include innovation, service quality, task achievement, timeliness, meeting deadlines and employee commitment.

5. Self-efficacy Theory
The self-efficacy theory by Bandura (1978) suggests that a person’s behaviour, environment and cognitive factors (outcome expectations and self-efficacy) are all highly interrelated and hence self-efficacy is a judgment of one’s ability to execute a particular behaviour pattern. Further expansion of this definition suggests that self-efficacy beliefs form a central role in the regulatory process through which an individual’s motivation and performance attainment are governed (Bandura, 1986). Self-efficacy theory holds that sources of information available to individuals in utilizing self-efficacy judgment are four in the hierarchical order of strength: (1) performance accomplishments, referring to personal assessment of information that is based on an individual’s personal mastery accomplishments (that is, past experiences with the specific tasks being investigated). (2) Vicarious experience, which is gained by observing others perform activities successfully. (3) Social persuasion denotes the activities where the individuals are led, through suggestions, into trusting that they can manage effectively with specific tasks (Bandura & Cervone, 1986). (4) Physiological and emotional states are the final source of information. The individual’s physiological or emotional state influence self-efficacy judgments with respect to specific tasks and capability to lead people. Emotional reactions to such tasks (example, anxiety) can lead to a negative judgment of one’s ability to complete tasks. Self-efficacy judgments also determine how much effort individuals will spend on a task and how long they persist with it. Individuals high on self-efficacy beliefs exert greater efforts to master a challenge while those low on self-efficacy beliefs are likely to have lower efforts or quitting intentions (Bandura & Schunk, 1981). Bandura’s review of a variety of different lines of self-efficacy research concluded that self-efficacy theory has considerable potential explanatory power and found that it helps to account for a variety of leadership behaviours, including changes in coping with behaviour produced by different modes of influences; levels of physiological stress reactions; self-regulation; achievement striving, growth of intrinsic interest, and choice of career pursuit. Self-efficacy has been shown to apply across a wide range of situations and is viewed as a good predictor of leadership performance and behaviour (Bandura, 1978; 1986; Gist Baron & Cervone, 1986).

6. Conclusions and Recommendations
6.1 Conclusions
The study was on the Influence Emotional stability on leadership performance: A discuss. This study sought to determine the effect of emotional stability on leaders’ ability to achieve of given responsibility to their organisations, and also to establish the relationship between self-management and leadership...
performance. The argument and investigations of the themes and connecting issues in the study, it is evident that leaderships’ performance is a product of emotional stability. The main issue of our argument in this study is that only emotional stable leaders possess the capacity for better performance in the organisation.

This study concludes that emotional stability practices can be employed to achieve better leadership performance. With the appropriate activation of emotional intelligence practices as were identified in this study the following outcomes will be expected:

i. Sustainability in leadership achievement of given responsibility.
ii. Swift leadership achievement of departmental goals.
iii. Sustainability in leadership ability to meet the requirement of the organisation.

6.2 Recommendations
Based on the findings and the conclusions of the study, makes the following recommendations that are relevant.

1. Organisations should be resolute in observing the culture of establishing the sound emotional stability for persons in leadership positions. This will enable the organisation to achieve sustainability in leadership achievement of the organisation objectives.
2. The organisation should create an enabling environment for persons in leadership positions to improve their cognitive ability; this will improve the swift accomplishment of departmental goals.
3. Persons in leadership positions with general self-efficacy will enable the organisation to achieve progress in continuously organisations objectives.

7. Limitations
The contribution of this research verifies emotional stability affects responsible leadership performance. Unexpectedly, the core limitation of this study was the paucity of literature on emotional stability and responsible leadership performances in most of Nigeria critical sector.

7.1 Implications for future research
This research centres its thought and approach of the emotional stability and responsible leadership performances. The position of this study contributes to the literature in its view that there exist a relationship between emotional stability and responsible leadership performance. This study enriched literature with its empirical results on the nexus between emotional stability and responsible leadership performance. This study filled a significant gap in the extant literature by the investigation of the variables from the perspective of emotional stability and responsible leadership performance in Nigeria. This contribution is significant in the sense that the study established that emotional stability is critical for the successful performance of responsible leadership more so the findings of this research will greatly assist in improving responsible leadership performance in organisations. Finally, the study provided a basis for the consideration of emotional stability as instrument for better responsible leadership performance in organisations.

7.2 Area for further research
The issues identified from this study for further research:

(1) It is suggested that this study should be replicated in critical sectors of the Nigeria economy to either confirm or refute the findings of this study.
(2) It is also suggested that this study should be carried in all the six geopolitical zones in Nigeria i.e. South East, South-West, South-South, North East, North central and North West in order to generalise the findings of this study.

Acknowledgements
The authors wish to thank the University of Port Harcourt for supporting this study and Professor F.N. Barisua F. Nwinee for his constructive feedback on the earlier version of the manuscript. The Tertiary education trust fund of Nigeria is appreciatively acknowledged.

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EFFECTIVE LEADERSHIP: A SINE QUA NON FOR SUSTAINABLE DEVELOPMENT AND SECURITY

C. Nwogu, C. E. Obara & L. George-Amadi

Abstract
In 58 years of independence, the most vital challenges Nigeria as a nation is facing appears to be effective leadership. Since attaining independence politically in 1960, Nigeria as well as other countries in Africa has virtually become poorer and under-developed. The reason of the under-development of these countries is ineffective leadership which has brought about lack of development that is sustainable over a period of time, bad governance, diverse of frightening and nerve-ranking problems, lack of best practices, and various forms of security issues confronting the nation. The sustainable development of any nation as well as her security is majorly predicated upon the quality of effective leadership in government. This article therefore aims to examine the role effective leadership play in ensuring sustainable development and security in Nigeria. In hunt to achieve its purpose, the paper uses a literature review approach. In its findings, the article observed that effective leadership is a sine qua non for sustainable development, and can therefore be a catalyst to ensuring security. The paper contends that Nigeria failures as well as other African countries have come about largely as a result of ineffective leadership change, lack of sincerity and corruption. The paper further argues that bad leadership devoid of general acceptability jeopardizes stride for sustainable development and will facilitate any nation’s drift and slide to anarchy. The paper therefore, recommends that only effective leadership that has the interest of the masses at heart can be relevant to sustainable development and security of the nation.

Keywords: Effective Leadership; Sustainable Development; Security

1. Introduction
No country in the world had ever and will ever achieve sustainable development without effective leadership. Thus, Obasola (2002) observed that it is instructive to note that no nation has achieved meaningful development socially, politically or economically without the input of effective leadership. The aspiration of every individual, wherever country they found themselves especially in their home country is to enjoy certain level of good and quality life. As a result, all countries in the world desire to attain the goals of speedy sustainable development that would enable their citizens attain good standard of living.

The reality of leadership failure in Africa in general and Nigeria in particular seems to have driven the call for effective and quality leadership on the continent. Without effective leaders who know what they are doing and the reasons they are in power as well has the masses at heart. Without the rule of law, predictable administration, legitimate power and responsive regulation, no amount of funding, no amount of charity will set African countries in the path of development (Afegbua and Adejuwon, 2012).

In Fifty eight years of independence as a country, one of the most critical factors affecting the growth as well as the sustainable development of Nigeria appears to be effective leadership. Many have questioned why Nigeria with all her resource endowment of all kind has found it difficult to address the leadership problem. Some have said that this problem is caused by colonial misadventure in the country, while others dismissed such argument on the basis that corruption and lack of lack of effective leadership among past and present leaders of Nigeria add to hinder development in the country.

The lack of effective leadership in the country has led to economic, social and political instability and the frequent occurrence of crisis which include communal, ethnic and religious crises predominant in the country. Also, Nigeria has been unable to attain success in providing good governance to the masses due to the lack of leaders who are effective. The success of governance in any country is determined by the quality and quantity of change brought about by such governance, which means that the development of any organized political system is determined by the quality of leadership in government. More so, to promote political, social and economic stability that can bring about development
in the Nigerian economy, there must be an effective leadership. In present-day Nigeria, effective leadership is a prime value and one of the most valuable public good but at the same time the most obscure.

In present-day discourse, the concept of leadership and development has attracted a wide-spread interest as they serve as the pivot on which social, political and economic structures rest. The numerous problems which have befallen Nigerian as a country which include ethnic and communal clashes, increasing crime wave, drug trafficking, advanced fee fraud and other factors have been blamed on ineffective leadership. While it is true that there have been apparent leadership and governance crises in Nigeria, the last ten to seventeen years has witnessed struggle to engender effective leadership and sustainable development. Hence, the frequent occurrence of violence, insecurity, as well as economic downturn can be linked to problem of leadership in Nigeria.

Sustainable development which is concerned with the development of a society where the costs of development are not transferred to future generations or at least an attempt is made to compensate for such costs is very important. Hence, if Nigeria at this current stage cannot boost of an economy that is developed or even developing at a fast rate with all her resources both human and material resources, what would be the hope of our generations to come in the next twenty to fifty years. Thus, this study takes a critical look at the role of effective leadership in sustainable development and security: the Nigerian experience.

2.1 Concept of Effective Leadership

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals (Graig, 2005). Minderovic (2001) observed that leadership is the ability to take initiative in planning, organizing, and managing group activities and projects. It therefore implies an ongoing process through one’s ability to plan, mobilize, and supervise resources and activities that focus on the achievement of generally shared purposes within an organization. Also, Robert (2004) affirms that leadership involves a complex interaction among the leader, the followers, and the situation. More so, leadership focuses on how individuals work with others which emphasizes collaboration. In other words leaders and followers establish mutual purposes and work together as partners to achieving their goals (Poulin, 2007).

In the words of Newstrom and Bittel (2002), leadership is the process of influencing and supporting others to follow and to do willingly the things that need to be done. Also, it involves the unleashing of available resources in order to get the organization carry out plans to accomplish objectives which include motivation of people to perform certain tasks intended to attaining set objectives. More so, leadership cannot be possible without a guiding vision and purpose that generates passion for accomplishment. Aguda (1995) observed that a person can become a leader through the method of self imposition, which is not backed by the constitution; through forcible imposition of an individual by group of persons on the masses; through a demonstration of leadership qualities over a long period of time; and by elections.

The leadership process is hinged on the capacity to allocate scarce resources, which determines the locus of power (Dagaci, 2009). To maximize the valuable contributions of followers requires effective leadership, especially in this era of frequent changes in the environment where planning and its review is of great importance. Effective leadership is central to the attainment of success. Leadership is a privilege to serve and should be viewed as such and not a display of power or opportunity to accumulate wealth (Kolade, 2012). More so, leadership must start with self and if one cannot lead self, how can he lead others. Countries that have effective leaders that are accountable are more liable to win the fight against great poverty and achieve all round development.

Effective leadership is the most visible aspect and highest prospect of management. Effective leadership is inward looking and conscious of the benefits that its society can derive from the international environment. It takes full responsibility of the national interest; deploys skill, proffers solutions to problems and assists followers to realize their hidden and untapped capabilities. This type of leader is always physically present to monitor projects at sites. He also receives report from the subordinates to ensure that policies and projects are implemented according to designs and specification (Ukaegbu, 2010).

2.2 Concept of Sustainable Development

Sustainable development is development that is based on interventions that seek to promote and enhance the socio-political, economic and environmental welfare of the people within a geographical location. Brantd Commission (1980) defined sustainable development as a development that meets the needs of the present without compromising the ability of future
generations to meet their own needs. In the same vein Todaro and Smith (2009) opined that sustainable development involves meeting the needs of people today, without compromising those of future generations. Sustainable development involves devising a social and economic system, which ensures that those goals are sustained which include rise in real incomes, increase in educational standard, improvement in the health sector, and the general advancement of quality of life.

Sustainable development therefore calls for emboldened and democratic conceptions of development that advance the material wants of the present generation without depriving the future generation of the resources required to satisfy their needs. That is development that meets the needs of the present without compromising the ability of future generation to meet their own needs. With the above, one could say that sustainable development is a development that takes care of the present and future needs without necessarily through the actions taken today subject the future generation into any kind of debts that should be paid later. It is all about meeting the needs of the present and future without necessarily making the future pay for the cost of meeting such needs later. Sustainable development policies encompass three general policy areas which are economic, social and environmental protection.

In the light of this, since sustainable development is mostly based on people, the government, through representatives of the people should provide sustainability. However, the success of governments in effecting these sustainability rests on the credibility of leadership in the eyes of the people. Hence, in the absence of this credibility, leadership becomes volcanic and erosive to sustainable development measures. This requires governance to rise to new levels of effectiveness and develop new capacities for integrated policy-making around a clear vision for sustainable development. Sustainable development must therefore be about providing a course for human development which allows all people to exercise their choices and meet their aspirations, both in this generation and those to come.

2.3 Concept of Security
Security is broadly viewed as freedom from danger or threats to an individual or a nation. Terriff (1991) defined security as the condition of feeling safe from harm or danger, the defense, protection and preservation of values, and the absence of threats to acquire values. In other words, security is about the survival and the safety of human existence. More so, Fayeye (2011) opined that security focuses on the maturation of the structures and processes that can engender and guarantee political space and sufficient conditions for the realization of among other things, personal, group or national aspirations.

It is the ability to protect and defend oneself, be it an individual or a nation. It cherishes values and legitimate interests and the enhancement of wellbeing which is tantamount to development (Mijah, 2006). Security is not just about the presence of a military force, though is part of it but a state of social and economical tranquility and harmony. Furthermore, security goes beyond military consideration. It embraces economic, political and social dimensions of individual, family, community, local and national life. The security of a nation must be constructed in terms of the security of the individual citizen to live in peace with access to basic necessities of life while fully participating in the affairs of his/her society in freedom and enjoying all fundamental human rights (The Kampala Document, 1992). Security brings peace that is very vital to national development. Without security the likelihood of any country developing is vague.

Security means much more than the absence of conflict but also the presence of lasting peace, thus, an inherent ingredient of security will encompass areas such as education, health, democracy, human rights, the protection against environmental degradation and the propagation of deadly weapons. Indeed there can hardly be security amidst starvation, peace building without poverty alleviation and no true freedom built on the foundation of injustice. The prevalence of these elements constitutes monumental threats to the security of any nation. More so, according to Aligwara (2009) security of people is the most important thing and that security is for people and not people for security. This implies that for a nation to be at peace devoid of crisis, the basic necessities of life such as food, good health, job opportunities, justice, freedom and all other ingredients of life must be provided.

2.4 Effective Leadership and Sustainable Development
The problem which troubles Nigeria most is the failure of political leadership. There are of course failures in other domains, but these are traceable to leadership deficiencies. The Nigerian society has suffered enormously from lack of development owing largely to the inability of its leaders to effectively handle the affairs of the country in such ways as to lead the masses to the attainment of better life. Thus,
not only are the citizens denied the dividends of democracy, but a means to better standard of living. Furthermore, the lack of committed and selfless political leaders in Nigeria is the cause for the slow pace of development. Realistically, effective leadership leads to good governance and sustainable development. In provision of good governance, reference is made to a type of leadership that focuses on delivery of dividends of democracy and the communication of such democratic philosophy to its followers in terms of respect for human rights and uncompromising high regard for the rule of law.

Lack of effective leadership is a major obstruction to national development. The quality of leadership in operation in a country is the major determinant of a country’s social, economic and environmental development. It is effective leadership that incites and defines the form of national developments. As a result of poor and ineffective political leadership, the country has been trying to solve one problem or the order without achieving any significant development. Thus, when there is lack of effective leadership, the policies and programmes put together to drive development would remain what they are only on paper. Nigeria has a lot of good plans for development but they have not been able to convert them into real economic development due to poor leadership.

The citizens of this country have over the years been experiencing the worst form of living compared with their counterparts in some other countries of the world. This is because virtually all the means that could be exploited to free Nigeria from her diverse problems are been hijacked by ineffective and corrupt leadership which has led to the fast collapsing of the national economy. This made Adeola (2007) to state that African Nations are in dare need of respected and visionary leaders that are of proven integrity to captain the ship of the nations of Africa and that leadership in Africa should be the embodiment of all that individual nations stand for which have the ability to bring about development.

Effective leadership is essentially needed for the efficient and effective management of a nation and its resources in such a way as to ensure the realization of the developmental goals of the nation (Kolade, 2012). It rotates around the need for the effective handling of both the material and human resources available for national development. This style of leadership takes cognizance of developments and social-inclusiveness in that it allows for the management of the economy in a way that enables economic, social and environmental prosperity, structural change and the astute use of available resources in a sustainable manner that includes minorities and ethnic or religious diversity (Kuffour, 2011).

Nigeria as a nation, over the years has been afflicted by the incapacitating problems of lack of effective leadership. Well-known among such problems is the issue of corruption which has over the years truncated the country’s strive for development. Corruption such as greed among the political leaders which is largely characterized by embezzlement and misappropriation of public funds, cheating, bribery, forgery, impersonation, rigging, hoarding of voters cards, multiple voters’ registration, has constituted a huge impediment to development in Nigeria (Dagaci, 2009). Realizing the fact that corruption is a monster that has been militating against our nationhood, our past leaders, from military to civilian, introduced various strategies aimed at eradicating and combating its menace. However, they used the same agencies to shield themselves, while engaging in deep corrupt activities. This has made Nigeria to be a laughing stock to the rest of the world with her inability to effectively and efficiently manage the enormous wealth God has endowed her with. Her economic system is awful and lacks the capacity to promote and sustain growth and development.

More so, effective leadership involves leaders that have visions which enable them to be proactive in their operations, thus making them to be aware of both the internal and external needs of their followers and facilitate the utilization of available resources in attaining sustainable development. For the problem of Nigeria to be solved, the country must be able to embrace effective leadership which must establish a transparent and accountable basis for workable economic policies, develop strategies for poverty alleviation, and a well-defined and implementable strategic developmental plan for infrastructure that will ensure sustainable development of all facets. Anything short of these may amount to leadership failure.

2.5 Effective Leadership and Security
Effectiveness and security are separate concepts, yet they have a relationship. To be specific, it is effective leadership that incites and defines the nature of security. In effect, when there is ineffective leadership the security of the country deteriorates as has been the case in Nigeria. To ensure effective security system, there must necessarily be some link between the elements of effective leadership. These elements include rule of law, accountability and transparency in the management of resources, political stability,
effective leadership to allocate scarce resources, determine policy choices and outcomes that affect the direction and nature of development in the society.

The crisis of state and economy in Nigeria also reveals the potent threats to security in the country. The inherent economic crisis has had varying impacts on socio-economic and political spheres of Nigeria (Mijah, 2006). More so, the desperation for political power and by extension for unrestrained access to economic resources has also deepened the insecurity situation in the country. Also, the primacy of political power as a springboard to economic resources and higher level of social status has led to the militarization of society in Nigeria. This signifies violence in the struggles of social forces as against peaceful political competition and conduct. However, the nature of leadership in Nigeria has not provided sufficient policies and programmes to alter the structures of imbalance and insecurity entrenched by colonialism and prolonged authoritarian military rule (Ibrahim, 2002). These structures are exclusionary and ill suited especially in a democratic system of governance.

3. Conclusion and Recommendations
In a fast changing world that we live in, effective leadership is the most visible part of management which is capable of transforming nations into attaining sustainable development. It is therefore important to note that no country can function without leaders, not just leaders but leaders that are effective over time and sustainable development and security of both people and properties depends on the quality of leaders. It is so evident that Nigeria is urgently in need of effective leaders because effective leadership is a pointer or a map to a prosperous and peaceful life and nation. Sustainable development has become very important and very desirable that it has become an urgent need for government and those in leadership position to strive to implement for the benefit of both the present and future generations. This is because the goals of sustainable development are people-focused and the support of the very people is required for effectiveness. Bad and ineffective leadership thus become a threat to sustainable development.

Sustainable development challenges which countries face today demands effective leadership which should focus on economic growth, poverty reduction, social development, equity, and sustainability not as competing goals to be traded off against each other, but as interconnected objectives which are most effectively pursued together. The search for effective leadership in Nigeria is a search for fairness, equity and social justice, which eradicates injustice in all ramifications in order to give all the citizens what is due them. Effective leadership is a requirement for putting in place the integrated policy making capacity which is needed to drive sustainable development. Thus to achieve sustainable development in Nigeria, leaders must be effective in order to surpass self interest to the development of capability geared towards the attainment and preservation of the general good, interest, joy and satisfaction of her citizen.

We therefore recommend that our leaders should be effective and more dedicated to given responsibilities focused at enhancing the welfare of the people that entrusted them with the role of leadership so that sustainable development can be achieved. Furthermore, for sustainable development to be achieved, Nigeria leaders need to be visionary, acquire administrative skill, morally and intellectually sound, possess the ability to set up functional ethical culture, which leadership is associated with, and a commitment to achieving the shared goal and objectives.

We further suggest that the fight against corruption throughout the institutions that make up the country should be intensified. It should therefore be number one agenda of this present Government. The fight should not be used as a means of witch hunting social, political and economical opponents or as a means of self defense or avenue for embezzlement. Thus, the anti-corruption institutions should do their work with the interest of the development of the nation at heart. Also, for our leaders to be effective, they should be made accountable by publicly declaring what they have been able to achieve in terms of performance as well as how much was expended in achieving those performance yearly. Auditors with integrity should be made to verify the claims so as to know their genuineness. This will lessen the level of fraud, misappropriation and corruption.
Finally, it is true that leadership has a major role to play in ensuring sustainable development and security in Nigeria, however, the citizens also have a major role to play, thus, all citizens should contribute their quota whatever positions they find themselves towards sustainable development because such contributions will improve sustainability economically, socially and environmentally.

**Reference**


Impact of Transformational Leadership Style on Academic Performance of Students in Brunei Higher Institutions: A way to Strike Free Environment and National Security

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Abstract
The operational advancement in the instructive organizations can be typified as the primary point of convergence for the upgrades and the viability of the initiative among the adolescent learners. Therefore, this study investigates the impact of transformational leadership style on academic performances of students in Brunei higher institutions. This study adopted the four dimensions of transformational leadership while academics performance was taken as unidimensional construct measured by socio-economics status, admission point, school background, facilities and learning approach. The investigation adapted descriptive and cross-sectional survey research design and solicited the perception of students in Brunei higher institutions regarding the impact of transformational leadership style dimensions and their academic performances. Out of 9,404 students’ population in four Brunei higher institutions, 369 students’ samples were selected using proportionate simple random probability sampling techniques for the administration of questionnaire. The response opinion was collected using email and hand delivery and collections of questionnaires administration strategy. The responses were processed and analyzed for descriptive and inferential statistics. The finding of the study revealed that there is a positive relationship between transformational leadership style dimensions (individualized consideration, intellectual stimulation and inspirational motivation) and academic performances. However, idealized influence dimension was insignificant to the academic performances of students in Brunei higher Institutions. In conclusion, if students are performing academically as result of accredited courses couple with qualify manpower in all the divisions of the institutions, it will create environment that is free from strike or strike related activities which a treat to national security. The outcome of this study provided important insight to both managerial, policy and academic for further understanding of the impact of transformational leadership style on academic performances of students in Brunei higher Institutions.

Keyword: Academic Performances, Brunei-Darussalam, Higher Institutions, Transformational leadership style

1. Introduction
Transformational leadership style focuses on the development of followers and their needs to achieve a set goals. It is also a procedure of aggregate activities that produce brilliant achievements through individual encouragement. A leader who uses transformational leadership style is knowledgeable, honest, initiative and encourage creativeness from each subordinate in an organization. Transformational leadership is identified with capabilities of leadership honest to achieve stated objectives (Parry & Proctor 2002). Transformational authority is one of the centers and compelling initiative stage in the improvement of the instructive field (Hallinger, 2003 & Shrub, 2014). Intellectual retrospectives can be clarified where the academics accomplish their instructive objectives (Tuan Minh Nguyen (2016). While regarding the instructive framework, only few study have documented the impact of academic performances (Parameswaraan,1991, Grates, 1995, Owens, 1999), Richard 1994), Jeyness. 2002, Bryne, 2004, Biggs, 2004, Kwesiga, 2002). Miller and Birch (2007) later outlined the factors that measured infinite by homework, assignments, tests, examinations and class cooperation. Nonetheless, for the specific variable (scholarly exhibitions) in this study exploration are measured by statistical elements (gender, admission scores, school backgrounds, financial angles) and distinctive learning approaches. Unquestionably, the notion of Transformational leadership is duty-bound to decidedly relate note-worthy paraphernalia towards the development of academic performances in the
learning organizations particularly the establishments in Brunei tertiary education.

The study empowers to dialogue about the essentialness of transformational leadership as appropriate for the learning associations in Brunei. Besides, the investigation will additionally benefit the academics to recognize the significance and the advancement of the transformational leadership in the Brunei higher education. The numerical information obtained from the Brunei Ministry of Education demonstrated that about 42% of a student studying in tertiary institution are repeaters in the advanced level General Certificate of Education. The possible solution for this problem is the application of transformational leadership style aligned with the instructive program of the education in the country. Specifically, in Brunei Darussalam, the Foundation of Science, Technology, and Innovation (STI) empower to essentially add to accomplish this goal and to guarantee STI to be locked in viable, the cutting edge learning is absorbed in the SPN21 program. Along these lines, the teachers, in fact, requires central instruments for the appropriate instructive course for further improvement of the scholarly exhibitions for the solution to the problem.

Kifle and Cheng (2009) argued that the related leadership could be clarified through coordinating and finishing the e-Government all in all in the nation. The accomplishment of the advanced framework can be accomplished through the blended experiences of specialized and social administration nearness to the pioneers and partners related. Similarly, with the teachers said before, the top administration additionally need an imposing instrument to adjust the circumstance. It was assumed that transformational initiative ended up being the option in comprehending this matter. The importance of transformational initiative and the preparation of ICT can be demonstrated through the research and presentation (Afzal, 2015). The assessment had utilized wide overview way to contract with distinguish connection between Transformational leadership proportional on ICT. The outcomes of the previous study showed that there is a general critical contrast that existed between the initiative styles in a relationship with ICT (Afzal, 2015). Most of the concentration respondents had demonstrated constructive outcome in clearing the initiative style in the means and reliability analysis. Moreover, Gumuslugi and Ilsev (2009) demonstrated the achievement of the ICT implementation is related to the viability of Transformational leadership style of the top administration in manufacturing competitive advantages. Shin and Zhou (2003) unconsciously concurred where Transformational initiative had decidedly critical on lifting the hierarchical structures adequately. In light of the signs displayed, the top administrations in the e-Government divisions should use the appropriation of Transformational authority to accomplish the objectives of good Governance and Government Modernization (10th National Development Plan, 2011-2017). The impact of Transformational leadership in Principals and Teachers empowers to enhance the ICT proficiency, particularly in the tertiary or higher instructive improvement in learning.

Therefore, this study seeks to address the core research question of “To what extent does transformational leadership style impact on the academic performances in the selected Brunei higher educations.” Transformational leadership style is operationalized in term of 1) Idealized influences, 2) Individualized consideration, 3) Intellectual stimulation and 4) Inspirational motivation underpinned by Relationship theories, also known as transformational theories. The theory focuses on the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. Hence, there is need to understand the impact of transformational leadership dimensions on the academic performance, particularly of Brunei High institution. Given the practical problem highlighted in this study, specifically in the Bruneian context as there is scanty of study to the knowledge of the researcher that an in-depth investigation of the dimension of the transformational leadership style that impact on the Academic Performance of student in Brunei higher Institution.

2. Literature Review
2.1 Academic Performances
2.1.1 Social Economic Status
On the social perspectives, impacts from relatives and associates unavoidably bolster the understudies' sense of duty regarding performing astoundingly in the instructive establishment. The social, financial status is dictated by the effects of guardians' instructive level, guardians' word related level, and the general family salary. In connection with the Academic performances, social, monetary status depicted to be the most noteworthy investigated measurement corresponding to the range. This can be seen through Graetz (1995) examination comes about recognized social, financial status is the fundamental11 wellspring of instructive unevenness existed in the community. This can be additionally included, the conceivable answer for scholastic achievement be dictated by one
guardians' social, monetary status. Rumberger (2009) argued that the low-level of social, financial status had made understudies drop out from school keeping in mind the end goal to partner the low-income families' wage for fundamental needs. In Uganda, Okumu (2008) argued that around 37.6% school dropouts are from the substantial and low-income families. The current investigation specified the high number school dropout and repeaters of “A “level at the Brunei higher Institution.

2.1.2 Admission Points
It was trusted that candidates with greatness affirmation empower to flourish well at the college level. The essentialness of confirmation focuses had turned into the condition of contention whether it's straightforwardly influencing the scholarly exhibitions. In Brunei Darussalam, The confirmation prerequisite for entering the college is controlled by the academic outcomes in "A" level and O level (Ministry of Education, 2016). For example, the base pre requisites for UTB confirmation focuses are 240 "A" level focuses. The confirmation focuses for 5 "O" levels in getting Higher National Diploma. Moreover, an examination directed by Waller and Foy (1997) determined O-level capability was accepted to be a menial forecast of scholastic accomplishment in college. Therefore, the results are connected and noted through a near investigation of the comparable instruction framework with another nation. For instance, an investigation of the British educational system can nearly assess in which is practically like the Brunei training framework.

2.1.3 School Background and Facilities
Kwesiga (2002) argued that the students’ academic performances are influenced by the school yet particularly enormously influenced by the schools’ foundations (background and facilities). In the research displayed that the administration's given by the instructive organization empower to propel or additionally enhanced the academic accomplishment. Because of this, Sentamu (2003) concern on the use of the hardware accessible in schools ought to be lined up with learning systems directed by teachers. By this strategy, the academic performances surely elevated indirectly with a complete understanding of the focus subject. Regarding school foundation, investigation by Kolciec (2006) concluded that students from the urban area had acquainted with the arrangement of academic accomplishment than in the provincial range. By mentioning to the quantitative outcomes got, half of the respondents (50%) from the rural zone had been ineffective in the school. This demonstrated the measurement of school foundations (background and facilities) massively affected the academic performances.

2.1.4 Learning Approaches
Learning methodologies or approaches can be utilized as self-directed indicators of academic results (Duff, 2004; Kantanis, 1993). Biggs (2001) argued on learning approaches based on deep learning and surface learning. The study findings clarified that each approach speaks to diversely in the terms looking for particular objectives and empowers to compose in suitable time management, particularly in the new learning condition. There is by, and large an accord among learns about the converse connection between surface approach and the academic result, and the positive connection between key approach and scholastic result.

2.2 Transformational Leadership
Transformational leadership has been distinguishing to be emphatically identified with the capabilities of the leader honesty (Parry & Proctor 2002). The leadership style can be obviously characterized as the procedure which triggers the change of individual by the utilization of a good way adjusted in the social framework. Kouzes and Posner (2007) had laid out five practices of the Transformational Initiative: 1) modeling the way, 2) motivating a mutual vision, 3) testing the procedure, 4) empowering to act and 5) empowering the heart. This implies the Transformational leadership is emphatically noteworthy to be connected in any organizations. The research conducted by Shin and Zhou (2003) and Amiable (2004), argued that transformational leaders are empowered to grow the inventiveness, meaning the self-improvement of the general population. Transformational leadership style was recognized as the leadership style that enables to generate effective social exchange. This was strongly supported by Bass and Avolio’s (1994) study of presenting the significance of transformational leadership leading to the operationalization of the construct to four dimensions which inevitably would benefit the education performances. These dimensions are 1) Idealized influences, 2) Individualized consideration, 3) Intellectual stimulation and 4) Inspirational motivation.

2.2.1 Idealized Influences
Bass and Riggio (2006) argued that transformational leaders uncovered the pioneer to end up plainly the good example viewed with securing magnificence abilities, quality of character and steadiness. The leaders face the Idealized influences are bold to courageous individual and continually reliable in the
globalization. The key pointers of the domain are the intellect that consists rare proficiency such as remunerating the supporters with thankfulness and used energy to increase constructive impacts (Kickbride, 2006). In connection to the learning environment, the domain acted as a driver through after the case of power, increasing positive view of the association in achieving objectives and gatherings the requirements of the adherents' acknowledgment (Bass 1988). Therefore, the diffusion of the leadership urged that people acknowledge gainful convictions and welfare to achieve the principle targets.

2.2.2 Individualized Consideration
Individualized consideration receives coordinated physical approach which utilizes better correspondence aptitude than engaging the devotees (Stone, 2004, Dionne, 2004)). This surely demonstrated individualized contemplation that organizes the worries of their supporters or individuals concerns and thoughts. To reinforce further, Bass and Avolio (1994) inferred the transformational pioneers to deal with the adherence with the accessible qualities, for example, focusing, give instructing to development in the workforce and encourages productively.

2.2.3 Intellectual Stimulation
The Intellectual stimulation empowers to make open exchange arrangements. It is cutting edge pathways which profoundly significance in the constantly changing educational development. It is one of the importance of transformational leadership activity that empowers to engage the community to unwind their greatest potential where the related leaders stimulated as resourcefulness, sensibleness and vigilant critical thinker. This can be reinforced through the analysis done by Gill (1999) where the academic recognized the transformational action to assess fundamentally and imagine the best circumstances connected. The estimations of this transformational pioneer space are similar elements of empowering the people. Bass and Riggio (2006) highlighted that the transformational pioneers that obtained a capacity to convey and communicate title to the conclusion.

2.2.4 Inspirational Motivation
Inspirational motivation is the transformational pioneer's conduct which shares one particular articulating vision to overpower the impediment to create excellent progress. The inspiration motivation domain communicated the impressions using the motivation of the individuals adequately in the association. Bass and Avolio (1994) argued that Transformational leadership related to the optional comparative discoveries where the domain empowers to change collaboration and soul into magnificent qualities in accomplishing particular objectives. This characterizes the related leaders give importance and test to the effort. The transformational pioneers have obtained the expression of creating one vision and produced convincing introductions for the devotees to concur and copy. Kickbride (2006) portrayed the transformational pioneer's dimension as manifestly compelling as it encourages to achieve visionary idea without bounds, an outstanding indicator towards development, decrease the multifaceted nature of driving and most essentially the design are expressively certain for both pioneer and supporters. Bass and Riggio (2006) clarify the areas of inspirational motivation, and Idealized influences are joined to shape the influential leadership.

2.3 Conceptual Framework & Underpinning Theory
The conceptual discussions and reviews on previous studies on student’s perceptions of the transformational leadership style and performances variables form the basis for building the conceptual and theoretical underpinning framework to examine the impact of transformational leadership style on performance. The dependent variable in this study is Academic Student Performance in Brunei higher education while independent variables are the dimensions of transformational leadership style (idealized influences, individualized consideration, intellectual stimulation and inspirational motivation). The conceptual framework of the study is shown in Appendix Figure 1.0.
The research model was adapted from previous studies on leadership style embraced by the transformational leaders on student engagement to enhance the well-being state of workers and the transformational leadership style dimensions that unexpectedly influences the academic performances (Tsai & Liu, 2012; Cemaloglu, 2011). This study made some in-depth study on the previous research framework of Tsai and Liu, (2012; Cemaloglu, 2011) by investigating to what extent does the level of transformational leadership style dimensions (idealized influences, individualized consideration, intellectual stimulation and inspirational motivation) impact on the academic performances of students in Brunei higher education. The research framework is the basic foundation upon which other research structures extend the frontier of knowledge (Sekaran, 2003). Therefore the research model of this study presented in Appendix Figure 1.0 was underpinned by Relationship theories, also known as transformational theories. The theory focuses on the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also want each person to fulfill his or her potential.

3. Research Methodology
3.1 Research Design, Population, Sampling and Method of Data Collection
The study employed survey research design and cross sectional approach. Students of the tertiary institution are the unit of analysis in this study. The aggregate population of students in Brunei tertiary institution is 9,404 comprises of students from Universiti Brunei Darussalam (UBD) 5292, Universiti Teknologi Brunei (UTB) students 2046, Kolej Universiti KUPUSB 774 students and Polytechnic Brunei (PB) 1292 students (MOE Brunei, 2016). The sample size of 369 was determined by using Dillman (2000) and Weaver (2006), the formula for determination of sample size. The sample was chosen based on proportionate probability simple random sampling techniques. This is to give equal chances of the respondents to be selected. The data was collected using personal self-administration of structured questionnaires with the help of friends and students’ leaders that serve as Research Assistance in the survey.

3.3 Measurements of Variables and Method of Data Analysis
The questionnaire was adapted from previous studies based on Likert-scale five-point rating scales by Leithwood, (1997, 1999, 2001, and 2006) and Bass and Avolio, (1994). The structured questionnaire consists of three parts; A, B and C. The first (A) segment asked about the background of the respondents, for example, the name of the establishments, sex, the source of funding, marital status, the field of study and age. The second (B) part asked questions on the dimensions of Transformational leadership as the independent variable and third (C) segments underscored on the dependent variable the Academic performances. The information gathered from the survey was processed using Statistical Package for the Social Sciences (SPSS) for descriptive and inferential statistical analysis such as correlation and multiple regression analysis. The result of the analysis was used to
answers the research questions and test the hypothesis of the study. Factor analysis was done to validate the constructs (Transformational leadership and Performance) and reduce the dimensionality of a data set in which there are a large number of interrelated items while retaining as much as possible of the variation present in the data set. Exploratory factor analysis was conducted using principal component analysis to validate the constructs.

4. Results Findings and Discussions

4.1 Validation of Transformational Leadership Construct

Table 4.1 and Table 4.2 in the appendix shows the result of factor analysis of the Transformational leadership and Academic Performance construct dimensions respectively. In the first place, the Transformational construct was measured by 16 items as a Unidimensional construct. Principal Component Analysis (PCA) was conducted on the items. The factor loading of the items stacking rotated factor loadings ranges from 0.757 to 0.940. To accomplish this, three items were deleted as a result of having low commonalities, loadings, and cross-loading less than 0.50. Inspection of correlation matrix revealed the presence of many coefficients of 0.3 and above. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy of 0.759 exceeding the benchmark value of 0.60 implies that the sample size is adequate for factor analysis to be conducted. On the other hand, Bartlett's test of Sphericity is statistical significance, supporting the factorability of the correlation matrix, as the p-value is 0.000 with the Eigenvalue of more than one (1) explaining the variance respectively. Also, see Table 4.3 in appendix as correlation relationship between the study variables.

4.2 Validation of Academic Performance Construct

Twelve items measurements are extracted while three items are deleted because of the low level of commonalities after cross-stacking is performed to get under 0.50. Additionally, the correlation matrix is expressed in the 0.30 of coefficients or above. The Kaiser-Meyer-Olkin (KMO) surpasses at 0.674 and Bartlett's test of Sphericity displayed the importance significance measurements at 0.00 to bolster the factorability of the investigation. The highlight of the investigation demonstrated the Kaiser-Meyer-Olkin (KMO) measured by examining in 0.674 which infers the specimen estimate is sufficient with the Eigenvalue for this examination indicated around 1.849 keeping in mind the end goal to achieve the fluctuation of the 73.63 %. Subsequently, the result of the component examination on both factors led demonstrated that legitimacy of the essential estimations utilized.

4.3 Multiple-Regression Analysis and Hypotheses Testing

<table>
<thead>
<tr>
<th>Regression result of Transformational leadership style on Academic Performances</th>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>Std. Error of Estimate</th>
<th>F</th>
<th>Sig.</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>R=0.550, R²=0.302, Adjusted R²=0.288, Std. Error of Estimate=0.48204</td>
<td></td>
<td></td>
<td>21.127</td>
<td>0.000b</td>
<td>2.701</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors’ Computation

The outcomes exhibited the regression analytical procedures where the indicators can be critical when R= 0.302, R²=0.288, F= 21.127 P<0.001. This additionally implies the correlation coefficients between the indicators and the variable are 0.550. Altogether, the indicators are represented 28.8% fluctuations on the Academic performances consists the consistency of Durbin-Watson estimations of 2.701. The F-test for this investigation = 21.127, (P<0.01) which denoted the total of the critical estimations of autonomous factors towards subordinate factors. Three indicator factors were recognized to be measurably critical with the Academic performances. The three factors said are Individualized consideration of β= 0.187, p=0.008, Intellectual stimulation where β=0.546, p=0.00 and Inspirational motivation (β=.549, p=0.00) as shown in Table 4.4 and Table 4.5 to test the following hypotheses:
<table>
<thead>
<tr>
<th>Variable</th>
<th>Unstandardized Coefficients β</th>
<th>Standardized Coefficients</th>
<th>Standardized Coefficient β</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>2.937</td>
<td>.220</td>
<td>13.381</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Idealized</td>
<td>.045</td>
<td>.055</td>
<td>.059</td>
<td>.825</td>
<td>.410</td>
</tr>
<tr>
<td>Individualized</td>
<td>.112</td>
<td>.042</td>
<td>.187</td>
<td>2.686</td>
<td>.008</td>
</tr>
<tr>
<td>Intellectual</td>
<td>.317</td>
<td>.034</td>
<td>.546</td>
<td>9.166</td>
<td>.000</td>
</tr>
<tr>
<td>Inspirational</td>
<td>.321</td>
<td>.035</td>
<td>.549</td>
<td>9.243</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Source:** Authors’ Computation

**H₄₁:** Idealized influences dimension of Transformational leadership style significantly impact the students’ academic performances in Brunei higher education

The Pearson-correlation analysis showed idealized influences and Academic performances are not significant. In details, r= .008, P=.914 at 0.01 and 0.05 level (2 tailed). The Regression analysis presented between Idealized influences and Academic performances is also not significant. Given that, β=0.59, P=0.410 at 0.05 level. The research hypothesis of H₄₁ is not accepted.

**H₄₂:** Individualized consideration dimension of transformational leadership significantly impact the academic performances of students in Brunei higher education

The Pearson-correlation analysis indicated Individualized consideration and Academic performances is significant. Given that, r= .175, P=.013 at 0.01 and 0.05 level (2 tailed). For the Regression analysis, the Individualized consideration demonstrated significant values of β=.187 (p-value= <0.05). Therefore, the research hypothesis of H₄₂ is accepted.

**H₄₃:** Intellectual stimulation dimension of transformational leadership significantly impact the academic performances of students in Brunei higher education

The Pearson-correlation analysis indicated Intellectual stimulation and Academic performances is significant. Given that, r= .317, P=.000 at 0.01 and 0.05 level (2 tailed). For the Regression analysis, the Intellectual stimulation demonstrated significant values of β=.546 at p= 0.00 (p-value= <0.05). Therefore, the research hypothesis of H₄₃ is accepted.

**H₄₄:** Inspirational motivation dimension of transformational leadership significantly impact the academic performances of students in Brunei higher education

The Pearson-correlation analysis indicated Inspirational motivation and an Academic performance is significant. Given that, r= .318, P=.000 at 0.01 and 0.05 level (2 tailed). For the Regression analysis, the Individualized consideration demonstrated significant values of β=.549 at p=0.00 (p-value= <0.05). Therefore, the research hypothesis of H₄₄ is accepted.

**4.6 Managerial & Academics Implications of Study**

The study had distinguished signified linkages between the individualized considerations, intellectual stimulation and inspirational motivation of Transformational leadership on students’ academic performances. The usage of Factor analytical procedures empowers to recognize the particular segments which are fundamentally compelling relative to the Academic performances. By procuring the raised rate change on Transformational leadership (74.93%) and Academic performances (73.63%) demonstrated the weights of the essential estimations are emphatically substantial. Beyond question, the investigation led to the coordinated on the development of exponential data on the significance of Transformational leadership towards Academic performances. For that reason, the research enables to contribute as extra esteems or information drivers towards the educational progress for Brunei Darussalam in accomplishing the upcoming Vision of 2035.

The general outcome from the exploration demonstrated that individualized considerations, intellectual stimulation and inspirational motivation are contributed successfully to the academic performances. The instructive policymaker or Ministry of Education in Brunei should additionally comprehend and sorted out successfully the execution of the specified transformational leadership qualities as pointed out by the analyst. Besides, logical proof on the viability of Transformational leadership values on the students or learners can allude to the importance of the previous ones was the use of ICT in
Brunei led by Afzal (2015). In this manner, additionally, point by point consideration should have been displayed inefficient systems which will additionally upgrade the Transformational leadership on students' academic performances in Brunei.

Keeping in mind the end goal to enhance the academic performances, it is essential for policymakers, educators, learners and overall population to view further the specific significance of Transformational leadership with regards to hypothesis and practice, the advantages of transformational authority, the utilization of transformational initiative on other related regions and driving the potential speculation in light of producing or 'leader-entrepreneurship' or 'pioneer business'. In any case, taking in the strategy empower to create finish consistency of the Transformational Leadership developed on enhancing the academic values. In particular, the execution of the administration ought to be for the most part centered around higher instructive organizations in Brunei as the investigation directed concentrated on them. In connection to this progression, the realization of such exponential learning can allude to the foundation of projects displayed by the University Technology Malaysia Technology Entrepreneurship Center (UTMTEC) in June 2013. The organized program comprises of the cutting edge blend of entrepreneurial course and valuable authority course which prompted various turn off start-up in Malaysia. Along these lines, the utilization of such program ought to be near steps for Brunei to keep in mind the end goal to make the progress of Vision 2035. For this exploration had inspected specifically the linkage between the effect of Transformational leadership; idealized influences, individualized considerations, intellectual stimulation and inspirational motivation towards students' academic performances in Brunei. The use of the logical support gave the policymakers to pick up information in persuading the top administration to utilize the thought in the educational field. Nonetheless, the commitment to the research in the usage of transformational leadership values to be incorporated and acclimatized into the educational framework helped to explicitly in contributing the learning condition immaculately. In this manner, the acknowledgment of the leadership learning empowers to go about as a motivator or extra driver for Brunei to accomplish the Vision 2035.

5. Conclusion and Recommendation
The results of the study would unavoidably take care of the exploration issues emerged in accomplishing abnormal state in the educational program of accomplishing Brunei Vision 2035. In particular, the study is further worthy when the domains of the Transformational leadership were decisively related on the academic performances. The outcomes also directed additionally demonstrated the students had produced relations between idealized influences, individualized consideration, intellectual stimulation and inspirational motivation reflects on to their academic performances. Besides, different models of transformational leadership may not be prepared to be actualized in the educational foundations. Without a doubt, the general outcomes demonstrated the linkages had given an experimental commitment to the academics, and further exponential researchers are expected. The future studies hopefully enable to create efficient preferred standpoint in the business and society related if Transformational leadership is chosen as the learning information in the instructive progress. In any case, the application would unavoidably direct to the change in the learning advancement and achieve the lifted academic performances towards excellence. In conclusion, if students are performing academically as result of accredited courses couple with qualify manpower in all the divisions of the institutions, it will create environment that is free from strike or strike related activities which a treat to national security. The outcome of this study provided important insight to both managerial, policy and academic for further understanding of the impact of transformational leadership style on academic performances of students in Brunei higher Institutions.

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Appendix

Table 4.1  Factor Analysis of Transformational leadership style

<table>
<thead>
<tr>
<th>Variables</th>
<th>Items</th>
<th>Factor Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized influences</td>
<td>• Act in a way that builds others’ respect</td>
<td>.848</td>
</tr>
<tr>
<td></td>
<td>• Work with others in a satisfactory way</td>
<td>.757</td>
</tr>
<tr>
<td></td>
<td>• Display a sense of power and confidence</td>
<td>.803</td>
</tr>
<tr>
<td>Individualized consideration</td>
<td>• Assistance in exchange for their effort</td>
<td>.857</td>
</tr>
<tr>
<td></td>
<td>• Spend time teaching and coaching</td>
<td>.875</td>
</tr>
<tr>
<td></td>
<td>• Help others develop their strengths</td>
<td>.860</td>
</tr>
<tr>
<td></td>
<td>• Increase others willing to try harder</td>
<td>.898</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>• Importance of having a collective sense of mission</td>
<td>.940</td>
</tr>
<tr>
<td></td>
<td>• Re-examine critical assumptions</td>
<td>.883</td>
</tr>
<tr>
<td></td>
<td>• Moral and ethical consequences of decisions</td>
<td>.930</td>
</tr>
<tr>
<td>Inspirational motivation</td>
<td>• Different needs, abilities, and aspirations from others</td>
<td>.940</td>
</tr>
<tr>
<td></td>
<td>• Express confidence that goals will be achieved</td>
<td>.883</td>
</tr>
<tr>
<td></td>
<td>• Talk optimistically about the future</td>
<td>.930</td>
</tr>
</tbody>
</table>

Eigenvalue                  2.997
Percentage of variance (74.93%) 74.930
KMO                         .759
Bartlett’s Test of Sphericity 1665.117
Significance                .000

Table 4.2: Factor analysis for Academic performances

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>COMPONENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Economic Status</td>
<td></td>
</tr>
<tr>
<td>• family income, academic level</td>
<td>.755</td>
</tr>
<tr>
<td>• Parents education, Influence</td>
<td>.824</td>
</tr>
<tr>
<td>Admission points</td>
<td></td>
</tr>
<tr>
<td>• Competencies</td>
<td>.743</td>
</tr>
<tr>
<td>• Satisfactory results</td>
<td>.803</td>
</tr>
<tr>
<td>• Excellent in O&amp;A level</td>
<td>.798</td>
</tr>
<tr>
<td>School background and facilities</td>
<td></td>
</tr>
<tr>
<td>• Appropriate teaching-learning environment</td>
<td>.775</td>
</tr>
<tr>
<td>• The classroom standard</td>
<td>.771</td>
</tr>
<tr>
<td>• Conducive learning environment</td>
<td>.844</td>
</tr>
<tr>
<td>• The space in class is effective for learning</td>
<td>.832</td>
</tr>
<tr>
<td>Learning approaches</td>
<td></td>
</tr>
<tr>
<td>• The Learning Method for decision making</td>
<td>.737</td>
</tr>
<tr>
<td>• Industrial experiences and community projects</td>
<td>.681</td>
</tr>
<tr>
<td>• Motivational teaching method</td>
<td>.792</td>
</tr>
</tbody>
</table>

Eigenvalue                  1.849
Percentage of variance (74.93%) 73.630
KMO                         .674
Bartlett’s Test of Sphericity 1418.953
Significance                .000
Table 3

<table>
<thead>
<tr>
<th>Relationship between Transformational leadership Dimensions on Academic performances</th>
<th>Idealized</th>
<th>Individualized</th>
<th>Intellectual</th>
<th>Inspirational</th>
<th>Academic Performances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualized</td>
<td>.160*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual</td>
<td>.130</td>
<td>.387**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspirational</td>
<td>.130</td>
<td>.386**</td>
<td>.996**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Academic Performances</td>
<td>.008</td>
<td>.175*</td>
<td>.317**</td>
<td>.318**</td>
<td>1</td>
</tr>
</tbody>
</table>

*Correlation is significant at the 0.05 level (2-tailed)  
** Correlation is significant at the 0.01 level (2-tailed)
Leadership Styles and Market Orientation on Performance of Selected Public Tertiary Institutions in Warri Metropolis

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Abstract
This research investigates the interplay between leadership styles and market orientation of managers of selected public tertiary institution in Warri Metropolis. These managers (top, middle and lower level managers) are Rector, Deputy Rectors, Deans, and Heads of Departments of the institutions that makes up the sample population. The methodology employed included descriptive, correlation, factor analysis, and regression analyses. Through a field survey of managers, we find that organizations with greater transformational leadership are more likely to engage in institutional market orientation practices and transactional leadership is associated with these market orientation practices. Theoretically, this study contributes to the literature in market orientation in relation to tertiary institutions in Nigeria. For managers, it gives better understanding and insight into how their behaviours and leadership styles will influence the development of market orientation in their institutions. Limitations included the cross-sectional design which limits the degree to which we can make causal inferences and test the strength of the relationships over time and recommendations for future studies suggest other dimensions of leadership, beyond transformational and transactional, influence market orientation policies and success would help deepen understanding of this important but under-examined internal driver of influence market orientation.

Keywords: Market orientation, Transformational leadership, Transactional leadership, Institutional outcomes

1. INTRODUCTION
From a global perspective, economic and social developments are increasingly driven by the advancement and application of knowledge. Education in general and tertiary education in particular, are fundamental to the construction of a knowledge economy and society in all nations (World Bank 1999, cited by William, Hartnett and Erich, 2003). Tertiary Education Refer to all organized learning activities at the tertiary level (Jaja, 2013). The National Policy on Education (2004) defined tertiary education to include, universities, colleges of education, polytechnics and monotechnics. Tertiary education is aimed at: a) To contribute to national development through high-level relevant manpower training. b) To develop and inculcate proper values for the survival of the individual and society. c) To develop the intellectual capability of individual to understand and appreciate their local and external environment. d) To acquire both physical and intellectual skills, which will enable individuals to be self-reliant and useful members of the society. e) To promote and encourage scholarship and community services. f) To forge and cement national unity; and g) To promote national and international understanding and interaction.

Education performs many functions. 1) Politically, education brings about enlightenment among members in the country. Through political education, national unity can be achieved especially in a plural society like Nigeria. Although for Nigeria, our politically educated seem to be our problem. However, it makes one better informed to play better roles in society. 2) It confers permanent literacy, numeracy and the ability to communicate effectively. It provides sound citizenship as a basis for effective participation in and contribution to the life in the society. Education develops in the recipients, the ability to adapt to changing circumstances. It provides sound citizenship as a basis for effective participation in and contribution to the life in the society. Education develops in the recipients, the ability to adapt to changing circumstances. It provides tools for further advancement and equips the recipients to live effectively in a modern society of science and technology, while at the same time develops and projects culture, art and languages. 3) Economically, the higher institutions provide skills and techniques necessary to improve human competencies. The educated man provides the society with human capital as a result of his income which represents not only his earnings, but also his potential...
for further achievement. It increases stock of knowledge and ensures its diffusion. Higher institutions education raises recipient’s level of productivity, creativity, initiative and innovation. The educated are prime movers of innovation in various areas of economic endeavour (Hasbison, 1971 in Jaja, 2013). 4) Socially, higher education plays a vital role in their revenue generation ability, human resources management, growth and development which in turn has a great impact on the level of growth and development of the economy of Nigeria towards employment generation and nation’s building (Munirat, Umar and Aina, 2014). It is argued, the role of marketing is crucial to institutional performance and central to the successful implementation of business strategies because of the current competitive environment for superior quality products and services to customers (Day & Wensley, 1988 cited in Zorah and Mohamed, 2011).

This paper takes the view of Narver and Slater (1990), viewing market orientation based on cultural or behavioral factors. Various scholars in marketing (Lo, Abang, Ramayah and Wang 2015; Zorah and Mohamed, 2011) have argued that market orientation is a cultural or behavioral phenomenon. Having argued that top management is an antecedent crucial to the development of market orientation in institutions. However, there is very little empirical research identifying factors affecting top management behavior in relation to the development of market orientation in institutions. Top management behavior is crucial in the development of organizational culture, especially in higher institutions where top management influence is keenly felt (Changanti et al., 2002). Top manager's attitudes and values will influence the strategic orientation of the institutions. Thus, this paper examines the role of leadership styles of top managers in influencing development of market orientation. From an individual manager's perspective, top management behavior is frequently mentioned as a key barrier to developing a market oriented culture (Harris, 1996; Harris & Ogbonna, 1998 cited in Zorah and Mohamed, 2011).

2. LITERATURE REVIEW

2.1. THE CONCEPT OF LEADERSHIP

According the review of the leadership literature provides one with a plethora of definitions and theories, all of which are defined or propounded to suit the perception of the authors who suggested them, or as descriptions of the leadership landscape that existed during certain eras or periods of human life. This dynamism or unsettling nature of discourses on the concept of leadership may be attributed to the dynamic nature of the concept itself. Yukl (2008) defined Leadership has been in terms of individual traits, leader behavior, leader-subordinate interaction patterns, role relationships, follower perceptions, influence over followers, influence on tasks/goals, and influence on organizational culture (Yukl, 2008, cited in Cavarkapa and Flynn, 2016).

Bass et al. (2004) claims that the definition of leadership should depend on the purposes to be served by the definition. According to Burns et al. (2008), leadership is identified as the ability to inspire followers to attempt to accomplish goals that represent the values, motivations, wants, needs, aspirations, and expectations of both leaders and followers. Additionally, Schein (1992) in Mohammed (2012) indicates that leadership is the ability to operate outside of the existing culture to start an evolutionary change processes. Genty (2014) Leadership is “the process of influencing others to work willingly towards an organization’s goal with confidence and keenness”. That is, the ability to influence to influence the behavior of others in a given situation. It can also be viewed as a process within groups in which one person, either by virtue of position or personality or both, obtains sufficient commitment of the other members to facilitate the achievement of group goals (Lawal, 1993). Besides, Northouse (2013) points out that leadership is a phenomenon that occurs in groups. Groups are the context in which leadership takes place. Thus, leadership is basically about one individual who influences a group of others to accomplish common goals.

Therefore, both leaders and followers are involved together in the leadership process. That is why it is common to say that leaders need followers, and followers need leaders. In fact, it is a transactional event that occurs between the leader and the followers. Although leaders and followers are closely linked, it is the leader who often initiates the
relationship, creates the communication linkages, and carries the burden for maintaining the relationship (Bryman, 1992).

2.2. LEADERSHIP STYLES OF MANAGERS
According to Genty (2014) Leadership Styles - By style, simply means a way of doing something, especially one, which is typical of a person, group of people or place. Therefore, leadership style refers to the type of method or technique adopted by a leader in a particular situation in order to achieve group goals or objectives. In other word, the term leadership style is used to describe the manner in which a person exercises leadership, especially in relation to their treatment of people and tasks (Jacob, 2004; Lawal, 1993) cited in Genty (2014). Obisi (1996) pointed out that leadership style of a leader can only be earned. He emphasized that the style of a leader cannot be forced, conferred or bought. That is, the way in which a leader uses power will indicate his/her leadership style. Leadership style is contingent on the personality of the leaders.

Leadership as viewed by Kouzes and Posner (1987) cited in Munirat et al, (2014) is an ongoing process of building and sustaining a relationship between those who aspire to lead and those willing to follow. Their views explore common patterns of action at the core of effective leadership. Authenticity, initiative, courage, and inspiration, as well as the abilities to frame engaging opportunities, foster collaboration, and empower others qualities available to all no matter where they sit in the hierarchy can enable groups of ordinary individuals to accomplish extraordinary things.

Literature on leadership shows a progressive pattern, which starts from focusing on the attributes and characteristics of a leader, then concentrates on behavior and later emphasizes on the contextualized nature of the leadership. Contemporary literature on leadership mainly focuses on the two main dimensions of leadership i.e. transactional and transformational leadership.

2.2.1. Transactional leadership style
Transactional leadership is centered on leader-follower exchanges. Followers perform according to the will and direction of the leaders and leaders positively reward the efforts. The baseline is reward which can be negative like punitive action, if followers fail to comply with or it can be positive like praise and recognition, if subordinates comply with the intent and direction settled by a leader and achieve the given objectives. Four core facets of transactional leadership as described by Riaz, and Haider, (2010) are contingent rewards, active management by exception, passive management by exception and laissez-faire. Transactional leadership makes a strong link between leadership and the ability to motivate goal attainment and improved performance through reward structures (Ozer, and Tinaztepe, 2014).

According to Obiwuru (2011) Transactional leaders display both constructive and corrective behaviours. Constructive behaviour entails contingent reward, and corrective dimension imbibes management by exception. Contingent reward involves the clarification of the work required to obtain rewards and the use of incentives and contingent reward to exert influence. It considers follower expectations and offers recognition when goals are achieved. The clarification of goals and objectives and providing of recognition once goals are achieved should result in individuals and groups achieving expected levels of performance (Bass, 1985). Active management by exception refers to the leader setting the standards for compliance as well as for what constitutes ineffective performance, and may include punishing followers for non-compliance with those standards. This style of leadership implies close monitoring for deviances, mistakes, and errors and then taking corrective action as quickly as possible when they occur (Obiwuru, 2011).

2.2.2 Transformational leadership style
Other center of attention for most of the researchers and experts is transformational leadership which shows the other extreme. Transformational leaders alter the beliefs and attitudes of followers and inspire the subordinates in their own interests parallel with the betterment of the organization (Jansen, Vera and Crossan, 2009). Transformational leaders facilitate new understandings by increasing or altering awareness of issues. Resultantly, they foster inspiration and excitement to put extra efforts to achieve common goals. According to Jansen, et al (2009), transformational leadership is also based on four dimensions such as charisma, communication, intellectual stimulation and individualized consideration (Riaz, and Haider, 2010).

Transformational leadership emphasizes inspiration, motivation, challenge, vision, personal development and superior performance by followers. There is also considerable evidence that transformational leadership is effective, and it is positively related to subordinate satisfaction, motivation, and performance (Bass, 1999). Understanding the various leadership styles including their potential benefits and limitations will
help organizations and leaders improve performance and respond to the changes in resources, technologies, marketing methods, and distribution systems because of market globalization (Ozer, and Tinaztepe, 2014). Obiwuru (2011) stated that a transformational leader’s behaviour originates in the personal values and beliefs of the leader and motivates subordinates to do more than expect (Bass, 1985). Burns (1978), identified transformational leadership as a process where, “one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality” (Obiwuru, 2011).

2.3. LEADERSHIP THEORIES

2.3.1. Great Man or Trait school: Celebrates outstanding individual leaders (in the heroic tradition) and studies their traits or characteristics to understand their accomplishments as leaders (Stodgill, 1948; Tannenbaum and Schmidt, 1973; CEML, 2002; Harter, 2008) Cited in (CISL, 2016). Munirat, et al (2014) Great Man theories assume that the capacity for leadership is inherent – that great leaders are born not made. These theories often portray great leaders as heroic, mythic and destined to rise to leadership when needed. The term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership.

This theory was developed from an early research which included the study of great leaders. The early leaders came from the privileged class and held hereditary titles. Very few people from the lower class had the opportunity to take a lead. The Great Man theory was based on the idea that whenever there is a need of leadership, a Great Man would arise and solve the problems. When the Great Man theory was proposed, most of the leaders were males and therefore, the gender issues were not negotiable. Even the researchers were male, which was the reason for the name of the theory being ‘Great Man Theory’ (Isaacs, 2016).

Trait theory: trait theories assume that people inherit certain qualities and traits that make them better suited for leadership. Trait theories often identify particular personality or behavioural characteristics shared by Leaders (Munirat, et al 2014). Isaacs (2016) said that dispositional qualities such as a stable personality, intelligence, integrity, ambition, and decision-making skills are a result of individual behaviour and contribute to more effective leadership. These traits can be classified as either general (for example intelligence, authenticity, and enthusiasm) or work-related (for example vision, decision-making, emotion, and intelligence). According to Northouse (2013), the following traits are central to an individual’s strive to be an effective leader: intelligence, self-confidence, determination, integrity, and sociability. The context, style, work and interpersonal relations may impact on the degree to which a leader with these personality traits can achieve the goals of the institution.

2.3.2 Behavioural or Styles school: Describes leadership in terms of people-and-task-orientation, suggesting that different combinations of these produce different styles of leadership (Lewin et al., 1939; Blake and Mouton, 1964, 1985; Kouzes and Posner, 1995) Cited in (CISL, 2016). Munirat, et al (2014) Behavioural theory emphasizes the behaviour of the leader as determining factor their effectiveness in the work environment. According to Lawal (1993) in Genty (2014), behavioral leadership theories shifted attention from the trait approach of physical or psychological characteristics that account for a person’s behavior to what an effective leader do. That is, how they delegate tasks, how they communicate with and motivates their subordinates as well as how they carry out tasks. Lawal (1993) argued that behavioural approach unlike the trait assumes that behaviours could be learned. Therefore, individuals trained in the appropriate leadership behaviours could be effective (Genty, 2014).

2.3.3 Situational or Context school: Emphasizes the importance of context in shaping leaders’ responses to be more relationship or task motivated, or more authoritative or participative. Vroom and Yetton, 1973; Graeff, 1983; Cited in (CISL, 2016). Situational theory Friedler, (1967) cited in Munirat, et al (2014) states that the leader is effective when their qualities and actions are contingent on situational factors, such as the characteristics of the group, organizational culture, task structure, the leader’s position of power, and follower abilities. This means the “leader’s behaviour and style [are] interrelated and interdependent with/on the follower’s situation, his ability and motivation.”

2.3.4 Contingency or Interactionist school: Proposes that leaders’ influence is contingent on various factors (like positional power), which in turn determines appropriate leadership styles. Fiedler, 1967; House and Mitchell, 1974; Barbour, 2008; Cited in (CISL, 2016). Katz and Kahn cited in Genty (2014) suggested contingency style of leadership effectiveness for system (organization) is contingent upon the leader adopting appropriate style in the light of situation favourableness. This implies that
contingency style is a process whereby a leader influence to exercise his ability depends upon the group tasks, situation and the degree of personality and approach to which the leader considered fit the group (Genty, 2014).

2.3.5 Social learning theory of leadership: focuses on the creation of opportunities for experimentation and new learning that can lead to improved organizational capacity and performance. Human behaviour is observed and learned by means of social and mental processes that include modelling across formal and informal settings. This theory recognizes the influence of reinforcement contingencies, for example external stimuli such as reward to enhance or maintain good behaviour or performance. The role of leaders is to be enablers in the developmental process, i.e. to be facilitative and not authoritarian (Bandura, 1977) cited in (Isaacs, 2016). The adoption of a specific theory of leadership or style is subjective to the contextual factors such as the institutional arrangements, political legitimacy, leader’s personality, and bases of power.

2.3.6 Transactional or Transformational school: Contrasts leadership as a negotiated cost-benefit exchange and as an appeal to self-transcendent values of pursuing shared goals for the common good (Bass, 1974; Burns, 1978; Price, 2003) in (CISL, 2016). Burns (1978) in Du (2013) has identified two leadership styles, transformational and transactional, that managers might exhibit. The transformational leader is one who articulates a vision of the future that can be shared with followers, intellectually stimulates followers, and pays attention to individual differences among employees. In contrast, the transactional leader motivates employees primarily through contingent-reward exchanges.

Bass, (1998) in Du (2013) conceptualizes them as distinct dimensions. Thus, a manager may exhibit characteristics of both. Transactional leaders are more effective at operating an existing system; they set goals, articulate explicit agreements regarding expectations and rewards, and provide constructive feedback to keep everybody on task. Transformational leaders are more effective at driving change, or transcending the status quo; they inspire followers with their vision and create excitement through use of symbolism and imagery.

2.4 Market Orientation
According to Plinke (2015) the marketing concept has been steadily increasing in importance. Marketing management as we understand it today originated in the 1950s and the first of modern schools of marketing thought which took a managerial approach to understanding marketing (Alderson, 1957 cited in Brian Jones et al 2012) is thus more than 60 years old. Let us look at two viewpoints from the early days of modern marketing, which marked the transition from a selling to a marketing orientation in business. Drucker (1954) cited in Plinke (2015) formulated the following vision of the marketing concept: There is only one valid definition of business purpose: to create a satisfied customer. It is the customer who determines what the business is. Because it is its purpose to create a customer, any business enterprise has two and only these two basic functions: marketing and innovation. Actually marketing is so basic that it is not just enough to have a strong sales force and to entrust marketing into it. Marketing is not only much broader than selling; it is not a specialized activity at all. It is the whole business seen from the point of view of its final result, that is, from the customer’s point of view (Drucker, 1954).

Levitt (1960) expressed it thus: Selling focuses on the needs of the seller; marketing on the needs of the buyer. Selling is preoccupied with the seller’s need to convert his product into cash; marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, delivering and finally consuming (using) it.

Modern marketing aims to bring about a specific orientation of the institution to the market. These two “gurus” of modern marketing described the marketing concept some time ago, but it is still not the case that this concept has become accepted as a matter of course in every institution. No matter how reasonable it appears to be, this focus of institution behavior does not occur automatically. On the contrary, very different institution orientations can be observed in the market, which in some cases have nothing to do with marketing. The reason for this is to be found in the level of development of an economy and the intensity of competition (Plinke, 2015).

But increasing the range and level of sophistication of marketing activities and engaging in ‘the trappings of marketing’ does not guarantee that a school is market oriented. Research is suggesting that while engaging in marketing activities may be important, ‘market orientation’ is a vital ingredient in determining an institution’s success. Market orientation is more than simply ‘getting close to the customer.’ An organization can be market oriented only if it completely understands its market. Customer...
Market orientation is generally regarded as the implementation of the ‘marketing concept’. The marketing concept is a philosophy of doing business, which puts the customer’s needs at the centre of the organization. In terms of the school, the marketing concept starts with the student's and parent’s needs as the central function of school purpose. The school must identify these needs and then decide which ones it should try to satisfy. This is the responsibility of all members of the school community. The opportunity to meet school objectives will occur through the school's efforts to determine student and parent satisfaction (Drysdale, 1999).

One operational concept proposed by Drysdale (1999) defined market orientation as composed of four sets of activities: Competitor orientation, Inter-functional Coordination, Long-term Focus and Market Intelligence System. Narver and Slater (1990) cited in Kassim and Sulaiman (2011) conceptualized market orientation from an organizational cultural perspective. Narver and Slater view market orientation as an organizational culture that effectively and efficiently creates necessary behaviors for the creation of superior value for buyers, and thus continued superior performance for the business. Narver and Slater’s definition consists of behavioral components of market orientation, focusing on three elements: customer orientation, competitor coordination, and inter-functional coordination.

Maydeu-Olivares and Lado (2003) market orientation can be conceptualized as consisting of nine facets: analysis of the final customers, analysis of intermediate customers (distributors), analysis of the competitors, analysis of the market environment, strategic actions on the final customers, strategic actions on intermediate customers (distributors), strategic actions on the competitors, strategic actions on the market environment, and inter-functional coordination. That market orientation is conceptualized as consisting of nine facets should not be taken to imply that market orientation is a multidimensional concept. Lado et al. (1998) cited in Maydeu-Olivares and Lado (2003) have shown that these facets are well accounted for by a one-factor model. Therefore, these nine facets should be taken as the conceptual components of a unidimensional construct of market orientation, and a unidimensional measure of market orientation is called for (Maydeu-Olivares and Lado, 2003).

Narver and Slater (1990) utilized the term market orientation as synonymous with market-oriented culture. Blanksen and Cheng (2005) say that a firm is market orientated when firm’s culture is governed by values which systematic ensure superior value creation for customer. Practically, this means gathering the information about customers and competitors and using this information for building superior value for the customers’.

Therefore, this study emphasizes the view of market orientation as culture. Schein 2001 defined organizational culture is a set of basic assumptions that a group has devised, discovered or developed on learning how to deal with external adaptation problems and that have worked sufficiently well to be considered valid and taught to new members as the right way to perceive, think and feel vis-à-vis these problems. The market concept is further defined as a distinct organizational culture, a fundamental set of beliefs and values that put customer at the center of the firms’ thinking about strategy and operations (Deshpande & Webster, 1989). This strengthens the argument for investigating cultural factors as effectively and efficiently creating such behaviors (Narver & Slater, 1990).

2.5. MANAGEMENT BEHAVIOUR IN DEVELOPING MARKET ORIENTATION

A firm’s market orientation is not the function of a particular department; on that vein, a market orientation is a general management task, a feature of running a business. Market orientation is a matter for the managing director; it cannot be delegated. The marketing concept has to be developed into the market-oriented management of a business unit. Market-oriented management is the current challenge facing companies wishing to gear themselves to the market (Plinke, 1992; in Plinke, 2015).

New ways of succeeding were revealed to institutions that took the wishes and expectations, perceptions and judgments of customers seriously, and geared their offers to them. As competition further intensified, an additional dimension of market orientation was added to the way firms oriented themselves to the market, i.e., a simultaneous orientation to customers and competition. Whereas, it may have been sufficient to pursue a policy of customer orientation to gain a lead, it is now the relative position of the supplier compared with its competitors that is critical (Plinke, 2015).
The top management must give clear signals and establish clear values and beliefs about serving the customer. Market orientation is achievable only if the board of directors, or governing council and institution’s management team realize the need to develop positive attitude towards market orientation. Continuous reinforcement by senior management is required if individuals within the organizations are to be encouraged to generate, disseminate and respond to market intelligence (Levitt, 1969 cited in Kajendra, 2008). Willingness to take risks will encourage and facilitate organization wide commitment to innovation and responsiveness (Kohli and Jaworski, 1990, Jaworski and Kohli, 1993). Top management behavior is repeatedly specified as an essential factor in instigating and installing improved market orientation (Kassim and Sulaimann, 2011). If top managers show a willingness to take risks and accept failures as being natural, junior managers are more likely to prepare and introduce offerings in response to market needs (Kajendra, 2008).

3. METHODOLOGY
The study employed a convenience sampling. The research population includes the top level managers (Rectors), middle level managers (Deans of Faculties) and lower level managers (Heads of Departments) of selected public higher institution in Warri metropolis in Delta State, Nigeria. Research type was a field study and the tool to gather information was a 23-item questionnaire. 7 items are allotted to leadership style, 6 items to transformation leadership style, 5 items to transactional leadership style and 5 items to measure market orientation. 5-point Likert type scale was used which involve form completely opponent to completely proponent. The population included 98 managers.

The sample size of this research by the use of Krejcie and Morgan (1970) was set at 80 managers. Totally, 63 questionnaires were returned. The reliability of this questionnaire has been measured to be a Cronbach alpha of 0.928

Case Processing Summary

<table>
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<th>%</th>
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<td>Excluded</td>
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<td>Total</td>
<td>63</td>
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3.1 Hypotheses of research:

Ho1: There is no significantly relationship between leadership style and market orientation in tertiary institutions.

Ho2: There is no significantly relationship between Transformational leadership style and market orientation in tertiary institutions.

Ho3: There is no significantly relationship between Transactional leadership style and market orientation in tertiary institutions.

3.2 Results and Analysis:

The relationship between leadership styles and Market orientation was positive. There is a significant correlation between leadership styles and market orientation. And the more the scores of leadership styles, the more the scores of Market orientation. The correlation coefficient between leadership styles and market orientation is 0.389.
The relation between Transformational leadership style and Market orientation was positive. There is a significant correlation between Transformational leadership style and Market orientation. And when the scores of Transformational leadership style increase, the scores of Market orientation increase too.

The relationship between Transactional leadership style and Market orientation in the tertiary institution was positive. There is a significant correlation between Transactional leadership style and Market orientation. The increase of Transactional leadership style scores resulted in the increase of Market orientation scores. Among the aspects of Leadership style, the Transactional leadership style has the lowest correlation with Market orientation.
Correlations

<table>
<thead>
<tr>
<th>Spearman’s rho</th>
<th>Market Correlation</th>
<th>Transactional leadership style</th>
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<tbody>
<tr>
<td>Orientation</td>
<td>Sig. (2-tailed)</td>
<td>N</td>
</tr>
<tr>
<td></td>
<td>1.000</td>
<td>.238**</td>
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<td></td>
<td>.238**</td>
<td>.430</td>
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| Correlation     | .63               | 63                            |
| Sig. (2-tailed) | .430              | 63                            |
| N               | 63                | 63                            |

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

4. Discussion

Despite the prominent place market orientation has on the global corporate agenda, our understanding of micro-level institutional dynamics about market orientation, such as creating, communicating and delivery value to customer, remains incipient.

This study has sought to shed light on the ways in which transformational and transactional leadership styles affect an institutional market orientation practices, as well as the organizational outcomes of market orientation. Specifically, we develop and test a theoretical framework pertaining to (1) how leadership styles influence the relationship between institutional market orientation and institutional outcomes (2) how transformational leadership affects institutional market orientation practices, and (3) how transactional leadership affects institutional market orientation practices.

Through a field survey of managers (top, middle and lower level managers) we find that firms with greater transformational leadership are more likely to engage in institutional market orientation practices and transactional leadership is associated with these market orientation practices. Furthermore, stakeholder-oriented marketing reinforces the positive link between transformational leadership and institutional market orientation practices. Finally, our results show that transactional leadership and transformational leadership enhances the positive relationship between institutional market orientation practices and institutional outcomes. Our research highlights the differential roles that transformational and transactional leadership styles play in a firm’s institutional market orientation practices, which have significant implications for theory and practice.

4.1 Theoretical Implications

Although much has been said about the salubrious effects of market orientation on stakeholder support, loyalty, and retention (e.g., Bhattacharya, et al. 2008), less is known about the driving effects of the leadership styles displayed by managers on a firm’s market orientation policies and outcomes (Groves and LaRocca 2011).

This study has provided much needed empirical evidence concerning the differential roles of transformational and transactional leadership styles in the firm’s institutional market orientation practices. Our findings have implications for theories of market orientation and leadership.

By documenting the positive association between transformational leadership and institutional market orientation, this study advances knowledge about institutional drivers of market orientation. Although prior research has conceptualized various organizational antecedents to market orientation, such as managers’ mental frames and sense-making processes (Basu and Palazzo, 2008), organizational culture (e.g., future or performance orientations; Berger et al. 2007), and leadership styles (Angus-Leppan et al. 2009), large-scale empirical studies of organizational drivers of market orientation are lacking (Waldman et al. 2006). This research bridges leadership literature and market orientation literature to provide empirical evidence on the transformational leadership–institutional market orientation link.

Specifically, this study places transformational leadership in the context of stakeholder theory and shows that transformational leaders are likely to exhibit responsible leadership by, among others, promoting institutional market orientation that advances the welfare of secondary stakeholders. Furthermore, integrating theoretical constructs from organizational behavior and marketing, we find that
the link between transformational leadership and institutional market orientation is not constant across all firms, instead depends on the level of stakeholder-oriented marketing practiced by the firm. This result attests to the importance of taking a cross-disciplinary approach in market orientation research (Du et al. 2011). Research on institutional antecedents to market orientation should continue to adopt a broad theoretical perspective that spans different business disciplines (e.g., organizational behavior, marketing, strategy, and information system).

This finding accentuates the unique strength of transactional leadership in deriving institution benefits from institutional market orientation and suggests that, in certain circumstances, transactional leadership is effective but transformational leadership is not. The dampening effect of transformational leadership on the organizational outcomes of market orientation indicates that this leadership style is not without peril; by itself, it seems to detract from market orientation’s ability to create value for the firm (Du, et al. 2013).

4.2 Practical Implications
This study highlights the importance of organizational leadership in a institution’s market orientation endeavors. Despite the well-accepted belief that market orientation is critical to institution’s ability to meet their stakeholder obligations and obtain sustained growth, many institutions struggle to promote socially responsible business practices and maximize the social and business returns to their market orientation (Du, et al. 2013). Our findings suggest that leadership styles play an essential role. Specifically, a transformational leadership style is best suited for initiating and designing socially responsible practices; transactional leadership is best suited for implementing and deriving institution benefits from socially responsible practices.

It appears that both transformational and transactional leadership styles are required for successful institutional market orientation practices. Our findings thus suggest that managers should adopt a pluralistic approach to leadership and practice transformational leadership in conjunction with transactional leadership. This recommendation is consistent with Quinn’s (1988) concept of a “master manager,” who chooses transformational or transactional behaviors depending on the circumstances, cited in (Du, et al. 2013). In particular, transactional leadership behaviors, by managing the mundane, day-to-day events (e.g., monitoring, corrective actions, and continuous improvement), augment transformational leadership behaviors. Collectively, both styles serve to reinforce a firm’s market orientation endeavors. This study also suggests that institutions should attend to the supporting role of marketing to provide the appropriate institutional context for market orientation practices (Blankson, et al. 2005).

5. CONCLUSIONS
This research examined the relationship between leadership style and market orientation in order to achieve and to maximize institution goals and promote greater performance. According to the findings, there is a direct positive and significant relationship between leadership style and market orientation of the public tertiary institutions, thereby supporting the first hypothesis.

Transformational leadership style also had positive significant relationship with market orientation of the public tertiary institutions. This supported the second hypotheses. Also transactional leadership style in public tertiary institutions is a remarkable factor for authorities which play a vital role in market orientation like previous studies (Munirat, et al, 2014). Transactional leadership style had a positive significant relationship with market orientation. This does not supported the third hypotheses.

From the discussions it is evident that public tertiary institutions would perform well if market orientation is improved and practiced formally. This however can be achieved as the findings show if customers (students) are put first, thus customer’s satisfaction is seen as priority. Again if customer (students) information is shared between management and staff can make inputs and to how best customers (students) can be served to improve service quality. Yet again it is important for nascent and small public tertiary institutions to serve customers (students) well in areas where they have competitive advantage and also attend regularly to customer (students) complaints. Thus an improvement in the market orientation will lead to an equally high performance thus ensuring the long term survival of the businesses.

6. LIMITATIONS AND FURTHER RESEARCH
Several caveats should be taken into consideration when interpreting the results of this study. First, the cross-sectional design limits the degree to which we can make causal inferences and test the strength of the relationships over time. Replications and extensions of our findings using experimental and longitudinal designs are needed. Second, we employ a multi-informant technique (i.e., respondents from each firm) and measure all variables with a common method.
(i.e., field survey). Although our analysis indicates that common method bias is not a serious issue, additional research should employ multi-informant and multi-method designs to overcome this potential limitation. Third, this study involves only selected public higher institution in Warri metropolis. Further research should examine the generality of our findings in other sector with different cultures (e.g., individualistic vs. collectivistic) or different economic developmental stages (e.g., developing countries). Finally, further work on how other dimensions of leadership, beyond transformational and transactional, influence market orientation policies and success would help deepen understanding of this important but under-examined internal driver of influence market orientation.

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Leadership Accountability, Budget and Financial Management Performance and National Security

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Abstract
The primary responsibility of government is to ensure the security of lives and property, law and order in a society collectively described as national security in this paper. Using a twelve-year timeseries data from 2005 to 2016, national security indicators were regressed on leadership accountability and budget and financial management performance. The result confirms that leadership accountability plays a role in enhancing national security in line with the theory of accountability. Leadership accountability was also found to improve resource utilization through the moderation of procedural behavior in the utilization of military expenditure. Similarly, increases in budget and financial management performance was found to lead to a reduction in threats to national security while the reduction in national security resource utilization and the resultant savings led to improvement in national security through increases in budgetary allocation to other poverty reducing sectors. Appropriate policy frameworks to encourage leadership accountability and budget and financial management performance through identifiability, monitoring and evaluation should be reinforced to enhance national security.

Introduction
“You can't talk about leadership without talking about responsibility and accountability...you can't separate the two. A leader must delegate responsibility and provide the freedom to make decisions, and then be held accountable for the results”.

Buck Rodgers

Leadership accountability is central to the art and science of governance of organizations and society. It describes the collective set of actions of leaders in all spheres of human endeavor, to account for actions taken, to be answerable to those that bestowed authority and to accept responsibility for the decisions and the outcomes of activities undertaken. While Jabbra, Stone, Dwivedi, (1989) is widely credited to have specified eight types of accountability to be moral, managerial, market, professional, political, legal, administrative and constituency, there are still different types of classification such as internal and external accountability (Tripathi, 2016) individual and organizational accountability (Thompson, 2014) etc. However, irrespective of the classification, it is trite to state that accountability is rooted in the hierarchical organizational and social structure that depends on the delegation of authority and assignment of responsibility and that requires some form of account of stewardship. It is about the leadership of organizations and society accounting for the actions and inactions that has contributed to the desirable outcomes or otherwise either to those that bestowed the authority or those whose lives are affected by the actions or inactions of the leader or other external authority (Tripathi, 2016). Leadership accountability also speaks to how all those that are responsible for the governance of organizations and society have utilized the authority bestowed on them by reference to a defined benchmark. The reference benchmark of this paper is national security.

In this paper, leadership accountability is examined on its merit and in the context of budget and financial management performance and it’s relations to national security. While Budget and financial management performance is treated as an accounting mechanism for leadership accountability, national security is treated as a desired outcome. The importance of national security towards the proper functioning of the socio-economic system is emphasized by the fact that the primary responsibility of government is to ensure the security of lives and property, and the maintenance of law and order in a society. Legitimacy in governance is earned through the provision of this basic public good upon which the effective functioning of the political and economic system rests. Hence governments particularly central governments are primarily preoccupied with the provision of national security and defense services, and justice administration collectively referred to as national security in this paper. How well this responsibility is carried out is a major determinant of the socio-economic wellbeing of any nation as no nation can develop in the presence of insecurity and disorder. The question of leadership therefore comes to the fore. The paper is premised on the view that
leadership accountability mirrors budget and financial management performance and leads to enhanced national security outcome. The nexus of these three elements have hardly been vigorously explored in the literature beyond conceptual and theoretical analysis. In this paper we provide empirical evidence that relates leadership accountability, budget and financial management performance and national security thereby contributing to the sparse literature and thereby providing a work which others can build upon and that could eventually lead to the development of leadership accountability theory of national security. This paper is also motivated by the need for government to focus attention to the maintenance of law and order, protection of lives and property, internal security and defense collectively labelled national security.

The section 2 of the paper makes conceptual clarifications, explores some theories embedded in the related literature and section 3 describes the methodology of the study. In Section 4, the result is presented and discussed and in section 5, the conclusions and recommendations are articulated.

Section 2
Conceptual Framework, Theory and Literature Review
In a global survey of corporate executives by Molinaro (2018) it was found that leadership accountability was a critical business issue (71%) but leaders were largely found to be less accountable as only 31% of respondents believed they were. This was not surprising as only 27% of respondents believed that their companies had an embedded leadership culture, which result, the study attributed to a lack of foundational leadership philosophy and then went on to propose that leadership should be a contract between the leader and the lead based on shared values and responsibilities. However, the lack of accountability by leaders results in leadership mediocrity, create risk and inability to have sustainable long-term success or even to attract the best talents. Behn (2001) provides a framework for enshrining the culture of accountability with the acronym of S.I.M.P.L.E meaning 1) Set expectations, 2) Invite commitment, 3) Measure progress, 4) Provide feedback, 5) Link performance to consequences, and 6) Evaluate effectiveness. Leadership accountability is therefore a critical element of organizational effectiveness. At the national level, leadership accountability is critical to delivering government obligations to the citizens which at the basic level includes the maintenance of law and order, social justice and security of lives and property.

Accountability and transparency are required from authorities, organizations and individuals with mandate to serve the public interest (Cordery, Sim and Zijl, 2017). One such entities are charities which are not-for-profits established purely for public benefits. In pursuant of the goals of accountability, charities are now regulated entities requiring financial reporting in jurisdictions such as New Zealand, Singapore, Northern Ireland and Australia. This shows that accounting and financial reporting is an indispensable regulatory tool of accountability. This axiom is supported by public interest theory of regulation which postulates that regulation is a necessary tool for ensuring that public interest and benefits are protected, and that inefficiency and inequities are corrected. This study relies on public interest theory of regulation to postulate that leadership accountability using the instrument of budget and financial management can protect and serve the public interest of national security. The International Federation of Accountants (IFAC, 2012) defined public interest “...as the net benefits derived for, and procedural rigor employed on behalf of, all society in relation to any action, decision or policy”.

The link between leadership accountability, budget and financial management performance and national security has hardly been clearly established in the literature. National security policy specifies the authority, roles and practices that needs to be applied to engender law and order and security of lives and property and the protection of the nation in the event of external aggression. The recent emergence of national security challenges in the form of terrorism and insurgency has necessitated the direction of attention towards mitigating them. In examining the relationship between insurgency and socio-economic development, Atelhe and Abang (2017) asserts that extreme poverty and bad governance instigates some members of the army of unemployed youths to join the ranks of the insurgents to terrorize the populace leading to loss of lives and property worth several billions of naira. The implication of bad governance as a factor engendering this security challenge makes the case for the assessment of the role of leadership accountability and budget and financial management performance on national security.

NEITI (2018) states “transparency in revenue management coupled with the principle and practice of accountability, by government to all citizens constitutes the hallmark of good government”.

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Accountability involving the application of good management principles of relating inputs to outputs, of having clear objectives and of assessing and measuring the outputs/performance in relations to inputs, and of making the best use of resources and ensuring value for money, and the practice of providing information into the feedback mechanism, has been termed by McSweeney (1994) as management by accounting. Hence, accountability cannot exist without accounting and budget and financial management performance is a veritable performance evaluation tool in accounting that is appropriate for assessing the quality of leadership and the mechanism of leadership both of which are the two aspects from which leadership accountability can be viewed. The willingness to accept responsibility is a quality that defines the first aspect of accountability hence accountability and responsibility goes together like intertwined twins. Accountability is also seen as a mechanism that ensures that one accounts for the actions taken and for the outcomes of those actions either to a superior authority or an external party. Accountability theory holds that anyone that is aware of the need to render account to another would ensure the integrity of the decision-making process and would also be interested in how things, for which he is to be accountable, have been done. Thus, a leader that has allocated responsibilities would be interested in how those roles has been exercised, given the potential obligation to account for those actions to another party, that has the right to judge the propriety or otherwise of the actions, and the potential to apply sanctions for violations of norms, or commendation for compliance. Budget and financial management performance plays a crucial role for the leader who needs to know, for example, how funds allocated to a role has been applied and whether the output and outcomes shows value for money. Budget and financial management performance report is also a tool for assessing the leader by appropriate party with potential for sanction or commendation. Consequently, we propose leadership accountability hypothesis that a leader who is willing to accept responsibilities, would be willing to account for the same by providing information for assessing performance, and take corrective actions, where necessary, to mitigate the potential for sanctions and enhance the potential for commendation would score high on leadership accountability. The alternative is also maintained.

Lerner and Tetlock (1999) while studying the factors that affects accountability found four factors that accounts for differences in accountability. These are 1) identifiability; the awareness that the actions taken would be traceable to him or her, 2) expectation of evaluation; the understanding that the output or performance will be assessed by another party against an established standard and with implied consequences, 3) awareness of monitoring; a recognition that the actions taken are being monitored and 4) social presence; awareness that there are others operators in the system. Vance, Lowry and Egget (2013, 2015) was later to apply these independent constructs to design a user interface that controls for security access policy violations and thereby increasing perceived accountability.

The thesis of this paper is that higher levels of leadership accountability which signifies the willingness of leaders to accept responsibilities and to account for the actions taken, and higher level of budget and financial management performance which indicates the willingness of leaders to account for their roles, would translate to improved national security. The converse is also maintained.

Section 3
Data and Method
The data for this ex-post facto study relates to Nigeria and were obtained from the World Bank databases and from the Annual Statistical Bulletins of the Central Bank of Nigeria on Public Finances. As stated by Vance, Lowry and Egget (2013), it is important to understand that accountability has two components with one representing the quality or virtue of accountability, the positive virtue of willingness to accept responsibility and the other representing mechanism of accountability, the process of accounting for actions and decisions to another party. Consequently, we represent these two aspects in the computation of Leadership accountability in this study. Leadership Accountability (LA) is computed by subtracting the sum of the CPIA ranking of the quality of public administration rating (1=low to 6=high) (PAR) plus CPIA ranking of transparency, accountability, and corruption in the public sector rating (1=low to 6=high) (TAR) from the sum of the two high ranks is 6+6 = 12. A score of less than 6 is taken as 0 (Low Leadership Accountability) and a score of 6 and 6 is taken as 1 (High Leadership Accountability). Budget and financial management performance (BFMP) is computed as the 1 less the degree of deviation from the International Monetary Fund (IMF) recommended limit of Budget Deficit as a % of Gross Domestic Product (GDP) of 5% less Actual Budget Deficit as % of GDP divided by 5. The data for Military expenditure (% of central government expenditure) (MEPE) and Internally
displaced persons, new displacement associated with conflict and violence (number of cases) (IDPC) are the two separate proxies of national security (NS). Improvement in national security is measured in this study by a reduction in IDPC. Similarly, increases in the size of MEPE indicates a greater budgetary allocation to military expenditure relative to other sectors. In this study, such an increase is not seen as incremental investment in National security but rather it implies the crowding out of other important sectors such as education and health with implications poverty which has been well documented as a major cause of threats to national security. Consequently, improvement in national security is measured in this study as a reduction in military expenditure relative to other expenditure as this frees up funds for allocation to education, health and the for investment in critical infrastructure which is expected to increase the economic and social well-being of the citizens and lead to a consequential improvement in the security of lives and property. The ordinary least squares multiple regression was applied based on the timeseries data for the years 2005 to 2016 a period of twelve (12) years in testing of the null hypothesis that:

$$H_0: \text{There is no significant relationship between leadership accountability, budget and financial management performance and national security.}$$

Model Specification

$$NS_t = \beta_0 + \beta_1 LA + \beta_2 BFMP + \sum_{i=1}^{n} \beta_i CONTR_{it} + \mu_i$$

Where CONTR is a vector of control variables that includes:

- $TE = \text{Total Expenditure of the Federal Government}$
- $LogGDP = \text{Natural log of GDP}$

**Section 4**

**Result and Discussion**

The result in Table 1 and Table 2 below indicates that the specified model is robust in explaining the relationship between leadership accountability, budget and financial management performance and national security. As much as 72.6% of variations in national security proxy of IDPC was explained by the explanatory variables in the model as shown in Table 1 and 83.7% of national security proxy of MEPE was explained. The adjusted R-squared estimates were very close the R-squared figures above.

**Table 1: Ordinary Least Squares Regression of National Security (IDPC) on Leadership Accountability and Budget and Financial Management Performance**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>$C$</td>
<td>1401487.</td>
<td>4012932.</td>
<td>0.349243</td>
<td>0.7372</td>
</tr>
<tr>
<td>$LA$</td>
<td>-289484.4</td>
<td>156318.9</td>
<td>-1.851884</td>
<td>0.1065</td>
</tr>
<tr>
<td>$BFMP$</td>
<td>-613482.9</td>
<td>477005.5</td>
<td>-1.286113</td>
<td>0.2393</td>
</tr>
<tr>
<td>$TE$</td>
<td>319.9261</td>
<td>276.0474</td>
<td>1.158954</td>
<td>0.2845</td>
</tr>
<tr>
<td>$LOGGDP$</td>
<td>-192297.1</td>
<td>462727.8</td>
<td>-0.415573</td>
<td>0.6902</td>
</tr>
</tbody>
</table>

R-squared: 0.726146 Mean dependent var 259666.7
Adjusted R-squared: 0.569659 S.D. dependent var 336245.9
S.E. of regression: 220578.7 Akaike info criterion 27.74023
Sum squared resid: 3.41E+11 Schwarz criterion 27.94228
Log likelihood: -161.4414 Hannan-Quinn criter. 27.66543
F-statistic: 4.640275 Durbin-Watson stat 1.596552
Prob(F-statistic): 0.038063

Source: *Eviews* version 10

The overall significance of the model as measured by the F-statistic were equally significant. In the first model in Table 1, the F-statistic of 4.64 returned a probability value of 0.038 which is less than 0.05.

While in Table 2 the F-statistic of 9.04 posted a probability of 0.006. This indicates that at 5% level of significance for the first model and 1% level of significance in the second model, the null hypothesis
that there is no significant relationship between leadership accountability, budget and financial management performance and national security is rejected and the alternative hypothesis is accepted.

The negative coefficient of $LA$ in Table 1 above show that high levels of leadership accountability leads to a reduction in cases of internally displaced persons and hence an improvement in national security. Similar result in Table 2 also indicate that high leadership accountability leads to reduction in military expenditure as % of total expenditure. The result also supports the idea that better accountability also leads to improvement in national security through increases in allocation of funds to other sectors of the economy. Similarly, the negative coefficient of $BFMP$ in both Table 1 and Table 2 indicates that increases in budget and financial management performance contributes to a reduction in $IDPC$ and military expenditure as a proportion of total expenditure. Improvement in budget and financial management performance leads to better utilization of available resources and less distortion of budget allocation to other important sectors.

Table 2: Ordinary Least Squares Regression of National Security ($MEPE$) on Leadership Accountability and Budget and Financial Management Performance
Dependent Variable: $MEPE$
Method: Least Squares
Date: 08/22/18   Time: 07:07
Sample: 2005 2016
Included observations: 12

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>$C$</td>
<td>-21.08443</td>
<td>11.52037</td>
<td>-1.830187</td>
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<tr>
<td>$LA$</td>
<td>-0.431584</td>
<td>0.448762</td>
<td>-0.961721</td>
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</tr>
<tr>
<td>$BFMP$</td>
<td>-0.091923</td>
<td>1.369392</td>
<td>-0.067127</td>
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</tr>
<tr>
<td>$TE$</td>
<td>-0.001101</td>
<td>0.000792</td>
<td>-1.388938</td>
<td>0.2074</td>
</tr>
<tr>
<td>$LOGGDP$</td>
<td>3.158947</td>
<td>1.328404</td>
<td>2.378002</td>
<td>0.0490</td>
</tr>
</tbody>
</table>

R-squared    0.837883  Mean dependent var 8.235481
Adjusted R-squared 0.745245  S.D. dependent var 1.254605
S.E. of regression 0.633240  Akaike info criterion 2.218402
Sum squared resid 2.806948  Schwarz criterion 2.420446
Log likelihood -8.310410  Hannan-Quinn criter. 2.143598
F-statistic 9.044686  Durbin-Watson stat 2.212697
Prob(F-statistic) 0.006746

Source: *Eviews* version 10

The control variables were found to have effectively performed their function of moderating the interaction between the dependent and independent variables. It is found that when $TE$ was positive in Table 1, $LogGDP$ was negative and when $TE$ was negative in Table 2, $LogGDP$ was positive. A caveat for the interpretation of these findings is that none of the explanatory variables are individually significant suggesting that they all act in concert in explaining national security. Leadership accountability therefore works in concert with budget and financial management performance to enhance national security indicators.

Section 5
Conclusion and Recommendations

The result confirms that leadership accountability plays a role in enhancing national security in line the theory of accountability. Leadership accountability was also found to improve resource utilization through the moderation of procedural behavior in the utilization military expenditure confirming the assertion to this effect by Vance, Lowry and Egget (2013). Similarly, increases in budget and financial management was found to lead to a reduction in threats to national security and improvement in national security resource utilization and consequential increases in national security. Leadership accountability is engendered through the creation increased identifiability consequently appropriate policies that encourage this should be reinforced. Furthermore, appropriate instruments for
budget and financial management performance reporting should also be encouraged as this is apt to improve national security resource utilization and improve national security. The continued monitoring and evaluation of leadership accountability and budget performance should also be encouraged through the enhancement of civil society activism even as civil society leadership themselves should also held accountable through appropriate regulatory framework.

References

APPENDIX A

Data for Analysis of Leadership Accountability, Budget and Financial Management Performance and National Security

<table>
<thead>
<tr>
<th>YEAR</th>
<th>BD</th>
<th>BDGDP</th>
<th>TE</th>
<th>GDP</th>
<th>TEGDP</th>
<th>LogGDP</th>
<th>IDPC</th>
<th>MEPE</th>
<th>BFM</th>
<th>PAR</th>
<th>TAR</th>
<th>Σ(PAR,TAR)</th>
<th>LA</th>
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<tbody>
<tr>
<td>2005</td>
<td>-161.41</td>
<td>-1.10</td>
<td>1,822.10</td>
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<td>0.125</td>
<td>9.590</td>
<td>5000</td>
<td>7.584</td>
<td>0.22</td>
<td>2.5</td>
<td>3</td>
<td>5.5</td>
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<tr>
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<td>18,564.59</td>
<td>0.104</td>
<td>9.829</td>
<td>5000</td>
<td>7.584</td>
<td>0.11</td>
<td>2.5</td>
<td>3</td>
<td>5.5</td>
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<tr>
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<td>-117.24</td>
<td>-0.57</td>
<td>2,450.90</td>
<td>20,657.32</td>
<td>0.119</td>
<td>9.936</td>
<td>5000</td>
<td>7.376</td>
<td>0.11</td>
<td>3</td>
<td>3</td>
<td>6</td>
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<td>3,240.82</td>
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<td>0.133</td>
<td>10.098</td>
<td>5000</td>
<td>6.321</td>
<td>0.04</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>1</td>
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<tr>
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<td>3,452.99</td>
<td>24,794.24</td>
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<td>10.118</td>
<td>5000</td>
<td>6.721</td>
<td>0.65</td>
<td>3</td>
<td>3</td>
<td>6</td>
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</tr>
<tr>
<td>2010</td>
<td>-1,105.40</td>
<td>-2.04</td>
<td>4,194.58</td>
<td>54,208.40</td>
<td>0.077</td>
<td>10.901</td>
<td>6500</td>
<td>7.224</td>
<td>0.41</td>
<td>3</td>
<td>3</td>
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<tr>
<td>2011</td>
<td>-1,158.52</td>
<td>-1.82</td>
<td>4,712.06</td>
<td>63,713.36</td>
<td>0.074</td>
<td>11.062</td>
<td>63000</td>
<td>8.400</td>
<td>0.36</td>
<td>3</td>
<td>3</td>
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<tr>
<td>2012</td>
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<td>-1.34</td>
<td>4,605.39</td>
<td>72,599.63</td>
<td>0.063</td>
<td>11.193</td>
<td>471000</td>
<td>9.740</td>
<td>0.27</td>
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<tr>
<td>2013</td>
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<td>-1.42</td>
<td>5,185.32</td>
<td>81,009.96</td>
<td>0.064</td>
<td>11.302</td>
<td>975000</td>
<td>9.034</td>
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<td>2.5</td>
<td>3</td>
<td>5.5</td>
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<td>2014</td>
<td>-835.68</td>
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<td>4,578.06</td>
<td>90,136.98</td>
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<td>11.409</td>
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<td>5.5</td>
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<tr>
<td>2015</td>
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<td>4,988.86</td>
<td>95,177.74</td>
<td>0.052</td>
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<td>2.5</td>
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<td>5.5</td>
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<tr>
<td>2016</td>
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<td>-2.15</td>
<td>5,160.74</td>
<td>102,684.41</td>
<td>0.050</td>
<td>11.539</td>
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<td>9.333</td>
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<td>5.5</td>
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</table>
### Description of Data

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>( BD = ) Overall Budget Surplus(+)/Deficit(-)</td>
</tr>
<tr>
<td>2</td>
<td>( BD_{GDP} = ) Overall Budget Surplus(+)/Deficit(-) % of GDP</td>
</tr>
<tr>
<td>3</td>
<td>( TE = ) Total Expenditure in Trillion Naira</td>
</tr>
<tr>
<td>4</td>
<td>( GDP = ) Nominal Gross Domestic ((GDP)) in Trillion Naira</td>
</tr>
<tr>
<td>5</td>
<td>( TEGDP = ) Total Expenditure % of GDP</td>
</tr>
<tr>
<td>6</td>
<td>( LogGDP = ) Natural Log of GDP</td>
</tr>
<tr>
<td>7</td>
<td>( IDPC = ) Internally displaced persons, new displacement associated with conflict and violence (number of cases) ((IDPC))</td>
</tr>
<tr>
<td>8</td>
<td>( MEPE = ) Military expenditure (% of central government expenditure)</td>
</tr>
<tr>
<td>9</td>
<td>( BFM = ) ( 1 ) less (International Monetary Fund ((IMF)) recommended limit of Budget Deficit as a % of Gross Domestic Product ((GDP)) of (5%) less Actual Budget Deficit as % of (GDP))</td>
</tr>
<tr>
<td>10</td>
<td>( PAR = ) ( CPIA) ranking of the quality of public administration rating ((1=low to 6=high))</td>
</tr>
<tr>
<td>11</td>
<td>( TAR = ) ( CPIA) ranking of transparency, accountability, and corruption in the public sector ((1=low to 6=high))</td>
</tr>
<tr>
<td>12</td>
<td>( \Sigma(PAR,TAR) = ) Sum of (PAR) and (TAR)</td>
</tr>
<tr>
<td>13</td>
<td>( LA = ) Score in 12 above is subtracted from 12 and a Score of less than 6 is taken as 0</td>
</tr>
</tbody>
</table>

\( \Sigma(PAR,TAR) = \) Sum of \(PAR\) and \(TAR\)  
\( LA = \) Score in 12 above is subtracted from 12 and a Score of less than 6 is taken as 0 (Low Leadership Accountability) and a score of 6 and above is taken as 1 (High Leadership Accountability)

### Sources:

Data in Serial number 1 to 6 above was sourced from Central Bank of Nigeria Annual Statistical Bulleting on Public Finances

Data in Serial number 7, 8,10 and 11 above was sourced from World Bank Database on Economic Indicators

Data in Serial Number 9, 12 and 13 above are computations by the Author
Leadership Failure and Insecurity in Nigeria

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Abstract
This paper examine the leadership failure Nigerians experience is not the fault of their stars but the fault of leaders and the led alike. The essence of this paper is to examine the effect of leadership failure and insecurity in Nigeria, with particular focus on the impact of mounting security concerns as a result of poor leadership style which endanger economic growth and development. Leadership failure related to insecurity in Nigeria in terms of poor governance, political desperation and government inability to deliver the needed dividend. These paper concludes that there is need for effective and efficient leadership styles in government and stakeholders to explore alternative avenues (basically dialogue) rather than force to finding lasting solution to the security lapses and the menace of Boko Haram if actually Nigeria wants to develop. Main theories that emerged during 20th century include: The Great Man theory, Trait theory, Process leadership theory, Style and Behavioral theory, Transformational, Transactional and Laissez Faire leadership theory. Finally, it is recommended that, the people of Nigeria must insist on good leadership by resisting bad leadership at all costs, including the sacrifice of individual or collective lives.

Keywords: Leadership failure, Transformational, insecurity, governance, Government

1.0 Introduction
When negative unintended consequences occur as the result of mistakes, errors, ignorance, lack of expertise, flawed communication, and inability to lead. The unintended consequences can have a minor or major impact on the organization being led, the public being served, and the surrounding internal and external environment. In some situations, the failures can lead to death and have a long-term catastrophic impact.

Leadership failures related to insecurity (Fulani herd – farmer crash, Political thuggery and kidnapping) can be found on the federal, state, and local levels of government. Some argue that the response to herds – farmer crisis reflects an inability on the part of government leaders to learn the lessons from Boko Haram insurgency. Leaders across all levels engaged in behavior that is counter to effective leadership. One failure with a cascading impact was poorly executed decision-making at the highest levels of federal government. The placing of inexperienced people who lacked important qualifications is identified as a leadership failure that occurred. Government leaders failed in their ability to assess the potential magnitude and impact of the storm and were unprepared to make timely decisions and coordinate a response as required by the disaster that resulted. Leaders at the local and state levels demonstrated a superficial and incomplete knowledge of historically marginalized and disadvantaged communities in the states across the country, leaving thousands vulnerable and unable to evacuate. The inability of government leaders to rise above political and partisan interest before, during, and after social unrest is also identified in the literature as an example of leadership failure.

Leaders at the highest levels used politics and partisanship to center their actions and reactions to the events that unfolded before and after Fulani herd – farmer crash. The literature reveals that failures occur when the wrong people are chosen to lead organizations. In the case of Insecurity finger-pointing, blame placing, and political survival were given primacy over finding solutions and alleviating the pain and suffering of residents facing dire circumstances in the aftermath of the storm. One frequently noted leadership failure at the federal level was the appointment of an agency director who lacked expertise in emergency management. This director was not prepared to motivate agency personnel or offer direction in achieving emergency management goals. He/ she failed to demonstrate the most rudimentary capacity to direct and lead the federal
response, an essential charge and responsibility of the agency he headed.

Richards and Engle (1986) offer the following definition of leadership “Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished” (p. 206). This definition is useful for examining failures because failure is frequently associated with leaders who have not mastered communication skills, especially in conveying mission, vision, and goals, incongruent or conflicting values between leader and followers, and turbulence and conflict in both the internal and external organizational environment that thwart goal attainment. Categorizing failure can be useful.

Edmonson (2011) suggests that mistakes that lead to failure in organizations fall into three broad categories: those that are preventable, complexity-related mistakes, and those that are intelligent (in that valuable lessons are learned). She asserts that all failures then are not created equal. Leadership failures reinforce the notion that leaders are not infallible and that they are human. Leaders, followers, and observers of the leadership process should know that failure is inevitable. Mistakes made by leaders can be huge in terms of subsequent impact and thus leave a historical mark. Thompson (2007) identifies this kind of failure as catastrophic leadership failure. These examples of leadership failure offer lessons learned that are useful for avoiding future failures if the lessons are heeded. This entry will interrogate the meaning of leadership failures. Theoretical perspectives that explore failures attributed to leadership will be reviewed. Three examples of leadership failures in the public sector will be presented. Lessons learned from failure, strategies for mitigation, and useful ideas for avoiding mistakes from past examples of leadership failures will also be offered.

The current state of insecurity poses serious challenges and threat to the stability of Nigeria macroeconomic environment. The nation has not only suffered colossal loss in terms of infrastructures, properties, and human lives especially in the Northern part of Nigeria, but also economic disruption leading to pushing out effect of leadership failure. The role of leadership failure has endangered and destabilized economic growth and development in developing economies like Nigeria that cannot be overemphasized. Generally, no business or enterprise can thrive in tense and insecure environment. This has serious implication for foreign direct investment and economic growth and development. For instance, the cold blooded murder of over forty students at Mubi in Adamawa state and four students of the University of Port Harcourt in Rivers State, the killing of over thirty-two students in Yobe state, United Nation Building and Police Headquarters were attacked, Kaduna, Jos, Plateau, and more recently in Benue, Taraba, Plataea and Zamfura states and other states in the North East are now dreaded places for both domestic and foreign investors, tourists and many others. Over 7000 Nigerians have reportedly lost their lives in political, religious, and ethnic conflicts amid post-election violence from 2000 to 2018. It is an incontestable fact that Nigeria has gradually turned into a killing field, but who knows whose turn it will be the next moment? Domestic terrorism and social unrest do not only breed uncertainty in the investment and financial climates but also increase security cost, reduction in output and productive capacity, reduces tourism, damage to infrastructure, damage the image of the nation, and displacement of foreign direct investment which has implication for economic growth and development of developing economies.

The essence of this paper is to examine the effect of leadership failure and insecurity in Nigeria, with particular focus on the impact of mounting security concerns as a result of poor leadership style which endanger economic growth and development.

The first section of the paper is the introductory part, section two reviews literature on Leadership failure and insecurity. The section also contains the connection between leadership failure and insecurity. Section three discusses the method of research which is explorative in nature. Section four presents the Results & Discussion of Findings. Section five conclusion and recommendation of the paper.

2.0 Literature Review
Concept of Insecurity
Insecurity does not really have a generally accepted concept in literature. The term insecurity for this study will be proxy with the concept of national security for us to have an ideal on what insecurity is all about in Nigeria. National security defined in terms of national survival is an illusion. It is an illusion because it is an erroneous perception of the African reality. It is used by the milling elite as a fine transparent concept for deluding populace into thinking that government policies in this regard represent action designed actually to protect them from hunger, disease, injustice, and violation of human dignity and life.
Thus, in Nigeria the concept “national security” has given rise to two dangerous doctrines of illusionism and militarism which is self-defeating. However, scholars are yet to agree on the definition of the term “national security”. This is not surprising because, the phenomenon of security is hardly precise. Yet two fundamental perspectives have emerged in the attempt to defend national security. One perspective focuses on the strategic definition and the other, on the non-strategic definition by laying emphasis on socioeconomic factors. The strategic – “realist” perspective conceptualizes national security in terms of self-defense arms to deter aggression. This perspective sees conflict between men and states as being endemic. To a great or lesser degree, therefore, the international political system can be seen as anarchic, power and struggle for power and the control of resources is central to this manner of thinking. In this environment, states will only be constrained by pats, audience, treaties and tenets of international law that they see as being in their own interests. Security in this context concentrates in the military, military values, strategies and the survival of the state (Eme and Anyadike, 2013).

In general, Braithwaite (1988) quoting the encyclopedia of the social sciences defines insecurity as “ability of a nation to protect its internal values from external threat and also the ability to protect lives and properties of its citizens and residence in such countries”. Also, Oladesun (2012) defines it by stating that “a nation has security when it does not have to sacrifice its legitimate interest to avoid war, and is able, if challenged, to maintain them by war”. Morgenthau (1948) posits that national security and national interest are inter-related; where the former are seen in terms of power and therefore are the essence of politics. Imobighie (1981) refers to it as the defense and survival of the state. The danger of looking at national security from this narrow angle according to Nweke (1988) is there-fold: First is the tendency to equate “defense” with “security” and to bestow undue responsibilities to the military as if the armed forces alone are the guardians of national security. This tendency in turns creates in the minds of the armed forces that it is only through them that security, stability and progress can be achieved. Second, national security has been used by civilian statesmen as political rhetoric or slogan for rallying the citizen in the face of perceived internal or external threats to the government in power and for bolstering their local influence and political base (Adamu, 1990).

The most serious danger is the tendency to equate national security with the security of the state. The state in a capitalist state like Nigeria is an instrument for the preservation of capitalist socio-economic formation, which protects the interests of a privileged class vis-à-vis the rest of us (Ake, 1984). Dyke (1966) concludes as follows: There is no doubt that national security embodies the sovereignty of the state, the inviolability of its territorial boundaries, and the right to individual and collective self-defense against internal and external threats. But the state is secure only when the aggregate of people organized under it has a consciousness of belonging to a common sovereign political community; enjoy equal political freedom, human rights, economic opportunities, and when the state itself is able to ensure independence in its development and foreign policy. The non-strategic thesis thinks anew about security from armed aggression in the light of humankind’s failed effort to find it. This is because the strategic path has not brought us to a consistently secure place, it is only prudent to consider alternative, less – or availed paths to security. These possible thesis including limiting or even abandoning our weapons altogether, creating international security force and standards of pacifism (Nnoli, 2006).

If security is focused on the survival of the state, then logically security has first call of the resources of the state. It is very noticeable that the first act of newly independent states is to create an armed force and that even in the poorest of states the military are well equipped and enjoy a high status in society. In this situation, to have a problem or issue labeled a “security issue” ensures that there is a flow of resources to solve the perceived threat or problem. Astute politicians, therefore, begin to promote essentially non-security issues as being matters of high security significance (Carey, 2000).

Insecurity; According to Maier (1990) is best described as a capacity to control those domestic and foreign conditions that the public opinion give community believes necessary to enjoy its own self-determination or autonomy, prosperity and wellbeing. In a holistic perspective, the U.S. Secretary of Defense under the Carter administration from 1977 to 1981, Harold Brown, broadened the definition of insecurity to include factors such as economic and environmental security.

According to Oriakhi and Osemwengie (2012) insecurity refers to a state where the unity, well-being, value, and beliefs, domestic process, mechanism of governance and welfare of the nation and her people
are perpetually threaten and insecure continual fighting, bombing, kidnapping etc. by the aggrieved parties. In other words, the absence of continuous improvement in the socio-political and economic well-being of the people and state are tagged insecurity. Insecurity is not only limited to communal crisis; ethnic and religious violence, and political conflict but also include the presence of natural disasters such as flood, earthquakes, etc.

Some security experts argue that the concept of security has always been associated with the safety and survival of the state and its citizens from harm or destruction or from dangerous threats. For some others, security measures the absence of treats to acquire values in a subjective sense, the absence of fear that such values will be attacked. Thus, a nation is secure to the extent to which it is not in danger of having to sacrifice her values if it wishes to maintain them by victory in such a war (Maulaye, 2006). Those conceptions generally hold that the state is the only institution on which primary responsibility and power for the safety of its people reposes (Zabadi, 2005). Therefore, for some others, security consists of a functional and independent body of supervisory services and institutions.

In the views of Otto and Ukpere (2012) security relates to the presence of peace, safety, happiness, and the protection of human and physical resources or the absence of crisis, threats to human injury among others. What was formerly common in Nigeria was internal conflict, ethnic and religious crises; political conflict, resource control agitations and military intervention in politics. The current wave of suicide bombings brought in another dimension to internal crisis. Terrorism is generally becoming a phenomenon in most developing economies. With the shift from Niger Delta militants to Boko Haram insurgency, Nigeria and other developing countries are void of clear and well-coordinated security arrangement and structure to tackle this new development (Oriakhi and Osemwengie, 2012).

Terrorism whether domestic or transnational has devastating effects. For instance, the Boko Haram menace in Nigeria has led to the loss of many lives, property worth billions of naira destroyed, severe damaged structure, less of investment and income. Terrorism as a premeditated use of threat or use of violence by individuals or sub-national groups to obtain political or social objectives through the intimidation of a large audience beyond that of the immediate victims. Although, the motives of terrorists may differ, their actions follow a standard pattern with terrorist incidents assuming variety of forms: airplane hijackings, kidnappings, assassinations, threats, bombings, killings; and suicide attacks. Sandler and Enders (2008) these acts have a positive impact on the FDI of any nation.

Concept of Leadership failure
Leadership is a defining element between success and failure of any organization or society. It is the thread that binds the resources of the state to people’s valued goals. The strength of the thread of leadership in terms of character and quality will determine the level of success a society will attain in its move toward the ends of development. Although, leadership strategy differs yet leadership is a universal instrument that characterized every society. A real leader in playing the role of leadership is valued based on the functions he/she performs in contribution to the achievement of the goals of the organization or society. This is tied to the leader’s ability to persuade others to seek defined objectives enthusiastically (Kast and Rosenzweig, 1974). Generally, leadership is about influence and reining behind a leader is the instrumentality of power which is derived from institutionalized authority. When power takes the form of authority, it is generally regarded as legitimate, since it is seen to further the collective’s goals. This means that some are granted authority for the benefit of all (Haralampos and Holborn, 2007:524)

Leadership failures reveal the challenges leaders face when they are required to make decisions that challenge their inability to know all and be all. Emotional intelligence is a necessary element of successful and effective leadership and connotes a leader’s ability to be aware of both self and others, especially in handling emotions and relationships. It has been defined in the literature by Mayer and Salovey (1997) as follows “Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.” Successful leaders are adept at combining their cognitive ability with their emotional intelligence to address workplace challenges. This leadership competency is necessary across all levels of decision-making.

Empirical Review
Leadership Failure and Insecurity
Insecurity and terrorism have a huge economic, socio and physical cost. It is obvious that the loss of human lives and the suffering of survivors in the aftermath of an attack can be tremendous. Apart from the loss of
lives, terrorist attacks are likely to have negative consequences on the poor leadership behaviour (Montclair Kimberley Academy, 2005).

According to Andyopadhyay (2011) the economic dimension of terrorism concerns losses in Foreign Direct Investment (FDI), damaged infrastructure, output losses, security costs, reduced economic growth, reduced tourism, trade losses, higher insurance premiums, and longer waits in airports (Keefer and Loayza, 2008). Terrorist are well aware of the potential economic harms that their attacks can cause and view these consequences as pressuring besieged government to concede to their demand. A country (developing nation like Nigeria) plagued with an intense long-term terrorist campaign can suffer significant losses in Gross Domestic Product (GDP), Foreign Direct Investment (FDI) and Gross Domestic Product Growth (GDPG) (Abadie and Gardeazabal, 2003) as a result of leadership failure in Nigeria.

Insecurity may also direct economic resources for highly productive sectors to less productive sectors thereby crowding out investment. No meaningful growth and development can take place in the continuous face of insecurity and leadership failure.

Mittelstaedt (2005) suggests that “the three biggest causes of failures are not believing data, disregarding new phenomena, and not taking responsibility for problems.” McCorkle and Witt (2014) argue that counterproductive communication habits on the part of the leader are a harbinger of additional pitfalls that are sure to follow.

Zwilling (2016) also asserts that “effective leadership requires effective communication, including verbal, written, and body language.” Micromanagement can lead to failures as the growth and expertise of followers may be stifled. Over-management can result in leadership failures because the leader fails to trust in the expertise of followers and does not delegate.

**Theoretical Perspectives**

**Leadership Theories**

A. Great-Man Theory

The effort toward explorations for common traits of leadership is protracted over centuries as most cultures need heroes to define their successes and to justify their failures. In 1847, Thomas Carlyle stated in the best interests of the heroes that “universal history, the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here”. Carlyle claimed in his “great man theory” that leaders are born and that only those men who are endowed with heroic potentials could ever become the leaders. He opined that great men were born, not made. An American philosopher, Sidney Hook, further expanded Carlyle perspective highlighting the impact which could be made by the eventful man vs. the event-making man (Dobbins & Platz, 1986).

He proposed that the eventful man remained complex in a historic situation, but did not really determine its course. On the other hand, he maintained that the actions of the event-making man influenced the course of events, which could have been much different, had he not been involved in the process. The event making man’s role based on “the consequences of outstanding capacities of intelligence, will and character rather than the actions of distinction”. However, subsequent events unfolded that this concept of leadership was morally flawed, as was the case with Hitler, Napoleon, and the like, thereby challenging the credibility of the Great Man theory. These great men became irrelevant and consequently growth of the organizations, stifled (MacGregor, 2003). “The passing years have given the coup de grace to another force the great man who with brilliance and farsightedness could preside with dictatorial powers as the head of a growing organization but in the process retarded democratization”. Leadership theory then progressed from dogma that leaders are born or are destined by nature to be in their role at a particular time to a reflection of certain traits that envisage a potential for leadership.

B. Trait Theory

The early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership (Ekvall & Arvonen, 1991).

Max Weber termed charisma as “the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they perceived as endowed with almost magical supernatural, superhuman qualities and powers”. This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended a
research that maintained that only minor variances exist between followers and leaders (Burns, 2003). The failure in detecting the traits which every single effective leader had in common, resulted in development of trait theory, as an inaccessible component, falling into disfavor. In the late 1940s, scholars studied the traits of military and non-military leaders respectively and exposed the significance of certain traits developing at certain times.

C. Contingency Theories (Situational)
The theories of contingency recommend that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables. “According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation”. In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioral theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977). Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though, the situational leadership stays to emphasis mostly upon the leader, it creates the significance of the focus into group dynamic. “These studies of the relationships between groups and their leaders have led to some of our modern theories of group dynamics and leadership”. The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass, 1997). “The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship oriented”.

D. Style and Behavior Theory
The style theory acknowledges the significance of certain necessary leadership skills that serve as enabler for a leader who performs an act while drawing its parallel with previous capacity of the leader, prior to that particular act while suggesting that each individual has a distinct style of leadership with which he/she feels most contented. Like one that does not fit all heads, similarly one style cannot be effective in all situations. Yukl (1989) introduced three different leadership styles. The employees serving with democratic leaders displayed high degree of satisfaction, creativity, and motivation; working with great enthusiasm and energy irrespective of the presence or absence of the leader; maintaining better connections with the leader, in terms of productivity whereas, autocratic leaders mainly focused on greater quantity of output. Laissez faire leadership was only considered relevant while leading a team of highly skilled and motivated people who excellent track-record, in the past.

Feidler & House (1994) identified two additional leadership styles focusing effectiveness of the leadership. These researchers opined that consideration (concern for people and relationship behaviors) and commencing structure (concern for production and task behaviors) were very vital variables. The consideration is referred to the amount of confidence and rapport; a leader engenders in his subordinates. Whereas, initiating structure, on the other hand, reflects the extent, to which the leader structures, directs and defines his/her own and the subordinates” roles as they have the participatory role toward organizational performance, profit and accomplishment of the mission. Different researchers proposed that three types of leaders, they were; autocratic, democratic and laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the democratic leader accesses his subordinates then takes his decision. “He further assumed that all leaders could fit into one of these three categories”.

E. Process Leadership Theory
Additional leadership theories with a process focus include servant leadership, leaning organizations, principal centered leadership and charismatic leadership, with others emerging every year. Greenleaf introduced servant leadership in the early 1970s. A resurgence of the discussion of servant leadership was noted in the early 1990s.

3.0 Methodology
The essence of this paper is to examine the effect of leadership failure and insecurity in Nigeria, with particular focus on the impact of mounting security concerns as a result of poor leadership style which endanger both economic growth and development. The study is exploratory in nature, and the exploratory research design is based on eliciting information from the numerous sources of literature, i.e.: articles, books, memoirs, newspapers, and studies.
4.0 Conclusion and Recommendations

From all indications insecurity is a big challenge in Nigeria’s effort to develop and Boko Haram insurgency has compounded the existing threatening security situation in Nigeria. While it could be true that security is a major issue globally, Nigeria’s security situation has over the years deteriorated owing to leadership failure in terms of poor governance, political desperation and government inability to deliver the needed dividend. To this end, there is need for effective and efficient leadership styles in government and stakeholders to explore alternative avenues (basically dialogue) rather than force to finding lasting solution to the security lapses and the menace of Boko Haram if actually Nigeria wants to develop.

This paper show that the Nigerian leaders take the greater blame for leadership failure in Nigeria but the led also have a share of the blame because of their various ways of encouraging bad leadership for the sake of selfish gain. If the facets of misrule in Nigeria are to be encountered, Nigerian leaders must shun selfish tendencies and promote the common good of the Nigerian people through people oriented leadership.

It also recommended that, the people of Nigeria must insist on good leadership by resisting bad leadership at all costs, including the sacrifice of individual or collective lives. No country gets good leadership on a platter of gold. All hands must be on deck to ensure that leadership in Nigeria becomes and remains good and people-oriented.

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Leadership Role and Product Innovation for National Development

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Abstract
This paper examined leadership style and product innovation and its implication for national development. It specifically examined the relationship between transformational leadership style and product innovation using selected telecom firms in Port Harcourt. The data for the study was sourced via questionnaire instrument for 80 respondents of the selected firms. The data was analyzed using simple percentage and Spearman Correlation coefficient with the aid of SPSS at 0.05 significant level. The result showed that there is a significant relationship between leadership style particularly transformational leadership style and product innovation which subsequently has positive and significant effect on national development. Consequently, this study recommends that both government and private institutions in Nigeria should provide such leadership like transformational leadership style that will encourage and promote product innovations both at the firm level and at the governmental policy level.

Key words: Leadership style, transformational leadership style, product innovation, national development

INTRODUCTION
Large percentage of the developmental related success of any organization or country is highly rated upon the head, boss or the manager of the organization. The leadership impact is desirable in a nation to aid easy and maximum economic and social emancipation which in turn leads to development of such nation. Leadership is an instrument used in an organization for behaviour modification. It determines the goals of organization and means of accomplishing them. Therefore, leadership in nation has been seen as motivator whereby one person or a team of persons who is the head motivates others towards the achievement of specific goals of the national development. The leadership is expected to formulate policies and create enabling environment which enhances national development. The national development of a nation can easily be achieved if the leadership of such nation motivates its citizen towards innovative ideals. Thus, one of such areas that the leader is expected to motivate people is in the area of innovation.

According to Nze (2016), innovation can make a difference in addressing urgent developmental challenges such as providing access to drinking water, eradicating neglected diseases, reducing hunger, creating employment and enhancing standard of livings. The transfer and, when necessary, adaptation of technologies developed in developed countries can often contribute significantly to these goals. This was why in prior to and in the early days of Nigeria independence, the then leaders encouraged and sent some Nigeria citizens abroad to for the purpose of acquiring knowledge and skills that enabled them to be creative and innovative towards measures that enhanced the growth of the new nation-Nigeria. (Achebe, 2013). Leaders like Awolowo introduced free education in the Western Region so as to train the required manpower for the development of the region. In the east, the likes of Chinua Achebe was given scholarship to study Medicine at University College Ibadan, he later abandoned and opted to study English and history. In the north, Amadu Bello encouraged and sponsored young northerners to enroll into the Nigerian Army in preparation to contribute their quota to the defence the new nation in general, and power acquisition by leaders of northern enclaves if need be. (Foresight, 1986). These instances point to the fact that through leadership role, the encouragement, support and enabling environment can be created for people to be mentally and physically equipped towards creating new ideas which in the long run impact positively on the economic development of the nation. So in the same vein, leaders can encourage, support and create the enabling environment for people to aspire to greater height through innovative ideals that will bring forth new product, new market, market expansion, more employment, better livelihood and so on.
In the context of this work, innovation is viewed from the product perspective, hence, when the term product innovation is used, it means creation of something new by an organization that satisfies its customers and increases the market share. Because the purpose of innovation is to bring in something new, something that is unique and competitors do not have. Such new thing is expected to cause positive and good experience of customer towards the provider company. The multiplier effect of this, implies that; if leaders at different levels promote measures that enhance product innovation, firms performance will be positively affected thereby leading to economic development. Thus product innovation opens up new opportunities for market enlargement, job creation and better standard of living. (Onyenze, 2015). This view is in line with Pan Zinkhan (2006), who asserted that innovation is used for strategic orientation toward customer satisfaction, loyalty and to gain market potential that increase the market share of the company. So, the innovation can be new product or new concept that has derived from systematic research and new ideas. It also defined as commercialization of creation. The innovation also described as a process of converting the invention or idea into a product that customer purchase and provides financial benefits to its providers. This idea that have to convert an innovation into a product or service must have the quality to satisfy some specific needs of the customers and can be be implement at an economic cost (Nemati, Khan & Iftekhar, 2010). So when firm increase their customer satisfaction base through product innovation, it leads to more patronage which in turn leads to optimal performance and more market share.

However, the problem in this part of the world particularly Nigeria is that leadership at different levels have not lived up to expectation in it responsibility towards the provision of enabling environment for product innovation. The leaders particularly those in the public sector of the economy have not been able to exhibit such leadership qualities that spur employees into innovative ideas. Workers are often given methodological orientation that must be followed in order to achieve a task. There is little or no room for trying new ways of doing things. As such employees most times are left with obsolete ideas which add little or nothing to the growth and development of the organizations and the country in general.

Another worrisome aspect of this observation particularly in the academic world is the fact that as important as this subject matter is, not much academic work has been carried out to address it. Past writers have often focused on either leader and economic development, product innovation and economic growth, innovation and customers satisfaction and so on. The writer perceived that Not much have been done to x-ray leadership style and product innovation and its implication on national development. This has indeed created a knowledge gap in the academic literature. It is this gap that this current paper tends to cover.

Consequently, the aim of this paper is to examine leadership style and product innovation and its implication for on national development. It specifically examined the elements of transformational leadership style such as idealized influence, intellectual stimulation and individualized consideration and product innovation. It also examined their implication on national development.

From the theoretical perspective, there are several theories on leadership and innovation that can be used support the arguments postulated in this study. However for the purpose of this study, the dynamic capability theory has been adopted. The implication of this theory to this paper lies in the fact that the takes cognizance of the non static nature of the environment and thus advocates that innovative measures be put in place to embrace the ever changing environment.

Dynamic Capability Innovation Theory

This theory was proposed by David Teece, Gary Pisano and Amy Shuen, in their 1997 paper Dynamic Capabilities and Strategic Management, as "the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments". It is often used in the plural form, dynamic capabilities, emphasizing that the ability to react adequately and timely to external changes requires a combination of multiple capabilities.

The main assumption of theory is that an organization's basic competencies should be used to create short-term competitive positions that can be developed into longer-term competitive advantage. The resource-based view of the firm emphasizes sustainable competitive advantage; the dynamic capabilities view, on the other hand, focuses more on the issue of competitive survival in response to rapidly changing contemporary business conditions.

Dynamic capabilities theory concerns the development of strategies for senior managers of
successful companies to adapt to radical discontinuous change, while maintaining minimum capability standards to ensure competitive survival. For example, industries which have traditionally relied on a specific manufacturing process cannot always change this process on short notice when a new technology arrives; when this happens, managers need to adapt their own routines to make the most of their existing resources while simultaneously planning for future process changes as the resources depreciate. (Helfat, et al. 2007). For this theory to be fully applicable, certain elements have to be taken into account. Some of this elements include process, learning, new assets, transforming existing assets and co-specialization. In the context of this paper, leadership in both the organization can use organizational or country's resources to champion measures that predicts the environmental changes and thus make efforts through product innovations to address them.

Transformational Leadership Theory
The theory of transformational leadership was initially introduced by leadership expert and presidential biographer. James, MacGregor and Burns (1978). According to Burns, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of morality and motivation. Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. He asserted that "Leadership is followership, and followership is leadership, and leaders are created from the followers" (Burns, 1978).

According to Bass (2002), transformational leadership is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals. Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community.

So the Transformational Leadership theory is a process by which a person interacts with others and is able to create a solid relationship that results in a high percentage of trust that will later result in an increase of motivation, both intrinsic and extrinsic, in both leaders and followers. Rules and regulations are flexible, guided by group norms. These attributes provide a sense of belonging for the followers as they can easily identify with the leader and its purpose.

Transformational leaders are described to hold positive expectations for followers, believing that they can do their best. As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance. Transformational leaders also focus on and care about followers and their personal needs and development. Transformational leaders fit well in leading and working with complex work groups and organizations, where beyond seeking an inspirational leader to help guide them through an uncertain environment, followers are also challenged and feel empowered; this nurtures them into becoming loyal, high performers.

The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. The leader transforms and motivates followers through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful.

Conceptual review
The conceptual underpinning for this paper is capture under the concepts of leadership, transformational leadership, product innovation and national development.

Concept of leadership
The survival of any organizations is to a large extent a function of the effectiveness and cooperation of it human resources as inspired by leadership. So organizations are social systems which assume human resources as one of the main factors for achieving competitive advantage and influencing organizational effectiveness. Consequently, organizations require cooperation among managers and employees for achievement of their goals and objectives. It thus means that the leadership must be a good reflection of employee’s behavior in order that set goals and objectives are achieved.

Concept of transformational leadership
Transformational leadership is said to have occurred when engagement in a group results in leaders and
followers raising one another to increased levels of motivation and morality. Transformational leadership is a charismatic leadership which transforms idealization into practical actions. Sitkin (1994) and Hu (2001) defined transformation as a linking of organizational strategy and psychological aspects which can lead an overall organizational change. Bass (1985) argued that leaders can make their followers to understand the values and the importance of their work, and can lead them to believe the organizational goals overpass their personal interests. The elements of transformational according to Bass (2002) are idealized influence, intellectual stimulation, charismatic leadership, inspirational motivation, individualized consideration and visions presentation. For the purpose of this study, idealized influence, intellectual stimulation and individualized consideration.

Idealized Influence
Idealized influence is defined as having transformational leaders who behave in ways that result in their being role models for their followers. These leaders are admired, respected and trusted. Followers identify with the leaders and want to emulate them. One of the things leaders do to earn this credit is consider the needs of others over their own personal needs. Leaders share risks with followers and are consistent rather than arbitrary. They can be counted on to do the right thing, demonstrating high standards of ethical and moral conduct, and avoid using power for personal gain.

Idealized influence encompasses behaviors that instill pride in followers for being associated with the leader—often connoted or synonymous to charisma. It indicates that a leader will go beyond their individual self-interest for the greater good of the group and make personal sacrifices for others’ benefit. A transformational leader with idealized attributes displays a sense of power and confidence and is able to reassure others that they can overcome obstacles. They tend to talk about their most important values and beliefs and the importance of trusting one another. They emphasize a collective mission and note the importance of having a strong sense of purpose. The members or team of the organization often emulates leaders who possess idealized influence, viewing the leader as a charismatic personification of the values and mission of that organization.

Here the leader serves as an ideal role model for followers; the leader “walks the talk,” and is admired for this. So it entails the degree to which leaders show admirable behaviors which cause followers to identify with them.

Intellectual Stimulation
Intellectual stimulation refers to the degree to which leaders take risks, challenge assumption, and solicit followers’ ideas. Intellectual stimulation implies that a transformational leader seeks differing perspectives when solving problems, and gets others to look at those problems from a different angle as well. Those who utilize intellectual stimulation also encourage non-traditional thinking and suggest new ways of looking at how to complete assignments.

The leader here employs innovative methods to accomplish organizational goals. As such the leader has to build a good example and self-confidence and understand needs and values to followers. Hence he motivates followers by actions and words, and educates their loyalty to the organizations. (Organ et al., 2006).

Individualized consideration
This kind of leader concerns with the individual needs, characteristics, and abilities, to motivate followers with trust and empowerment, and builds an organizational culture which can help individual development (Bennis & Nause, 1985; Hou, 2001; Hu, 2001). So the transformational leaders here demonstrate genuine concern for the needs and feelings of followers. This personal attention to each follower is a key element in bringing out their very best efforts. In another words, individual consideration refers to the degree to which leaders listen to followers' concerns, attend to their needs, and act as mentors or coaches.

The transformational leaders who display individualized consideration spend time coaching and teaching their followers, and in doing so, promote self-development. They treat others as individuals, rather than simply group members, and identify the differing needs, abilities, and aspirations for those individuals.

Concept of Product Innovation
Innovation means creation of something new by an organization that satisfies its customers and increases the market share. According to Pan & Zinkhan (2006), innovation is used for strategic orientation toward customer satisfaction, loyalty and to gain market potential that increase the market share of the company.
Innovation is the generation of products that are totally new, new production techniques, new market openings, use of the supply chain resources in a new way and generation of new markets in a specific industry (Nemati, Khan and Iftekhar, 2010). But it does not mean that innovation is always treated as a totally new thing that is introduce in a market but it is also innovation to enter in a new market with new features.

Anderson and Sullivan (1993), argues that customer repurchase (patronage) product will depends on customer satisfaction. The companies which are quickly handling the complaints of customer lead to loyalty and reduce the negative impression by the customer. Although some companies supplied good quality product to customer but sometime still suffer because lack of customer interaction and failed to understand exact the information about customer need due to lack of awareness of changing in technology and trends. According to researcher’s sometime companies failed to achieve customer patronage by providing high quality feature which customer think these are not important by their point of view (Graysan, 1995). Innovative organizations always have an edge over its competitors at every point in time.

Innovation in every sector brings customer patronage and market expansion which add positively to the economy. It could be emphasized that the leadership of president Obasanjo provided enabling environment for the emergence of the current telecom industry in Nigeria. (Iwela, 2008). Prior to that time, the Abacha government through its perceived negative leadership and policies made Nigeria lose the innovative ideas that were to come into the country via satellite communication like DSTV. As such the innovation was taken to South Africa, thereby making Nigeria loose the multiplier effect that would have come with such technological innovation. Few years down the line, the Obasanjo regime liberalized the telecom industry and this has led to more innovation in this sector. Indigenous firms like GLO emerged with its own innovation and has boost the economy of the country increase in GDP, per capita income and employment generation. (Iwela, 2008). It has equally led to the springing up of more innovative businesses particularly in the form services like recharge card printing, online businesses and so on. This also created opportunity for the emergence of indigenous mobile phones. For instance, when the owner of TECNO mobile (Nnamdi Ezigbo), who is a Nigerian discovered how inconvenience it was for users of mobile phone to be carrying about more than one phone, he innovated the dual S1M phone. This innovation was greeted with high patronage that actually brought TECNO to lime light and made it a one of the market leaders in Nigeria. Today, the coming in of TECNO into the telecom market has opened up more business and economic activities, enlarged the telecom market, created employment and so. (Onyenze, 2016). This further gave rise to drastic change as band technology becomes widespread along with the explosive growth of new technologies such as the WI-Fi, 3G network, 4G network, the different bundle Some of the elements of product innovation have been conceptualized into radical innovation, incremental innovation and technological innovation

**Concept of national development**

National development is the ability of a county or countries to improve the social welfare of the people e.g by providing social amenities like quality education, potable water, transportation infrastructure, employment generation, medical care, and so on. (Aremu, 2003).

Gboyega (2003) captures development as an idea that embodies all attempts to improve the conditions of human existence in all ramifications. It implies improvement in material well-being of all citizens, not the most powerful and rich alone, in a sustainable way such that today’s consumption does not imperil the future, it also demands that poverty and inequality of access to the good things of life be removed or drastically reduced. It seeks to improve personal physical security and livelihoods and expansion of life chances. Naomi (1995) believes that development is usually taken to involve not only economic growth, but also some notion of equitable distribution, provision of health care, education, housing and other essential services all with a view to improving the individual and collective quality of life (Naomi, 1995). Chrisman (1984) views development as a process of societal advancement, where improvement in the well-being of people are generated through strong partnerships between all sectors, corporate bodies and other groups in the society. It is reasonable to know that development is not only an economic exercise, but also involves both socio-economic and political issues and pervades all aspects of societal life.

On the issue of National development, according to Longman dictionary of contemporary English, it is referring to a phenomenon that embraces a whole nation. National development therefore can be described as the overall development or a collective
socio-economic, political as well as religious advancement of a country or nation. This is best achieved through development planning, which can be described as the country’s collection of strategies mapped out by the government. (Ogwumike, 1995).

In the recent past, various strategies for development have also been tried with little or no result; among these were the structural adjustment programme (SAP), Vision 2010, national economic empowerment and development strategy (NEEDS), creation of development centres, seven point agenda of the Yar’ Adua administration with vision 2020. (Adelman, 1995).

Conceptual framework

![Fig 2.1]
Source: Authors conceptualization. (Adapted from Bass 1985, Iwela 2013).

METHODOLOGY
Research design adopted for this work is the quasi-experimental research design. This is so because it is the most appropriate for research in the administrative science, where the elements are not under the control of the researcher. Also quasi-experimental design is suitable when for establishing relationship between two or more variables. The population for this study is the Nigeria telecom industry. The exact number of employees in the industry is not known thus the writer used convenience sampling techniques to sample 80 respondents from selected telecom firms in Port Harcourt.

Table 3.2 selected telecom firms in Port Harcourt.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Name of firms</th>
<th>Questionnaire distributed</th>
<th>Percentage Retrieved</th>
<th>Percentage loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MTN</td>
<td>30 (38%)</td>
<td>27 (34%)</td>
<td>3 (3.8%)</td>
</tr>
<tr>
<td>2</td>
<td>GLO</td>
<td>30 (38%)</td>
<td>24(30%)</td>
<td>6 (6%)</td>
</tr>
<tr>
<td>3</td>
<td>AIRTEL</td>
<td>20(24)</td>
<td>19 (24%)</td>
<td>1 (2%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>80</td>
<td>70 (88%)</td>
<td>10 (12%)</td>
</tr>
</tbody>
</table>

The data was collected through a structured questionnaire. The face validity was used to validate the instruments since the approval of the instrument is based on the subjective evaluation of the writer and supervision. On the hand, the reliability is used to test the consistency or precision of the measure (Baridam, 2001). In this study, the test of reliability was subjected to a reliability test using Cronbach Alpha, which gave a 0.75.

The measures and dimensions of leadership and product innovation as well as national development was measured on a 4- point Likert type scale on 4 item scale. The response mode ranges from 1-4 where 1 = strongly disagree; 2= agree; 3=agree; and 4= strongly agree. The collected data was further be analyzed using the simple percentage (%). So that the formulated establishment of relationship is be tested using the spearman’s rank order correlation coefficient through the Statistical Package for Social Science Software (SPSS) version 21.0.

Spearman’s rank order correlation coefficient is stated thus:

\[
Rs = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}
\]

Where; \( \sum d^2 \) = Sum of the squared differences in the ranking of the subject on two variables.

\[ N = \text{Number of subject being ranked.} \]

**Decision:** If the p-value computed is less than 5% level of significance, it shows that there is a significant relationship. On the other hand, when the p-value is greater than 5% level of significance, the result will mean that there is no significant relationship.

**RESULT AND FINDINGS**

**Questionnaire items analysis**

From the questionnaire distributed, in item one, respondents are in agreement with the idealized leaders builds confidence and trust in on the followers 62(89%). whereas 8(11%) did not agree.

From question two, 60(86%) admitted that idealized leader is a role model leader while 10(14%) did not agree.

For question three, 60(86%) respondents are in agreement with the fact that the leaders is admired and respected whereas 10(14%) did not agree.

From the question four, 57(83%) respondents are in agreement with the followers have confidence in their leader, whereas 13(19%) did not agreed.

From the questionnaire item 5, 60(86%) respondents are in agreement with the fact that intellectual stimulation makes followers innovative and creative, whereas 10(14%) did not agree.

From questionnaire item 6, 60(86%) admitted that the leader helps subordinate to build their conceptual thinking ability and equipped them to help other colleagues in solving collective problems, while 10(14%) did not agree.

For question seven, 59(86%) respondents are in agreement with the fact that their leader encourages workers to develop positive view point, whereas 11(16%) did not agree.

From the question eight, 57(83%) respondents are in agreement with the fact that their leader teach employees to be good risk takers, whereas 13(19%) did not agreed.

From the questionnaire item nine above, 64(91%) respondents are in agreement with the fact that their boss give personal attention to each follower, whereas 10(14%) did not agree.

From questionnaire item ten, 55(79%) admitted that their manager shows concern for employees needs, while 15(21%) did not agree.

For question eleven, 59(84%) respondents are in agreement with the fact that their managers build an organizational culture which helps individual development, whereas 11(16%) did not agree.

From the question twelve, 55(76%) respondents are in agreement with the fact that their leader champions workers need whereas 15(21%) did not agreed.

**Test for hypotheses**

**Table 1 showing the test of hypotheses**

<table>
<thead>
<tr>
<th>Transformational leadership</th>
<th>Product innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman's rho Transformational leadership</td>
<td>Correlation Coefficient</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td></td>
<td>N</td>
</tr>
<tr>
<td></td>
<td>.767***</td>
</tr>
<tr>
<td></td>
<td>.010</td>
</tr>
<tr>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

**Source:** SPSS data output
From the table it can be observed that there is a significant relationship between the element of transformational leadership and measures of product innovation which is significant at a probability value of 0.010 and a rho value of 0.767. The implication of this result to national development is that as leadership provide the encouragement and enabling environment for product innovation both at the organizational level and national level, employees or followers will key in, the achievement of such desired innovation will in the long yield positive multiplier effect in terms of increase market (market expansion), increase in employment generation, better standard of living. This is evidence as witness in the inflow of further opportunities that came with the emergence of the telecom industry which was facilitated by the political will of the former president Obasanjo and the subsequent innovative culture of the telecommunication managers exercised through their transformational leadership as confirmed by the respondents.

This is to say that the findings of this work in conformity with the assertion of Iwela, (2008) and Onyenze, (2016).

**Conclusion**

Based on the findings of the study, we therefore conclude, there is a significant relationship between leadership style particularly transformational leadership style and product innovation which subsequently has positive and significant effect on national development. Consequently this study recommends that both government and private institutions in Nigeria should provide such leadership like transformational leadership style that will encourage and promote product innovations bot at the firm level and at the governmental policy level.

**Recommendation**

From the above findings, the following recommendations were made:

1. The government and private institution should adopt a transformational leadership style that will encourage and promote product innovation.
2. Creating an enabling environment for the teemed youth will help bring out their best potential
3. Leaders should be proactive and not authoritative for the future generation
4. Leaders should be futuristic indecision making
5. The organization or society should be seen from the innovative point of view in other to encourage creativity

**References**


Appendix
Analysis of administered questionnaires

### Questionnaire items for idealized influence

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The idealized leaders builds confidence and trust in on the followers</td>
<td>50</td>
<td>12</td>
<td>5</td>
<td>3</td>
<td>70</td>
</tr>
<tr>
<td>2</td>
<td>Idealized leader is a role model leader</td>
<td>50</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>3</td>
<td>Your leaders is admired and respected</td>
<td>55</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>4</td>
<td>The followers have confidence in their leader</td>
<td>52</td>
<td>5</td>
<td>8</td>
<td>5</td>
<td>70</td>
</tr>
</tbody>
</table>

Source: author field survey

### Questionnaire items for Intellectual Stimulation

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Your Leaders’ Intellectual stimulation makes followers innovative and creative</td>
<td>53</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>6</td>
<td>Your leader helps subordinate to build their conceptual thinking ability and equipped them to help other colleagues in solving collective problems,</td>
<td>48</td>
<td>11</td>
<td>6</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>7</td>
<td>Your Leader encourages workers to develop positive view point</td>
<td>54</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>8</td>
<td>Your Leader teach employees to be good risk takers</td>
<td>54</td>
<td>8</td>
<td>6</td>
<td>2</td>
<td>70</td>
</tr>
</tbody>
</table>

Source: Authors computation

### Questionnaire items for Individualized consideration

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Your boss give personal attention to each follower</td>
<td>57</td>
<td>7</td>
<td>3</td>
<td>3</td>
<td>70</td>
</tr>
<tr>
<td>10</td>
<td>Your manager shows concern for employees needs</td>
<td>49</td>
<td>6</td>
<td>10</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>11</td>
<td>Your managers build an organizational culture which helps individual development</td>
<td>51</td>
<td>5</td>
<td>6</td>
<td>8</td>
<td>70</td>
</tr>
<tr>
<td>12</td>
<td>Your leader champions workers need</td>
<td>50</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>70</td>
</tr>
</tbody>
</table>

Source: author’s field surveys
Moderating Role of Leadership Style in the Relationship between Employees’ Motivation and Organizational Performance in Emerging Economy like Nigeria (A study of selected Government Agencies in FCT-Abuja)

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Abstract
The purpose of this article is to explore the moderating role of leadership style in the relationship between employees’ motivation and organizational performance in emerging economy like Nigeria (A study of selected Government Agencies in FCT-Abuja). Learning how to motivate for leader is not easy, as each employee, follower or person may have to be motivated in a different way. Leadership style adopted by a leader at particular point in time can make the difference between success and failure of the organization. The objective of this paper therefore was to find out if leadership style adopted facilitates organizational performance through employee motivation in the selected public sector of Nigeria economy. Data were collected from 121 respondents from four selected government agencies. This study used multiple regression analysis to analyze the influence of two employee motivation; intrinsic and extrinsic motivation on organizational performance. Results suggest that both intrinsic and extrinsic motivation exerts significantly positive effect on organizational performance. In the same vein, leadership styles exerts significantly positive correlate with organizational performance. Moreover, interaction of leadership styles further strengthens the influence of employee motivation on organizational performance. Findings offer implications for modern managers to utilize different motivational tools at their disposal to elicit the necessary response from employees.

Keywords: Intrinsic motivation, extrinsic motivation, leadership styles, organizational performance

1. Introduction
In today’s dynamic environment, many organizations are paying attention to hiring and retaining proactive employees who are ready to contribute, self-motivated, and forward-thinking in their contribution toward firm performance. However, leadership style adopted by a leader at particular point in time can make the difference between success and failure of the organisation. Leadership is the process of determining goals for the followers and finding a way for the followers to meet those goals by motivating team members or employees to reach their goals. Learning how to motivate for leader is not easy, as each employee, follower or person may have to be motivated in a different way. Leaders are recognized in schools and businesses every day and not all of these leaders are managers. Some are members of management, but others are employees who lead through example for co-worker. It does not take a specific title to be a leader. Instead, there are skills leaders have that make others want to perform at a high level when either working with them or for them.

Leadership behavior can perform a vital role in proactively and increasing the level of work commitment in organizations (Schmitt, Hartog, Belschak, 2016; Imran, Rehman,Aslam, & Bilal, 2016). Engaged employees and/or followers strive to achieve personal and organizational success, bring new ideas and innovation, attract customers and co-workers, infuse energy and increase productivity at work. Business leaders focus on increasing work engagement levels for additional inputs. However, the question now arises that whether organizations are also paying higher returns to employees for their increased motivation and inputs in the workplace. To inspire your followers/workers into higher levels of teamwork, there are certain things you must be, know and do. These things do not come naturally in some cases but are acquired through continual working and study. Good leaders are continually working and studying to improve their leadership skills; they are not resting on their laurels (Omale, 2015).
Ornale, (2015) maintain that, leadership involves establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders. A leader steps up in times of crises, and is able to think and act creatively in different situations. Unlike management, leadership cannot be taught, although it may be learned and enhanced through coaching or mentoring. Theory of leadership states that there are three basic ways to explain how people become leaders. The first two explain the leadership development for a small number of people (Bass 1990). These theories are: some personality traits may lead people naturally into leadership roles. This is the Trait theory. A crisis or an important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the great events theory.

People can choose to become leaders, people can learn leadership skills. This is transformational leadership theory. It is the most widely accepted theory today. Here a person just decides if he/she respects you as a leader, he does not think about attributes. Rather, he observes what you do as a leader so that he can know who you really are. These observations enable him to tell if you are an honorable leader to be trusted or a self-serving person who misuses authority to look good and get promoted. Bass, (1990) argues that self-serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors at the expense of their employees. People want to be guided by those they respect and who have earlier sense of direction. This is what makes a person want to follow a leader. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future. The basis of good leadership is honorable character and selfless service to your organization. In the eyes of your employees your leadership is everything you do that effects the organizations objectives and their well-being. Respected leaders concentrate on what they are that is [be] (such as character and beliefs), what they know (such as tasks, job and human nature), and what they do (such as implementing, motivating, and providing direction).

Leadership style remains a challenge for many organizations. The increasing competing pressures, monetary market volatility, demand for profitable growth, global shifts in workforce demographics, political uncertainty, and a rapidly shifting technology have emphasized the significance of leadership style to adopt in any giving situation. It is based on this backdrop that the researchers seek to contribute to knowledge by examining the moderating role of leadership style in the relationship between employees’ motivation and organizational performance in emerging economy like Nigeria, with specific reference to selected government agencies in FCT-Abuja.

1.1 Research questions
i. To what extent does employee motivation enable organizational performance in the public sector of Nigeria economy?
ii. What is the moderating role of leadership style on the relationship between employees’ motivation and organizational performance in the public sector of Nigeria economy?

1.2 Research objectives
i. To examine the relationship between employee motivation and organizational performance in the public sector of Nigeria economy.
ii. To ascertain the moderating role of leadership style on the relationship between employee motivation and organizational performance in the public sector of Nigeria economy.

1.3 Research hypotheses
H01: Employee motivation does not have a significant effect on organizational performance in the public sector of Nigeria economy.

H02: Leadership style does not have a moderating effect on the relationship between employee motivation and organizational performance in the public sector of Nigeria economy.

2. Literature review
Burns (1978) has presented the theory on leadership styles: transactional and transformational leadership, which is further conceptualized by Avolio, Bass, Walumbwa, and Zhu (1995). A transactional leader relies on certain contracts, task accomplishment, coercion or punishment, rewards, and a defined system (Rowold, 2005; Tejeda, Scandura, & Pillai, 2001). Furthermore, the concept of transactional leadership is based on three important components: management-by-excep-
tion- active (MBEO), contingent reward (CR), and management-by-exception-passive (MBEP). However, among leadership theories, transformational leadership has gained significant attention of researchers over the past three decades. Transformational leaders are life-long learners, value-driven, courageous, believe in dealing with complexity and ambiguity, and believe
in people (Tichy & Devanna, 1986; Imran et al., 2016b). Researchers reported that transformational leaders are motivators, who foster effective relationships by reducing the distance with their subordinates (Bass, 1997; Imran et al., 2016b). The concept of transformational leadership is based on four components: individualized consideration, charisma, inspirational motivation, and intellectual stimulation. Babcock-Roberson and Strickland (2010) have found rare studies on the link between leadership style and the level of work engagement. Furthermore, they argue that work engagement is relatively new construct that has gotten importance for the researchers. Zhu et al. (2009) have not found a single study that examines connection between transformational leadership and the levels of work engagement. Blomme et al. (2015) have found rare literature that investigates the precise impacts of leadership’s styles on work engagement levels. Work engagement and leadership. It is important to note that there is no universal harmony regarding the conceptualizations and definitions of work engagement (Finn & Rock, 1997). Several researchers and practitioners have proposed their own definitions, which has led to much confusion. Initially, Kahn (1990) has discussed engagement in the context of emotion and cognition. He argues that psychological safety, meaning fullness, and availability are the antecedents of personal Research.

Another study has conceptualized work engagement as an inspirational construct (Schaufeli et al., 2002). Those researchers argue that work engagement is a fulfilling, positive, and job-related state of mind that is characterized by employee absorption, vigor, and dedication. Here, absorption refers to one’s happiness toward and concentration in one’s job; vigor is described as a high level of mental resilience and energy while performing work; and dedication is described as a sense of enthusiasm, significance, challenge, and inspiration at work. Recent studies have found that those who exemplify absorption are able to take on different roles in an organization; this trait appears to be a result of not a component of work engagement (Freeney & Tiernan, 2009; Salanova et al., 2003).

Furthermore, May, Gilson, and Harter (2004) have also offered their conceptualization of work engagement by separating this construct into three components: the emotional component, cognitive component, and physical component. The emotional and cognitive components involve investing one’s heart and mind, respectively, into one’s job in the workplace; while the physical component pertains to the amount of energy used to complete a certain task. Moreover, Jones and Harter (2005) have defined work engagement as “the individual’s involvement and satisfaction with, as well as enthusiasm for their work.” The existing literature states that when leaders satisfy employees higher order needs, employees show higher levels of work engagement (Bass, 1985; Burns, 1978; Harter et al., 2002). In this vein, Zhu et al. (2009) have indicated that positive leadership can increase the levels of work engagement in the workplace; in fact, the authors found a positive relationship between transformational leadership and levels of work engagement. Fleming and Asplund (2007) have divided work engagement into four dimensions: individual contribution, fulfilling basic needs, organic growth, and team work. Zhu et al. (2009) have exhibited positive link between transformational leadership and the levels of work engagement. This study is considering work engagement as a motivational construct based on individual contribution, fulfilling basic needs, organic growth, and team work. Blomme et al. (2015) have proposed a conceptual frame work in which they propose that a low level of transactional leadership is linked to low levels of engagement, while a high level of transformational leadership is linked to high levels of engagement. Employees, who have perceived their leaders as transformational, tend to have higher levels of employee engagement; likewise, who views their leaders as transactional also, tends to have higher levels of employee engagement (Moody, 2012). Blomme et al. (2015) observed that few studies have investigated the precise impact of leadership styles on work engagement levels. Until recently, little research has examined which leadership style is the most effective in public and private sector banks, especially in the presence of bureaucratic and supportive culture and in the context of developing countries.

Lonner, Berry, and Hofstede (1980) have argued that many theoretical contributions are biased when they ignore cultural aspects. Aslam et al. (2016) have noted that a developing country, such as Pakistan, has a culture based on power distance, collectivism, injustice, and more political influence compared to developed countries.

The success or failure of a dynamic organization is based on the quality of its leadership and organizational culture (Leiter & Bakker, 2010; Imran et al., 2016a; Imran et al., 2016b). According to Dess, Picken, and Lyon (1998), organizations should move from an authoritarian leadership style to a friendly, egalitarian style, which will increase the level of employees’ work engagement while establishing a
supporting culture. Therefore, it is increasingly important to create values and norms that encourage and foster work engagement. The organizational culture in a given organization can vary widely from that of others in terms of the entrenched beliefs, values, expectations, assumptions, philosophies, attitudes, and norms (Schein, 1990). In fact, Wallach (1983) has categorized organizational culture into three major dimensions: bureaucratic, innovative, and supportive. From this perspective, this study focuses on supportive and bureaucratic culture. Employees regard a supportive culture as friendly, helpful, harmonious, fair, open, trusting, safe, sociable, encouraging, and collaborative. In contrast, a bureaucratic culture is rooted in authority; employees face clearly delineated responsibilities, and the organization is systematic, regulated, power-oriented, ordered, and hierarchal in nature. A supportive culture can foster teamwork, a favorable working environment, fair career development opportunities, and high levels of work engagement (Devi, 2009; Imran, Rehman, Aslam, & Bilal, 2016).

Arifin et al. (2014) found a statistically significant relationship between transformational leadership, organizational culture, and levels of work engagement. Moreover, according to Wildermuth and Pauken (2008), leaders are concerned to get information regarding the environment that can enhance the level of work engagement in organizations. According to Corace (2007), an effective leadership team can establish and nurture an organization’s culture. As Moody (2012) noted, if a given organization’s culture is appreciative and supportive of its employees, and if it is also innovative, then employees are more likely to respond favorably by investing higher levels of energy in their work. In private-sector organizations, employees are more likely to dedicate their abilities, energy, and time due to the supportive behavior exemplified in the workplace. In public-sector organizations, which share many of the features of a bureaucratic culture, have demonstrated that even transactional leadership cannot easily encourage a good employees engagement levels of employees in the workplace.

2.1 Theories of leadership
The following are some of the theories of leadership. These theories are discussed below:

1. **Transformational/process leadership theory:** This theory believes that good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training and experience (Jago, 1982). This guide will help you through that process. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and do. These things do not come naturally, but are acquired through continual work and study.

2. **Traits theory of leadership:** Jago acknowledge the fact that we have traits that can influence our actions. This is called Trait leadership in that it was once common to believe that leaders were born rather than made. These traits are not acquired, but are inherent, personal, inborn qualities, such as, self-confidence, natural intelligence, high self-monitoring, and emotional stability, knowledge of human relations, and moral courage and integrity. In spite of diverse opinions, Trait theory provide a base for examining and understanding what it takes to be called a good leader. These two leadership types are shown in the chart below:
While leadership is learned, the skills and knowledge possessed by the leader can be influenced by his or her attributes or traits, such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique.

3. **Contingency theory**: Contingency theory of leadership focuses on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, leadership style is based upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation.

4. **Management theory**: Management theory, also known as transactional theories, focuses on the role of supervision, organization, and group performance. These theories base leadership on a system of rewards and punishments. Managerial theories are often used in business: when employees are successful, they are rewarded; when they fail, they are reprimanded or punished.

5. **Situational theory**: Situational theory proposes that leaders choose the best course of action based upon situational variables. Different styles of leadership may be more appropriate for certain types of decision making. For example, in a situation where the leader is the most knowledgeable and experienced member of a group, an authoritarian style might be most appropriate. In other instances, where group members are skilled experts, a democratic style would be more effective.

### 2.2 Differences between the term leader and leadership

At first glance, it may seem there is little difference between the terms “leader”, a person who leads someone else or a group of people and “Leadership”, referring to the methods and manner in which leaders lead (Omale, 2015). The relationship between these terms is intrinsic since leadership can be defined as the leader’s ability to influence other people, either positively or negatively. Omale, (2015) argued that the distinction between leader and leadership, however, emphasize each other’s characteristics.

The first distinction is obvious: the leader is an individual, while leadership may represent a group of people leading an organization, a community or a country. These terms may also be interpreted differently depending on culture. In western countries, the focus is on the leader’s individual characteristics.
while Eastern societies value a more collaborative type of leadership irrespective of culture.

The second distinction is that, a leader implements his personal agenda, as well as the organizational agenda, while Leadership is a continuous process centered on the integrations between leaders and followers which often determine the success of the leader’s mission. Leader’s personalities, therefore, are also paramount in leadership.

The third distinction is that, leaders are initiators of change, especially as viewed by the transformational leadership theory. Leadership, on the other hand, is defined by results, the impact the leaders have on other people by using their abilities to influence others in some way.

Finally, not all leaders can fill the role they are in successfully. Your success as an effective leader depends on your traits, skills, knowledge and attitudes as much as on your followers’ willingness to follow. If we compare the leader with the role an actor plays on the stage, we qualify his acting: here, as leadership as much as on your followers’ willingness to follow.

2.3 Leadership style

1) Autocratic leader: People who get this rating are very much task oriented and are hard on their workers. There is little or no allowance for cooperation or collaboration. An autocratic manager dictates orders to their staff and makes decisions without any consultation. The leader likes to control the situation they are in and decisions are quick. Authoritarian leader displays these characteristics: they are very strong on schedules; they expect people to do what they are told without question or debate; when something goes wrong they tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it; they are intolerant of what they see as dissent (for instance creative idea) so it is difficult for their subordinates to contribute or develop. This type of management style can decrease motivation and increase staff turnover.

2) Democratic or participative style: a democratic manager delegates authority to staff, giving them responsibility to complete the task. Staff will complete the tasks using their own work methods on time. Employees are involved in decision making thereby giving them sense of belonging. Increases job satisfaction by involving employees or team members. This style of leadership shows decision making process. Leaders who adopt the style leads by positive example and endeavors to foster a team environment in which all team members can reach their highest potential, both as team members and as people.

3) Laissez faire style: A laissez faire manager sets the tasks and gives staff complete freedom to complete the task as they deem fit. There is minimal involvement from the manager. The manager coaches or supplies information if required. This type of style helps develop staff to take responsibility.

4) Transactional style: Transactional leaders are those who guide or motivate their followers, clarifying direction of established goal by clarifying role and task requirements. Leaders with this style have these characteristics: promises reward for good performance, recognize accomplishment; watches and searches for deviations from rules and standards; and take corrective action.

5) Impoverished leadership style: leaders who use this style delegate and disappear. There is low task and low relationship since they are not committed to either task accomplishment or maintenance; they essentially allow their team to do whatever it wishes and prefer to detach themselves from the team process by allowing the team to suffer from a series of power struggles. The most desirable place for a leader to be would be the democratic leader. However, we do not entirely dismiss the other four. Certain situations might call for one of the other four to be used at times. For instance, by playing the impoverished leader you allow your team to gain self-reliance. Be an authoritarian leader to instill a sense of discipline in an un-motivated worker. By carefully studying the situation and the forces affecting it, you will know at what points you need to be in order to achieve the desired result.

2.4 Important principles to integrate to become a better leader

All of the principles are things that not only make us human, but can actually help us become more successful. Omale, (2015) identified the most important principles to integrate to become a better leader. There are:

1. Listening: Listening is the foundation of any good relationship. Most people never listen completely when people talk. Great leaders, administrators, managers etcetera listen to what their customers and prospects want and need and they listen to the challenges those customers face. They listen to colleagues and are open to new ideas. They listen to shareholders, investors, and competitors.
2. **Storytelling:** The most powerful way to put ideas into the world today is through storytelling. After listening, leaders need to tell great stories in order to sell their products, and more important, in order to sell their ideas. Storytelling captivates people and drives them for better performance.

3. **Transparency:** Individual, group of individual and business people who attempt to keep secrets will eventually be exposed. Honesty and openness lead to happier staff, customers and colleagues. Transparency makes it a lot easier to sleep at night unworried about what you said to whom.

4. **Authenticity:** Humility and vulnerability are hallmarks of the authentic leader and create a positive, attractive energy. They are who they say they are and have integrity beyond comparison. Employees and customers always want to help an authentic person to succeed.

5. **Team playing:** A culture of success within your organization is the one that thinks out of the box. Either small or big organization, you interact with others every day. Encouraging innovative ideas, practicing humility, and following other rules for working in teams will help you become a more likeable leader.

6. **Passion:** People who are able to bring passion to their business have a remarkable advantage, as that passion is contagious to customers and colleagues alike. The best way to do great work is to love the work you do.

7. **Adaptability:** Willingness to adapt makes a great leader. There has never been a faster-changing market place than the one we live in today. Leaders must be flexible in managing changing opportunities and challenges and nimble enough to pit at the right moment.

8. **Surprise and delight:** Most people like surprises in their day-to-day lives. Likeable leaders under promise and over deliver, assuring that customers and staff are surprised in a positive way. A true leader always keeps an element of surprise up his sleeve, which others cannot grasp but which keeps his public excited and breathless.

9. **Gratefulness:** Likeable leaders are ever grateful for the people who contribute to their opportunities and success. Being appreciative and saying thank you to mentors, customers, colleagues, and other stakeholders keeps leaders humbly appreciated and well received.

10. **Golden rule:** Above all, treat others as you would like to be treated. By showing others the same courtesy you expect from them, you will gain more respect from coworkers, customers and business partners. Holding others in high regard demonstrates your company’s likeability and motivates others to work with you.

### 2.5 Principles and attributes of leadership

The following principles and attributes must guide leadership, and leader must be seen to possess this attributes.

1. **Know yourself and seek self-improvement:** In order to be an effective leader, know your strengths and weaknesses of your character, knowledge and skills. When you understand your be, know and do, and constantly seek self-improvement, it will strengthen your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.

2. **Be technically proficient:** As a leader you must be a professional, know your job and have a solid familiarity with your employees’ tasks. Perform selfless service, take personal responsibility, and be loyal to the organization.

3. **Seek responsibility and take responsibility for your actions:** Search for ways to guide your organization to new heights, and when things go wrong, do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.

4. **Set the example:** Be a good role model for your employees. They must not only hear, but see you being part of the process to the point of execution.

5. **Know human nature:** As a leader you must know human needs, emotions, desires, feelings and how people respond to stress. Know your people and look out for their well-being and the importance of sincerely caring for your workers.

6. **Keep your workers informed:** Know how to communicate with your workers, seniors, management staff and other key people by effectively evaluating, coordinating and supervising. Ensure that tasks are understood, supervised and accomplished. Communication is the only key to this responsibility

7. **Emotional stability:** Effective leaders are confident and stable emotionally. They are professional who possess good character traits, such as, competence, candor, honesty, commitment, integrity, straightforwardness and courage.

The proposed conceptual framework below contributes to the leadership literature. It shows the relationship between employee motivation, leadership styles, and organizational performance.
3. Methods
The study adopted across sectional research design to provide solutions to the research problems. The population of study comprises of all managerial staff of government ministries and parastatals in Abuja, Nigeria. The choice of managerial staff is borne out of the fact that they are believed to have more information on leadership style, employee motivation and organizational performance. The sampling techniques to be used in this study are purposive, simple random sampling and stratified random sampling. Purposeful sampling technique was used to select four (4) MDA, which comprise of Finance, Labour & productivity, Health and federal board of internal revenue. The selection of the respondents for the study was guided by sampling procedure. In those selected ministries and parastatals, preliminary investigation revealed that there are one hundred and seventy-four (174) managerial staff as at July, 2018. To determine the sample size, a previously proven formula (Yamane, 1967) would be applied. This gave the sample size of 121 which was obtained using proportionate stratified sampling method. For the purpose of this research, primary data was collected using structured questionnaire. After completion of data collection, the researcher used the Statistical Package for Social Sciences (SPSS) program version 21 to code the questions and the responses. To examine the effect of the independent variables on dependent variable, inferential statistical tests using multiple regression was considered appropriate.

4. Data presentation
Correlation Analysis
A correlation coefficient between the two variables of employee motivation of intrinsic motivation and extrinsic motivation, and organizational performance is shown in Table 2. The correlations between these attributes of employee motivation and organizational performance were positive and were significant at the 0.01 level (2-tailed). These results revealed support for the hypothesis one.

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Intrinsic Motivation</th>
<th>Extrinsic Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson correlation</td>
<td>0.592**</td>
<td>0.712**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Note: * P ≤ 0.05, ** P ≤ 0.01.

Multiple Regression Analysis
Organizational performance was regressed against two variables of employee motivation of intrinsic motivation and extrinsic motivation. The equation for organizational performance is expressed in the following equation:

\[ Y = a + \beta_1 X_1 + \beta_2 X_2 + e \]

Where;

\[ Y = \text{Organizational Performance} \]
a = constant (coefficient of intercept: value of Y when Xj is zero)
βj = regression weight attached to the variable j (j=1,2)
X1 = Intrinsic motivation
X2 = Extrinsic motivation
e = error term

Table 2: Regression results of organizational performance based on the dimensions of employee motivation (N = 121). Dependent variable: organizational performance; Independent variable: two attributes of employee motivation (intrinsic motivation and extrinsic motivation).

<table>
<thead>
<tr>
<th>Model Summaryb</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.652a</td>
<td>.577</td>
<td>.554</td>
<td>.163</td>
<td>2.206</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), intrinsic motivation and extrinsic motivation
b. Dependent Variable: Organizational Performance

ANOVAa

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Sum of squares</th>
<th>df</th>
<th>Mean square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>46.299</td>
<td>2</td>
<td>23.1495</td>
<td>48.0479</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>56.848</td>
<td>118</td>
<td>0.4818</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>103.147</td>
<td>120</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Regression coefficients

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. error</td>
</tr>
<tr>
<td>Constant</td>
<td>1.225</td>
<td>0.362</td>
</tr>
<tr>
<td>intrinsic motivation</td>
<td>0.428</td>
<td>0.086</td>
</tr>
<tr>
<td>Extrinsic motivation</td>
<td>0.457</td>
<td>0.091</td>
</tr>
</tbody>
</table>

Table 2 shows the results of the multiple regression analysis. To determine the goodness-of fit of the regression model, not only was the multiple correlation coefficient (R), and coefficient of determination (R2), examined but also and F ratio. First, the R of independent variables (two factors, “X1” to “X2”) on the dependent variable (Organizational performance, or “Y”) is 0.652, which showed that the organizational performance had positive and high overall association with the two dimensions of employee motivation. Second, the R2 is 0.577, suggesting that more than 50% of the variation of organizational performance was explained by the two dimensions of employee motivation. Last, the F ratio, which explained whether the results of the multiple regression model could have occurred by chance, had a value of 48.0479(p = 0.00) and was considered significant. The multiple regression model achieved a satisfactory level of goodness-of-fit in predicting the variance of organizational performance in relation to the two dimensions of employee motivation, as measured by the above-mentioned R, R2, and F ratio. This implies that intrinsic motivation and extrinsic motivation were important in contributing to organizational performance.

In the regression coefficients analysis, the beta coefficients could be used to explain the relative importance of the two dimensions of employee motivation (independent variables) in contributing to the variance in organizational performance (dependent variable). As far as the relative importance of the two dimensions of employee motivation is concerned, extrinsic motivation, B2 = 0.535, p = 0.000) carried the heaviest weight for organizational performance, followed by intrinsic motivation, B1 = 0.439. The results showed that a one-unit increase in intrinsic motivation would lead to a 0.535 unit increase in organizational performance and one-unit increase in extrinsic motivation would lead to a 0.439 unit increase in organizational performance. In conclusion, the results of multiple regression analysis fail to agree with hypothesis one, that there is not significant relationship between employee motivation and organizational performance.

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Moderating effect of leadership styles

Two models of regression analysis were generated to test the interacting terms between employee motivation and organizational performance, using leadership style as the moderating variable (the interaction term). Model I and Model II in Table 3 below revealed that independent variable (employee motivation) has a significant positive relationship with organizational performance. Moreover, the interaction term (leadership style as moderator) increased the R value to 0.767; this result shows that the moderating variable (leadership style) has an obvious moderation effect on the relationships between independent variable (employee motivation) and dependent variable (organizational performance). Taking into account the variance explained (R²) of the endogenous variables, this study model revealed an adequate predictive power of the moderating variable (leadership style). The percentage of variation in the dependent variable (organizational performance) explained in the complete model that includes the interaction effect is 53.3%. In general therefore, the above results do not support the null hypothesis two of this research, which states that leadership style does not have a moderating effect on the relationship between employee motivation and organizational performance in the public sector of Nigeria economy.

Table 3: Empirical results of Moderating effect of leadership style

<table>
<thead>
<tr>
<th>Variables</th>
<th>Model I</th>
<th>Model II</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B (t-value)</td>
<td>B (t-value)</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>0.585 (1.092)</td>
<td>0.529 (0.964)</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>0.817 (7.565)**</td>
<td>0.683 (5.563)**</td>
</tr>
<tr>
<td>Interaction term-Leadership Style</td>
<td>0.537 (5.488)**</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>0.658</td>
<td>0.767</td>
</tr>
<tr>
<td>R²</td>
<td>0.468</td>
<td>0.545</td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>0.558</td>
<td>0.533</td>
</tr>
<tr>
<td>N</td>
<td>121</td>
<td>121</td>
</tr>
<tr>
<td>F</td>
<td>48.2579</td>
<td>50.2851</td>
</tr>
</tbody>
</table>

Figure 4: Hypothesized interaction plot of leadership styles and employee motivation

Similarly, a simple slope was further analyzed to identify the interactive effects of leadership style for employee motivation (see Figure 4 above). Results confirmed that employee motivation has a stronger positive effect on organization performance when leadership style is high than when leadership style is low, supporting the alternative hypothesis two.
5. Discussion of findings

The purpose of this research was to test a conceptual model by investigating two aspects of employee motivation on organizational performance. Few studies in the motivation literature have investigated how intrinsic and extrinsic motivation aspects of employee motivation can affect whether or not public sector performs effectively or not (Cerasoli, Nicklin & Ford, 2014). Each aspect represents a distinct type of motivation and each level of performance outcome are affected by different kinds of motivation employee receive. The study’s findings suggest that public sector of Nigeria economy utilizes different types of motivation to achieve their organizational goals and objectives. The finding on organizational performance is presented in Table 1 and 2, which found that both intrinsic and extrinsic motivation displayed significantly positive influences on organizational performance. This suggests that using organizational performance in the form of direct financial reward and non-incentive based rewards (Frey & Osterloh, 2001) has implications for organizational performance. These outcomes are consistent with the prior research of Dobre (2013) and Lazaroiu (2015), which found effective performance, is the outcome of balancing available employee motivational tools. The study shows that employee motivation through intrinsic and extrinsic rewards; all have an impact on organizational performance.

Similarly, the effect of two-way interactions between employee motivation and leadership styles capital displays a positive correlation in table 3. This means that employee motivation becomes a more effective means for organizational performance when the leaders display behaviors that align with employee interest. Thus employee motivation showed a significantly positive impact on organizational performance when leadership style is more effective in complimenting the motivational tool than when it is ineffective. These results validate findings from a study by Tao, Jiang, Liu, Yang, Zhang and Zhang (2017), and Alnawafleh, Halim and Tambi (2018). The former examined how leadership style affects the relationship between new employee intention to leave and the consequent work performance of that employee. We focused on NEIL with employees who had begun work at a large hospitality firm in China, and tested the consequences of leadership style on their work performance. We compared the moderating effects of abusive and ethical leadership styles on the relationship between NEIL and the employees' consequent work performance. They found that new employee intention to leave had a negative effect on the employees' consequent work performance. In addition, however, an abusive leadership style increased this negative effect, whereas an ethical leadership style helped to neutralize the effect. The latter study examined the effect of human resource management practices on job performance among Jordanian bank with leadership style as moderating variable. The finding showed a significant impact of human resource management practices on job performance in the Jordanian banks. In addition, the study showed that effective leadership serves as a powerful foundation for developing these human resources practices for sustaining competitive advantage.

6. Conclusion

This research examined the moderating role of leadership style in the relationship between employees’ motivation and organizational performance in emerging economy like Nigeria, with specific reference to selected government agencies in FCT–Abuja. The study provides empirical evidence that government agencies achieve superior organizational performance through applying different types of employee motivation, particularly through the balancing of both intrinsic and extrinsic motivation. The paper’s findings reveal that employee motivation through intrinsic and extrinsic motivation has a significantly positive effect on organizational performance. The moderating role of leadership styles positively and significantly strengthens the impact of employee motivation on organizational performance. Overall, it can be said that all of the alternative hypotheses are proved true.

7. Recommendations

The findings of this research offer several important implications that not only contribute to the theories of leadership and motivation but could also be applied as useful guidelines for managerial practices. Theoretically, previous research focused mainly on combined effect of employee motivation on employee performance. This study has tried to contribute to this knowledge by examining the separate and interrelated impact of two aspects of employee motivation and leadership styles on organizational performance. Second, besides its direct impact, leadership styles also played the moderating role between employee motivation attributes and organizational performance. This implies that employee motivational tool can best be utilized by balancing both intrinsic and extrinsic motivational aspects applying it for increased organizational performance. On the other hand, leadership styles strengthened the impact, employee motivation had on organizational performance. This explains that mere motivating employees might not be...
productive for organizational performance until that is complimented and interacted effective leaderships. This suggest that utilizing both transactional and transformational leadership styles could be an effective means of spurring employees to perform to the best. This is because transactional leadership aligns more with extrinsic rewards while transformational leaderships relies more on using intrinsic rewards.

In terms of practical implications of this research, first, the findings assist in explaining how the value of employee motivation is linked to organizational performance, and how it is tied to effective leadership styles of an organization. This explains that organizations which tend to achieve superior performance need to invest adequate employee motivation and also in leadership training in terms of giving employees the feeling of trust in the organization. This can help managers to assess the motivational tools at their disposal to use for inducing employees to perform effectively and efficiently. Second, the leadership style of an organization has emerged as an important antecedent of organizational performance. This implies that organization’s overall ability to utilize its internal and external factors to influence work related behavior must align with its leadership style. Effective of leadership style occurs when the leader can accurately diagnose the performance level of their employee in a task situation and then exhibit the prescribed leadership style that matches that situation. Managers, who intend to make their organizations achieve superior performance, need to utilize their employees motivational tools balanced with effective leadership. This has implications for modern managers to manage the employees effectively.

Although the findings of this study are importance both for theory and practice, there are some limitations and suggestions for future research. First, this research mainly focused on public sector, which might affect the generalizability of the findings. Second, the present study tried to fill a knowledge gap in the literature by examining some of the variables as one-dimensional. Future researchers could explore how different aspects of employee motivation in the private sector and compare and contrast the findings.

References


Psychological Contract in Public Sector Leadership and the Nigerian Economy

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Abstract
Leadership is a critical determinant of the economic growth and development of every nation. Leaders that would make a difference, are leaders who would be concerned about the need and expectations of those they lead. Beside the laid down laws, guiding the operations and activities of most public office holders, there are unwritten, informal expectations, promises and obligations called Psychological Contracts, that exist between every leader and those been led, that are very real, salient and essential and must be taken into full consideration as leaders carry out their responsibility. The main purpose of this paper is therefore to x-ray the impact of Psychological contract in Public Sector Leadership and the Nigerian Economy. McGregor’s Theory Y was used as the theoretical framework for this study. The problem of the study is that there is a perpetual breach of the psychological contract between the leaders and the led in the public sector of Nigeria, the study intends to x-ray the effect of trust between the leader and the led on diligence, holding unto the right values would bring about commitment. How insensitivity on the part of the leader can bring about patriotism. It was discovered a breach of the psychological contract between the leader and his subject would cause negative attitudes on the part of the subject which will also hamper growth and development in the public sector and the economy at large. Some of the recommendations made include: The government should set up an orientation agency charged with the responsibility of carrying out a holistic re-orientation of the mindsets of Nigerians. The three tiers of government should play their role to ensure that the confidence of Nigerians in public office holders is restored. It was concluded trust and confidence between the leader and the led, upholding the right values of honesty, justice and fairness would bring about commitment, diligence and overall success of public organizations.

Introduction
Nigeria is a nation richly endowed with both human and natural resources. Nigeria has the most envious economic profile on the African continent. It has an area of over 923,773 square kilometers, the largest single geographical unit along the west coast of Africa and a population of a hundred and forty thousand as at the 2006 census, the largest in Africa. It has series of rivers, lagoons, and a network of creeks and waterways that provide valuable means of communication across its length and breadth. It has a wide range of economic trees including swamp forest trees, evergreen forest trees, semi-deciduous forest trees and savannah trees which serve as sources of food, drink, oil, building materials, fibers, and medicine for the people. It has friendly climate and fertile land, second to none for agricultural production. Nigeria is the leading producer of crude oil and gas in Africa and the 6th in the world. Despite its abundant gifts from God, Nigeria has remained a land of poverty, famine, chaos, violence, instability, failed projects, and endless strike.

What is the trouble with Nigeria? To many, Nigeria’s crisis is blamable on poor leadership. In the language of the internationally acclaimed author, Chinua Achebe: “… Nigeria has been less than fortunate in its leadership.” The ability of leaders to effectively and efficiently harness as well as influence the material and human resources of a country is very fundamental to the development of organizations as sub-systems and all sectors of a country as a whole. The development of any economy is manifestly fundamentally in the bettered and improved lives of the citizens of the nation through provision of basic infrastructure and the development of the various sectors of the economy. To provide these facilities and infrastructure, leadership (those who occupy public positions) plays a pivotal role. Chukwuka and Ananaba (2016).

Leadership is a process in which one influences the efforts of others towards the achievement of goals in a given circumstances. Leadership is a critical determinant of the employees’ actions toward the achievement of organisational goals. It is the chief factor in aligning and coordinating organizational processes, performance, commitment and achieving desired goals or outcomes. Leadership in the public sector is very essential to the growth of any nation as the leaders in this sector determine to a large extent what the generality of the people would enjoy. This is
because it involves Political Office Holders, Heads of Ministries and Parastatals. Leadership, both in the public or private sector involves managing the external boundaries of the group, as well as dealing constructively with members internally to ensure they effectively carry out their responsibilities and roles as he tries to maintain a healthy and mutual relationship. No leader is an Island of his own, without people to lead there cannot be a leader. Cole (1998), Tuncer (2011), Saeed, Almas, Anis-ul-Haq and Niaz (2014).

What transpires between the leader and the led is very essential to the success of any organization, sector or the society at large. There are contracts guiding the operations and activities of both the employees and the employers; leaders and the led, whether appointed or elected. These are called contracts or agreements in both private and public sectors. There are also unwritten ‘expectations’ or ‘promises’ that are exchanged between the parties in a relationship between a leader and the led or follower, called psychological contracts. Unlike formal contracts of employment, they are often tacit or implicit. They tend to be invisible, assumed, unspoken, informal or at best only partially vocalized, yet they are a strong determinant of the attitude of both parties which would in turn determine the overall success of organizations and sectors in a nation’s economy. A psychological contract can be seen as a ‘deal’ or ‘the perception of the two parties, employer and employee, the leader and the follower of what their mutual obligations are towards each other. A breach of this contract though unwritten can be very destructive to the entire system.

Public sector organizations in Nigeria are generally considered inefficient and corrupt but their causes remain unexplored. Thus the study is aimed to assist public sector organizations in Nigeria to understand that the breach the of psychological contract in the public sector leadership is the main cause of the failure of the public sector in Nigeria. Psychological contract is described as a belief of mutual obligations between employee and employer (Rousseau and Tijoriwala, 1998). Each employee joins an organization with certain expectations that in exchange of services, the organization will provide equitable rewards and opportunities (Turnley and Feldman, 2000). This is the same way every employee in the public service and citizen of a nation have certain expectations from those occupying political offices. Employees and indeed citizens of a nation perceive a breach of contract when their organization or government does not perform according to their expectations (Robinson and Morisson, 2000) and it has many serious consequences that differ from person to person (Kickul and Lester, 2001)

Employees and indeed citizens of a given organization or society would feel that there is a breach of psychological contract when: (1) leaders betray the trust vested on them and show no regard for existing value systems. (2) the integrity of a leader is questionable when there is lack of patriotism, (4) there is an exhibition of high level of greed and insensitivity to the needs of the led. It would result in employees or citizens feeling bad and disappointed, it would lead to some deviant behaviors that would not allow for the growth and success of the organization or nation at large.

It has been observed with dismay that there is a perpetual breach of the psychological contract between the leaders and the led in the public sector of Nigeria, and this breach has made cynical beliefs the order of the day in the Nigerian society. Because of the endemic nature of corruption in the public sector, the trust and confidence of the masses (the led), on the leaders in the public sector have been totally destroyed. The value system among Nigerians has degenerated to point that those who defraud the government and amass ill-gotten wealth are celebrated. How you got your money is no longer an issue for consideration, just get it anyhow. This is one reason why Nigeria is where it is today. This is in line with the position of (Isaac, 2015 and Chukwuka & Ananaba, 2016).

Public office holders in Nigeria are characterized by greed and insensitivity to the needs of the people they lead. This is in agreement with the postulations of (Godwyns, Ayotunde, Godwyns and Excellent-Oluye (2014). The insensitivity of public office holders which is a serious breach of the psychological contract between them and those they lead has made people in the Nigerian society feel that the government is not concerned about their wellbeing. Nigerians feel they have nothing to gain from the government, this explains their low level of patriotism to the nation Nigeria.

Public office holders in Nigeria today have so manifested their mis-rule such that leadership across the board from local to national level is about the well-being of the leaders and their cronies and the entrenchment of their rules by crook means, and not the well – being of the people being led. Nigerians today uphold “riches or wealth” as her value system contrary to truth, honesty, justice and fairness.
Leaders are so greedy for riches, possessions most especially political power, and not been sensitive to the yearnings of the people. (Dorcas, 2013, Ehusani, 2014, Isaac, 2015, Chukwuka and Ananaba, 2016). This is an obvious breach of the psychological contract between them and their subjects and what could be the result of such perceived breach? How would the employees or the citizens react towards this perceived breach of contract and how would their reaction affect the economic growth of the nation? These are some to the questions this study intends to answer.

Myriad of researches have been carried out on leadership, the Nigerian economy and even on psychological contract. However psychological contract in public sector leadership is under-researched, especially as regards the Nigerian Economy. The researcher has actually not seen any research work on that to the best of her knowledge. That is why the researcher feels that this study is of essence.

Major Concepts Explained
The following concepts below are explained to aid a better understanding of this work.

Psychological Contract
Psychological Contract refers to the relationship between an employer and his employees, and specifically concerns mutual expectations of inputs and outcomes. It is a concept developed in contemporary research by organizational scholar Rousseau, which represents the mutual beliefs, perceptions and informal obligations between an employer and an employee. It sets the dynamics for the relationship and defines the detailed practicality of the work to be done. It is distinguishable from the formal written contract of employment. Psychological contract is relational, while the written contract of employment, only identifies mutual duties and responsibilities in a generalized form. (Rousseau 1989).

The Psychological Contract in an employment context is the fairness or balance (typically as perceived by the employee) between how the employee is treated by the employer and what the employee puts into the job. Interestingly the theory and principles of the Psychological Contract can also be applied beyond the employment situation to human relationships and wider society, especially between leaders and followers, like the case of the present study.

At the heart of the Psychological Contract is a philosophy not a process or a tool or a formula. Qualities like respect, compassion, trust, empathy, transparency, fairness, objectivity, characterize the Psychological Contract, just as they characterize a civilized outlook to life as a whole. How we understand and apply its underpinning principles in our relationships - inside and outside of work - essentially defines our humanity.

Public Sector
This is the sector of a nation, owned and managed entirely by the government. It include public schools and institutions, government ministries, parastatals and agencies, political offices and positions.

Leadership
A leader is a person who influences a group of people towards the achievement of a goal. The word leadership therefore from a narrow view could be referred to as the act of leading a group of people or an organization, or the ability to do this. A more comprehensive definition of leadership was given by Chester Bernard as cited in Legacy (2016). For Him, leadership is the ability of a superior to influence the behavior of subordinate or group and persuade them to follow a particular course of action.

Development
The word development according to Schumpeter cited in Jhingan (2003), is defined as the discontinuous and spontaneous change in the stationery state which forever alters and displaces the equilibrium state previously existing.

Economic development
Economic development can be referred to as the quantitative and qualitative changes in an existing economy. Economic development involves development of human capital, increasing the literacy ratio, improvement of important infrastructure, improvement of health and safety, and other areas that aims at increasing the general welfare of the citizens. Economic development can also be seen as an increase in living conditions, improvement of the self-esteem needs and a free and just society. He suggests that the most accurate method of measuring economic development is Human Development index which takes into account the literacy rate which inturn has outright impact on productivity and could lead to economic growth (Todaro, 2016).

Theoretical Framework
McGregor's Theory Y is seen in participative management that emphasizes leadership and has
similarities with relational psychological contracts in their common emphasis on commitment and belief in the intrinsic values of people to want to work for something beyond than monetary reasons. Relational contracts are found to be associated with trust and increased acceptance of change.

Statement of the problem
It has been observed with dismay that the there is a perpetual breach of the psychological contract between the leaders and the led in the public sector of Nigeria, and this breach has made cynical beliefs the order of the day in the Nigerian society. Because of the endemic nature of corruption in the public sector, the trust and confidence of the masses (the led), on the leaders in the public sector have been totally destroyed. The value system among Nigerians has degenerated to point that those who defraud the government and amass ill-gotten wealth are celebrated. How you got your money is no longer an issue for consideration, just get it anyhow. This is one reason why Nigeria is where it is today. This is in line with the position of (Isaac, 2015 and Chukwuka & Ananaba, 2016).

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The place of psychological contract in Public sector Leadership

Leaders reside in every city and every country, in every position and every place. They’re employees and volunteers, young and old, women and men. Leadership knows no racial or religious bounds, no ethnic or cultural borders... There is no escape. Leadership is everyone’s business... And, because you are the most important leader to those closest to you, the only choice you really have is whether or not to be the best leader you can be. – James and Barry as sighted in Wilkins (2014)

Individuals can and do make a difference, and ordinary people can accomplish extraordinary goals. Economic development leaders are true change agents for their communities. The dividends of their leadership in terms of impact on those they serve are untold and often cumulative in nature. Wilkins (2014). These are the kind of leaders that are sought for. Leaders that would make a difference, are leaders who would be concerned about the need and expectations of those they led and are passionate in their desire to bring about positive change rather than satisfying their selfish desires to the detriment of the entire populace.

This paper is of the view that apart from the laid down laws, contracts and Acts, guiding the operations and activities of most public office holders, there are unwritten, informal expectations, promises, perceptions and obligations called Psychological Contracts, that exist between every leader and those been led, that are very real, salient and essential and must be taken into full consideration as leaders carry out their responsibility if they must record success in their various offices.

Psychological contracts are the mutual beliefs, perceptions and informal obligations between an employer and an employee. It sets the dynamics for the relationship and defines the detailed practicality of the work to be done. (Rousseau's 1989). A psychological contract can be understood as a ‘deal’ between employer and employee concerning ‘the perception of each other, what their mutual obligations are towards each other. Psychological contracts are a set of ‘promises’ or ‘expectations’ that are exchanged between the parties in an employment relationship. Unlike formal contracts of employment, they are often tacit or implicit. They tend to be invisible, assumed, unspoken, informal or at best only partially vocalized. (Bob 2012). Psychological contracts are essentially relational. Relational contracts are concerned with the maintenance of a quality interpersonal relationships between employer and employee and between peers.

Psychological Contract interestingly can also be applied beyond the employment situation to human relationships and wider society, especially between leaders and followers, like the case of the present study. If leaders in public sectors are concerned about maintaining quality relationship with those they lead, then they would be concerned about how their subjects feel, they would be interested in satisfying their needs, they would listen to their complaints and cries, they would want to keep their trust and maintain a high level of integrity. They would show patriotism so their subjects would do same. The absence of
these qualities in the public sector leadership of the Nigerian nation is a very obvious breach of the psychological contract between them and those they are leading.

Trust is one word that is absent in the hearts of Nigerians towards public office holders. This is because of the untold, continuous and endemic corrupt practices among the leaders in various sectors, ministries and arms of government. Corruption according to World Bank (1997) is defined as the abuse of public office for private gains. It is also abused when private agents actively offer bribe to circumvent public policies and processes for competitive advantage and profit. The above meaning of corruption explains a circumstance where public officials who are custodians of public funds meant for the improvement of the life of the common man, see it as an opportunity to siphon and amass wealth for their selfish interest and that of their cronies. Corruption is a cankerworm that introduces arbitrariness and discrimination in decision makings so that rules, regulations and procedure are circumvented within a course of action for selfish gains. Corruption is a concept, a harmful phenomenon to personal growth and the economic development of a nation. Corrupt behaviors include: bribery, misappropriation, nepotism, fraud, embezzlement, extortion, favoritism, rigging of elections, and falsification of voters register, over-invoicing, money laundering, examination malpractices, etc. In Nigeria today, leadership across the board from local to national level is about the well-being of the leaders and their cronies and the entrenchment of their rules by crook means. Their misrule is also manifested in the spate of onslaughts against perceived opponents while in this process, the interests and wellbeing of the society is undermined or even ignored. This ought not to be so, as the purpose of leadership is about the well-being of the society. (Dike 2003; Adedeji & Olanrewaju, 2012; Sanusi, 2012; Dorcas 2013; Isaac, 2015; Chukwuka & Ananaba, 2016). As long as this cankerworm is not dealt with, there would always be a breach of trust and confidence between the leaders and the led.

The value system of any country is what the people of that society hold in high esteem or lay so much emphasis on. A society that places so much emphasis on hardwork, discipline, achievement, truth, trust and commitment will experience development both human and otherwise. Nigerians, during the seventies and eighties were a people that worked very hard with their hands, deeply involved in agriculture. They sustained and upheld honesty and justice in their dealings with their fellow man. They shunned every evil vice that will bring degradation to their reputation, especially to their family and cultural background. This is not the case today. Nigerians have become very desperate to survive and have upheld “riches or wealth” as their value system so as to meet up with basic needs of life, consequently involving in all manner of callous and immoral activities which run contrary to honesty, justice and fairness. The pathetic side of the story is that when these leaders loot the public treasure, the community which used to be the upholder of justice, fairness and honesty, are the ones who will end up conferring them with titles of achievement being not ignorant of the illegal means they acquired the wealth. (Sanusi, 2012; Chukwuka & Ananaba, 2016)

Another problem of leadership in Nigeria that requires immediate check is the greed and insensitivity among leaders. Greed according to the Oxford Advanced Learners Dictionary is seen as a strong desire for more wealth, possessions, power etc. than a person needs while insensitivity is taken from the adjective insensitive which means not caring or realising how other people feel, and therefore likely to hurt and offend them. The above explanation above summarises the character exhibited by the leaders in Nigeria. They are so greedy for riches, possessions most especially political power which they can do anything barbaric and uncivilised to acquire and sustain. This also goes with saying that the government of the day is insensitive to the yearnings of the people and deaf to their cry of desperations. (Sanusi 2012; Ehusani, 2014).

The Effect of the Breach of Psychological Contract on the Nigerian Economy

One of the major reasons of underdevelopment in Nigeria is tied to the word ‘corruption’, which has eaten so deep into the fabrics of its society to the extent that the word is now synonymous with Nigerians. Corruption and corrupt practices sometimes bring about war within, and even between, nations. No warring nation will boast of a healthy socio-political and economic development. This is evident in the words of Mauro (1997) who, argued that corruption affects a nation’s economic growth by reducing public spending on social and human capital formation. Lipset and Lenz (2000) corroborated Mauro’s submission by arguing that the government spends relatively more on items to make room for ‘graft’ rather than spending more on education and other beneficial aspects of the economic life. In a corrupt economy, the quality of life generally, and even those of goods and services produced in the economy are often reduced. This is because most of
the companies providing the goods and services would always cut corners to increase their profit margin. That corruption affects the quality of life generally is attested to by the Daily Trust (2002) which pointed out that the price of corruption is poverty.

A society that would throw to the gutters its values of hard work, discipline, achievement, truth, trust and commitment to the mud, and extol public office holders who had amassed wealth to themselves through illegal means is doomed. This is the case in Nigeria, and as a result young people and even the old would not want to work hard. When people who have the strength in the society would not work, there is a gross negative effect on the growth of the economy.

When leaders are insensitive to the needs of their followers, their followers are forced to do whatever they like and lose patriotism. When people cannot give their best to the society, the nation cannot grow.

**Recommendations**

Based on the discuss put forward in this paper, the following recommendations are put forward.

- The government should set up an orientation agency charged with the responsibility of carrying out a holistic re-orientation of the mindsets of Nigerians as regards ethical values they must imbibe if the nation would move forward.
- The three tiers of government should play their role to ensure that the confidence of Nigerians in public office holders is restored. - Lawmakers should also pass into law stern measures as punishments to prevent prospective public officials from looting public fund or involving in corrupt practices. -The executive should enforce and mobilise the appropriate anti-graft institutions or agencies like the EFCC, ICPC and the likes, with the necessary aids needed to apprehend and recover looted public funds from corrupt public officials. - The Judiciary should ensure that they take seriously all charges against corrupt politicians and administrators and adequately punish offenders. This would deter others from toing same line.
- Nigerians, especially the leaders should imbibe the spirit of patriotism. This will enable them to want to do everything possible to ensure the growth and development of the country. By being patriotic, the leaders will not only confess with their mouth that they love Nigeria but will do all that is necessary by their actions to show that they love the country and her citizens.
- The leaders in Nigeria should jettison the value system of extolling “riches or wealth” and embrace the value system which places high price value on honesty, transparency, hard work and integrity.
- Those that are opportuned to find themselves in public offices should be very sensitive to the cries and desperations of the average man in the society. They should always remember that there are expectations and obligations expected of them, which they must not betray.

**Conclusion**

From the discussions above, it can be said that leaders who would make a difference, are leaders who would be concerned about the needs and expectations of those they lead. Such leaders would also realize that apart from the laid down laws, contracts and Acts, guiding the operations and activities of most public office holders, there are unwritten, informal expectations, promises, perceptions and obligations called **Psychological Contracts**, that exist between every leader and those been led, that are very real, salient and essential and must be taken into full consideration if they must record success in their various offices.

The existence of trust and confidence between the leader and the led would make the led want to give his best because of his feeling of a sense of belonging, thereby resulting in diligence and overall success of public organizations. The right values of honesty, justice and fairness when upheld would bring about commitment on the part of both the leader and the led thereby bringing growth and progress in the sector and the nation at large. When leaders are sensitivity on the needs of the people, patriotism is enhanced.

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The Role of Leadership in Linking Multiple Intelligences to Ethno-
Religious Conflict Management

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Abstract
Security is one of the fundamental purposes of government and why government function. Lack of peace is a major cause of life dissatisfaction, affecting all spheres of national life. Therefore, it is a responsibility on leaders to communicate peace and ensure that every citizen lives in harmony, regardless of cultural and religious differences. Although Nigeria is committed to unity in diversity, there have been frequent clashes between Christians and Muslims, the majority and minority ethnic groups, and within same tribe and religion. This paper argued that ethno-religious conflicts occur because stakeholders in community do not communicate and manage interactions emotionally, culturally, and spiritually. This research covers a gap by linking communicative leadership to the management of ethno-religious conflict. The paper is a conceptual review from extensive literature search and mapping. Based on the theory of multiple intelligence (MI), the paper identified the roles of emotional intelligence, cultural intelligence, and spiritual intelligence toward ethno-religious tolerance and national security. The behavioural framework could help leaders and members of community to manage and prevent ethno-religious conflict in northern Nigeria. Practically, the paper can be beneficial to traditional rulers, community leaders, youth leaders, civil societies, peace ambassadors, and religious clerics.

Introduction
Nigeria is a multi-ethnic and tripartite religious country. Nigerian were known to be tolerant but of recent, there have been breakdown of peaceful coexistence making life difficult and affecting development. Peace is a fundamental component of community coexistence, and a constitutional requirement for the unity and progress of Nigeria. Peace is priceless. No leader will succeed nor do followers rejoice amidst violent conflicts. As such, leaders must communicate the messages of tolerance and peaceful coexistence among people. Likewise, followers must change their perceptions to accept all-encompassing love. Leaders have to influence followers to cooperate with one another rather than holding rigid positions. Burns (1978) argued that leaders can contribute to reducing conflict through integrative and collaborative solutions. In addition, leadership is linked to higher rates of cohesion which strengthens the collective identity of a group. In support of this argument, Doucet, Poitras, and Chênevert (2009) suggested that leadership has strong influence on cognitive and relational conflict.

Security is one of the major determinants of good governance. It is associated with tourism, safety of life and property, regional and international trade relations, local and foreign investment, micro and macro-economic growth and development. Security is determine by peace, and peace is simply the absence of aggression, war, violence or hostility, or killing (Kim, 2012). Therefore, societies has to move away from a culture of war or violence to a culture of civility and peace. While there are many types of conflicts, this study is interested in ethno-religious conflicts. This is because ethnicity occupied 13% while religion occupied 26% of conflicts in Nigeria (Aduba, 1999). Even when ethnicity is the major cause of conflict, it is often given a religious meaning. Crisis becomes complex and consequential as ethnicity is diluted with religious conflict or religion enters ethnic crisis (Svensson, 2013). To worsen the situation, public policies are often interpreted along the differences of ethnicity and religion in Africa and particularly in Nigeria (Bangwayo-Skeete & Precious, 2011). Extreme misunderstanding and disrespect for ethno-religious ideologies, norms, and values trigger suspicion, prejudice, hatred, aggression, hostility, and violent conflicts (Donnoli & Wertheim, 2012).

Although every ethnic and religious body is committed to love of its neighbor and respect for human being, one wonders why societies with history of peacefulness turn into violence (Shih & Susanto, 2010). One of the major assumptions of this paper is that ethno-religious conflict is not the problem of ethnicity or religion, as people must always differ on...
the two. It is the problem of ‘failed leadership’ and followers’ misconceptions and misunderstanding of the duo as well. For example, Christianity has the “turn the other cheek approach”; Islam has the “never begin hostility norm” and tribes have the “respect your neighbor norm”. These guiding principles indicate that every ethnic and religious bodies are committed to peaceful coexistence.

Disturbingly, ‘generation X’ individuals who grow in a period of stable peace as well as youths have been involved and reported killing fellow human beings in periods of conflicts. This is posing serious threats to the development of Nigeria as grown-up individuals and youths turn into killers and destructs than developers. For instance, the violence that marred Nigeria’s 2003 presidential election was tribal and religious in nature, and these people were active participants. The 2018 Birom and Hausa/Fulani in Plateau State, 2018 Bachama and Hausa/Fulani in Adamawa and Taraba State, 2001 Kataf and Hausa/Fulani in Kaduna State, 2010 Sayawa and Hausa/Fulani in Bauchi State were ethnic but diluted with religious bigotries. In these conflicts, thousands of lives were loss and billions worth of property destroyed.

Left unattended, ethno-religious conflicts can result in a number of negative behaviours and consequences. The social consequences of violent conflict include perceptual biases, tensions, bloodbaths/loss of life, poverty, decreased life-span, disease, waste of youth productivity, and insecurity. The economic impacts consist of destruction of personal property and government infrastructure, decrease regional and international trade relations, low foreign investment, decrease tourism, increased cost of governance (Blomberg, Broussard, & Hess, 2011), macroeconomic instabilities, and stagnation (Gupta, Clements, Bhattacharya, & Chakravarti, 2004). Ethno-religious conflicts are of course, threatening Nigeria’s democracy and national security and therefore, economic growth and development (Salawu, 2010). It is also questioning the leadership effectiveness in the country. Therefore, conflict management represents an important part of the roles leaders’ play. As a result, leaders and conflict management experts are always searching for innovative ways to ensure sustainable peace.

Nigeria is among the top five most ethnically and culturally diverse but religiously-doctrine and practicing countries in the world, but ranked as the 45th out of 47th countries where these diversities are managed. Northern Nigeria - home to a dominant Hausa/Fulani and many ethnic groups, over 300 languages, and 2 major religious affiliations provides many examples of organized violence that are routinely characterized as being Christians versus Muslims (Bamidele, 2014). While Nigerians are peace lovers, some cabals, self-interested and mischievous politicians, and narrow-minded leaders take advantages of the intolerance, ignorance, and xenophobia of the youths to cause, polarize, and fractionalize ethno-religious confusions and conflicts.

Many strategies have been employed by the Nigerian government and non-governmental organizations (NGOs) to manage the occurrence of ethno-religious conflicts. However, since the early 1990s, there was hardly a year without a violent ethno-religious conflict in northern Nigeria. Some of the strategies adopted to curb ethno-religious conflict in the past include mediation, judicial commission of inquiry, security measures and surveillance (Benharoon, 2013), and the media (Muhammad & Baba, 2014). Although, advocacy and creation of cultural awareness (Bellou, 2014), as well as citizenship education (Farahani, 2014) had also been employed, leaders seems less concerned about the creating awareness on some important behavioral factors. Moberg (2001) pointed that individuals prefer to employ behavioral management styles when dealing with conflict.

This study follows the chorus of Moberg (2001) argument and debates that until leaders change the behavioural perception of ethno-religious crisis mongers (‘unhealthy they’), violent conflict might continue to occur. Therefore, in a pre or post conflict period, it is important for leaders to inform, persuade, remind, and reinforce the messages that will promote ethno-religious tolerance and peace. Some researchers define leadership as ‘a group of behaviors that are communicative in nature’ (Hackman and Johnson, 2013; Luo, Song, Gebert, Zhang, & Feng, 2016). Therefore, consistent communication is an important component of effective leadership. It is also an integral part of peace building and security.

Despite the close association between leadership and communication, it is surprising, that leaders’ messages have neglected the role-played by multiple intelligence in changing peoples’ behaviour and managing conflict. Therefore, the general objective of this paper is to identify the type of messages that leaders’ should promote in order to influence ethno-religious tolerance and peace in northern Nigeria. Therefore, this paper argues that leaders have to communicate messages about emotional intelligence,
cultural intelligence, and spiritual intelligence in order to promote ethno-religious tolerance and national security.

**Problem Statement**

Ethno-religious conflict is becoming one of the most reoccurring conflicts in Nigeria. Although security and peace are important constitutional requirements in every country, yet violent conflicts erupt and resurge due to extreme misunderstanding of diverse ideologies, norms, values and respect within and between ethical and religious groups (Basedau, Strüver, Vüllers, & Wegenast, 2011). Many countries use ethnic and religious diversity to strengthen polity, shape social cohesion, encourage national integration, improve national security, and promote economic growth and development. However, biases have been reported to divide Nigeria into ethno-religious conflict lines. The worst scenario is that once religion enters into ethnic conflict, armed conflicts become more challenging to resolve, and their management become more difficult (Svensson, 2013). As such academics must help peace stakeholders such as policy-makers, peace ambassadors, civil society groups, community leaders, religious leaders with innovative strategies to prevent and manage pre and post ethno-religious conflicts.

Most of the northern Nigerian ethno-religious conflict occur due poor leadership and bias perceptions of a counterpart culture or religion. Since perceptual problems are behavioural, it is not out of place to connect it with multiple intelligence maladjustment such as lower emotional intelligence, cultural intelligence, and spiritual intelligence. These factors might breed prejudice, bigotry, hatred, and intolerance which may lead to the eruption of violent conflicts. Due to lack of emotional intelligence, members of a community cannot perceive, detect, understand nor manage emotional cues regarding tribal and religious difference. Members become obsessed and angry at the slightest ethno-religious provocations.

Due to lack of cultural intelligence, members of ethno-religious group might strictly see the world from their cultural point of view, and think that their cultural norms and values are the best. Other culture are considered inferior. The result of such thinking is disrespect of the key cultural norms of a counterpart’s culture. In addition, individuals may be aware of the cultural differences of others, but are not willing to change their communication styles during interactions. Aside emotions, individuals with low cultural intelligence often do not have patience with others, and may not perceive other cultures positively (Hackworth & Brannon, 2006). Strangers or “settlers” either have to totally accept their culture, or force to leave. This may lead to confrontation, anger, and break-down of peace (Ang et al.2006).

Due to low spiritual intelligence, fighting often erupt between the Christian and Islam faiths. There are instances where fighting erupt between members of same religion who only differ on sect. This is because people often forget that one of the essence of religion is to connect with the Sacred Being and maintain peace in the world. However, challenges often arise when people from different religions lacks the spiritual knowledge to live together.

Many commissions were setup and strategies adopted to control the resurgence of ethno-religious crisis in northern Nigeria. Unfortunately, most of them were perceived as ineffective as recommendations were hardly implemented (Osaretin & Akov, 2013). The inaction culminated in sporadic and reprisal clashes. Although, the dimensions of multiple intelligence such as emotional intelligence, cultural intelligence, and spiritual intelligence have not been integrated in the discussion of ethno-religious tolerance and peace, the systematic search of the literature indicates points of convergence among these behavioural constructs (Crowne, 2009). Ignorance of emotion, culture, and spirituality could make people illiterate, unaccommodating and antagonizing (Al Sadi & Basit, 2013). These negative factors could transform into disagreements, tensions, anxieties, racial hatred, ethnic cleansing, and persecution of ethnic and religious minorities (Cam, 2011).

**Literature Review**

**Ethno-Religious Tolerance**

Tolerance is a virtue (Brunn & Gilbreath, 2015). It is one of the basic elements of peace and a determinant of social cohesion (Rivera, Vollhardt, Migacheva, & Tropp, 2009). Vogt (1997) defines tolerance as “intentional self-restraint in the face of something one dislikes, objects to, finds threatening, or otherwise has a negative attitude toward—usually in order to maintain a social or political group or to promote harmony in a group. The UN defined tolerance as “‘respect, acceptance, and appreciation of the rich diversity of our world’s cultures, our forms of expression and ways of being human [. . .]” (United Nations Educational, Scientific and Cultural Organization [UNESCO], 1995). Frequent interaction between non-conformist group would breed familiarity, promote open-mindedness and trust (Lee, 2013). Whereas the grouping of dogmatic individuals
could breed intolerance (Iglic, 2010). Tolerance helps to calm anxieties and reconcile difference.

Newman (1978) defines religious tolerance as ‘tolerance of religious beliefs, religious actions, or people who hold a different religious belief. Following Elissa, Tongeren, McElroy, Davis, & Hook (2014), this study defines ethno-religious tolerance as an instance where various communities can live in close proximity without letting ethnicity and religious differences lead to escalating conflicts that are entrenched for generations. Civility and self-regulation are among the important components of tolerance. Civility is defined as public behavior towards strangers in which one must neither love them nor hate them in order to be civil towards them. Civility involves treating others with respect without necessarily accepting their values, beliefs, and practices (Bergen, 2013). Self-regulation means empathy by putting one’s own immediate self-interests in the context of the larger common good and acting accordingly. Communities with higher levels of tolerance tend to attract talented people, are more competitive and economically developed (Das, DiRienzo, & Tiemann, 2008).

Religiosity
Religion is an organized system of beliefs, practices, rituals and symbols designed (a) to facilitate closeness to the sacred or transcendent (God, higher power, or ultimate truth/reality), and (b) to foster an understanding of one’s relation and responsibility to others in living together in a community. Religion is “the feelings, thoughts, experiences, and behaviors that arise from a search for the sacred and the means and methods (e.g., rituals or prescribed behaviors) of the search that receive validation and support from within an identifiable group of people” (Hill et al., 2000). Religiosity or religiousness is defined as “the strength of one’s connection to or conviction for their religion (King & Williamson, 2005).” Researchers have examined the correlations between religiosity and almost every aspect of mental health, human psychology, deviant behaviors, and sociological opinions (Noble, Galbraith, Singh, & Stiles, 2007). Religion promotes trust, cooperative behaviours as well as reduces criminal behavior (Stark & Bainbridge, 1997). However, religiosity is equally a source of conflict (Hage & Posner, 2015; Paciotti et al., 2015), prejudice and extremism (Dawkins, 2006; Iannaccone & Berman, 2006). Similarly, Noland (2005) support a negative relationship between religiosity and economic development. Challenges could arise when people from different religions and cultures lacks the cultural awareness, emotional stability, and spiritual knowledge to live and respect religious differences.

Ethno-Religious Peace
Right to peace and peaceful coexistence is one of the fundamental provision of the Nigeria’s 1999 constitution. Peace is simply the absence of aggression, violence or hostility, or killing (Kim, 2012). Peace is propagated across all philosophies, disciplines, cultures, politics, and age groups. The United Nations has been advocating a transition from the ‘culture of war to a culture of peace’ (Kim, 2012). In peaceful societies, people foster interpersonal relationships, and are horrified and nervous at the thought of violence (Bonta, 2013). Therefore, a peaceful society will always avoid aggressive behaviours at all cost and consider violence as abnormal, inhuman, and unacceptable.

Religion has come to play an increasingly important role in shaping today’s Nigeria. Culture and Religion have strong and perhaps growing impact as a key source of identity for millions of people in Nigeria. Failed’ states may provide the circumstances that encourage conflicts linked to religious (Haynes, 2009). A number of studies have attempted to investigate the origins and motives of ethno-religious crisis. But what is certain is that no one has the right to claim fighting for the Almighty. It is not Christ for Christians to kill Muslims. Similarly, it is not Islamic, for Muslims to kill Christians. It should be noted that no religion or ethnic group, nor any individual has monopoly of violence. A violent act committed by one is often return with reprisal attack. Therefore, people should not recourse to violence but resolve their differences intelligently.

Causes of Ethno-Religious Conflict
Conflict arises when one party or social entities perceives that its interests are being opposed or negatively affected by another party, or when one party disagrees or feels dissonant with another party (Shih & Susanto, 2010). Conflicts occur due to personality clashes, ego clashes, differences of opinions, cultural differences, perceptual biases, power struggle, scarcity of resources, miscommunication, and paucity of information. Niebuhr (1932) argued that violent people are often selfish and lack moral values. The common perpetrators of violent conflicts include the wicked community leaders, local militia, extremists, intoxicants, the unemployed, ex-convicts, uneducated youths, frustrated veterans and ex-service men, and the predominant illiterate and bigoted Muslim or Christians clerics. Similarly, profiteering politicians
and unprofessional media outfits, often exploit ethnic chauvinisms, religious narrow-mindedness, and ‘hate and vulgar speeches’ to instigate the ignorant youths to unleash violence on other individuals who have historically coexisted together. These people often view the world around them as lacking in equality, justice, and liberty.

**Theoretical Framework**

This study is inspired by Gardner’s (1983) theory of multiple intelligences (MI). According to Gardner, intelligence is “a biopsychological potential to process information that can be activated in a cultural setting to solve problems or create products that are of value to culture”. Intelligence is a broad mental capacity which, among other things, involves the ability to understand and think about complex ideas, to deal with abstractions and solve problems, as well as to learn quickly (Cavazotte, Moreno, & Hickmann, 2012). The theory of MI proposes eight intelligences consisting of linguistic intelligence, logical-mathematical intelligence, spatial intelligence, bodily-kinesthetic intelligence, musical intelligence, interpersonal intelligence, intrapersonal intelligence, and natural intelligence. Gardner also suggested that existential and moral intelligences may be worthy of inclusion. These intelligences encompasses functions of cognition, adaptation, competency, complexity, perceptions, assimilation, and understanding. Gardner (1983) proposes that MI can be employed in a variety of ways and a variety of settings, including everyday lifestyles, educational settings, and community settings. Consequently, it is logical that the concept of MI can prove useful in understanding leadership effect on ethno-religious tolerance and peace.

As diverse people live together, it is quite likely that conflict, which may be seen as a mere differing of opinions or views will occur. The theory argues that the eight dimensions of multiple intelligence are inherited and culturally derived. This suggests that in addition to being born with various MI, some intelligence are potentially determined by the cultural environment in which individuals socialize (Green, Hill, Friday, & Friday, 2005). This paper attempts to extend this line of argument by reviewing the connection between multiple intelligence and ethno-religious tolerance and peace. Thus, the main proposition of this study is that some of the eight dimensions of MI and the recent inclusion of ‘the existential and moral intelligence’ can be used to explain emotional intelligence, cultural intelligence, and spiritual intelligence in the sphere of ethno-religious tolerance and peace.

Emotional intelligence is similar to Gardner’s (1983) intrapersonal and interpersonal intelligence. While Salovey and Mayer (1990) defined emotional intelligence as “an individual’s ability to monitor one’s own and others’ emotions; to discriminate among the positive and negative effects of emotion; and to use emotional information to guide one’s thinking and actions”, Gardner (1983) conceptualized intrapersonal intelligence as “self-knowledge of strengths, limitations, moods, motivations, and the ability to react to this knowledge”. Similarly, interpersonal intelligence is “the perception and distinctions made about moods, intentions, motivations and feelings of other people with specific attention given to facial expressions, bodily gestures, and voice”.

Cultural intelligence is related to natural intelligence and spatial intelligence. While Tuleja (2014) argues that cultural intelligence is “the ability to understand key cultural norms of a counterpart’s culture; to be ready to listen, observe, and alter one’s behavior or communication preferences; and to be open and flexible to reflect and change interaction strategies and expectations depending on the situation and the context, Gardner (1983) points that natural intelligence is the ‘capacity to recognize and make distinctions in the natural world, including flora and fauna’. Likewise, spatial intelligence is the ‘perception of the visual-spatial world and the capacity to transform those perceptions into form, color, space and relationships’.

Spiritual intelligence is consistent with existential and moral intelligence. While George (2006) defined spiritual intelligence as an ‘individual’s ability to utilize spiritual talents to know more, searching for the meaning, and analyzing the existential, spiritual, and practical issues’, Gardner (1983) conceptualizes existential intelligence as “an individual’s ability to use collective values and intuition to understand others and the world around them”. It has to do with understanding human existence. Moral intelligence has to do with the questions of what is good or evil, right or wrong, virtue or vice, justice or crime. The different components of multiple intelligence are interactive and work together in a variety of ways. Green, Hill, Friday and Friday (2005) posited that MI can be communicated through the use of workshops, training sessions, and problem-solving sessions. Based on the arguments above, the research framework in Figure 1 is proposed.
Emotional Intelligence and Ethno-Religious Tolerance

Emotional intelligence have four dimensions. These are perceiving, facilitating, understanding, and managing emotions (Salovey & Mayer, 1990). Perceiving emotion involves one’s ability to detect and identify emotions in oneself and others. Facilitating emotion involves one’s ability to use emotions productively in the context of various cognitive processes including creativity, problem solving, and reasoning. Understanding emotion concerns one’s intelligence about the emotional system – more specifically, one’s understanding of the emotional lexicon and how emotions combine, progress, or transition from one to the other. Managing emotion, often called emotion regulation or coping, involves one’s ability to regulate self-emotions and among others in adaptive ways. There are several reasons why emotional intelligence is important for ethno-religious peace. Shih & Susanto (2010) noted that EI helps to manage functional conflict. Emotionally intelligent people may consider other people’s interests in a conflict situation. Thus, a win-win solution produced by integrating and compromising styles may become a priority in resolving conflicts among individuals. The aim is to satisfy everyone’s interests. Jordan and Troth (2002) showed that individuals with high emotional intelligence will have superior conflict resolution skills, by engaging in greater collaboration and problem-solving. In addition, individuals who have high emotional intelligence will have compassionate feeling towards others (Shih & Susanto, 2010). Therefore, the following proposition is formulated:

Proposition 1: There is a relationship between emotional intelligence and ethno-religious tolerance in northern Nigeria

Cultural Intelligence and Ethno-Religious Tolerance

Cultural intelligence is a major determinants of ethno-religious harmony. A culturally intelligent person is mindful, empathic, and understands differences in values, beliefs, attitudes, and behaviors and thus interacts well with people from other cultures and background (Rockstuhl, Seiler, Ang, Van Dyne, & Annen, 2011). A significant relationship was found between CQ and group acceptance and social interaction (Cheng, 2007; Westby, 2007). Studies have shown that CQ can reduce anxiety (Earley and Ang 2003). However, lack of cultural intelligence is often reflected in ignorance and disrespect of other cultures, which consequently may lead to confrontation, alienation, anxiety, and break-down of peace.

Limited studies have examined the effect of CQ on ethno-religious tolerance and peace. CQ is essential for personal wellbeing (Sew, 2015). It prepares individuals to express themselves, listen, act, and react when interacting with others. It helps to stimulate peoples’ thinking and understanding about other cultures. It helps people search for explanation about cultural differences, develops the trust to control the unfamiliar situation, improves peoples’ self-efficacy and energy in a cross-cultural situation, and uses verbal and non-verbal behavioral repertoires to act in an interaction (Bücker et al., 2014). As such possession of cultural intelligence is essential for mutual understandings and respect during ethno-religious interactions. Thus, it is postulated that:

Proposition 2: There is a relationship between cultural intelligence and ethno-religious tolerance in northern Nigeria.

Spiritual Intelligence and Ethno-Religious Tolerance

Religion has considerable impact on society and has been used to inspire or suppress conflict. Religion helps people to spiritually, politically and socially tolerate one another (Canetti-nisim, 2003), show obedience to constituted authority and norms (Mohdali & Pope, 2014). Spiritually intelligent people are more flexible, self-aware and insightful, and have more holistic approach in life. These individuals have respect for the religious doctrines of other people. Several studies have indicated positive relationship between spirituality and physical/mental health.
Proposition 3: There is a significant relationship between spiritual intelligence and ethno-religious peace in northern Nigeria.

Ethno-Religious Tolerance and National Security
People will always disagree on issues that divide them. However, individuals should disagree without demonizing those with whom they differ. This means that all points-of-view and points-of-difference can be heard without venomous attacks. Allport (1950) describe religion as intrinsic and extrinsic. People who are high intrinsic are true believers in religious practice. Those who are high extrinsic view religious practice as an opportunity to achieve social or personal end. Intrinsic participants are more likely to be tolerant than those who are extrinsic and religiously inactive (Kim & Zhong, 2010). While Fislinger (1976) demonstrated that religiosity (prompt and punctual attendance) influenced tolerance, Kim & Zhong (2010) showed that it had negative effect on tolerance. Tolerant individuals are expected to endure what they found to be disgusting in order to coexist with those who were different; they accept the presence and participation of all kinds of people in society; they demonstrate openness, inclusiveness, and diversity to all ethnicities, races, and religions. Tolerance for difference increases communication among different people (Ihara & Yamamoto, 2016), and decreases level of nepotism (Wated & Sanchez, 2014). Based on the arguments above, it is postulated that:

Proposition 4: There is a relationship between ethno-religious tolerance and national security.

Conclusion
Ethnicity and religion are vital components of the private and public life of Nigerians. Since they have powerful emotional, cultural, and spiritual appeal and are too sensitive and easy to be manipulated and exploited, they have to be managed based on behavioural approaches. The major emphasis of this paper is to utilize leadership communication effectiveness to enlighten community members and other stakeholders about the importance of emotional, cultural, and spiritual intelligences in curtailing ethno-religious conflict. Thus the aim of the study is to help leaders create the consciousness and awareness towards consolidating and complementing sustainable peace and security in northern Nigeria. This study employed the lens of the theory of multiple intelligence to explain the role of leadership in combating ethno-religious tensions and conflicts and enhancing national security.

Recommendations
Implementing the recommendations of this paper may aid communities to live together, trade peacefully and pay taxes to government. Similarly, the paper will help to curtail government spending on internally displaced victims, enhance economic growth and development, and life satisfaction. Therefore, the following recommendations are offered:

1. Leaders should collaborate with stakeholders involved in managing peace and security by enlightening community members to develop the emotional, cultural, and spiritual intelligences for
peaceful coexistent.

2. Leaders should be organizing quarterly town hall meeting comprising of different ethnic and religious groups in a community, with the aim of encouraging open communication and understanding the cultural and religious differences among themselves.

3. Youths should utilize the trio of emotional, cultural, and spiritual intelligences to put aside intolerance, and accept dialogue rather than confrontation in spaces they differ and disagree.

4. Community members and religious group should denounce cultural and religious ethnocentrism and bias-sensitive utterances regarding opposing norms and doctrines.

5. Leaders should promote good governance based on the principles of rule of law, peace, responsiveness, consensus oriented, equity and inclusiveness, social investment, and transparency.

6. Leaders should provide social securities in the form of poverty alleviation programmes especially in trade, agriculture, and artisans/handicrafts to members of communities.

7. Leaders should not politicize peace and security. Victims should be adequately rehabilitated’

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Abstract
This paper examined the relationship between leadership, unity, security and national development in Nigeria. In doing this, literature review with theoretical analysis was employed. Further, the concept of leadership, unity, security and national development as well as theoretical perspectives for its explanation were discussed, whilst anchoring on Consensus theory of society and Bass leadership theory as its theoretical framework for analysis. The current situation of Nigerian was conceptualized to include a three stage process which starts with the presence of leadership crisis which leads to disunity, insecurity also thrives and this ultimately retards national development. The future and ideal conceptualization for solving the current situation in Nigerian however includes a process that models the relationship between leadership, security unity and national development this begins with the enthronement of strategic leaders, leads to fostering of unity of the various ethnic groups that make up the Nigerian nation. This will in turn lead to national security engendered by all and sundry. With national security issues dealt with, national development that is sustainable can be achieved.

Keywords: Leadership, National security; National development, Nigeria, Unity

1. INTRODUCTION
National development refers to a phenomenon that embraces a whole nation and thus can be described as the overall development or a collective socio-economic, political as well as religious advancement of a country or nation (Lawal & Oluwatoyin, 2011). National development is usually achieved through development planning, which can be described as the country’s collection of strategies mapped out by the government or leadership directing the affairs of the nation. Nigeria is said to be lagging behind on national developmental issues. This is against the backdrop of several strategies that successive governments and leadership have put in place in the past, all to no avail. The question then becomes “why is it still difficult to generate meaningful development in spite of the huge resources at our disposal?” the answer to this question and the likes are not farfetched. Several factors can be attributable to the issue of poor or lack of realization of national development status by Nigeria. Some of these factors include non availability of executive capacity responsible for the formulation and implementation of the plan (Lawal & Oluwatoyin, 2011). On other words, there is no good leadership in place to pilot and coordinate the resources towards achieving national development in Nigeria. Other factors include lack of adequate consultation of the relevant stakeholders in the issues of strategy and implementation; lack of good governance also militates against national development. This is as a result of bad leadership in the country. Most of our leaders have no sense of commitment to development. As Mimiko (1998) succinctly pointed out “The decolonization allowed the crop of leaders that aligned with colonial power to take over Nigeria. This ensured the sustenance of a neo-colonial economy even after political independence. These leaders on assumption of power quickly turned up the repressive machinery of the colonial state rather than dismantling it. Significantly, they have no vision of development to accompany the efficient instrument of repression they inherited. All they were interested in was access to power and privileges and not development”. Others are high level of corruption and indiscipline is another barrier to development; the mono-economic base of the country. The country largely depends on crude oil for her survival to the detriment of other resources. All other sectors of the economy are neglected. For instance, agriculture, which constitutes the mainstay of the Nigerian economy in the 1950s and 1960s, has been thrown into limbo over the years. How would government encourage export promotion when there is virtually nothing to export? From the forgoing, it can be seen that national development of a nation is usually
affected by leadership. Like organizations, where there is leadership crisis, the organization is bound to suffer many consequences. These consequences are seen in terms of poor performance and at most case high labour turnover amongst others. The same way, national development is affected by leadership. The quality of the leader, they say will determine the extent of the development that is achieved in any nation (Nthini, 2013). For example in organizations where teams are essential towards actualization of goals and objectives, leadership is essential for the success of it, strategic leadership is very crucial otherwise organizational survival could be at risk. Guillot (2003) however sees strategic leadership as the ability of an experienced, senior leader who has wisdom and vision to create and execute plans and make consequential decisions in the volatile, uncertain, complex and ambiguous strategic environment. Arguably, this “wisdom and vision to create and execute plans” could be what is needed for Nigeria to achieve national development at this point in time. Where these are lacking teams – comprising of humans could be likened to a sheep without a shepherd, no clear cut direction towards achievement. Montgomery (2008) argues that, few leaders exhibit this wisdom and allow themselves to think about strategy and the future, as a result, the organizations they are leading end up in a stalemate and ultimately become extinct. Montgomery further asset that strategic leadership is therefore the ability of the leaders to create and re creates reasons for the organization’s continued existence. This situation could be likened to Nigerian situation. There are little or no not strategic leaders that take up the helm of affairs, consequently, disunity has ensured, and it has led to insecurity and ultimately, national development has been stalled. Given this situation, this paper examines the relationship between good leadership, fostering of unity, national security towards achieving national development.

2. LITERATURE REVIEW:  
2.1 Conceptual Review:  
2.1.1 Leadership and national security

The concept of national security is often misunderstood. People rather associate it with a strange phenomenon, a subjective “felling” and therefore relational and relatives, rather than an objective “thing” than can be seen and handled. Whilst national security does not necessarily be associated only with a strange for felling, but could be a part of it, National security is the requirement to maintain the survival of the state through the use of economic, diplomacy, power projection and political power (Nweke & Nwachukwu, 2014). Consequently,

for a national security to be maintained by a nation that will result in national development, the nation needs to possess economic security, energy security, environmental security, etc, and as well as ensure that security challenges and threats are minimized (Anyadike, 2013). Furthermore, it is argued that any perceived security threat will not engender national development, thus measure are taken to tackle insecurity and maintain national security. One such measure is ensuring that the right leadership is in place at any point in time. And the ways that the leader does this as highlighted by Anyadike (2013) is via the use of diplomacy to rally allies and isolate threats; marshalling economic power to facilitate or compel cooperation; maintaining effective armed forces; implementing civil defense and emergency preparedness measures; ensuring their silence and redundancy of critical infrastructure; using intelligence services to detect and defeat or avoid threats and espionage, and to protect classified information; using counterintelligence services or secret police to protect the nation from internal threats amongst others. Where these measures are in place and adequate awareness created, security challenges could be minimized and national development achieved. Usman (2015) however advised that the disposition and orientation of the leadership at both local and international levels will also play a role in resolving the conflict and challenging situations otherwise social chaos can occur. Social chaos where they occur is therefore, often a manifestation of a failure of government machinery or governmental systems as may be revealed by a thorough and dispassionate examination of past conflicts (Usman, 2015).), Toeing the same line, Ribadu asserts that leadership is key to whatever social change is desired. It is the leader that charts and navigates the way for the flock to follow and it is the leader’s action, inaction and body language that dictate the tunes for the dance steps the public will take. If a leader eschews corruption, it will be difficult for those below him to indulge in such practice; and if the leader is deep neck in it, it becomes a free-for-all (Nuhu Ribadu, 2017).

Nigerian state can be characterized in recent time to be in a state of insecurity that has undermined national development. Insecurity as defined by king (2016) is the state of fear or anxiety, stemming from a concrete or alleged lack of protection. It refers to lack or inadequate freedom from danger. This definition reflects physical insecurity which is the most visible form of insecurity, and it feeds into many other forms of insecurity such as economic security and social security.
Also Adekunle (2012) viewed security as freedom from danger or threats, and the ability of a nation to protect and develop itself, promote and cherish values and legitimate interests and enhance the well being of its people. Where this situation exists national development can be engendered. However, several literatures and reports in the media have asserted that Nigeria is already in the state of insecurity as such a concerted effort is needed towards tackling it and enhancing national development. In a recent opinion pool carried out by Thisday newspaper online, it revealed that the overwhelming majority of the people believed that Nigerian’s existence and national development in under threat due to a lot of insecurity issues. According to that pool, some analysts believe the rising poverty, insecurity, killings, increasing inequality, unending corruption and public anger are real threats to this country’s continued existence as an entity and to her development process. Furthermore, it is argued that Nigeria’s unity and development is in danger. The issues of poverty, insecurity, corruption, herdsmen killings, unemployment and political brick-brats are enough to create turbulence in this country. And the present government is losing its grip and that is a bad omen for our unity (Thisdayonline, 2018).

Apart from the pronounced issue of Boko haram and Fulani herdsmen that has threatened national development of Nigeria, there are other issues that have posed as threat to national security and development. These includes issues as Miyetti Allah movement, Niger Delta militants, OPC, Egbesu, NURTW hot-heads, Omo-onile, Oboia-kpo, various northern mafias, various secret cults in and outside schools, lethal small arm bearers, North versus South power tussle, religious bigotry, military versus politicians, crime sponsors, ethnic clashes, unemployment, poverty, corruption, ethno-religious conflicts, Lack of institutional capacity resulting in government failure described as the corrosion or breakdown of institutional infrastructures, Pervasive material inequalities and unfairness (which has resulted in the upspring of agitators as Niger Delta Avengers, Indigenous people of Biafra as well Niger Delta volunteer forces), Conflict of Perceptions between the public and government, Weak Security system, Loss of Socio-cultural and communal value system, Porous Borders, Rural /Urban Drift, Unemployment/Poverty as well as social irresponsibility of companies (King, 2016). It is thus advised that we must love each other the natural African way. The apt time to retrace our steps is now (thisdaynewsonline, 2018)

The implications of these security challenges if not tacked in Nigerian is that business as well as foreign direct investments have continued to suffer and this has a negative impact on national development. Expectantly, an insecure business environment has an adverse effect on the survival of the business. According to Achumba et al (2013), the insecurity environment of business refers to insecurity variables that affect the performance of a business but over which the business enterprise has little or no direct control. In Nigeria, the variables range from theft to organized armed robbery, kidnapping and demand for ransom, assassination, repeated invasion and blockading of business installations, social injustice, unemployment, lack of access to livelihood resources, rising cost of living, and bombing, pipelines destruction. All these variables of crimes and social maladies have made the Nigerian security environment to be complex; consequently national development has continued to suffer. The other visible implications include threat to both potential and existing businesses. There is decline in production, marketing as well as drop in foreign direct investment into Nigeria amongst others. However to tackle this and ensure national development, it is suggested that Leadership development, entrenching good governance, Socio-economic development, Elimination of Corruption and entrenchment of social justice as well as Radical change in values as some of the ways insecurity could be curbed (King, 2016).

2.1.2: Leadership and fostering of Unity in Nigeria

According to Irunagbe & Evhrberba (2015), the disunity of the major ethnic groups in the country was very much evident in the events that unfolded between 1946 and the attainment of independence in 1960. During this period, the Igbo - Yoruba ethnic rivalry and the North-South majority-minority ethnic group cleavages became unmistakable. For instance, “the Igbo rivalry was finally played out on the floor of the Western House of Assembly where the Action Group exploited ethnic sentiments and the pitfalls of the electoral college system to edge out Azikiwe who had won a seat in Lagos and was widely expected to have been elected into the House of Representatives from that constituency”. On the other hand, the North-South hostility reached its peak in the pre-independence era in 1953, when the North refused to go along with the AG-led motion for independence by 1956. The events that followed culminated in the famous bloody Kano riot of 1953, which lasted from May 15 to May 20, 1953 (Albert, 1999). Since then, the situation has not improved; consequently the need for unity amongst the various ethnic groups in Nigeria cannot be over stated. To Ribadu (2017), stressing
the need for unity fostered by a truly strategic leader, argued that “what we missed at independence and for most of the years that followed is a true national leader with a clear determination and focus to unify the country. Having such a unifying person would have been one big leap because it would have taken care of the most central challenges of our country”. He continued that modern nation states, as we have seen from examples in sister African countries and elsewhere, succeed largely when there is a leader that is focused, open-minded, cosmopolitan, yet firm and unrelenting. The leadership examples of Julius Nyerere of Tanzania, Kwame Nkrumah of Ghana and much later, Nelson Mandela in South Africa, and Paul Kagame after the genocide in Rwanda are typical examples and point to the importance of how a good leader can shape the fortunes of any nation. Outside Africa, we can also point to the shining examples of Singapore and Malaysia. The leader of the Nigerian renaissance must, therefore, be strong, tough, and inclusive in his or her own capacity. He or she must not be an opportunist who grows on the back of citizens to entrench a regime of dictatorship that weakens our institutions and in turn, end up annulling our democracy and its values of freedom (Ribadu, 2017). In addition, leadership, therefore, has meaning only when it emphasizes unity in diversity, and lifts up the people, investing them with hope and promise. It is so when it sets up purposeful action through the force of example. Consequently, the leadership that will lead Nigeria to the next mile cannot tolerate degenerative values that allow discriminatory practices to thrive; and cannot stamp its feet to affirm than an “injury to one is an injury to all” - that violence and impunity will not be tolerated and will be met with overwhelming counter violence in the interest of the larger Nigerian community (Ribadu, 2017). So leadership has a role to play in fostering unity, and when this role is effectively played, national security and national development can be achieved.

2.1.3: Problems of leadership failures in Nigeria
Various problems are associated with leadership failures in Nigeria. Olukayode (2015) highlighted some of them as depicted in figure 1, to include: leadership failure fuels corruption and mismanagement of resources; lack of proper accountability; creates economic challenges; results in problems with consolidation on our democratic practices; triggers regional crisis as well as religious crisis amongst others.

![Figure 1: Results of leadership failure in Nigeria (Source: Adapted from Olukayode, 2015)](image)

Take the issue of economic challenges for example, there is no gainsaying the practically in Nigeria, there is high cost of living, poverty, mass unemployment and dissatisfaction among the citizenry coupled with Nigeria’s huge external debts are some of the issues that the government has not been able to deal with. As Olukayode (2015) also asserted, cost of living is very high in the nation; no wonder that the government workers always agitated for increase in their salaries and allowances, which the government had not
seriously attended to. The fact that Nigeria, the most corrupt country in Africa is bedeviled by foreign debt amounting in 2003 to about 30 billion dollars (despite the fact that 300 Nigerians own 30 billion dollars in European and North American banks) (Olukayode, 2015), is a pointer to the level of poverty and economic deprivations, the citizens of the country faced, as huge chunk of annual budgets have to be dedicated to debt servicing, instead of the provision of basic goods and services that will improve the people’s welfare (Akinbi & Olupayimo, 2011). Despite the debt forgiveness Nigeria enjoyed from the international financial institutions, in civilian regime, marked improvement in the standard of living of the people is yet to be seen.

2.2 Empirical Review

Lawal & Oluwatoyin (2011) examined the issues, challenges and prospects associated with national development in Nigeria. Secondary data of the trends of events in Nigeria both pre post colonial era were utilized for the study. The study revealed that faithful implementation of development plan, commitment on the part of the leaders and absence of corruption are required for the achievement of sustainable development in Nigeria.

Oladiran (2014) examined the security challenge and development in Nigeria and the need for effective leadership as way of tackling it. The objectives of the paper were to examine the nexus between peace and development. Secondary data from literature review were utilized for the study. The study revealed that based on the numerous security challenges that Nigerian faces, good leadership is imperative for development to occur.

Iruonagbe & Egharevba (2015) examined the need for unity in diversity and national security in Nigeria. Using secondary data from literature review, the study revealed that it is the interplay between ethnic rivalry and the challenges of National Security has in the current dispensation become very compelling with rampant cases of bombings, terrorist attacks, murder, mayhem and all sorts of vices in some parts of the country. Furthermore, it advocates the principle of “Unity in Diversity”, for in it lies the strength of the people, including the protection of the nascent democracy.

Olukayode (2015) looked at political leadership and challenges of national integration and development in Nigeria and its way forward. The study adopted the historical method of research and analysis coving the past, the present and likely implications on the future of the country. The study revealed that various factors or challenges are responsible for the state of underdevelopment in Nigeria to include the elusive nature of a national leader, corruption and mismanagement of material and human resources, lack of proper accountability on the part of Nigerian political leaders, the crushing economic depression; problems of democratic consolidation, amongst others. The study concludes that based on this problems, Nigerian has perhaps taking a retrogressive steps towards national development, thereby making stability, true nation building, national integration and development elusive to the Nigerian nation. There is need to learn from history, the need for improved electioneering culture, declaration of assets by political leaders were the recommendations for tackling the problems.

2.3 Theoretical Review

Of the many theories that are used to explain the issue of national development and leadership, this paper presents two of them which are relevant for the discussion. These are the consensus theory of society and leadership theory of Bass.

Consensus Theory of Society

Consensus views beginning with the economist Max Weber (1864–1920) and continuing into the structural functionalism of the American sociologist Talcott Parsons (1902–1979) describe society as a complex combination of static and dynamic systems. Weber identified society as a system of potential harmonization, with rational actors choosing the best means to the end of ensuring the smooth operation of society; Parsons discussed the functional and dys-functional aspects of society as it strives for a dynamic equilibrium through complementary institutional structures. Otherwise known as the structural functionalist or consensus theory, this theory focuses on social order based on tacit agreements and views social change as occurring in a slow and orderly fashion. In other words, change is necessary but must be done through a careful and gradual process (Iruonagbe & Ebhverbe, 2015). Discussion, negotiation, dialogue are elements of structural functionalism perspective. Functionalism holds that society is a complex system whose various parts work together to produce order, stability, cooperation and solidarity in the pursuit of goals that people share. It believes that a particular political or economic system is a fair system, and that social change should take place within the social institutions provided by it. Consensus theory contrasts sharply with conflict theory, which holds that social change is only
achieved through conflict. Under consensus theory the absence of conflict is seen as the equilibrium state of society and that there is a general or widespread agreement among all members of a particular society about norms, values, rules and regulations. Consensus theory is concerned with the maintenance or continuation of social order in society.

According to this approach, the discipline of sociology should investigate the relationship of parts of society to each other and to the society as a whole. We can analyze the religious beliefs and customs of a society, for example, by showing how they relate to other institutions within it, for the different parts of a society develop in close relation to one another (Giddens, 1994). This therefore explains why the different social Institutions in society must work together for the sustenance and stability of the entire country. In other words, where unity is engendered amongst the different facets of the Nigerian state, national development can be achieved. Conversely, where there is discontentment in the different social Institutions such as in resource allocation or in terms of power sharing in the political sphere or some religious disagreements, crisis could occur that may spill over and affect other sectors of our national life and create conflict and destruction of lives and property of innocent people (Iruonagbe & Everhrba 2015) and ultimately national development will be stalled.

Bass Theory of Leadership

There are several explanations of strategic leadership and how they operate amongst scholars and analyst. However, the general conclusion is that strategic leadership ensures that human and material resources of organizations are harnessed properly for organizational benefit. One of the leaders in this research is Bass. Broadly speaking there are three dimensions of strategic leadership. There is transformational leadership, transactional leadership as well as laissez faire leadership styles. These were identified by Bass (1985) using the Multifactor Leadership Questionnaire (MLQ) to measure the qualities of strategic leaders of organisations (Bass; 1985; Krishna, 2011). Each of this leadership styles has it benefits as well as shortcomings. However, there are also situations where it is advocated that strategic leaders rather than tilt on one side, adopt flexibility in behaviors in order to effectively manage a team for effective performance. However, transformational leadership dimensions emanates from the works of Bass (1999) and Avolio et al (1999) and consists of four dimensions: (1) charisma: creating and presenting an attractive vision of the future; (2) inspirational motivation: energizing followers to go beyond self-interest; (3) intellectual stimulation: stimulating followers to challenge assumptions and view problems from new perspectives; and (4) individualized consideration: focusing on follower development by providing support, encouragement, and coaching (Krishna 2011 ). According to Kraus & Ferrell (2016), behavioral flexibility is particularly important for top management team members due to their role as strategic leaders (Boal & Hooijberg, 2000) who must constantly work with diverse stakeholders internal and external to the organization. Considering the multifaceted nature of their responsibilities, subordinates, and inter-actions, strategic leaders must demonstrate behavioral flexibility by adapting their leadership and communication styles to maximize the likelihood of favorable outcomes across these diverse settings and audiences (Boal & Hooijberg, 2000). In the same vein, it is believed that various leadership styles have also been tied to organizational outcomes (Kraus and Ferrell, 2016). Organizations with top management teams composed of charismatic and transformational leaders tend to perform better than organizations whose leaders do not possess these styles (Waldman, Ramirez, House, & Puranam, 2001). Charismatic and transformational leaders effectively articulate a vision, earn the commitment of employees, and have a plan in the organization’s best interests. These types of leaders are ideal to have during times of organizational stress or change and are associated with overall positive organizational outcomes (Waldman et al., 2001). This is because Charismatic leaders effectively provide clarity, generate support for change, and engage in enterprise resource planning. Similarly, research on privately held companies shows CEOs with transformational leadership styles increased organizational success by improving top management team performance (Ling, Simsek, Lubatkin, & Veiga, 2008). One of the key success factors of these leaders is good team management qualities. However, studies have shown in managing cross cultural team, transformational leadership style yields better results (Krishna, 2011; Zhang et al 2011).

Reviewing strategic leadership literature, Boal & Hooijberg (2001) contend that the theories of leadership are about leadership in an organization but that strategic leadership is of leadership of the organization. Primarily, strategic leadership is marked by a systemic concern for the whole organization, its evolution, changing aims as well as the selection, development and maintenance of the requisite resources and capabilities to enable it to compete. And all of these are not achieved in isolation. It
usually involves the “different people” of strategic leaders that will come together to drive the organization into greater heights. These different people make up the “teams” which have becomes cross cultural in most contemporary organizations, therefore effective leading of these teams is vital for organizational progress.

Taking the Nigerian state as an example, the state is in need of leaders who would be able to harness together the different resources that come from various ethnic groups, towards achieving national development. Where there is strategic leadership its benefits as enumerated could be seen in terms of better developmental strides for Nigeria. Consequently, where there is dearth of strategic leadership, Nigerian national developmental plan may not be attained at least in short term this is due to the multicultural nature of Nigerian nation. This is in line with the assertion of Ling et al, (2008), that transformational leaders are also aimed at transforming individuals, teams, and firms to exceed beyond the status quo with purpose that improve ability of innovation and adaption. Therefore, for a strategic leader to be able to influence and properly manage a cross cultural team, he or she should be tilting towards being transformational rather than transactional.

3. ANALYSIS OF FINDINGS FROM REVIEW OF LITERATURE

3.1 Challenges of National development in Nigeria

According to Lawal & Oluwatoyin (2011), in spite of series of development strategies, put in place by successive governments, and sometimes with good intentions, all attempts to generate meaningful development proved futile. National underdevelopment has continued to occur. The explanations for this situation are based on several factors amongst which are:

- Non availability of strategic leadership. In other words, there is no executive capacity responsible for the formulation and implementation of the plan. What is usually seen are officials entrusted to such a position but without any meaningful executive authority (Mimiko, 1998).
- Inadequate consultation that comprises all the stakeholders especially those at the rural areas so that implementation of developmental plans can take place.
- Lack of good governance. Where there is no good governance, development becomes a mirage. This is associated with the leadership. It is argued that most of our leaders have no sense of commitment to development (Mimiko, 1998), as such national development could only take place when there are committed leadership at all levels of the society: local, state and federal levels.
- Corruption and indiscipline. Nigeria state is corrupt, managed by corrupt leaders who have made the state an instrument of capital accumulation, rather than using it to project the interest of the citizenry (Mimiko, 1998). Corruption thrives at all facet of the nation and more importantly thrives even more in the sector the exploits and manages the natural resources (Ordu & Worlu, 2018). It is argued that a very good developmental plan that is however supervised by corrupt state can hardly do the intended job (Mimiko, 1998).
- Mono-economic base of the country. The country largely depends on crude oil for her survival to the detriment of other resources. All other sectors of the economy are neglected. Agriculture, which constitutes the mainstay of the Nigerian economy in the 1950s and 1960s, has been neglected over the years. Consequently, the nation has become import driven rather than export driven. In the midst of this national and sustainable development would be difficult to achieve.

The figure 1 below depicts the picture of the current situation of the Nigerian state. There is currently leadership crisis at all levels – state, local and federal. With this leadership crisis, disunity thrives, insecurity also thrives and this ultimately retards national development.
3.2 Lessons from other nations:
Drawing from other nations such as Asia will give us something to think about in this direction: East Asia is the only region in the world that has been able to maintain strong, consistent growth patterns over several decades, led first by Japan and the newly industrializing economies of Hong Kong, South Korea, Singapore and Taiwan, etc (Mimiko, 1998; Adelman, 1995). One thing that has made them achieve this aside from the homogenous nature of these societies is development of agricultural sector. In addition, there is a system of mass education; development of indigenous industries, export-oriented strategy, the presence of disciplined leadership and existence of efficient bureaucracy, human resources development, encouragement of a dynamic private sector working in co-operation with the government towards a society-wide vision of development, institutional capacity building and attention to the problems of governance, as well as consistency and policy stability (Olukayode, 2015).

3.3 Ways of overcoming National developmental issues
Lawal & Oluwatoyin (2011) highlighted the following strategies for effective national development: 1) Re orientation so that discipline and honesty can be restored both in the part of implementers and developers of national development strategy. 2).Embarking on wholesale liberalisation; 3) Ensure that there is stability and continuity of policies especially those that encourage investment and propel development. Taking a clue from what happened in Korea, when park was assassinated, his policies remained and were building on. Nigeria leadership must learn to build on policies rather than to jettison them for new ones for the sake of party politics and personal benefits; 4) Revamping the agricultural sector so that the economy can shift from mono- economy to diversified one. Agricultural sector was instrumental in the development of Japan. Nigerian can take a clue from them as well. 5) Development of vibrant human resources. It is argued that development depends very much on human knowledge and skills. Literature on development stresses the axiom that it is the people who develop and that unless there are large numbers of suitably qualified people, development cannot take place (Olukayode, 2015). 6).There is need for attitudinal change. There is should be reorientation towards development. The idea or belief that “things cannot work in Nigeria or Nigerian factor” should be discouraged (Lawal & Oluwatoyin, 2011). Real development is achieved through internal activities rather than from external influences. Development is seen as a process generated within a society by forces propagated and invigorated by the actual members of that society. It is believed that true development can neither be started nor sustained by outsiders. The models of development of Japan and China show how these countries utilize their internal resources both human and material for rapid economic development. 7) There is also the need for continues electoral reforms to take place. This is important as the process of enthroning leadership should be devoid of corruption and be as honest as possible so that the right kind of leaders would be elected. Electoral
fraud, it is argued, has become the bane of Nigerian’s development (Lawal & Oluwatoyin, 2011). Based on the foregoing, the electoral process should be reformed in such a way that nobody assumes power (political) through crook or fraudulent means. The process should be made opened, free, fair and competitive. Development plan should not be exclusively regarded as economic issue it should be seen as holistic and encompassing national issue that cuts across economic, social, political and psychological aspects of human endeavour.

Ribadu (2017) further assert that national development could thrive in Nigeria where there are deliberate policy on campaign for the love of Nigeria and patriotism in various ways, including promotion of religious and cultural tolerance. To achieve this, he argued that we should build more bridges and strengthen the existing ones like the NYSC and Unity Schools. In addition, the demography in Nigerian universities should reflect more of Nigerian ethnocultural diversities. Equally important is that the teacher student population should reflect this in all the universities. Other ways include: factors such as regional socio political associations should be deemphasized; united effort towards fighting corruption and other vices instead of fostering issues of ethnicity in the dealing of these issues. Electing honest and modern leadership that would be a rallying point for citizens, one that can tame the consuming tides of corruption and evolve creative solutions to our myriad of problems. This will enhance national development and bring an end to current mutual mistrust that is shaking the foundation of our nation. Managing Nigeria’s diversity in the context of justice and fairness is a pathway to progress. If we address these existential and leadership challenges, we are more than half-way into addressing all our problems (Ribadu, 2018).

4. MODEL OF LEADERSHIP, UNITY, SECURITY AND NATIONAL DEVELOPMENT RELATIONSHIP

In view of reviews and findings in this paper, the models of the relationship between leadership, security unity and national development is conceptualized in the figure 3 below: as can be seen, when the nation enthrones strategic leaders, efforts towards fostering unity of the various ethnic groups that make up the Nigerian nation will be encouraged. This will in turn lead to national security engendered by all and sundry. With national security issues dealt with, national development that is sustainable can be achieved. However where there is leadership crisis – leaders that lack the capacity and wisdom to manage the multi-ethnic Nigerian nation are in place, it leads to disunity, increased security issues and tension and ultimately there is a retardation of national development (figure 2). This could be said to the present situation of the Nigerian nation at the moment. Therefore, efforts towards getting us to the conceptualized state must be encouraged and embraced.

5. CONCLUSION

Nigeria is said to be lacking behind in the national developmental issues. This is against the backdrop of several strategies that successive governments and leadership has put in place in the past, all to no avail. Leadership issues have been on the forefront of the factors responsible for inability to actualize the goals of national development. There are little or no not strategic leaders that take up the helm of affairs, consequently, disunity has ensured, and it has led to
insecurity and ultimately, national development has been stalled. In this paper, the concept of leadership, unity, security and national development as well as theoretical perspectives for its explanation has been discussed, whilst anchoring on consensus theory of society and Bass leadership theory as its theoretical framework for analysis. These were done in section two. In Section three the challenges of national development, problems associated with leadership failure in Nigeria as well as lesson from other nations were discussed. Further, the model of current situation in Nigeria is conceptualized to include the presence of leadership crisis which leads to disunity, insecurity also thrives and this ultimately retards national development. The future and ideal conceptualization for solving the current situation in Nigerian is discussed in section four. This includes a process that models the relationship between leadership, security unity and national development as that which can be seen, when the nation enthrones strategic leaders, efforts towards fostering unity of the various ethnic groups that make up the Nigerian nation will be encouraged. This will in turn lead to national security engendered by all and sundry. With national security issues dealt with, national development that is sustainable can be achieved.

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Abstract
The major objective of this study is to propose a framework for analyzing and understanding the relationship between ethical leadership and the management of workforce diversity. Using meta-analysis as a methodological approach, the study examines the current research stream in workforce and workplace diversity. Second, the concept of ethical leadership is examined, including the conditions for its applicability and possibility in creating leader-follower relationship. It is argued here that our understanding of diversity and all its ramifications are products of our ethical and cultural conditioning. Our review of the ontological nature of ethical leadership indicates how organizational leaders function as role models and how members of the organization identify themselves with the organization ideal as embodied in the leader’s ideal. Further, we explain how the actions of organizational leaders as parental figures and role models are capable of altering followers’ perception of their individualities and their realities. We argue that organizational leaders can use their power of influence (as role models) to make their followers recognize the inherent advantages and challenges of a diverse workforce and workplace. We point out that the inability of our leaders to manage the diversity in our society poses a serious threat to the nation’s security. On this basis, we suggest that ethical leadership seems to be an appropriate form of leadership behavior for managing a diverse workforce capable of achieving the goals of an organization. Finally, four ethical leadership approaches for creating and sustaining effective management of workforce diversity are suggested.

Key Words: Workforce diversity, ethical leadership, ethical climate, cultural orientations.

INTRODUCTION
The concept of workforce diversity and organizational performance has much been debated in the last five decades. Some scholars see workforce diversity and organizational culture as responsible for all manner of positive development and negative ills in society and organizations (Shani and Lau, 2005). Thus, it has been suggested that a better understanding of the concept would allow employees in organizations to solve problems and improve performance. Diversity issues are now considered important and are projected to become even more important in the future due to increasing differences in the population of many countries. In a multicultural, multi-ethnic and religious diverse society such as Nigeria, the issue of workforce diversity and the challenges it brings along cannot be overemphasized. Consequently, there has been increasing calls for leaders who can manage workforce diversity in Nigeria effectively (see Ugwuzor, 2011; Abugu & Eno, 2018).

It is not exaggerations to assert that many of the challenges and conflicts we have in the Nigerian business environment are rooted in our inability to manage the diversities inherent in our nation. On a national level, it is equally significant to note that our political leaders’ powerlessness to effectively manage the ethno-religious and socio-cultural diversity in the polity has posed a serious existential threat to Nigeria’s national security.

Nigeria is one of the most diverse societies in the world. With a population of approximately 184 million inhabitants, Nigeria accounts for 47 percent of West Africa’s population, and has one of the largest populations of youth in the world. The country is a multi-ethnic and culturally diverse society and a federation that consists of 36 autonomous states (World Bank, 2017). Such a diverse and heterogeneous society carries with it a daunting challenge of managing a diverse workforce. As noted by Ugwuzor (2011), in such a nation with several ethnic nationalities and languages, as well as diverse cultural and religious backgrounds, workforce diversity should even be more important to managers as it will be interesting to know how employees behave towards each other as individuals and as groups; how these behaviors affect the overall
organizations performance; the opportunities as well as the challenge of workforce diversity for organizations and the strategies Nigerian managers could adopt to ensure that corporate performance reaches the optimum and remains there.

Nigeria’s workforce is inherently a land of diverse culture and multi racial community. Changing demographic profiles, presence of more women at workplace, globalization, changing work priorities have increased the diversity of the nation’s workforce. Employees from various culture, different generations, ethnic background, religion, nationalities, different linguistic patterns and belonging from various cultural backgrounds often work together in the same organizations chasing similar goals for them as well as their employers. It is therefore important for the organizations to design such policies and practices to build such an environment which can support and cultivate a harmonious workplace. Being a culturally diverse country, the workforce of the organizations is also culturally diverse.

Organization, whether in the public or private sector need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential of yielding greater productivity and competitive advantage (Bello, 2012). Managing and valuing diversity is a key component of effective people management, which can improve workplace productivity. Unmanaged diversity in the workplace might become an obstacle for achieving organizational goals. Therefore diversity can be perceived as a “double-edged sword”. In an academic context, diversity encompasses different dimensions including origin, race, gender, ethnic group, language, color, attitude, values, beliefs and religion (Rau and Hyland, 2003).

The discourse of workforce diversity emerged mainly to further the availability of equal opportunities in the workplace. This equal opportunity philosophy is aimed at ensuring that organizations make the most out of the difference from a diverse workforce rather than losing talent which might assist the organization to be more efficient and effective. The increased mobility and interaction of people from diverse backgrounds as a result of improved economic and political systems and the recognition of human rights by all nations has put most organizations under pressure to embrace diversity at the work place. Diversity in the workplace and workforce will increase significantly in the coming years as a result of globalization, intercultural exchanges, interracial marriages, diverse customer base, et al. Although organizations are faced with myriads of challenges, one that appears to stand out prominently is that of managing differences among people (Ugwuzor, 2011). In fact, it could be argued that one of the greatest challenges facing organization today is that of managing workforce and workplace diversity for organizational effectiveness, performance and organization’s competitiveness in the marketplace.

Diversity, in this context, not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, the leadership of the organization, including its human resource professionals, needs to deal effectively with issues such as communication, adaptability and change.

Successful organizations recognize the need for immediate action and are ready and willing to spend resources on managing diversity in the workplace now. Because diversity brings with it the heterogeneity that needs to be nurtured, cultivated and appreciated as means of increasing organizational effectiveness in the 21st century competitive business world, organizational leaders must rise up to the occasion.

Many cases of unethical business practices arising from the unethical leadership behavior of well known global corporations have been widely reported. In Nigeria, the country has her own share of corporate scandals rooted in corporate leaders’ greed and other unsavory business practices. These unethical business practices led to the near-collapse of the Nigerian banking sector in 2009 as a result of financial irregularities. In 2006, Cadbury Nigeria Plc, one of the leading Food and Beverages firms in Nigeria was affected by financial scandal. Cadbury Nigeria Plc financial statement and accounts was falsified at the detriment of all stakeholders. Also in August 2011, three Nigerian banks namely, Afribank Plc, Spring Bank Plc and Bank PHB failed due to financial irregularities of their corporate managers. These banks were among the eight banks placed under Central Bank of Nigeria (CBN) management in August 2009 following the clean-up of the banking industry.

Ethics must indeed begin at the top. Leaders cannot shrink from their obligations to set a moral example for their followers; formal ethical codes and ethic training have little chance of success unless the ethical actions and behavior of top management are consistent with what they teach. Leaders are the key
to determine the outcome of organizational goals and to set the tone for employee behavior which may include promotion, appraisal and strategies (Brown & Mitchell, 2010).

In this study, using a meta-analysis as a methodological approach, we examine the current research stream in workforce and workplace diversity. Second, the concept of ethical leadership is examined. It is argued here that our understanding of diversity and all its ramifications are products of our ethical and cultural perspectives of seeing and understanding social phenomena.

Further, we explain how the actions of organizational leaders as parental figures and role models are capable of altering followers’ perception of their individualities and their realities. We argue that organizational leaders can use their power of influence to make their followers recognize the organization’s need for a diverse workforce and a diverse workplace. It is on this basis that we suggest that ethical leadership is an appropriate form of leadership behavior or style capable of successfully managing a diverse workforce and workplace. Finally, four ethical leadership approaches for creating and sustaining effective management of workplace diversity are suggested.

WORKPLACE DIVERSITY: A REVIEW OF THE LITERATURE
A review of the extant literature on workforce diversity indicates that “Workplace diversity”, as a concept and practice, is a complex, controversial, and political phenomena (Janssen & Stewart, 2003). As a result of its complexity, it has been conceptualized by researchers and practitioners from several viewpoints. Some scholars see it from a narrow perspective, while some others from a broad view. Scholars favorably disposed to a narrow definition argue that the concept of diversity should be restricted to specific cultural categories such as race and gender (e.g. Cross, Katz, Miller & Seashore, 1994).

Some opine that diversity based on race, ethnicity and gender cannot be understood in the same way as diversity based on organizational functions, abilities or cognitive orientations (Nkomo, 1995). Moreover, the key issues of diversity are those that arise because of discrimination and exclusion of cultural groups from traditional organizations (Cross et al., 1994). Therefore, if diversity is a concept that is inclusive to all individuals, it will become very difficult to identify discrimination practices. The main concern of this standpoint is that a broad definition may imply that all differences among people are the same. Thus, diversity studies would then be reduced to the conclusion that “everyone is different” and, if this conclusion is accepted, the concept of diversity may become “nothing more than a benign, meaningless concept” (Nkomo, 1995). The danger in narrowly defining diversity, however, is that only one dimension of cultural diversity (race, age, ethnicity, or gender) is by and large the subject of research at a time. Since a cultural diversity dimension interacts with other dimensions of diversity, it is argued that a narrow concept of diversity would be deficient by failing to recognize these interactions.

Scholars, who advocate a broad definition (e.g. Jackson, May & Whitney, 1995) argue that diversity encompasses all the possible ways people can differ. Individuals, according to this school of thought, do not only differ because of their race, gender, age and other demographic categories, but also because of their values, abilities, organizational function, tenure and personality. They contend that an individual has multiple identities and that the manifold dimensions cannot be isolated in an organizational setting. Apart from bringing their race, age, ethnicity, and gender, individuals also come with their particular knowledge, personality, and cognitive style to the work place. Therefore, in order to understand the dynamics of a heterogeneous workforce, the interactive effects of multi-dimensional diversity have to be addressed. In addition, it is argued that a broadening of the concept of diversity has a potential positive effect on diversity management programs, as it will be more acceptable if it is all inclusive i.e. not only oriented towards specific demographic groups of employees (Thomas, 1991).

Theoretically the workplace diversity literature espouses three different theoretical frameworks for the examination of the possible effects of workplace diversity. The first is social categorization, which describes the categorization of people based on salient attributes like gender, ethnicity or age, resulting in stereotyping on the basis of these differences. The second is similarity/attraction theory, which asserts that similarity on salient and non-salient attributes like race or values increases interpersonal attraction and attachment (Berscheid & Walster, 1978). The third is information and decision-making theory, which examines the impact of distribution of information and expertise on work-teams (Wittenbaum & Stasser, 1996).
These theories lead to different and sometimes contradictory hypotheses regarding the effects of diversity on group process and performance (Michaëla, Deanne, Paul & Janique, 2003). Social categorization and similarity-attraction theory predict negative effects, such as reduction in within-group communication, decreased satisfaction and commitment, and increased labor turnover. However, from the information and decision-making perspective, positive effects of diversity are hypothesized, mainly because more diverse workteams are expected to process information differently, as team members may bring together differing viewpoints (Williams & O’Reilly, 1998; Cox, 1993; Pollar & Gonzalez, 1994). This, in turn, is expected to lead to more creativity and increased performance.

For our purpose in this paper, the term, workforce diversity, means similarities and differences among employees in terms of age, cultural background, work experience, physical abilities and disabilities, race, religion, gender, and sexual orientation. Diversity is a common issue in the workforce environment. In some companies, employees often get discriminated or misunderstood because of diverse features or religious background. Workforce diversity addresses many issues such as language barriers, religious difference, cultural differences, gender discrimination etc (Cox, 1994). Such issues if not resolved properly can mount up to serious workforce agitations. Workforce diversity management has become an important issue for both public and private organization. Its importance has mainly been brought by free movement of workforce due to globalization and the fight for human rights by certain minority groups who feel excluded from the employment sector.

Workplace diversity (again, for our purpose here) refers to the variety of differences between people in an organization. This encompasses race, gender, ethnic group, age, personality, religion, skin color, physical appearance, cognitive style, tenure, organizational function, education, background and more. In order to survive and remain competitive, an organization needs to be able to manage and utilize its diverse workplace effectively. Managing diversity in the workplace should be a part of the culture of the entire organization.

Workplace diversity refers to variety of differences between people working in the organization. All of us have different individualities because we all are born differently at different times, under different circumstances, by different parents; as a result we have different grooming, experiences, genetic inheritance. Employees in any organization vary in all aspects of their being. Diversity relates to the fact that we are all unique individuals. Thompson (2002) opines that each individual is a member of variety of social groups, such as gender and religion, and these have a significant bearing on people’s experiences. Differences in people such as employees can be seen in the way people think, the way they act and the energy they put into their work.

Research findings suggest that several factors could be responsible for the conflicts provoked by diversity in work-team composition. Some researchers (Pelled, Cummings, & Kizilos, 1999; Tsui, Egan & O’ Reilly, 1992) have proposed that identifying individual group members with distinct groups (i.e., “out-groups”) may disrupt group dynamics. Consistent with this, research on self-categorization theory has shown that out-group members evoke more disliking, distrust, and competition than in-group members (Hogg, Cooper-Shaw & Holzworth, 1993). Moreover, biases against out-group members seem to unfold automatically: the perception of a salient quality (e.g., ethnicity, race, sex) more or less inevitably triggers a corresponding categorization (Fiske & Neuberg, 1990). In addition, if out-group members come from cultures or sub cultures with which in-group members are unfamiliar, linguistic or paralinguistic differences may foster miscommunication and misunderstanding (Hambrick, Davison, Snell & Snow, 1998; Palich & Gomez-Mejia, 1999). Less palpable differences associated with attitudes, perceptions, and expectations (Palich & Gomez-Mejia, 1999) may pose subtler but nevertheless formidable deterrents to communication and understanding in diverse groups. Together, these factors may combine to make diverse groups a fertile breeding ground for misunderstanding and discord.

Generally, there is empirical support for the assumption that all dimensions of diversity can lead to positive as well as negative effects (Jackson et al., 2003). Social categorization theory, emphasize that similarities and dissimilarities can lead to categorizations which, in turn, lead to favoring one’s in-group to the detriment of one or more out-groups social affinity or inclusion (Tajfel & Turner, 1986). On an intra-group level, this approach is typically referred to as relational demography. Thus, categorizations within a work group (based on an attribute such as gender, race, or age) can lead to the problematic formation of sub-groups (“us” versus “them”).
Further to this, research findings show that, relative to homogeneous groups, members of diverse workgroups display less attachment to each other, show less commitment to their respective organizations (Harrison, Price & Bell, 1998), communicate less with one another (Watson et al., 1993), miss work more often (Tsui, Egan & O’Reilly, 1992), experience more conflict and take more time to reach decisions (Hambrick, Cho & Chen, 1996). When the members of a work group have different demographic backgrounds, they may have dissimilar belief structures (Wiersema & Bantel, 1992), i.e., priorities, assumptions about future events, and understandings of alternatives (Hambrick & Mason, 1984), based on previous training and experiences. Eisenhardt, Kahwajy & Bourgeois (1997) noted that executives “who have grown up in sales and marketing typically see opportunities and issues from vantage points that differ from those who have primarily engineering experience.”

Such distinct perspectives may stem, in part, from resource allocation and reward disparities (Donnellon, 1993), which encourage contrasting views of what is important. Due to their respective belief structures, group members with different demographic backgrounds may have divergent preferences and interpretations of tasks (Waller, Hube & Glick, 1995). These divergences are likely to manifest themselves as intra-group task conflict. As diversity within a work group increases, such task conflict is likely to increase. Increased diversity generally means there is a greater probability that individual exchanges will be with dissimilar others. Members are more likely to hear views that diverge from their own, so intra-group task conflict may become more pronounced. Also, cognitive tasks in organizations typically demand the experience and knowledge obtained through exposure to functional areas and organizational tenure. Ancona and Caldwell (1992) noted that for tasks such as those of product development teams, functional background and company tenure are likely to be particularly important because they determine one’s technical skills, information, expertise, and one’s perspective on an organization’s history. Others (Sessa & Jackson, 1995; Milliken & Martins, 1996; Pelled, et al, 1999) have similarly argued that functional background and tenure are especially pertinent to work group tasks. Age, gender, and race, in contrast, are low in job-relatedness.

These empirical evidences notwithstanding, the controversy whether or not there is a positive connection between workplace diversity and organizational performance still persists. Anderson and Metcalfe (2003) reviewed the evidence for managing workplace diversity. They suggested that, while there are claimed gains for workplace diversity, there are also adverse implications. They argued that there is a paucity of stout research examining the impact of diversity upon businesses, which has raised questions about the existence of any connection between workplace diversity and business performance. The business benefits of workplace diversity have been widely contested ever since the idea was conceived. And, even now, there is an ongoing debate as to whether there is indeed any discernable business benefit.

In spite of the inherent problems or challenges facing workforce diversity, if properly managed it can become a tool which can enhance organizational effectiveness. Many researchers and HR specialist have argued that organizations that value diversity will definitely cultivate success and have a future in this dynamic global labor market (Jain and Verma, 1996). We now turn to a discussion of ethical leadership behavior as a tool for managing workforce diversity.

**ETHICAL LEADERSHIP AND THE MANAGEMENT OF WORKFORCE DIVERSITY**

Diversity management is about finding ways to get the diverse contributions from employees. Having a workplace culture that encourages employee involvement and creates a sense of ownership and responsibility appears to be important for the management of workplace diversity.

This interplay between workforce diversity management and workplace culture suggests that a feeling that all employees are being developed and empowered within the workplace. This may most likely lead to the achievement of optimum corporate performance.

The discourse on the behaviors or styles of leadership is as old as the discipline of the social sciences itself. To provide a discussion of the different types of leadership behavior is of course beyond the scope of this paper. In theoretical accounts of leadership effectiveness, scholars examine the leadership elements and processes that enhance employee performance by proposing theories that depict a leader’s behavior in a given task or context. Some of these theories primarily address leader characteristics based on employee preferences (e.g. implicit leadership theory). Others provide insight into the
Leadership is defined as a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2007). Theoretically, there are three basic ways to explain how people become leaders: the trait leadership theory, the great event theory and the process leadership theory (Bass, 1990). Trait theory is a situation where some personality traits may lead people naturally into leadership roles. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person; this is the Great Events Theory.

The trait leadership theory can be contrasted with the process theory which depicts a situation when leadership skills are learnt. According to Burns (1978), the leadership process occurs in one of two ways, either transformational or transactional. Transformational leadership is concerned with developing a vision that informs and expresses the organization’s mission and lays the foundation for the organization’s strategies, policies and procedures. The transformational leader uses strategies and techniques to empower the followers, enhance their self-efficacy and change their values, norms, and attitudes, which are consistent with the leader’s vision. Transformational leadership style seeks to improve the condition of the followers in order to effectively and efficiently achieve the goals of the organization. The transformational leader uses four forms of behavior; inspirational motivation, individualized consideration, idealized influence and intellectual stimulation. Bass and Steidlmeier (1999) argue that leaders may be authentic transformational and pseudo transformational. Pseudo transformational leaders are self-centered, unreliable, power-hungry, and manipulative. Authentic transformational leaders have a moral character, a strong concern for self and others, and ethical values, which are deeply embedded in the vision.

Another form of leadership behavior is transactional leadership. Transactional leadership is a part of a style of leadership that focuses on supervision, organization, and performance; it is a style of leadership in which leaders promote compliance by followers through both rewards and punishments. Whereas a transactional leader is concerned with the allocation of resources, monitoring, and directing followers to achieve a given task, the transactional leader influences followers through the use of rewards, sanctions, and formal authority or position to induce followers’ compliance behavior. The transactional leader presumes that the employee will not do anything except for a transaction in which the payment for service is large enough to motivate the employee to perform. In transactional leadership style, the employee does nothing out of a sense of loyalty and selflessness toward the organization but only acts as a means of gaining payment in cash or in kind.

Ethical Leadership

Ethical leadership is leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others (Watts, 2008). It is thus related to concepts such as trust, honesty, consideration, charisma and fairness. Furthermore, since ethics is concerned with the kinds of values and morals an individual or a society finds desirable or appropriate, an ethical leadership behavior is the behavior that tends to project these kinds of values and morals in an organization. And since ethics is concerned with the virtuousness of individuals and their motives, an ethical leader’s choices are also influenced by his moral development (Northouse, 2016).

Brown, Trevino & Harrison (2005:120) has defined ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and, decision-making”.

The definition suggests that ethical leader can set the example for others and withstand any temptations that may occur along the way. The importance of good character and the right values, the reality of ethical leadership is far more complex and the stakes are much higher. In a similar vein, Freeman & Stewart, (2006) describe an ethical leader as person with “right values” and “strong character”, that set examples for others and withstand temptations. Ethical leaders are stakeholders in organizations, striving to achieve the purpose, vision and value of his realm without compromising self-interest (Bello, 2012).

Ethical leaders embody the purpose, vision, and values of the organization and of the constituents, within an understanding of ethical ideals. They connect the goals of the organization with that of the internal employees and external stakeholders.
However, ethical leaders must understand that positive relationships with all organizational stakeholders are the gold standard for all organizational efforts. Good quality relationships built on respect and trust are the most important determinants of organizational success. According to Bello (2012), ethical leaders should understand that these kinds of relationships germinate and grow in the deep rich soil of fundamental principles such as trust, respect, integrity, honesty, fairness, equity, justice and compassion.

Ethical leaders are expected to focus on moral values and fairness in decision making, consider the impact of organizational decisions on the outside world, and clearly communicate to employees how their actions at work contribute to the overall goals of the organization. Ethical leaders help give meaning to their employees’ work and ensure that organizational decisions are based on sound moral values (Piccolo, Greenbaum, Den Hartog & Folger, 2010). Ethical leaders are always making efforts to incorporate moral principles in their beliefs, values and behavior; they are committed to higher purpose, prudence, pride, patience, and persistence (Khuntia & Suar, 2004).

In a similar fashion, Treviño & Brown (2004) propose that an executive must be perceived as both a “moral person” and a “moral manager to have a reputation of ethical leadership.” A “moral person” is related to good character; the leader is honest and trustworthy, show concern for employee welfare and is seen as approachable. Whereas, a “moral manager,” is one who leads others on the ethical dimension, allow employee to know what is expected, and holds them accountable. Moral managers set ethical standards, communicate ethics messages, use the position of leadership to promote ethical conduct at work and use rewards and punishments to guide ethical behavior in the organization. An ethical leader clearly led his organization on ethics and values. People knew what they could expect of him, and they knew what he expected of them from an ethics perspective. An unethical leader is perceived to be neither a moral person nor a moral manager.

**Characteristics of an Ethical Leader**

An ethical leader has an idea of goodness and respective goals and is willing to hold on to these goals even in challenging and difficult times. According to Bello (2012), a good leader is authentic, cares strongly about certain ideas that deserve robust concern and is a person of prudence. A study conducted on the understanding of executive ethical leadership (Treviño, Brown & Hartman, 2003), shows that ethical leaders are thought to be receptive and open, possess traditional leadership traits such as integrity, honesty, and trustworthiness. Ethical leadership includes transactional leader behaviors such as setting ethical standards and holding followers accountable for ethical conduct. Resick, Hanges, Dickson & Mitchelson (2006) identified six key attributes that characterized ethical leadership which includes character and integrity; ethical awareness; community/people-orientation; motivating; encouraging and empowering; and managing ethical accountability. Besides, the characteristics of ethical leadership as identified by Freeman & Stewart (2006) are: (i) the articulation and embodiment of the purpose and values of the organization by the leader, (ii) the leader focus on organizational success rather than on personal ego, (iii) the leader find the best people and develop them, (iv) he/she create a living conversation about ethics, values and the creation of value for stakeholders, (v) take a charitable understanding of others’ values, (vi) make tough calls while being imaginative, and (vii) create stakeholder support and societal legitimacy.

In a similar vein, O’Connell & Bligh (2009) identified the following nine characteristics of an ethical leader from a synthesis analysis of past researches: (i) uses an ethical “lens,” (ii) makes ethical decisions, (iii) considers the long-term implications of business decisions, (iv) considers others, well-being when making decisions and treats others fairly, (v) acts ethically or role models ethical behavior, (vi) communicates the importance of ethics, (vii) understands themselves and those with whom they work, (viii) holds others accountable for acting ethically, and (ix) offers training and support for employees on how to act ethically in the workplace.

Nevertheless, these unique qualities that characterized ethical leaders make them different from other leaders of corporate organisations. Ethical leader are those leaders that are sensitive to the interest of all employees without fear or favor.

**Ethical Leadership, Culture and Workforce Diversity Management**

First, our conceptualization of diversity as a concept and organizational praxis is a product of our ethics; of what we consider as good or bad in our daily interaction with our compatriots. The way we behave to one another, that is, our ethical upbringing is also a product of our culture; our values, attitudes, belief systems, etc. For example, those brought up in a collectivistic-oriented society will relate to each other...
on the basis of group attachment. Individualistic oriented culture will, however, privilege situations that promote self-assertiveness over collective association. Universalistic oriented culture will tend to treat people equally on the basis of generalized criteria of judgment. On other hand, those from a particularistic culture will see people from a parochial perspective. Thus, from a cultural perspective, we can relate with people along the following dichotomy: achievement versus ascription; universalism versus particularism; individualism versus collectivism; and specificity versus diffuseness. Several studies have indicated the cultural relativity of these constructs and their bearings on the behavior of leaders across cultures (Ogbor, 1990; Gelfand, Erez, & Aycan, 2007; Hofstede & Hofstede, 2005; Bloom & Van Reenen, 2010).

The strength of collectivism culture is related to individuals’ social understanding of the basis of interaction (Cregan, Bartram & Stanton, 2009). Commitments made to group predominate over self-interests which characterize collectivist countries such as Nigeria (Jackson, 2004; Hofstede, 1984). The influence of the group norms on African attitudes and behaviors is reported to be more significant than individualist countries (Jackson, 2004). One of the core values in traditional African cultures is morality including a leader’s moral obligation to direct the followers to do what is right. Several studies indicate that paternalism/and or paternalistic tendency, which is a variant of African leadership behavior and authority relationship is rooted in the African culture of leaders’ moral obligation to set ethical standards, communicate ethics messages, use the position of leadership to promote ethical conduct at work and use rewards and punishments to guide ethical behavior in the organization (Bello, 2012).

In Nigeria, as in most African countries, ethics are used to regulate leader behavior as laws are not as extensively developed as in many Western societies (Jackson, 2004; Resick et al., 2011). Leaders are treated as role models whose behaviors will be observed and emulated by followers (Beugr, 2011; Jackson, 2004). Due to their authority positions, leaders play a critical role in influencing employees’ ethical attitudes, prosocial behavior, and deviant behavior (Davis & Rothstein, 2006; Grojean, Resick, Dickson & Smith, 2004). Both practicing managers and scholars acknowledge the benefits of ethical leadership and its value in motivating employees.

In general, extant research suggests that employees who perceive higher levels of ethical leadership are more likely to perform their jobs properly (Bhal & Dadhich, 2011; Schminke, Ambrose & Neubaum, 2005). This effect has been attributed in large part to the argument that a follower tends to reciprocate high levels of in-role and extra-role performance (organizational citizenship behavior [OCB]) to ethical leaders in exchange for their effective leadership (Hansen, Alge, Brown, Jackson & Dunford, 2013). Furthermore, extant literature implicitly suggests that this dynamic hinges on the link between ethical leadership and leadership effectiveness perceptions (Ng & Feldman, 2015), which then presumably act as an exchange mechanism that drives reciprocating benefits back to the leader and organization.

Based on the social identity model of leadership effectiveness (Van Knippenberg & Hogg, 2003; Van Knippenberg, 2011), team climate has the potential to influence a subordinate’s perception of leadership effectiveness. In particular, team ethical climate, as a shared and collective moral norm among team members, shapes individual judgments toward moral organizational practices and work attitudes, as well as evaluations of leader ethical behavior (Barnett & Vaicys, 2000).

Apart from team factors, employee cultural values are another boundary condition for employee judgments of leadership effectiveness. For example, Kirkman, Chen, Farh, Chen & Lowe (2009) found that cultural values can moderate the association between individual social beliefs and perceived leadership effectiveness. In this sense, a particular leadership style is more likely to create positive perceptions for employees with a matching cultural value orientation.

Building on the social identity model of leadership effectiveness (Van Knippenberg & Hogg, 2003), this paper suggests that in line with the follower centric view (paternalistic) of leader behavior, ethical leaders are perceived by followers as displaying “normatively appropriate conduct through personal actions and interpersonal relationships and promoting such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown, Treviño, & Harrison, 2005, p. 120). Hence, ethical leaders are considered by employees to be honest, fair, and trustworthy. Consistent with ethical leadership theory, research has also found that leaders who discipline individuals when they violate moral standards and reward individuals when they follow appropriate standards are perceived by employees to be effective leaders (Treviño et al., 2003). As a result, employees who regard their leaders as ethical are
more likely to evaluate leadership effectiveness positively.

Moreover, a fundamental argument within the ethical leadership literature is that ethical leaders influence a follower’s attitudes and behaviors via role modeling. The assumption is that exposure to ethical role models contributes to the positive evaluation of the target’s leadership effectiveness. Thus, subordinates are in a unique position to judge leadership effectiveness as they answer questions such as “what are the most important characteristics” or “whether the leader is effective” through a personal cognitive process. When searching for answers, one will naturally refer to the factors in the environment (e.g., cultural values, belief systems, prevailing attitudes, etc) in combination with his/her own values. Role modeling processes imply a psychological matching process in which people observe, identify with, and imitate a target vis-à-vis the environment (Bandura, 1986; Carr, 1999).

More importantly, this process involves perceivers recognizing that a role model’s actions are appropriate, effective, and worthy to be imitated (Brown et al., 2005). In other words, “the leadership effectiveness of a particular behavioral style is contingent on the favorability of the situation to that behavioral style” (Hogg, 2001, p.185). One such example of a potentially favorable situation is the climate of the team (organizational climate, departmental climate, sectional unit climate) in which the leader is embedded (Hogg et al., 2005; Van Knippenberg & Hogg, 2003; Van Knippenberg, 2011). As a type of team climate focused directly on ethics, ethical climate reflects a collective employee perception of the ethical policies, practices, and procedures of the organization in terms of which diversity is defined and interpreted (Martin & Cullen, 2006).

The role modeling dynamics central to the ethical leadership literature are complementary with the social identity model of leadership effectiveness, which predicts that perceived leadership effectiveness is contingent on the extent to which a leader is perceived as representative of team prototypes (Van Knippenberg & Van Knippenberg, 2005). For example, the way the culture of an organization perceives diversity, the way ethnic or gender diversity is appreciated will all be related to how the leader’s behavior vis-à-vis the culture of the organization are in conformity. These team prototypes (i.e., the organization ideal) are driven by socially shared values and beliefs regarding desirable behaviors (Van Knippenberg, 2011). Thus, team ethical climate should indicate team prototypes because ethical climate reflects teams’ values and beliefs. Through internalized team processes of social identification, team ethical climate becomes a source of information about what constitutes desirable team conduct, namely, how to relate to co-workers that are “different”. Leaders, as team members themselves, operate at the mercy of these collective ethical norms (De Cremer & Van Knippenberg, 2004). That is why, it is suggested here that, although leaders, as role models are capable of shaping the behaviors of their followers, the values espoused by the organization culture can also condition the behavior of the leaders. Thus, when a leader is believed to engage in team-desired ethical behaviors (e.g., encouraging diversity in role allocation among members of the organization), he or she is better positioned to promote follower perceptions of leadership effectiveness.

Therefore, ethical climate serves as a salient situation that helps individuals predict the behaviors of others and create clear role expectations for the leader (Schminke et al., 2005). The same level of ethical leadership perception should result in differing evaluations of leadership effectiveness between individuals in different teams depending on the levels of team ethical climate. More specifically, ethical climate may augment the positive relationship between employee-perceived ethical leadership and leadership effectiveness perceptions.

THE ROLE OF ETHICAL LEADERSHIP IN MANAGING WORKFORCE DIVERSITY

Up to this point, we have been examining the relationship between ethical leadership, ethical climate and employee behavior in terms of which they relate to workforce and workplace diversity. We noted, among other things, that an ethical leader serves as a role model, a pace setter and example for followers to emulate in organizational practices. Over the past three decades the debates on the necessity or otherwise of a diverse workforce and workplace has been ongoing. The discourse has always been how to implement appropriate strategies for the management of workforce diversity. In the discourse, also the challenges of managing a diverse workforce have been brought to the fore. Equally researched are strategies for dealing with such challenges. We believe that success in the workplace as in other organizational settings depends on the behavior and the roles leaders bring to bear upon issues, problems and challenges. No major cultural shift within the context of an organization will happen unless top management wants it to happen.
Consequently, we suggest that, as in every other organizational practice (such as vision, mission and value statements, goal and objective formulation, implementation of competitive strategies, etc) leaders should take the decisive role in appreciating, embracing and endorsing appropriate ethics strategies that favor the endorsement and collective participation of all organization members. We suggest the following four strategies:

**Avoidance of Quasi-Organizational Practices by Leaders**

Most frequently, organizational leaders have been known to display overt behaviors that confer a type of favoritism towards certain ethnic groups in an organization. The practice, whereby leaders encourage the emergence of “in-group” and “out-group” categorization of the workforce in an organization, departments or sectional units is detrimental to the collective achievement of the goals of the organization. In some instances, this particularistic leadership behavior is ethnically unproductive especially when leaders relate to subordinates on the basis of ethnicity or any other forms of affiliation (ethnic, religious, etc) differently from other members of the organization, department or team. Some organizational leaders make use of superfluous behavior in a passion to please kinsmen to the detriment of the collective goals. In a quasi showing of “love” with fellow “town person” leaders unwittingly sow the seeds of discrimination among members of the same team who do not share such affiliations. By quasi-organizational practices, I am simply referring to overt and covert actions in which leaders show unwarranted and undeserved outpouring of “love” to members of the organization in the name of “my fellow ethnic man,” or “we are from the same village,” or “we worship in the same church.” Such behavior is capable of creating jealousy and resentment among the “out-group” members of the same team or organization.

Addressing subordinates using particularistic languages or dialects does not augur well for organizational harmony; rather, it initiates, encourages and sustains the basis for discriminatory practices in an ethnic and culturally diverse workplace. The appeal for ethnic affiliation can only create a sense of belongingness among people from the same ethnic group. But in a multiethnic society such as Nigeria, such primodial identification on the basis of “in-group” and “out-group” categorizations of members of an organization along ethnicity lines can create ethnic subcultures within the overall organizational culture that that are capable of working against the achievement of the goals and objectives of the organization.

**Creating and Sustaining a Gender-Neutral Ethical Climate in an Organization**

It is the role of ethical leaders to create and sustain a working environment that eschews gendered ideas in organizational practices. In a patriarchal and masculine culture such as Nigeria, this is a daunting task especially for transformational leaders. Unfortunately, being a masculine-oriented society, Nigeria is a society that is gender-sensitive in role allocation and performance. Certain occupational roles are reserved for female workers (such as marketers in the banking sector and nurses in the healthcare sector). However, this practice can backlash when it is unduly applied in situations or in roles that are gender-neutral.

It is true that women have made tremendous gains in the ranks of lower and middle management over the past 30 years, but the number of females reaching top positions has remained small. Women seem to advance only so far before hitting an invisible barrier – a glass ceiling. Although the reasons for these practices are numerous and complex, two are particularly instructive in our discussion here: gendered roles and gender bias.

**Gender roles**: In the Nigerian society, some occupational roles are allocated in terms of gender. In addition, society has prescribed certain roles for males and other for females. For female employees, their triple roles as a mother, a home-maker and working woman can be very demanding. Putting in long hours is often necessary in order to demonstrate commitment and ambition. Some roles require extensive business travel, and in some fields, working in various roles in different national and international locations is the preferred path to promotion. These requirements put many women at a great disadvantage. Organizational leaders should foster harmony between work and family life, which is key to attracting and retaining talent. It can contribute to the company culture, and to a positive attitude and collaboration among employees. Another important point is for leaders not to make sweeping generalizations about different genders, and instead to consider the specifics on a case by case basis.

**Gender bias**: While outright discrimination towards women may not be part of today’s business environment, subtle instances of gender bias which discriminate against female employees still exist. In
the past, gender biases were outright intentional acts of discrimination. Females are excluded from certain occupations such as engineering, while males are qualified to be doctors, female are seen as good in the nursing profession. Today, although that perception has changed, gender biases are still powerful as a result of cultural beliefs about gender, as well as workplace structures, practices, and patterns of interactions that inadvertently favor men. For example, effective leaders are deemed to be confident, assertive and strong – mostly masculine, while good marketers as in the banking industry are deemed to female – feminine attributes. When women act in a “confident and, assertive manner,” they can be viewed as aggressive, abrasive, and uncaring. If a woman leader demonstrates more female attributes, and is collaborative, empathic and nurturing, she is often considered lacking in leadership skills. As Ogbor and Ugherughe (2016) observed, the gendering of occupational ideas and organizational roles is discriminatory and dysfunctional in promoting organizational cohesiveness.

Religion and Close Fraternity with Discriminatory Tendencies
Today in the Nigeria, the proliferation and wave of a new religious consciousness in the fold of Pentecostalism has swept across the country. This new awakening or re-awakening has also brought in new forms of identity and relationships’ attachment based on “one’s” church. “In their own congregation,” writes Njiru (2001), “neo-pentecostals call each other ‘brother’ and ‘sister.’ They create a climate in which individuals help each other, finding them jobs and visiting them when they are sick.” This is a fundamental re-awakening of the communal life of the early Christians which is in harmony with the African sense of communalism and togetherness.

The mainline churches are recapturing the sense of community and the moral imperative of being a “brother keeper.” Nevertheless, this is opening up a risk of “over-fraternalization,” and is introducing a “spiritual ethnicity and religious nepotism” in the country, which has now been “imported” to work organizations.

Many churches are not able to overcome the myopic vision of the human society championed by some Pentecostals, who considered themselves as the chosen race, called to live away from the world of sinners. Members of different churches tend to see their folks as brothers and sisters (and such with admiration). Unfortunately, the force of this fraternity and solidarity among themselves disentangles them from unifying impulses of the wider human and Christian societies.

The unfortunate development about this awakening, which is devoid of Christian-ness, is the consideration of those outside the immediate church’s family as “strangers.” This is more worrisome when this practice is reproduced and promoted by organizational leaders, heads of departments and sectional heads as a form of evangelism. This is manifested in early morning devotions when offices are closed to give room for prayer meetings, not very much unlike Moslem Friday afternoon prayer sessions. It is not uncommon to see what zealots called “the unbelievers” coming to offices late in order to avoid such early morning devotionals. The organizational leaders, who happened to be a fanatic or a fundamentalist is able to get followers (winning souls to Christ) by virtue of his or her position as a leader and as a role model he or she is able to win souls and new converts in the name of evangelism through the mechanisms of role modeling. The “new convert,” as it were, has now replaces his/her ego-ideal with that of the leader’s with the belief that that is the organization prototype. What this entails is the religious transformation of the individual to fit neatly into the one prescribed by the leader in the workplace, in this way religious diversity (or freedom of worship) is conveniently blanketed in the name of serving God. Here, the subordinates or followers lose their identities by taking in a new identity as prescribed by the leader.

Freud (1984) explained how this process occurs, i.e., how group (organization) psychology was an extension of individual (the leader’s) psychology. In Freud’s view, it is through the process of identification that the individual surrenders his/her individuality and substitutes for it the group ideal as embodied in the leader (Freud, 1984: 161 and 147).

In becoming a member of a group (an organization, a department, an office or a team) the individual surrenders some of their individuality. The degree to which this occurs depends upon the strength of the leader and of identification with the leader’s ideal. This identification, which is variously reinforced through various forms of gratifications, such as promotion, given supervisory roles, favorable appraisal and other forms of recognition then creates what Carr (1999: 520) calls the “passion to please” the leader and what the group (organization) stands for.
In the work organization it can be readily comprehended how the reified organization and/or its leaders can be raised to the status of an ego-ideal. Indeed, the organization and its leaders, through symbolic, material and other means, may satisfy narcissistic needs so well that employee views their own identity in terms of their work context.

Several studies have suggested that a selecting and molding of a character may occur in trying to achieve the organization ideal, and that to resist such molding would risk the disapproval of the parental figure (the office supervisor, the manager, the boss, the “oga”), the team and its members (the organization, the department, etc) and the psychological trauma associated with being excluded. Unknowingly to some organization leaders, these religious intrusion into work organizations work against the spirit of a diverse workplace. These practices are discriminatory in the sense that they promote particularistic criteria of evaluation in recognizing “my church-member” in place of “my organization member”. By so doing, leaders unknowingly create an organizational ethical climate that works against the spirit of diversity in the work environment.

Ascriptive Criteria in an Organization’s Ethical Climate

In an organization the criteria for role allocation, duties and so on can be classified in the dimensions of either ascriptive orientation or achievement orientation. As pointed out earlier, in a culture that favors ascriptive criteria, occupational and organizational roles, distribution of rewards and criteria for judgment are made in consideration of who the person is and not what the person can do. In the Nigerian society, ascriptive criteria are very much in vogue right from the seat of power, ministerial and sensitive position are reserved exclusively for some ethnic groups. In the organization, certain roles and positions are also demarcated and awarded in terms of a person’s affiliation or attachment to particular groups. Ascriptive/particularistic cultural practices are manifested in the form of (i) theocracy; (ii) gerontocracy; (iii) hereditary legitimacy; (iv) paternalism; (v) symbolic titles; and (iv) gender-consideration.

An ethical climate that favors ascriptive criteria is not diversity friendly. It promotes discrimination, alienation, apathy and a demotivated group of employees. In so many instances, we have seen organizational leaders allocating favorable roles to their kinsmen, while promotion is based not on competence but for reasons that have no bearing with job performance. These ascriptive practices do not only promote annihilation, alienation, and discrimination, they are also dysfunctional to organizational performance and effectiveness.

In the context of effective management of workplace and workforce diversity, we are suggesting that organizational ethical leaders should create an ethical climate that privileges achievement orientation. In an achievement oriented society, leaders (whether organizational or national) insist on evidence of “what a person can do” (e.g. scholastic examinations, quality and quantity of output, etc.) in determining the criteria for role recruitment and allocation, and in determining the criteria for distribution of rewards. Similarly, promotion within the context of the of work organizations is based upon merit.

Universalism as Against Particularism

Closely related to the ascriptive/achievement criteria is what is known as universalistic and particularistic criteria for judgment and treatment of persons and situations. For the ethically principles leader, the axiom is that of “what is good for the goose is good for the gander.” That ethical principle becomes the guiding policy in all relationship in organizational practices as in “what a man can so can a woman do” or “what an Igbo man can so can a Yoruba man”. In a society or organizational culture that fosters universalistic criteria as the acceptable way to ethically behave (ethical universalism), a person’s eligibility, worth, and treatment in relationship to social role or institution are not determined by considerations irrelevant to the stated functions of that role or institution. Rules governing evaluation of persons in an organization are universally applied without particularistic considerations of criteria that have nothing to do with that role. An organization’s culture and ethical climate that promotes universalism in the treatment of members, fear of discrimination is reduced to the barest minimum; spirit of the “sameness” is shared organization-wide while competition for roles, promotion and other forms of official recognition is played out in a healthy non-combative and non-discriminatory work environment.

In a particularistic culture that insists on role allocation on the basis of favoritism, the byproduct is discrimination which inhibits attempts to promote diversity in the workplace. It should be noted that many members of several organizations have been demotivated as a result of absence of role-congruency due to discrimination of as a result of their ethnic/religious, gender and class identities or their
belonging to particular “wrong” groups. Particularism in this context discourages a diverse workforce and leads to a workplace characterized with mediocre products or services. We can see a manifestation of these in organizations that are filled with homogeneous workforce based on ethnicity or religious affiliations. Such organizations are characterized with what is generally known as “group-think”, the inability to think outside of the box.

Thus, an ethical climate that breeds particularistic tendencies creates a culture of conformity, discourages creativity and innovation. At the end, such an organizational culture produces a dysfunctional and myopic workforce that is apathetic to change and losses whatever competitive advantages it possesses in the marketplace. It is not an exaggeration when the former American President, Barack Obama, credited France’ victory in 2018 FIFA World Cup tournament as a result of a rare blend of players drawn from diverse ethnic, cultural and religious backgrounds. In the long-run, ethical universalism has its advantages over ethical relativism or ethical particularism.

CONCLUSION
Everyone nowadays seems to be talking about diversity and how good it is especially in an ethnic and socio-culturally diverse society as Nigeria. The public discourse in which this consciousness has been articulated in terms of its benefits is a welcome development. However, our organizational leaders have not paid enough attention to the realization of diversities’ full potential in a multicultural society such as Nigeria with its diverse nationalities. In this paper, we have argued that several extra-organizational practices are not ethically proper in our organizations and thus inimical to our organizational and national competitiveness in a global economy. For instance, we pointed out that leaders, as a matter of urgency, must discourage the practice of primodial identification in a diverse work environment. This does not imply a rejection of one’s identity, but an acceptance of others identities.

In a similar manner, religious practices in our work organizations should be tempered with a little understanding and tolerance with those who many not share in our denominational faiths. There is nothing wrong in the proclamation of one’s religious faith. After all, religious freedom is embedded in our Constitution. There is nothing inherently wrong neither with religion nor in its practices as long as its adherents are drawn to the transcendence on a personal level. Religion and its practice becomes dangerous when it becomes too much of an “opium of the people” which it is then used by leaders to control and suppress diversity of opinion and diversity of behavior in as much as such behaviors are not in any way dysfunctional to the realization of the goal of the organization. Being a society that strongly uphold patriarchal and ascriptive/particularistic values, the gendering of organizational practices and roles seems to be more pronounced in Africa and in Nigeria, in particular, than anywhere else. If not so, where else in the universe would a sitting president (President Mohammadu Buhari of Nigeria) proclaim to the world that his wife “belongs to my kitchen and my living room and the other room” (BBC, 2016).

Undoubtedly, there is a lot going on in the areas of diversity sensitivity training in our organizations. Everyone is insisting on it. The labor unions are suggesting it. Corporate executives are demanding it and want it inscribed in corporate mission and value statements. Activists and other pressure groups in society in general require it. These demands are the results of the perceived benefits of a diverse workforce. At the end, however, the ball is the leaders’ court. In this paper, we insist that organizational leaders have the privileged role as role-models to start and lead the call for an all-inclusive diverse organization model. Expectedly, such a model can become a model that society can emulate. In the history of business operations, corporate executives have been seen to have developed corporate cultures that proactively enacted good ethical behaviors that spilled over to society at large. It is futile to expect our political actors to lead us in this quest for workforce diversity and to achieve a society that value differences rather than conformity.

The social, political and especially the religious crises we have in Nigeria today are partly rooted in the inability of our political leaders to manage and appreciate the diversity inherent in us. In a very strange way, our politicians seem to encourage it for personal and political gains. For personal gains and cheap popularity, some of our organizational leaders promote discriminatory practices to work against the promotion and sustainment of a diverse workforce and a diverse workplace.

The rhetoric of workplace and workforce diversity as being espoused in organizations’ mission and value statements are not enough remedy for the prevailing ethical climate in our organizations. Our current practices in organizations in the context of fully realizing the potentials of a diverse society are unfortunately the very antitheses of a diverse society
that appreciates and values a more diverse society and a diverse workforce. At best, such public pronouncements are window-dressing devises and serves only as marketing gimmicks. More and more of diversity training is not enough either. What is needed is a proactive movement on the part of organizational leaders by creating an ethical climate that favors workplace diversity. It is suggested here that the creation of an ethical climate and organizational culture that promotes workforce and workplace diversity should constitute one of our organization’s major corporate social responsibility initiatives. At a time when stakeholders (customers, constituents, pressure groups) are expecting greater corporate accountability, apathy to the challenges of workplace and workforce diversity is to our own peril. We are all witnessing how this tragedy is been played out at the national level!

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Nigeria’s Developmental Question: The Role of Market Servant Leadership

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Abstract
The discourse of Nigeria’s development has attracted wide attention, and several templates have been suggested to guide those saddled with the responsibility of piloting the affairs of the country. This paper proposes servant leadership as the answer to Nigeria’s developmental challenge; based on the notion that followers model servant leader’s behaviour, especially the combination of humility, servitude and action-orientation, and that servant leaders inspire followers’ intrinsic motivations and encourage them to flourish by creating meaning for them and giving them a sense of justice and satisfaction. These are considered as necessary inputs for development. The advancement of market servant leadership as answer to Nigeria’s developmental question is also based on the idea that market servant leaders are propelled by a desire to promote the growth, satisfaction and wellbeing of followers/market. It is thus logical to posit that servant leadership practices if adopted in the governance of Nigeria will increase the sense of citizenship in the people, get them to show support to leaders, and reduce apathetic behaviours in them.

Keywords: Developmental question, leadership, Nigeria, servant leadership.

Introduction
Rulership, rather than leadership has characterized governance in Nigeria all through the eras. In the pre-colonial era, kings, warlords and powerful cults ruled over the people. During the colonial era, the British Monarchy ruled; and in post-colonial Nigeria, rulership have been exercised by mafias, the military and privileged individuals with vested interest in what they can take from Nigeria. These individuals that somehow perpetuate themselves in power or its corridors see themselves as gods or laws unto themselves, and lord it over the citizenry. They promote parochial and selfish initiatives that advance their interests and perhaps those of a few, they adopt divide and rule as a strategy and see the country, not as a system whose parts must operate to achieve a common goal, but as parts that must not be allowed to work as union. Thus, the various peoples and market segment that make up the country have been rigged to live in mutual distrust, disrespect, suspicion and entrenched dislike; even feigning superficial believe to oneness.

Leveraging on the cleavages that lay bare, and the seeming merits they derive from the disunity of the peoples of the country, individuals at the helm of affairs in Nigeria do not serve their followers, they lead them. They do not care for the followers; they keep them in line using punishment, and rewards. This style of superintending a country has not lifted Nigeria; it has rather stifled its growth, killed its flair and rendered its overall development a completely false idea. All hope is not lost however. There is a way out. We advance market servant leadership as the template Nigeria’s leaders must adopt to take us from where we are now as a perpetually developing country, to where we must be, as a developed country. Studies in organisational leadership and market orientation strategists have shown that the servant leadership model produces positive outcomes in organisations (see Piong, 2016; Liden, Wayne, Liao, & Meuser, 2014). However, the model has scarcely been tried in governance. This paper therefore advance servant leadership as the leadership model that Nigeria’s leaders must adopt to move the country out of its current developmental quagmire. In the succeeding sections, the paper discusses the concepts of leadership, servant leadership and development. The paper also argued for servant leadership as the answer to Nigeria’s developmental challenge and made some propositions.

Leadership
Leadership is a concept that has defied a universal definition. There are as many definitions of the concept as there are scholars that are willing to enter the discourse on leadership, the the central thrust is to bring about desire goal. Barrow (1977) defines leadership as “the behavioural process of influencing individuals or groups towards set goals”; while MacGregor (1978) conceive it as the “reciprocal process of mobilizing by persons with certain motives
and values, various economic, political and other resources in a context of competition and conflict, in order to realize goals independently or mutually held by both the leaders and the followers”. Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes (Rost, 1991). It is also a process by which members of a group are empowered to work together synergistically toward a common goal or vision that will create change, transform institutions and improve the quality of life (Astin & Leland, 1991). Sternberg (2007) contends that:

**Effective leadership requires a high degree of imagination, pragmatism, and trust.** It requires creative skills and dispositions to come up with ideas, academic skills and dispositions to decide if the ideas are good, practical skills and dispositions to make the ideas work and convince others of the value of the ideas and wisdom-based skills and dispositions to ensure that the ideas are in the service of the common good, rather than just the good of the leader or perhaps some clique of family members or followers.

Piong (2016) identify transactional leadership model, transformational leadership model, leader-member exchange models and the servant leadership model as different perspectives to the discourse on leadership. Transactional leadership is a style of leadership in which “leaders use authority, sanctions, and rewards as strategies to influence followers to perform their work as directed” (Washington, Sutton, & Sauser, 2014). Transactional leaders are task-focused and use reward and punishment to motivate their followers; they exchange reward for performance. Transactional leadership has four dimensions: contingent reward, active management by exception, passive management by exception, and laissez-faire management (Washington et al., 2014). Transactional leaders are often not strategic in their leadership; they instead are more concerned about addressing issues as they arise.

Transformational leadership on the other hand goes beyond short-termism and focuses on more on team building, motivation and collaboration with followers at different levels to accomplish set goals. Transformational leaders set goals and incentivize followers to accomplish them, while providing opportunities for personal and professional growth for the followers. Transformational leadership have four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

The leader-member exchange model on its part postulates that leadership is a dyadic relationship between a leader and followers considered independently, rather than on the relationship between a superior and a group (Graen & Uhl-Bien, 1995). The model considers each relationship to be possessing different qualities. Therefore, a given leader may have poor interpersonal relationship with some followers and very healthy relationship with others. In the view of Lunenburg (2010), the relationships within these dyads may predominantly be in-group or out-group in nature.

The concept of servant leadership is traceable to Greenleaf (1970). Based on the view that leaders emerge on account of the legitimacy conferred on them by followers, Greenleaf (1970) propose that true leaders must be people who are inclined to serve others; they must be individuals with a natural tendency to assume servant positions. Servant leadership thus ensues from individuals’ realization that leadership requires them to serve others first. Greenleaf (1970) argue that such individuals are different from those whose primary desire is to lead, rather serve; stating that the contrast between them is in the care servant leaders bestow on their followers.

Based on the analyses of the empirical works of Washington et al (2014), Van Dierendonck and Stam (2014) and Liden, Wayne, Zhao, & Henderson (2008) Piong (2016) infer that, though sharing some characteristics with transformational leadership, the servant leadership model is different from other models of leadership. The unique features of servant leadership that set it apart from other leadership models is that (i) it emphasizes putting followers first, (ii) it contributes to the welfare of the community, and (iii) it promotes servant leadership behaviours among followers. These features impact followers by working through followers’ need satisfaction (Piong, 2016). Based on these, this paper argues that servant leadership is the panacea to Nigeria’s developmental challenges.

**The Concept of market Servant Leadership**

Market Servant leadership is a leadership orientation and practice that enrich the lives of followers, build better organisations and institutions, promote caring behaviours and advance the development of the society. It borrows from the concept of service to the market. Marketing being identification of people with need, desire, willingness of resources and
ability to pay and ensuring that their needs are satisfied. Interpolating that, a market servant leader shares authority, places the needs of followers above his own needs, and develops people to become more proficient. The concept of servant leadership was developed by Robert K. Greenleaf in 1970. The concept put forward the servant leader as one whose primary focus is the wellbeing and growth of people and communities. The thesis of Greenleaf’s servant leadership is that “caring for persons, the more able and the less able serving each other is the rock upon which a good society is built” (Greenleaf, 1970). Piong (2016) aver that the main issues in Greenleaf’s (1970) theorization are “how followers grow in their personhood; whether they become healthier, more autonomous, wiser, and more likely to become servant leaders themselves; and what the effect of the servant leader is, on the less privileged members of the society”. This follows from the characterization of servant leaders as persons who primarily, desire to serve others for the sake of their well-being and the advancement of society and provide a vision that give direction and purpose to followers (Greenleaf, 1970).

Greenleaf (1970) advance people-oriented qualities, cognitive abilities, and combination of people-oriented and cognitive qualities as other qualities of servant leaders possess. The people-oriented qualities in this model includes acceptance and empathy, healing, lifting people up and concern for community and building community. The cognitive qualities are awareness, conceptualizing, intuition and foresight; while the cognitive and people-oriented qualities include listening and persuasion. Other scholars advanced several qualities of servant leaders by expanding or contracting Greenleaf’s (1970) model (see Van Dierendonck & Nuijten, 2011; Liden et al, 2008 among others). Some of the qualities advanced by these scholars as addition to Greenleaf’s (1970) model are: standing back, empowerment, forgiveness, courage, accountability, humility, and stewardship (Van Dierendonck & Nuijten, 2011). Furthermore, Liden et al (2008), Spears (2005) and Laub (1999) as cited in Piong (2016) identify emotional healing, creating value for community, helping subordinates grow and succeed, putting subordinates first, ethical behaviour, intuition, stewardship, sharing leadership and display of authenticity as other properties of servant leadership.

The Concept of Development
Development is the process of improving the quality of life and making sure that everyone has access to the basic necessities of life; and also have the opportunity to make choices (Igwe & Ateke, 2018). It is a growth process that employs systematic and technical knowledge to meet specific economic growth and human development requirements, including health, education, and clean environment (Nwulu & Ateke, 2014). The concept of development is inherently complex and ambiguous; and is contested theoretically and politically (Thomas, 2000). Cowen and Shenton (1998) identify development as an intentional activity as the main opposing arguments in development literature. If development means good change, questions arise about what is good and what sort of change matter. Every developmental agenda is value-laden hence not to consider good things to do is a tacit surrender to fatalism (Chambers, 2004); and since development depends on values and on alternative conceptions of the “good life”, arriving at a universal definition of the term will remain a phantasm (Igwe & Ateke, 2018).

The meaning of development has however been streamlined in recent times to tally with the practices of development agencies aimed at reducing poverty and achieving the Millennium Development Goals (MDGs) (Thomas, 2000). The vision of the liberation of people which animated development thinking in the 1950s and 1960s has given way to a vision of liberalization of economies (Chambers, 2004). Also, the goal of structural transformation has given way to the goal of spatial integration; while the dynamics of long-term transformations of economies and societies has slipped from view and attention placed more on short-term growth and re-establishing financial balances (Gore, 2000).

The dimensions of development are extremely diverse, including economic, social, political, legal and institutional structures, technology in various forms, the environment, religion, arts and culture. Nevertheless, based on analyses of literature, Hickey and Mohan (2003) in Nwulu and Ateke (2014) discerned development as a process of transformation of societal structures, development as short-to-medium term outcome of desirable targets, and development as a post-colonial position as the three dominant perspectives to the discourse on development. This paper adopts these perspectives of development, and explains them below.

Development as a process of transformation of societal structures is the conception of development as a process of historical change (Thomas, 2000). This view of development is emphasized mostly by the
academic and research segment of the development community but is less emphasized by practitioners in the development community (Nwulu & Ateke, 2014). The main features of this perspective are that it is focused on the processes of transformation of societal structures; it is historical and has a long-term outlook. This means that a major societal shift in one dimension, for example from a rural or agriculture-based society to an urban or industrial-based society, would have radical implications in others dimension, such as societal structural changes in the respective positions of classes and groups within the relations of production (Gore, 2000). Nations change over time, experiencing economic growth and societal change. This is accepted as development in the context of this discussion. However, this view of development is not necessarily related to intentional or good change; as change in this context may involve decline, crisis and other problematic situations.

Development as short-to-medium-term outcome of desirable targets is the perspective of development derived from the criticisms outlined in the perspective explained above. This perspective of development is a vision of progressive change (Thomas, 2000) and relates to performance assessment (Gore, 2000). This view is narrower in definition and is technocratic in nature. At its most basic level, it is simply concerned with development in terms of a set of short and medium-term performance indicators which can be measured and compared with targets. It therefore has a more instrumental element which is likely to be favoured by practitioners within the development community notably in international development agencies (Thomas, 2000). The key feature of this perspective of development is that it focuses on the outcomes of change so that it has a relatively short-term outlook, leading some commentators to label it ahistorical (Nwulu & Ateke, 2014). There is however a concern that this short-term and instrumental view of development loses the grand vision of societal transformation in the conception of development from socio-economic structures, social relations and politics.

Development as a post-colonial position is the post-modern conceptualization of development (Thomas, 2000) which is based on the view that development consists of bad change and bad outcomes through the imposition of western ethnocentric notions of development upon the Third World (Igwe & Ateke, 2018). This perspective emerged as a reaction to the deliberate efforts at progress made in the name of development since World War II and was triggered in particular by the declaration of President Harry Truman of the United States in 1949 that: “We must embark on a bold new programme for making the benefits of our scientific advances and industrial progress available for the improvement and growth of underdeveloped areas”. The key element of the post-modern perspective of development is that it views development as a social constructs that do not exist in an objective sense (Foucault, 1969).

The Place of Servant Leadership in Nigeria’s Development

Literature on organisational leadership is replete with evidence of positive outcomes of servant leadership in various settings; and the reason servant leadership leads to such positive outcomes is also explained in literature (Piong, 2016). Through a survey of one thousand, one hundred and forty-three (1,143) employees and seventy-one (71) managers of seventy-six (76) restaurants in a restaurant chain, Liden et al (2014) as observe that servant leadership leads to positive benefits through the establishment of a serving culture in an organisation; as followers model the behaviours of servant leaders. Piong (2016) suggest that a central tenet of Greenleaf’s (1970) conceptualisation of servant leadership is the modelling of servant leaders’ behaviours by followers. Followers gain more identification with their organization through such behaviour modelling (Piong, 2016); which produce positive outcomes for the organisation. Liden et al (2014) also observe that “servant leadership positively correlates with a culture of serving, which predicts greater employee identification with organisations and creativity and positively impacts organisational performance, and negatively relates with turnover intentions”.

The attributes of humility and action-orientation of servant leaders lead to positive outcomes because they promote work engagement (Sousa & Van Dierendonck, 2015; Sousa, 2014). This same position was held by Owens, Johnson, and Mitchell (2013) and Owens and Hekman (2012) whose study comprising of two hundred and thirty-two (232) employees of different firms found that “perceived humility in leaders was positively associated with follower engagement, especially when leaders are in higher positions”. Sousa and Van Dierendonck (2015) arrived at the same conclusion that perceived humility strengthens the action-oriented leadership of servant leaders. “The combination of humility and action-orientation may be particularly effective in higher levels of an organization, while at lower levels, action-orientation might be sufficient to generate worker engagement” (Piong, 2016).
These and results of other empirical studies testify that servant leadership inform positive benefits that are desirable by firms, by “inspiring a sense of trust in followers”. Trust in leader mediates the link between servant leadership and organizational commitment, job satisfaction, organizational trust, leader effectiveness and additional effort to get work done (Piong, 2016; Ramli & Desa, 2014). Furthermore, followers’ perception of being well-treated by leaders affects organisations positively; a commitment to justice is one of the qualities of servant leaders (Piong, 2016).

Other ways servant leadership works to benefit companies include the “servant leaders’ sense of compassionate love, which encourages humility, altruism, and other virtues and leads behaviours such as empowerment, providing direction, and stewardship” (Van Dierendonck & Patterson, 2015). In addition, servant leadership brings benefits to organizations by capitalizing on employees’ intrinsic motivations and aspirations; providing a sense of meaningfulness to employees and being able to convey a larger vision that goes beyond the organization to employees (Van Dierendonck & Sousa, 2016) and helping followers to feel more involved and in control of their work (Sousa, 2014) cited in Piong (2016). Piong (2016) summarizes that the nexus between servant leadership and positive organisational outcomes follows from the following:

i. Employees model their servant leader’s behaviour.

ii. Servant leaders exhibiting a combination of humility and action-orientation.

iii. Satisfying the needs of followers.

iv. Inspiring employees’ intrinsic motivations and encouraging them to flourish.

v. Creating meaning for employees.

vi. Inspiring leader trust.

vii. Creating a sense of organizational justice.

In view of the many positive outcomes servant leadership confer on organisations, and on the conviction that organisations represent microcosm of the society, we argue that the servant leader model of leadership is what Nigeria need at this junction of her national life. We are upbeat that servant leadership have the potential to positively affect the development of Nigeria; as it will foster a combination of humility and action-orientation on the part of leader, and inspire citizens to imitate servant leaders’ behaviour, creating meaning for citizens, create a sense of justice in the country, inspire trust in leaders and satisfy the needs of the citizenry. The entrenchment of these factors will definitely drive the citizenry into identifying with the country, and engage in caring behaviours for one another, actively support developmental initiatives of leaders, and seek to contribute to the effective implementation of such developmental initiatives. Since servant leaders are driven by the desire to promote the growth and wellbeing of their followers; and are led by the notion of “putting followers first”. It will be logical to posit that adopting servant leadership practices will increase the sense of citizenship of the people, get them to show support to leaders, and reduce apathetic behaviours in them. This will invariably create an atmosphere for human capital development, economic development, infrastructural development and socio-structural Change. The paper therefore proposes proposition as follows:

P₁: when Servant leadership is adopted in all sphere of leadership, it is will to lead to human capital development

P₂: Servant leadership will lead to economic development

P₃: Servant leadership will lead to infrastructural development

P₄: Servant leadership will lead to socio-structural Change
Conclusion and Recommendation

Nigeria was at some point in international reckoning, at par with countries like Brazil, Singapore, Malaysia, India, etc. However, today, these countries have leaped forward, leaving Nigeria behind. These countries may not be as endowed as Nigeria is, in terms of natural resources, but they are gifted with servant leaders that are propelled by the need to serve their peoples; they are endowed with leaders whose priority were, and still are, to improve the wellbeing of their peoples and advance their societies; who sees the followers as a market whose needs are to be satisfied, they are blessed with leaders who fit into the mould of servant leaders. But there is good news for Nigeria too; and that good news is that servant leadership, though a trait inherent in some individuals can be emulated and honed by all. Therefore, the time for persons who find themselves at the helms of affairs of the country to begin to rethink their core mandate and their affinity with their followers is now.

On the strength of the fact that servant leadership practices inform engagement and commitment of organisational members, as the reviewed literature has shown and the progress that countries with people-oriented leaders have made, this paper concludes that the servant leadership model have the potential to leapfrog Nigeria’s development. The paper thus recommend that individuals that have been saddled with the responsibility of piloting the affairs of the country must see themselves as servants of the people, and so, conceive the improvement of the wellbeing of the people as their core mandate. Once the led observe that the leaders have started showing genuine care for them and are contriving and implementing policies that pander to their wellbeing, they will reciprocate the gesture by showing care to other members of the society who are less endowed. In the end, what we seek is a society where caring for one another and contributing to one another’s wellness is promoted; and where development is seen as everybody’s responsibility, and that of a “faraway” government.

References


The Discourse of “OGA” As Relations of Power in Organizational Praxis: Towards A Theory of Organizational Leadership

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Abstract
This study proposed a framework for understanding the process and outcome of interaction between indigenous Western leadership behaviors in an organization undergoing change. The concept of Oga was used to examine the process of organizational change in order to understand the mechanisms promoting and/or sustaining the coexistence of two seemingly incompatible leadership behaviors drawn from two different cultures. Using Weber’s ideal constructs of leadership and authority relationships of rational bureaucracies in combination with studies in cross-cultural and comparative management, a conceptual and theoretical framework was developed to examine the interaction and coexistence of Western and traditional models and practices of leadership behavior within a cultural context. Methodologically, the case study approach in the tradition of qualitative research was used through ethnographic and phenomenological techniques of data collection and analysis. It is argued that qualitative research method is appropriate for this research as it captured the dynamic process of the coexistence of two different types of leadership behaviors drawn from two different cultures. Findings indicated that the coexistence of Western and traditional practice of leadership behavior as embedded in the concept of Oga produced and facilitated mechanism for organizational commitment. This coexistence created and sustained the realization of the goals of the organization through the practice of organizational citizenship behavior (OCB) by both superiors and subordinates. Conclusively, the concept of leadership syncretism was proposed as a framework for analyzing leadership behavior and authority relations in situations of organizational change within a cultural context. It is recommended and suggested that concepts of convergence, divergence and crossvergence as they are used in the literature need to be re-visited.

Keywords: Oga, leadership theories, leadership behavior, authority relationship, culture, convergence, divergence, crossvergence, organizational commitment, organizational citizenship behavior.

Introduction
“Leaders do not lead people: They lead organizations that, in addition to people, include social roles, cultural values, beliefs, hopes and expectations” (Crooke, Csikszentmihalyi, & Bikel, 2015, p. 146)

Every organization has a purpose and it is the desire to achieve this purpose efficiently and effectively that creates the need for leadership. Leaders of organizations plan, organize, provide direction, and exercise control over organizational resources, material and human, in order to achieve the mission, goals and objectives in an acceptable manner. The main aim of leadership behavior, however, is to influence the actions and behavior of members of the organization because it is through the behavior of the members that organizations’ goals are attained. This, in turn, demands commitment to the mission, and goals of the organization. The relationship between leadership behavior and employee organizational commitment (EOC) has long been established in the literature dealing with leadership behavior, motivation, employee commitment and organizational performance (Bass, 1984; Avolio & Bass, 2004; Koech & Namusonga, 2010).

Now, with the imperative of globalization, accompanied by a growing interest in the behavior of leaders and authority relationship across culture, the subject of comparative management has also heightened the debate on the “compatibility” of Western leadership practices in non-Western cultural and organizational contexts (Ogbor & Williams, 2003). In this debate, there are the proponents of “compatibility theses”, implying that to be functional, the values, norms, ideologies, beliefs, practices and antecedents of Western leadership behavior and authority relationship should be compatible with that of non-Western leadership behavior and authority.
relationship (Abrahamson & Lane, 1990; Adler, 2002; Adler, 1983; Ogbor, 1999). This perspective nourishes itself with the assertion that globalization invariably entails Westernization and as such the global economy is a manifestation of Western ideological value systems which are also played out in organizational behavior: leadership behavior, employee behavior, motivational practices and employee organizational commitment. This is the essence of the “convergence theses” whose roots can be traced as far back to the emergence of cross-cultural and comparative management as a discipline (Cummings and Schmidt, 1972; Dole, 1973; Helmich and Papageorge, 1979; Ohmae, 1990; Ogbor, 1990/2003; Guillén, 1994; Hofstede, 1980/1993; Shenkar, 1995).

As Ogbor and Williams (2003, 7) have shown, the imperatives of globalization and the forces driving the global economy have given new impetus to the debate on whether the cross-cultural transfer and application of management practices results in cultural convergence (i.e. cultures becoming more alike) or divergence (i.e. cultures becoming more dissimilar and distinct) (Francesco & Gold, 1998; Ralston, Holt, Terpstra, and Kai-Cheng, 1997). The idea that economic ideology drives cultural values due to the imperatives of globalization and by implication, increased Westernization is deeply rooted in the convergence thesis (Ogbor and Williams, 2003).

Convergence implies that as nations become industrialized, there is a significant change in values towards behavior that embraces free-market capitalism (Abrahamson & Lane, 1990; Hodgetts & Luthans, 1997; Ohmae, 1985/1990; Ralston, et al., 1997; Sassen, 1991). The foundational argument for this theses is that since industrialized nations, until recently, have been equated with Western capitalistic countries, convergence has meant that non-Western countries would be expected to assimilate ideologically driven values (such as leadership norms and beliefs) common to industrialized Western countries. Taken to its extreme, American management and leadership models, ideologies and behaviors (as forces of globalization) would comprise the force for this change. Other studies in this tradition have indicated that traditional norms are dysfunctional to the transfer and application of Western managerial practices in a non-Western context.

In the context of Africa, some studies have argued that most African leaders assumed their role with limited experience and training in the art and science of directing and effectively managing the affairs of a modern state (Kamuntu, 1993:103). Others blame the Africa’s leadership crisis as a result of the leader’s “lost or lack of control of effective leadership. For a example, Afegbua and Adejuwon (2012: 151) posit that: “The trouble with Africa is simply and squarely a failure of leadership. There is nothing basically wrong with the African character or political system in operation. The character of political leadership became a problem as most of them lost or lacked control of effective leadership. This led to the scramble and partition of state resources to suit their purpose.”

Eze (1995:96) has this to say about leadership in Nigeria; “In considering the Nigerian situation, there seem to be certain issues in Nigerian leadership which require experimental investigations. For instance, it has been generally asserted that Nigerian management is marked by authoritarian leadership characteristics and practices. They are said to have maintained a rigid authoritarian approach, as well as master-servant, rider-horse relationship with subordinates. In fact, it is been said that a Nigerian man is by nature and training an autocrat who demands nothing but respect and obedience from his subordinates, and those younger and lower in status than him. Also in public sector, the leadership has been associated with certain undesirable traits such as double-standards, pursuance of selfish goals, lack of seriousness and indiscipline.”

In fact, as far back to the mid-sixties, the African culture has been implicated for the leadership challenges with which the continent is confronted. For example, Fleming (1996) reports that the internal efficiencies in East African bureaucracies conflicted with the need for traditional authority and this conflict resulted in the inability of the bureaucracies to achieve their goals.

More recent studies in international management, cross-cultural management, comparative management and globalization have argued in favor of a convergence global economy – pointing to how traditional cultural practices in a non-Western setting are antithetical to economic growth and progress (e.g. Osland, Oddou, Bird & Osland, Jung & Avolio, 1999; Ohmae, 1995; Hodgetts & Luthans, 1997; Jeannet, 2000; Robertson, 1992). Similarly, studies have speculated about various conditions that may promote or inhibit a given culture’s acceptance of new forms of organizational behavior. Some observers have
named these conditions “human resource management” (Oddou & Mendenhall, 1992; Shenkar, 1995), “compatibility” (Levine, 1980), “norms of consistence” (Staw, 1984) and “cross-national ideological support” (Cole, 1984).

On the other side of the debate are those who argue that indigenous organizational and value systems and practices will continue to persist irrespective of the transfer and application of Western ideological and value practices in a society and organization. This is the tenets of the divergence theses. Proponents of the divergence approach to the understanding of cross-cultural and comparative management practices argue that national culture, not economic ideology, drives values, and that even if a country adopts capitalism, the value systems of those in the workforce will remain largely unchanged (e.g. Hofstede, 1984). Guillén (1994) demonstrates that institutional arrangements, cultural values and religions, not only the type of economy, technology and industrial efficiency create ideologies that become guidelines for the way people “manage” organizations. This line of reasoning is not, however, a new one. Some of the “classics” in cross-cultural and comparative management studies such as Cummings and Schmidt (1972), Helmich and Papageorge (1979), and Hofstede (1980) have long shown the persistence of cultural practices in the midst of industrialization.

The general idea involved in the notions of convergence and divergence in the application of cross-culturally transferred organizational practices, seems to imply that the greater the “compatibility” (the degree of congruence between the norms, values and goals of innovation and those of its hosts), the greater the likelihood of its acceptance. The “compatibility theses”, is not totally different from the position advocated by the convergence theses because they both hold to the assumption that Western leadership practices must either be compatible with indigenous practices or not. In these theses, there seems to be no “middle ground.”

A third explanation of the behavior of cross-cultural management and organizational practices has been termed “crossvergence.” Its proponents argue that there can be an integration of cultural and ideological influences resulting in a value system that is “in between” the values supported by national culture and economic ideology (Ralston, Gustafson, Cheung, & Terpstra, 1993). Ralston and his associates have suggested “there will be an integration of cultural and ideological influences that results in a unique value system that borrows from both national culture and economic ideology” (1997, p.183). In a similar manner, Afegbua and Adejuwon (2012) point out that “The challenge to African leaders is thus to develop the capacity that would enable us to strike a balance between the values of African societies and the governance that our nations must follow. However, the concern must be to blend the two rather than to treat them as if they were mutually exclusive”.

Like the convergence and the divergence approaches, the crossvergence proposition is limited in its explanation of the existence of two incompatible leadership and authority practices in an organization. In particular, the crossvergence proposition is silent on the conditions in which two forms of leadership behavior can coexist. In addition, whether this “melting pot philosophy of value formation” implies a full realization of both alien and host country’s cultural norms in a situation of cross-cultural transfer and application of organizational practices remains unclear; the processes involved in the realization of this “unique value system” are not known. Furthermore, the process by which one must “blend the two, rather than treat them as if they were mutually exclusive” is not treated. And, more importantly, questions pertaining to the fate of those aspects of the opposing norms and values not assimilated in this process of “selective” borrowing and adaptation remains largely unanswered.

THE RESEARCH PROBLEM(S), OBJECTIVES AND SETTING OF THE STUDY
The Research problem(s)
From the preceding discussion, it can be inferred that the extant literature has not paid enough attention to the challenges encountered when one leadership norms and value systems are confronted with another one, to put it mildly. In cross-cultural and comparative management studies, several works have been done in areas that distinguish “American management practices” from other parts of the world. However, most of these studies, including those of Hofstede are “Asian-centric”; concentrating more on the Japanese and Chinese management and leadership practices (e.g., Brakeman, Chen, George, Luo, & Tsui’s, 2015; Bai & Xi, 2012; Howell & Hall-Merenda, 1999; Keane, 2006; Lee & Sharif, 2014; Liu & Ipe, 2010; Miah & Bird, 2007; Rossberger & Krause, 2015). Studies done with a focus on the experience of African societies within the general framework of cross-cultural and comparative management studies are scanty (Ogbo, 1999). In other words, there is need for research that draws example from Africa’s experience of organizational and leadership change in the context of cross-cultural transfer and
implementation of Western managerial, organizational and leadership practices.

A second major problem is that the use of convergence and divergence, and even crossvergence, as theoretical concepts for the analysis of the interaction between “imported” leadership practices and indigenous leadership norms and behavior, fails to leave room for circumstances or contingencies that could mitigate potential clashes of different cultural norms and values. As noted in the introduction, discussions regarding convergence, divergence and crossvergence did not provide answers to a number of questions. Specifically, questions pertaining to the fate of those aspects of the opposing norms and values not assimilated in this process of “selective” borrowing and adaptation remains largely unanswered.

A third area of concern, also considered as a problem, is in the area of research methods and methodology. The problem is that most cross-cultural or comparative management studies seem to employ only quantitative techniques for data gathering and analysis. It has been suggested by management and organization behavior researchers that such methodological approaches that overly rely on statistical data is deficient in understanding the nuances of cultural phenomena in organizations in transition. Specifically, Astley (1984) points out that the rigorous statistical analysis which proliferates in the academic journals of management science are generated less because of their predictive value in explaining objective reality than because of the support they lend to the abstracted hypotheses which constitute the rarefied world-views of analytical perspectives. Thus, what is needed here is a research method and methodologies capable of explaining the dynamics of organizational and leadership change in context.

Research Objectives
The major objective of this study is to set forth a possible framework for understanding the interaction of indigenous leadership behavior and authority relations with that of Western leadership values, ideologies, norms and orientations in an organization undergoing change. This objective is informed by the fact that most organizational behavior studies with a focus on organizational performance, motivation and employee organizational commitment (EOC) have held the behavior of leaders as the culprit for organizational failure in Africa in general and in Nigerian society and work organizations in particular (Folarin, 2010; Koechi & Namusonga, 2010).

The second objective is to analyze the process of change in an organization in order to understand the mechanisms promoting and/or sustaining the coexistence of two seemingly incompatible leadership behaviors drawn from two different cultures.

The third objective is to achieve an understanding of the fate of those aspects of the opposing norms and values not assimilated or blended in the process of interaction between two seemingly incompatible leadership behavior and authority relationship in an organization in transition.

The fourth objective is to look for new methodological approaches in studying organizational change and leadership behavior within a cultural context. That is, aim is to develop a research approach capable of understanding the meanings organization members ascribed to their actions when confronted with two opposing leadership behavior in a period of organizational change.

The Nature of the Organization and the Setting of the Study
The setting of this study is Hayibo Corporation. Hayibo Corporation was established in Nigeria in the late fifties, before the country became independent in 1960 from the then British Colonial Administration. The salient features of the organization mirror those commonly found in state-owned agencies and departments, which, in this case, included: (i) it is owned and controlled by the Federal Government of Nigeria; (ii) its accounts and conducts/activities are subject to executive and parliamentary oversight; (iii) its employees are recruited under terms and conditions determined by the organization itself; and (iv) it is administered and managed by a board of directors, employed by the government upon parliamentary approval. These characteristics were believed to enable the organization function as an autonomous body while remaining under broad public control. The organization is ultimately accountable to the public through a federal ministry, which oversees its operations. However, the relationship between the ministry and the organization is such that the latter enjoys as free a hand as possible in its day-to-day operations.

Hayibo Corporation has an executive board whose chairman serves as the chief executive and is appointed by the Federal government upon approval by the National Assembly. The heads of the functional departments are also members of the board, including two other members drawn from outside the
organization. A major feature of this arrangement is that the body responsible for policy is not separate from management. At the time of the study, the organization had an executive board of thirteen members.

**THE THEORETICAL AND CONCEPTUAL SETTING**

Most studies that examine the application and interaction of Western organizational, management and leadership practices in the context of “traditional” non-Western societies are usually done in a comparative framework. In the literature such theoretical framework and mode of conceptualization are derived generally from the works of Weber (1949), Kluckhohn and Strodtbeck (1961) and Hofstede (1980; 1983; 1984, and 1985). Hofstede’s work has been instrumental in comparing management and leadership practices across national cultures. Hofstede’s work, however, as useful as they are, are not encompassing enough to examine the deeper sociological, institutional and cultural underpinnings informing leadership practices in a non-Western “traditional” environment, such as Africa. As far as this researcher is concerned, Weber’s “ideal types” conceptualization of the differences between Western and Non-Western societies (not particularly nation-states) is more “ideal” for this present study. The reason is that its application is encompassing – treating, from a sociological and anthropological perspectives, the “deeper” structures of the functioning of organizations and leadership/authority behaviors across a wide range of societies. Over the years, Weber’s constructs have not only been applied in different contexts, they are also enduring and have stood the test of time over the years.

**The Cultural Context of Western Organizational Leadership**

In cross-cultural and comparative management studies, culture, long defined as ‘the totality of man’s products’ (Berger & Luckmann, 1967), ‘a set of control mechanism for the governing of behaviour’ (Geertz, 1973) or as ‘the way people in a society are collectively programmed’ (Hofstede, 1980), has been used to explain managerial and organizational behaviour across cultures, especially in the area of leadership and authority behavior.

The cultural context of Western leadership and authority behavior can be examined using Weber’s concept of rational authority and rational bureaucracy. In Weber’s rational bureaucracy, leadership and authority behavior have been used to distinguish between authority relations in Western societies (rational authority) and those found in non-Western societies (traditional or patrimonial authority). The term, rational authority describes the leadership and authority features in modern Western societies and, according to Weber (1949), underpins the rational bureaucratic organization with the following assumptions and characteristics:

**Achievement Orientation**: It is assumed that people in modern Western societies usually insist on evidence of “what a person can do” (e.g. scholastic examinations, quality and quantity of output, etc.) in determining the criteria for leadership role recruitment and allocation, and in determining the criteria for distribution of rewards. Similarly, promotion within the context of the bureaucracy and forms of work organizations is based upon merit.

**Specificity orientation**: Official relationships in Western societies are normally such that the duties or functions which a subordinate may be called on to render at the request of a superior are well defined, fixed and circumscribed by formal contractual undertakings. In the bureaucratic “culture”, a paraphrase of Weber reads that job description should exist for each position, which should create a high degree of specialization. Moreover, the bureaucratic conduct is to be governed by impersonal rules and regulations. Thirdly, order and reliability are to be maintained primarily through written communication.

**Universalistic Orientation**: The principle of universalism requires that the eligibility, worth, and treatment of persons in regard to social role or institution should not be determined by considerations irrelevant to the stated functions of that role or institution.

**Secular Authority**: The obligation to obey authority in Western societies is normally derived from mundane claims and acknowledgement rather than on some sort of religious or supernatural ordination of the person exercising the authority.

These “ideal types” of leadership and authority behavior as proposed by Weber and his intellectual heirs (e.g. Parsons, 1951; Kluckhohn & Strodtbeck, 1961) have influenced the thinking of management theorists in their attempts to explain the development and patterns of international management, globalization, industrialization and the behaviors of organizations across cultures (e.g. Trompenaars, 1990; Hofstede, 1980; Ohmae, 1990).
The application of Weber’s “ideal” types in comparative management studies resulted in the use of these constructs in designing frameworks for analysis. To the extent that they are “ideal” constructs, some researchers have argued that organization development (or change) in a non-Western context often presumes a total acceptance of Western values and a total displacement of non-Western ones (Dunlop, 1987; Ohmae, 1985; Sassen, 1991).

As noted in the introduction, the application of the convergence and divergence explanations of cross cultural transfer of organizational practices would imply that a non-Western culture intent on adopting a Western model of leadership must also assume a Western culture of work, motivation, and authority relationships which these ideal types describe - namely, a rational bureaucracy. The implication of such propositions has been noted by Ogbor (1999, 367) when he argues that “If innovation inevitably produces a kind of chain reaction of mutually reinforcing consequences, then all pre-existing antithetical qualities will necessarily be driven out or displaced in order to give room for a Weberian ideal type of rational authority.”

It is interesting to note in this context that the very terms characteristically applied by researchers in this tradition to such situations as modernization, industrialization, globalization, convergence and divergence, is indicative of the notion that societies subjected to Western influence are on their way from one state of affairs to another predefined end. Inherent in this idea is that non-Western societies are presented with an ultimate and unavoidable choice between mutually incompatible attitudes, institutions and principles of action (Sassen, 1991). In other words, the basic alternatives available to such people are either total displacement of their cultural order (to industrialize in the direction of the Western experience) or complete rejection of the alien cultural order (to maintain their cultural norms).

To conceptualize the experience of non-Western societies’ modernization, industrialization and globalization as an unavoidable choice between incompatible social and cultural arrangements, however is to rule out other conceivable possibilities (Ogbor, 1990; Ogbor & Williams, 2003).

For instance, in certain contexts of transfer and application of cross-cultural management models, a conflict of existing and novel arrangements might not arise because: (a) a given element of Western cultural norm coincides with an existing non-Western cultural norm, (b) a given element of Western culture is normatively neutral for the non-Western cultural norm, or (c) the imported Western cultural norm is positively instrumental, functional, or reinforcing in relation to a host culture’s existing norms and ideologies. It is suggested here that the conventional conceptualization of organizational change across cultures fails to leave room for contingencies that could mitigate potential clashes of different cultural norms and values.

**The Cultural Context of Authority and Leadership Features in the Nigerian Society**

The six most salient features of traditional leadership and authority in the Nigerian traditional culture are: (1) theocracy; (2) gerontocracy; (3) hereditary legitimacy; (4) paternalism; (5) symbolic titles; and (6) affectivity and diffuseness in the quality of official relationship (see Ogbor, 1990; Ogbor & Williams, 2003).

*Theocracy:* One common feature of administrative leadership and authority relations in the Nigerian traditional societies is the prevailing influence of religion. As an authority concept, it implies a system of administration and leadership based on religious legitimation. Among the three dominant ethnic groups in the Nigerian society (the Hausa-Fulanis, Igbos, and Yorubas) as well as in other groups, one of the basic sources of authority is the ability to invoke supernatural power sanctioned by a particular religious system. Among the Hausa-Fulanis, the *emir* (the traditional and religious head) possesses a wide range of power, augmented by appeals to the ideals of Islam, which combine temporal power and religious authority in the person of the ruler (Ogbor, 1990). Among the Igbo people, for instance, law and custom are believed to have been handed down from the spirit world, from time immemorial and from ancestor to ancestor. Traditionally, the Igbo people believe that their gods and ancestors are directly involved in the running of their community affairs. Hence when an Igbo man dies, he is said to “be joining his ancestors”.

*Gerontocracy:* The Igbos’ age-grade system exemplifies social stratification where age groups perform specific duties within the community. Future influence in the community is determined by membership in age groups. Implicit in this authority relationship is the belief that because of their age, the elders stand between the gates of the physical earth and that of the unseen world. Thus, disobeying the authority of the elders is taken to mean a departure from the behavior approved by the gods and ancestors.
Hereditary Legitimacy: The traditional society of the Hausa-Fulani is divided into a ruling class (sarakuna) and a commoner class (talakawa). Membership in either class is usually fixed at birth. Eligibility for the highest office of state, the emirship, is confined to descendants of an emir whose mantle was attained in more or less ancient times. The hereditary principle also determines access to the bulk of the other high offices of state, including those reserved for heirs of ancient freeborn holders of certain offices and titles. In most traditional Nigerian societies (and indeed in African societies), ascendancy to position is mostly determined by lineage and inheritance. Positions, in the traditional sense of word, are mostly predetermined following family lineage.

Paternalism and Personalism: An incumbent authority holder is expected to give protection to that he or she is chosen to lead. The allegiance of persons to superiors in this context is secured through and expressed in the receipt of patronage ranging from gifts, the award of office and title to full economic support. Beneficiaries of such support, protections and favors in return owe the authority holder loyalty. Leaders maintain their positions while they render their obligation to the people, i.e. continuous provision of the protection and assistance they are “morally” and not “duty” bound to provide. Should their ability to do this diminish, should leaders no longer be able to fulfill this paternalistic role, the members of the group will transfer their allegiance to some other individual who can more adequately play the paternalistic role. Through the paternalistic role, a “personality cult” is built around the leader.

Symbolic Titles: Great importance is attached to titles in the Nigerian culture, both traditional and religious ones. A title is a symbol that distinguishes the individuals in authority from non-authority holders.

Affectivity and Diffuseness in the Quality of Official Relationships: Traditional Nigerian authority patterns are based on subordinate loyalty to superiors rather than some impersonal standard of official relationship. This affective value facilitates expressive relationships over instrumental ones. A related facet is that the duties and obligations involved, and the rewards and benefits attached to the performance of duties are not precisely defined; they are instead characterized by a cultural orientation of diffuseness of functions and rewards.

Leadership, Organizational Citizenship Behavior and Organizational Commitment

The concept of leadership is generally accepted as old as the discipline of the social sciences itself. As a social construct, it has been seen from different theoretical perspectives and it is futile at this juncture to employ a single overarching definition. In contemporary discourses on organizational leadership, the most prominent theories in use are (i) trait leadership theory, (ii) contingency/situational theory, (iii) path-goal theory, (iv) task-oriented/people-oriented theory, (v) transformational theory, (vi) transactional theory, and (vii) social exchange theory (for an extensive discussion of these theories, see Northouse, 2004; Sashkin, 2004; Avolio, Walumbwa & Weber, 2009; Aycan, Schyns, Sun, Felfe & Saher, 2013).

Ubegbu (1999 provides a definition that seems to capture the core elements in variegated conceptualization of the term “leadership”. According to Ubegbu (9999), leadership is the process of creating the subordinates’ identification with the group’s mission and creating their desires to achieve the group’s goal. Graig (2005:132) considers leadership as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. While Robert et al (2004) affirms that leadership involves a complex interaction among the leader, the followers, and the situation.

For reasons of comparison, leadership behavior is discussed here using Weber’s constructs. These constructs will then be used as parameters to describe the actual behavior of the leaders in terms by which they fit into the existing discourses and praxis. We will start the discussion here by relating the concept of leadership behavior to organizational citizenship behavior in order to understand the cultural context of leadership behavior in a non-Western environment.

Leadership and Organizational Citizenship Behavior

In industrial and organizational psychology, organizational citizenship behavior (OCB) is a person’s voluntary commitment within an organization or company that is not part of his or her contractual tasks. Over the past three decades, interest in these behaviors has increased substantially as organizational behavior has been linked to overall organizational effectiveness in the workplace. Organ (1988) defines OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in
the aggregate promotes the effective functioning of the organization”. Organ’s definition of OCB includes three critical aspects that are central to this construct:

i. First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice.

ii. Second, OCBs go above and beyond that which is an enforceable requirement of the job description.

iii. Finally, OCBs contribute positively to overall organizational effectiveness.

Leadership behaviors have also been found to be an important predictor of OCB. These behaviors fall into four categories: transformational leadership behavior, transactional leadership behavior, behaviors having to do with the path-goal theory of leadership, and behaviors having to do with the leader-member exchange theory. In the context of leadership behavior and OCB, three specific leadership behaviors (transformational, transactional and social exchange) are particularly relevant in our analysis.

Briefly, transformational leadership behaviors include articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, and intellectual stimulation (Antanokis, Avolio & Sivasubramaniam, 2003). In transformational leadership behavior, the leader enhances the morale, performance, and motivation of employees, inspires change driven by a strong purpose, and is able to create a culture of trust and innovation within the organization. Five components are identified in transformational leadership behavior. These are: idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, and individualized consideration. These are considered to be transformational leadership behaviors.

Transactional leadership is a leadership behavior or style that focuses on supervision, organization, and performance. In transactional leadership behavior, a leader promotes compliance by followers through both rewards and punishments. In many cases, the reward is through extrinsic motivation, whereby the transactional leader aims to elicit desired organizational commitment and performance from the team by motivating them externally (e.g., through rewards that are outside of the contractual and official basis of engagement). Transactional leadership behavior has two types of behaviors: contingent reward behavior and non-contingent punishment behavior (Eagly, Johannesen-Schmidt & Van Engen, 2003).

Social Exchange Leadership Behavior: In social exchange leadership behavior, subordinates’ job satisfaction or commitment will mediate the relationship between leadership behaviors and (a) social exchanges and (b) economic exchanges. Employees respond to leader expectations and behaviors by modifying their behaviors and views of the exchange relationship. Give and take on both sides are vital, because as Homans (1961, p. 286, cited in Hollander, 1980) puts it, “Influence over others is purchased at the price of allowing one’s self to be influenced by others.” In a relationship of social exchange, the leader receives approval in the form of status, esteem, and the potential for greater influence. The followers in turn receive the benefits of the leader’s efforts, if successful, in the form of favorable group results. A lack of group success removes the major benefit provided by the leader, and thereby puts his or her position at risk (Jacobs, 1971, cited in Hollander, 1980). Social exchange leadership behavior is a type of power relationship in which both leader and subordinate depends on one another in a mutually agreed-upon, unconditional, morally-sanctioned and reciprocal exchange relationship (Howell & Hall-Merenda, 1999).

Leadership, Organizational Citizenship Behavior and Organizational Commitment

Multiple studies and meta-analyses have been conducted to look at the relationship between OCBs and organizational performance and success. Podsakoff and MacKenzie (1994) looked at an insurance agency and found that the OCBs civic virtue and sportsmanship were both significantly related to indices of sales performance. Podsakoff, Ahearne, and MacKenzie (1997) examined paper mill workers and found that helping behavior was significantly related to product quality. Podsakoff, MacKenzie, Paine and Bacharach (2000) found that civic virtue and helping behavior were significantly related to the percent of team quota sales. Waltz and Niehoff (2000) examined 30 different restaurants and found that helping behavior was significantly related to operating efficiency, customer satisfaction, and quality of performance. Researchers found that helping behavior was also negatively correlated with wasted food.

More recently, Podsakoff, Blume, Whiting, and Podsakoff (2009) found that OCBs were positively related to unit-level performance and customer satisfaction. Nielsen, Hrivnak, and Shaw (2009), in
their meta-analytic review of the existing group literature, examined the relationship between OCBs and performance at the group level. These researchers found a positive and significant relationship between overall OCB and performance at the group level. In addition, Nielsen et al. (2009) found that similar patterns of relationships existed for each dimension of OCB: civic virtue, sportsmanship, altruism, conscientiousness, and courtesy.

In summary, the relationship between leadership behavior, OCB and organizational performance can be stated along the recent and emerging interest in ethical leadership behavior. Brown and Treviño (2005) defined ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication” (p. 120). The moral ground of this concept is close to the tenets of traditional leadership behavior and authority relationship as embedded in the concept and practice of Oga, which is an extended form of patron-client social exchange relationship. From social exchange relationship, we believe that in terms of ethical leadership influence, the extent to which the Nigerian society adheres to traditional moral values will determine their responses to ethical leadership and OCB. Ethical leadership, in this context, embodies the call for organizational citizenship behavior. In other words, it is difficult to discuss the values of Nigerian traditional leadership values without recourse to ethical leadership and organizational citizenship behavior (OCB).

**RESEARCH METHODOLOGY AND SETTING**

The setting in which any piece of research is done will undoubtedly influence or determine the nature of methodological approach to be adopted. The setting of this present research is on organizational changes that took place in a large organization in the public sector in Nigeria. During the process of change numerous novel practices were introduced, most especially in the area of leadership behavior and authority relationship in the organization.

As research has been indicated in a number of studies, there will always be problems in organizational practices resulting from varieties of situations that call for organizational change. These situations may include poor employee commitment, poor leadership behavior, general human resource management practices, incompatibility between indigenous and foreign organizational and leadership practices, ethics, etc (Mustafa & Lins, 2005; Newman & Nollen, 1996; Graig, 2005). As noted in several studies, these problems most often surface during the formulation and implementation of changes in organizations, especially when novel organizational and leadership practices are introduced into environments with different institutional and socio-cultural arrangements (Ogbor, 1990; Goodman, 1984; Staw, 1984).

**Defining and Articulating the Organization’s Problems**

The initial research contact with the organization was to investigate the outcome of organizational changes that were brought to bear in the organization. The changes introduced into the organization were a response to perceived organizational problems identified by the policy-makers and a multinational consulting company. The organizational problems identified by the consulting company were seen as rooted in the influence of the wider societal culture on the culture of the organization.

Among other things, elements of the traditional culture, value systems, institutional norms, language, work values and ideologies, ethnic, and other variables were seen as impediment to the effectiveness of the organization. After initial organizational diagnosis by the consulting firm, the problems facing the organization were defined and articulated in a handbook, which became the working manual upon which changes were to be implemented. The organizational culture was seen as having been produced, reproduced and sustained by elements of the societal culture. These “dysfunctional cultural elements”, according to the consulting company were manifested in the form of promotion and tenure based on political cleavage and ethnic patronage, policy inconsistencies, lack of accountability, inadequate definition and description of jobs, an authoritarian, coercive and autocratic form of authority and leadership structure and a general problem of motivation. These problems were identified by the consulting company at the request of a new government that has just been sworn in. According to official documents, the change was necessary before a decision could be made either to privatize the organization or allow it to remain as a public bureaucracy.

To eradicate these problems, solutions were proposed, designed, and implemented in line with the idea of bureaucratization (i.e. to make the organization more efficient and more rational). It was believed that through the introduction of more rational organization/bureaucratic practices in line with more formalization, rationalization, promotions based on
achievement criteria, consultative and rational authority relationships, more participative approaches to decision making, a non-secularized organization culture, the organization would be more effective and efficient in achieving its stated goals.

This study focuses only on a sub-set of these issues, specifically how the indigenous organizational practices, the object of change, actually worked at cross-section with the novel authority and leadership patterns to achieve the goals of the organization. Specifically, the focus was on the process that led to how the modern Western notions, values, attitudes, and ideologies of authority and leadership behavior coexisted with indigenous organizational and leadership practices and the outcome of this interaction and coexistence in terms of employee organizational commitment (EOC).

The Research Methodology and Process
There were two stages to the investigation. In the first stage, a general anthropological approach was used to interpret how authority and leadership were conceptualized in the Nigerian society. As a native, who had lived and participated in this particular culture, my social stock of knowledge about the Nigerian culture enabled me to understand its cultural nuances in terms by which they are socio-culturally constructed and made meaningful.

The second stage of the process of investigation examined how these cultural interpretations of authority and leadership behavior are interpreted in a modern work organization, using Hayibo Corporation as a case study. A single case study, in this context, is considered appropriate as it allows cultural, social and organizational issues to be studied intensively and simultaneously in a work-organization (Morgan & Smircich, 1980).

Primary data were triangulated from in-depth interviews, observations and official documents detailing the processes of the changes introduced. Secondary data (published material) in the form of books and journal articles were also used to provide background knowledge on leadership and authority behavior in Nigerian and Western contexts. To understand the dynamic interaction of Western and indigenous leadership and organizational practices, a methodological approach derived from ethnography and phenomenology, using qualitative and interpretive techniques was used.

The appropriateness of these techniques, both in cultural studies, generally, and in organizational studies in particular, is well documented in Geertz’s (1973) “thick description” and in Gregory’s (1983) “native-view paradigm”, respectively. These techniques produce rich descriptive data that “natives” deem appropriate (Gregory, 1983; Smircich, 1983), permit an understanding of life from inside the organization as accounted for by its members, and capture the meaning of cultural phenomena and nuances involved in interaction between cultural norms in organizational praxis.

Through a theoretical sampling procedure (Glaser & Strauss, 1967), the data collection and their analysis and interpretation were done simultaneously: the types of data sought and collected were built around major themes that emerged during the course of the investigation. Critical incidents were also used to describe and accentuate themes of interaction between Western (leadership/authority) managerial practices and those of the indigenous culture.

Originally, the purpose of the study was to examine the main features of Western and non-Western leadership and authority behavior, and their intersections in this organization. As the research progresses, the interplay and interactions between Western notions of leadership behavior and those derived from the Nigerian culture were seen to coexist without one displacing the other and that this interaction can actually contribute to organizational citizenship behavior, and by implication, organizational commitment. Specifically, in the course of the study, we were confronted with how Western “imported” leadership ideologies, norms and values were re-interpreted and re-defined to meet the exigencies of traditional conceptions and notions of leadership behavior. As stated earlier, the process of this re-interpretation and re-definition thus constituted the main objective of this study.

We have noted earlier that the purpose of leadership in an organization is above all, to deliver results through others by making them committed to the goal of the organization. Organizational leadership is a dual focused management approach that works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization. Thus, effective organizational leadership is seen in the context in which it promotes and sustains organizational citizenship behavior (OCB) and employee organizational commitment (EOC).
THE CONCEPT OF “OGA” AS A LEADERSHIP/AUTHORITY BEHAVIOR

Organizational praxis (or organizational practice) is different from organizational theory and its discourses. While organizational discourse is a presentation of what has been written or said about an organization as a phenomenon, organizational praxis on the other hand, reflects the actual practices in work organizations. In this context, we are looking at how the concept of “oga” is manifested in organizational practices. These practices, by their very nature, are multifaceted, including decision making practices, employee relations, leadership practices, motivational practices, OCB practices, HR practices, etc.

We now turn to the concept of Oga as it is used in management and organizational praxis. To start with, the concept of Oga is used to examine and interpret the process of the interaction between Western leadership and authority practices and those embedded in African (Nigerian) cultural traditions. We will then examine the dynamics facilitating the coexistence of these two presumably alien and indigenous leadership patterns. We start with the cultural context of Oga, followed by a description of how the concept was brought into modern working organizations.

The Cultural Context of Oga

The concept of Oga has a historical and cultural concomitance. Literally, Oga implies “master”. In the Nigerian society, Oga, as a concept defines the meaning of relationships in situations where the exercise of power serves as the mechanism for interaction. Hence it is not unusual that subordinates call their superiors Oga, household help call their employees Oga, apprentices call their tutors Oga, students call their teachers Oga - or for that matter, friends call each other Oga, depending on the specific situation of power relationship. The term possesses both an affective (emotional) and instrumental relationship.

Socio-culturally, the word Oga could mean “Baba” (owner, father, and elder) as in the Yoruba language or “Babangida” (owner of the house) as in the Hausa/Fulani language. An Oga finds himself in a position to act both as a leader and as a protector. Traditionally, the persons who assume such responsibilities are traditional rulers, titled chiefs, wealthy men or people with influence. Being a masculine-oriented society, the term Oga is used exclusively for male-authority holders. For the female equivalent, the term “Madam” is used to emphasize their role positions of authority or influence.

Such statuses derive from both divine and sacred sanctions of authority such as head of the family, traditional leaders, kings, royalties and religious heads. In traditional work organizations, the Oga might have been the owner of farms, rubber, cotton and sugar-cane plantations who provided employment to those in need of it. Those not working on voluntary basis regarded their “employers” as “bread-givers”. The relationship was defined in a paternalistic context, with the responsibilities of such “bread-givers” extending beyond the tasks being performed. The criteria for participating as a member of the organization were ascriptive and particularistic, e.g. consisting of members of the same family lineage, age group, gender, etc. Reciprocity was defined in terms of how one’s contribution enhances healthy collective behavior. The leader’s responsibility, in this context, was the obligation to cater to the well being of the followers.

The concept of Oga in modern work organizations began to take gradually on a different meaning during the British colonial infiltration to the Nigerian society, and by extension, the transformation of the labor market from being predominantly agrarian to bureaucratic. During this time, European (mainly British) expatriates were heads of the colonial bureaucracies and were considered superior. They were, after all, the employers, the owners of government, the city and regional administrators, the Crown Police, the tax collectors, etc. As superiors they were addressed as Oga as a form of deference. The European expatriates also kept indigenous domestic servants as cooks, messengers, houseboys, etc. Thus, the Europeans assumed the role of “bread givers”, providing shelter and financial support in exchange for services rendered. Like the “Baba-ile” (owner of the house), the European expatriates became known also as Oga.

The traditional meaning of Oga was altered by its use in describing authority relationships between expatriates and indigenes. The bureaucracies built by the colonial and Crown government were regarded by the indigenes as “theirs” - meaning that they belong to the British Colonial government. The expatriates, on their part, were mainly concerned with how the duties allocated to subordinates were performed. This instrumental relationship was at odds with the affective relationship that characterized the traditional form of organizing labor. Thus, the stage was set for the conflicting definitions of authority and leadership behavior in non-Western society.
CASE PRESENTATION AND ANALYSIS

In the case illustrations that follow, one major incidence depicting the major themes of this study are presented. Following the tradition of qualitative research approach, data for this case were simultaneously gathered and analyzed to indicate and illuminate emerging themes that are relevant to the purpose of the study. Since data analysis is an ongoing process in qualitative research, the implication here is that data collection and analysis go hand-in-hand (see e.g., Glaser and Strauss, 1967).

Case Illustration: A Case of Reciprocity and Organizational Commitment

Mr. Paul Ovie worked in the Department of Internal Audit in Hayibo Corporation. The office consisted of sixteen members, including a Director – Chief Rufus Ogaga, who was also the Head of the Department. Mr. Ovie was attached to the office as the company’s official driver. Sometime he would be called upon to double as a filing clerk when the latter was busy with some other duties. His contractual obligation was to drive Chief Ogaga and other senior staff to and from the office strictly on official duties and official hours. Chief Ogaga and Mr. Ovie were both from the Urhobo ethnic group in Southern part of Nigeria. Sometimes, Paul would render services that are outside of his official job description. He would use the company car to drive Chief Ogaga to social visits. Other extra-official duties that were voluntarily rendered by Paul included taking Chief Ogaga’s wife (madam) to the market, doing school runs for Chief Ogaga’s family and some other minor repairs in the house such plumbing, electrical repairs, etc.

One early morning, Paul Ovie sat at his desk with a very sad look on his face indicating that something was wrong. Mr. Ovie had personal issues and these were weighing on him, to that extent, it was affecting his job performance. Mr. Ovie was not his normal self this morning. Usually, he was the office jester – making jokes at everybody, everything and every occurrence around the office. For the past three nights since he received a letter from his parent in the village, Paul had not had a decent meal, neither had he a peaceful sleep. That very morning, Paul had not started his work even though the filing clerical officer was not at his desk.

It was the booming voice of Chief Rufus Ogaga and greetings of “good morning Oga!” from his colleagues that woke him from his thoughts. Chief Ogaga came to his desk, noticed that something was not right with Ovie and inquired what the problem was. The Chief was known as a “good oga” – because he cared for the welfare of his subordinates. They were not just employees of the organization; they were in fact “his workers!” It was said that he looked after his subordinates as if they were members of his family and Chief Ogaga, indeed, had a very large family; at the age of fifty six, he was already a titled man; two wives, and eight children and still counting. He had a large income from one of the most admired Federal Government agencies. In addition to his official salary he had investments in the real estate and transportation businesses.

That very morning, the attention of Chief Ogaga was drawn to the look of sadness on Ovie’s face. After demanding from Paul what the problem was. Paul pleaded with him if he could visit the Chief at the latter’s residence later in the evening to explain what the problem was. To the request, the Chief obliged. That evening, Paul paid a visit to the Chief, with him, was a bottle of Champaign, native kola nuts and a calabash of palm wine. After presenting these to the Chief, Mr. Paul Ovie began his story, thus:

Paul Ovie did not marry early in life as many young men in his position and tribe usually do. He left his village for Lagos immediately upon his graduation from secondary school at age of eighteen. Paul was now thirty one, working in a Federal government establishment. Back home he is darling of everyone, but he had no wife. There were already whispering as to whether he was “capable”. His parents were also very worried: “how could their only son do this thing?” Among Pau’s kinsfolk, a man’s wealth, position and standing in the community is measured by among other things, the number of children and grandchildren one has. The Ovie family had none although their only son was well placed among his peers.

Five months ago, when Paul visited his village for his annual leave, he was introduced to a girl by his parents. Although Paul was not ready for matrimonial home, he reasoned along with his father – not wanting to disrespect him. Similarly, Paul promised to come back to the village and perform the necessary marriage rituals; introduction, payment of dowry, church wedding as so forth. It was now over five months and Paul’s family had written him a letter threatening to commit suicide rather than to be object of scorn in the community. But Paul had no money and he did not know where to turn. And that was why he came to the Chief.

After Paul was done with his story, Chief Ogaga cleared his throat and began:
“I am indeed pleased with you, my son. As everyone knows in the office, you are regarded as one of my most dedicated and committed staff. I have not heard of any complaints about you from anyone, neither have you complained to me in all the years you have been working with me. You are like my son. My son, one good thing deserves another. Fix the date and we will go ahead and make the necessary arrangement from the office!”

For Paul Ovie, he would like the date to be two weeks from now to give the chief apple time to prepare for the occasion – not that the chief really cared about time. The following morning, everyone was at his/her desk as usual when Chief Rufus Ogaga demanded the attention of “his workers.” As a father would address his children, the Chief began:

“Good morning, my children, it is my pleasure to see a young lad – a very hard working and dedicated worker comes to me for help. It is my pleasure to invite all of you to accompany Paul and myself to his traditional wedding in his village. I will personally provide the means of transport. I insist that everyone in this office must come with me to give our son a befitting wedding ceremony!”

On that day, everyone in the office was present at the wedding: both senior supervisors, supervisors, clerical officers and janitors/cleaners attended. Traditional marriage/wedding among Paul’s people is an expensive financial commitment. In addition to the dowry, both in cash and in kind, the size of those who accompany the bridegroom is also very significant. A lot of cash was raised to support Paul by his colleagues at the office. At the end, a lot of money was raised for Paul to enable him refund the Chief’s expenses. But the Chief, being a “good oga”, did not accept the money. For him, it was a gift well deserved by his “son”. To the rest of the staff, a message has been sent.

CASE ANALYSIS AND DISCUSSION
The case incidence as provided above indicates the extent to which a Western and non-Western cultural norms of organizational leadership co-existed in a modern organization located in a non-Western society. A simple, yet powerful, reason for this was that practices derived from traditional and cultural values were sometimes more practical in achieving the objectives and goals of the organization than the exigencies of the organization’s formal criteria for job description. The possibility for this functional utility can be derived from organizational citizenship behavior (OCD) as manifested in traditional definition of moral leadership. Instances of this general observation were indicated in the preceding case.

The Power of Mutual Dependence and the Culture of Reciprocal Commitment
The presence of power imbalance within the network of relationships in the organization seems to encourage organizational involvement and commitment and by extension, OCD. Power inequality in the relationship gives rise to the existence of subordinates’ dependence on their superior, which also leads to the establishment of bonds of obligation and commitment between higher-level and lower-level organization participants. The subordinates, for their part, are committed to these bonds of obligation by demonstrating their loyalty. This symbiotic relationship shifts from an exploitative one to a mutually recognized paternalistic form of behavior. This relationship moves from an exploitative/coercive power to co-power. In other words, the superior exercises his power because he is “superior” while the subordinate exercise his power because he is subordinate.

Thus, power inequality to the subordinate is not dysfunctional to organizational commitment. Emerson (1962), in an analysis of the mechanism of mutual dependence resulting from a relationship based on inequality in power within a context of patron-client systems, argues that patron-client systems in which there is a strong bond of reciprocal commitment between a patron and a set of logic clients softens but does not remove the patron’s power. In other words, what would otherwise be a harsh exploitative relation is converted into a paternalistic form of power by commitment formation. The paradigm of such relations based on loyalty and interdependence where bonds of obligation and commitments are formed, according to Eisenstadt and Roniger (1980), implies unconditional obligations rooted in the basic components of personal and collective identity and upheld by moral sanction.

The commitment and involvement of organization members in the performance of organizational duties (organizational citizenship) may be seen in the context as an admixture (or blend) of both traditional and modern notions of authority relationship. A superior (director, manager or supervisor) who is an Oga, by definition, is morally obligated to “protect” his or her subordinates. Such protection frequently extends to matters and practices beyond the formal contractual undertakings (e.g. performance/salary) within the organization. Here, one could argue that the
concept of Oga is antecedent of organizational citizenship behavior (OCB).

Since the subordinates appreciate that it was the Oga who controls tenure and occupational advancement, they naturally responded to this situation by cultivating the support of the Oga through exhibition of the qualities most immediately likely to impress and endear. In a similar manner, the subordinate’s moral obligation was to reciprocate the Oga for the “protection” he or she receives. The conditions for the possibility for reciprocity on the part of the subordinate were the existence of power inequality in the social setting. This phenomenon of patriot-client relationship in social exchange has long been recognized by classical exchange theorists (e.g. Cook, 1977; Emerson, 1976). For Blau (1964), Emerson (1962) and Eisenstadt and Roniger (1980), such a relationship is neither exploitative nor coercive, but a manifestation of bonds of obligation from which meaningful exchange experience is realized. Such reciprocal relationships do not, however, imply the setting up of rules and conditionality by which reciprocity is measured or evaluated in any specific manner as they are based on unconditionality rooted in the cultural orientation of diffuseness.

The need to reciprocate for benefits received in order to continue receiving these serves as a starting point for the mechanism of cooperation for the performance of organizational duty. Reciprocity serves as a mechanism for interaction (Blau, 1964). It is the very continuity of this relationship that enhances organizational allegiance and commitment, not the discontinuity of the cultural norms promoting reciprocity. Thus, it could be argued that an important source of organizational commitment emerges from the various patterns of interaction which are emotionally, personally, ascriptively, collectively and particularistically based, as contrasted to instrumental, universalistic, and specific ones as manifested in a typical rational leadership behavior and authority relationship in the model of a Western archetype of organizational leadership.

A Shared “Passion to Please”: From Coercive Power to Co-power in Leadership Behavior

From the discussion above emerged the following observations: The conventional discourse on leadership behavior and authority relationship in the context of African work organizations have often been cast as coercive, manipulative and at best autocratic and repressive in the literature on organizational leadership behavior and motivation ala African. However, this paper clearly disagreed with such characterization. As illustrated in the concept of Oga as a leadership and organizational praxis, the leadership behavior and authority relationship that ensued is both a psychological and social contract manifested as an outcome of a mutually bargained process of social and organizational exchange relationship.

For example, the leader is willing to offer protection for his follower, by sowing a seed of reciprocity from the subordinate (e.g., loyalty, organizational commitment and involvement). The subordinate is more than willing to be associated with the demands of the leader, and by extension, that of the organization as “pay-back”, which the later does not see as exploitative but benevolence and “caring”. In fact, as long as the one in authority shows these benevolent and caring leadership attributes towards the subordinates, he is assured of the latter’s unconditional allegiance and commitment, which is transferred to the realm of organizational citizenship behavior. Here lies the logic behind what could be termed as “the shared passion to please.” The term “passion to please” was initially used by Carr (1999) to describe a psychological behavior which has a Freudian narcissistic underpinning.

In our case, however, we are using the term to describe a mutually negotiated agreed-upon social exchange. Similarly, both Chief Rufus Ogaga (the leader) and Paul Ovie (the subordinate) shared the passion to please one another as this leads to a bond of exchange relationship which transcends their official contractual relationship. This mutually negotiated social exchange relationship is not coercive power in the real sense of the word, but shared power or what could be termed as “co-power”. In the language of organizational leadership, this is a transactional form of leadership style – “a-give-and-take” exchange relationship derived from mutual obligation and morally sanctioned. Fundamentally, it indicates that the space in which power is manifested is shared/occupied by both leaders and the subordinate. To be sure, the participants in this negotiated exchange relationship do not see it as a dichotomy between autocratic/democratic or directive/participative leadership behaviors. In nutshell, such relationships do not fall into the usual pigeon-holed archetype which is a characteristic of Western discourse on leadership behaviors.

From a Foucauldian perspective (Foucault, 1977, p. 14), power is seen here not as a fixed object, rather it exists in circular forms – in interrelationships and in social interactions. Power, in this sense, does not
belong to anyone person; it operates in a circular form (Ogbor, 2002) and its “circularity” in the work organization is what produces this interdependence leading to what might be called “co-power”. In other words, this mutually and morally sanctioned relationship is far from being autocratic and authoritarian in the sense that both superiors and subordinates are co-participants and co-active in the creation of the conditions that enhance interdependence and the concomitant organizational commitment and involvement.

CONCLUSIONS AND IMPLICATIONS
The discussion in this article within the context of cross-cultural transfer of organizational and managerial practices would seem to have some critical bearing on the conventional ideas and the general theoretical propositions inherent in the convergence and divergence theses. As observed in the theoretical discussion, the conventional idea presupposes situations of transfer and application of cross-cultural management and organization practices in which the Western managerial practices should displace or are in the process of displacing the existing traditional practices in order to achieve convergence or divergence. But clearly, not all situations of cross-cultural transfer of management and organizational practices are ones in which even gradual displacement takes place. On the contrary, the introduction of Western-type managerial practices in an organization alongside the ubiquitous custom of traditional authority practices is one example of the possibility that in some contexts an existing institution or old practice may continue actively to operate co-extensively with an innovation with which it does not share any important cultural features.

Towards a Theory of Leadership Syncretism
The preceding discussion has shown how the institution of *Oga* actually coexisted side by side with modern managerial and organizational leadership. The patron-client relationship, which developed out of this paternalistic authority relationship, has also helped in significant ways to balance the power and authority relationships between superiors and subordinates. What is implied here is that the goals of a modern work organization in its Western context may be realized through the use of elements inhering traditional authority, the differences in their cultural norms notwithstanding. To be sure, the paradigm of this type of leadership is to be found in paternalistic leadership behavior (Ogbor, 1999b). Paternalistic leadership combines strong discipline and authority with fatherly benevolence and moral integrity couched in a “personalistic” atmosphere”. Paternalistic leadership is composed of three main elements: authoritarianism, benevolence, and moral leadership. At its roots, paternalistic leadership refers to a hierarchical relationship in which the leader takes personal interest in the workers’ professional and personal lives in a manner resembling a parent, and expects loyalty and respect in return.

The study thus points to the desirability of recognizing situations in which the co-existence of two different organizational practices derived from different cultural contexts serve the same purpose, namely, organizational commitment. This suggests the usefulness of a framework broader than that currently used in the literature on cross-cultural transfer and implementation of organizational practices.

The term “leadership syncretism” seems to more fully encompass the range of possibilities inherent in the co-existence of two alien authority and leadership practices. What is suggested here is that existing propositions regarding the transfer of Western models of organization and managerial practices to non-Western societies fail to leave room for circumstances or contingencies that could mitigate potential clashes of different cultural norms. Leadership syncretism, as it is used here, refers to a situation where the deliberate retention of important elements of cultural traditions may be serviceable in promoting change and modernization of an organizational system whose features derive much from the traditional culture in which it is located.

Unlike, the convergence, divergence and crossvergence theses, in the present proposition, however, it is suggested here that leadership syncretism tends to facilitate coexistence and unity between otherwise different cultures and worldviews (intercultural competence). Although, different cultural norms and practices may be different in form, may however not be so different in function.

CONTRIBUTIONS TO KNOWLEDGE AND SUGGESTIONS FOR FURTHER STUDIES
The following points may be seen as this study’s value-added to existing discourse in leadership-management-organizational-commitment nexus.

First, although previous and existing studies have indicated a unique combination of alien and indigenous models of organizational behavior, the process through which this assumed “unique combination” occurs has not been fully explained in
the literature and research on cross-cultural leadership and comparative management in the context of Africa. In this study, attempt is made to demonstrate not only how this process occurs, but also the conditionalities favoring its occurrence. This is done by introducing the concept of leadership syncretism through an ethnographic and phenomenological re-interpretation of the concept of Oga in organizational praxis.

Secondly, analysis of convergence, divergence, and crossvergence has been limited to the experiences of Eastern and Oriental cultures (especially, the Japanese and Chinese cultures). To date, knowledge about the experience of cross-cultural transfer of managerial and organizational practices in an African culture seems to be lacking. Thus, if the analysis presented in this study concerning an experience of the coexistence of two different cultural values in the area of leadership and authority relationship in an African context can shed further light on this area, a particular objective may have been achieved.

Third, most studies in cross-cultural or comparative management have employed only quantitative techniques for data gathering and analysis. It has been suggested by several management and organization behavior researchers that such methodological approaches that overly rely on statistical data are not only incapable of, but deficient in capturing the nuances of cultural phenomena in organizations in transition. To close this gap in extant literature and research, this study employs both an interpretive, ethnography and phenomenological approaches to understand the deeper meanings members of organizations accord to their actions both in organizational praxis generally and in leadership behavior in particular.

Suggestions for Further Research and Some Caveats
One particular suggestion that can be deduced from this study is that the conclusions derived from it seem to cast some doubt on the adequacy of the one-sided proposition by which focus is only directed on the fate of a new leadership innovation transferred to a non-Western culture. Doubtless, there are several circumstances in which reinterpretation and acceptance may be based on the compatibility theses, but it would appear that such is not invariably or categorically so as the case of Oga has indicated.

Hopefully, the analysis presented in this study regarding the dynamic interplay and interaction between a Western leadership behavior and elements of traditional leadership practices has illuminated some of the complexities of such an interaction, interrelationship and coexistence. Having said that, it is appropriate, however, to caution that at this stage, acceptance of any aspect of this proposition and the conclusions upon which they are based may be premature. What needed are more inquiries using more cases and combinations of different types of data.

Having confessed the need for more data and for caution against theoretical oversimplification, I should nevertheless reiterate the one of the major conclusions derived from this study – that the culture of a society (value systems, ideology, beliefs, religious practices, institutionalized patterns of behavior, attitudes) decisively influences the reception, interpretation and definition of attributes, values and practices in an alien leadership behavior, or, more generally, that the particular nature of a society’s culture is a crucial determinant of a society’s or an organization’s experience of change. The implication is that as potential models of leadership behavior, authority relationship and organization behavior, they must be questioned in terms in which they are socio-culturally constructed and made meaningful.

The reason for this questionable interference as implied here is to enable those involved (practitioners) in organizational change management to acquire a forehand knowledge regarding the context and the possibility for re-interpretation and re-definition leading to meaningful experience or problems of meaning that may arise due to compatibility or incompatibility of values, norms and assumptions by which such models are based vis-à-vis the values and assumptions of reality typical of the host society.

Finally, it should be stated, that terms such as “leadership syncretism” “shared passion to please” and “co-power” which I have used generally to characterize the experiences of coexistence between two different cultural practices to produce situations of organizational citizenship behavior and organizational commitment are conceptualizations, of rather crude ones. As such, they are no less open to empirical scrutiny, disconfirmation or refinement. To have great importance attached to these terms or the general suggestions made in the light of their usage, much less to have them taken as a general conceptual substitute for a framework for analysis of change has not been my intention here. But if the terms and the analysis from which their usage here stems helps draw attention to the shortcomings of de facto application of cross-culturally transferred model of leadership
behavior without taking cognizance of the possibility for interpretation and reinterpretation, this study may have served a generally useful purpose.

Footnote (1): The name, Hayibo Corporation is a pseudo characterization of an actual organization. The actual name of the organization is disguised in respect to agreement made with the parties involved to hold anonymity. Ditto goes for the names of the actors in this case.

REFERENCES


Revisiting Leadership, Democracy and National Development in Nigeria

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Abstract
This paper critically examined the meaning, theories and importance of the concepts of leadership, democracy, national development and sustainable development. It presents the trends in development generally and national development in Nigeria in the context of leadership and democracy. It examines Nigeria’s quest for national development, the challenges of leadership and problems of her democratic experiment, and contends that Nigeria, and indeed every Third World country in the development rat race, have huge potentials that could and should be tapped for development. However, they need strong leaders and political systems that are able to drive positive changes and reforms, in order to realise their developmental dreams. Recommendations also point to the need for their governments to understand the concept of developmental state where government plays a crucial role in promoting industrialisation.

Keywords: Leadership, Democracy, National Development, Nigeria, Natural Resources

Introduction
The development challenge has pre-occupied thinkers and leaders over time (e.g. Smith 1904; Rodney, 1982; and Daron & Robinson, 2017). Gboyega (2003) captures development as an idea that embodies all attempts to improve the conditions of human existence in all ramifications. By this he implies improvements in material well being of all citizens, not the most powerful and rich alone, in a sustainable way such that today’s consumption does not imperil the future, it also demands that poverty and inequality of access to the good things of life be removed or drastically reduced. It seeks to improve personal physical security and livelihoods and expansion of life chances. Some other authors see development from a narrower perspective; only in terms of economic growth and development. For example, Eriki & Okafor, (2013) posit that it is a desirable objective of every nation to achieve economic growth and development. Theories of development by Marx, Lenin, Smith and other post-World War II dependency theorists will help with a better understanding of this all-important phenomenon, by indicating the causes and consequences of development, on the one hand, and those of underdevelopment, on the other. Frithjof Kuhnen while writing on the causes of underdevelopment stated thus:

“Since the end of World War II, we have been experiencing a worldwide struggle for the improvement of living conditions in the so-called developing countries. At the beginning, there was little query as to the causes of underdevelopment; the newly independent countries as well as United Nations bodies and industrialized countries tried to promote development by applying measures like the introduction of know-how through the assignment of experts, the expansion of education, the development of infrastructure, etc., i.e., they followed the example of the industrialized countries. In the course of time it became obvious that this was more or less a treatment of symptoms instead of causes, and the gap gradually widened between the developed and less developed countries of this world” (Kuhnen, 1987).

Despite the preponderance of recommendations and efforts by individual nations; either working alone or in collaboration with friendly allies, or as regional blocks, and not forgetting the significant roles of international organizations like the United Nations, World Bank, IMF etc, towards the struggle for the improvement of living conditions in the so-called developing countries (Kuhnen, 1987), the countries of the world are still categorized under the broad headings of “developed and developing”. With the bulk of the underdeveloped or developing countries are found in the continents of Africa and Asia. Previously the attention was basically on the concept of “Development” but the Brutland Commission of 1987 shifted the attention by reshaping and modifying the concept to “Sustainable Development” (Boyi, 2013). The Brutland Commission (1987) defines
sustainable development as “the development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” meaning of development has even changed today as people no longer talk about just development but sustainable development. For Munasinghe (2004), sustainable national development is “a process of improving the range of opportunities that will enable individual humans and communities to achieve their aspirations and full potential over a sustained period of time while maintaining the resilience of economic, social and environmental systems.”

Since independence in 1960, at least on paper, policy makers and scholars in Nigeria have put in place policies, programs and strategies for accelerated economic development of the country in the belief that economic growth and development will dovetail into development in other spheres of the nation’s existence. Nigeria has had four development plans since independence. According to Ogunmike (1995), the development plan which however reflected the independent status of Nigeria was introduced in 1962 and was operational for a period of six years (1962-68) and ended with the abrupt end of the first republic as a result of the outbreak of the civil war in 1967. The plan aimed at maintaining and improving the growth of its Gross Domestic Product (GDP) by depending heavily on multi-lateral aids, 50 percent of its total investment was to come from broad (Akande & Abasilim, 2015). The Second National Plan (1970-74) can be referred to as “Oil-boom development plan” because it coincided with the period that Nigeria made high earnings from the sale of crude oil and allied products Ugwu (2009). The Third (1975-80) National development plan also fell within the ‘oil-boom’ years, and in that era was seen as the largest and the most ambitious ever launched (compared to the ones that preceded it). The Fourth (1981-85) National Development Plan like the ones before it reaffirmed the long term national objectives of the preceding plan. Ijaiya and Usman (2000). The Fourth (1981-85) National Development Plan like the ones before it reaffirmed the long term national objectives of the preceding plan. Structural Adjustment Programme (SAP) was has some authors refer to as the “Fifth National Development Plan(1986 to 1990)” After SAP, Nigeria resorted to the use of what scholars like Daggash (2008) described as (ad-hoc) short-term instruments for economic management such as the Rolling Plans (1990-1999) and Vision 2010, The National Economic Empowerment and Development Strategy (NEEDS), Vision 2020 and other programmes (Ibietan & Oghator, 2013). Despite these efforts towards economic growth and overall development, and despite Nigeria’s rich natural, human and cultural endowments, the country remains largely underdeveloped with all the trappings and vestiges of its underdeveloped peers. The figures for Nigeria and other Sub-Saharan African countries contrast markedly from those of the U.S and other industrialised countries (See tables 1, 2, 3, and 4 below). The question then is, why are some countries developed and others are not? What did the developed countries and their leaders do differently? What system of government enabled such development or under what system of government did such development take place? What can developing countries do to change their status and the living conditions of their people.

<table>
<thead>
<tr>
<th>Table 1: Nigeria’s HDI trends from 1990-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Life Expectancy</strong></td>
</tr>
<tr>
<td>1990</td>
</tr>
<tr>
<td>1995</td>
</tr>
<tr>
<td>2000</td>
</tr>
<tr>
<td>2005</td>
</tr>
<tr>
<td>2010</td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>2016</td>
</tr>
<tr>
<td>2017</td>
</tr>
</tbody>
</table>

Source: UNDP 2018 Statistical Update

Nigeria’s HDI value for 2017 is 0.532— which put the country in the low human development category—positioning it at 157 out of 189 countries and territories. Between 2005 and 2017, Nigeria’s HDI value increased from 0.465 to 0.532, an increase of 14.4 percent. Table 1 reviews Nigeria’s progress in
each of the HDI indicators. Between 1990 and 2017, Nigeria’s life expectancy at birth increased by 8.0 years, mean years of schooling increased by 1 year and expected years of schooling increased by 3.3 years. Nigeria’s GNI per capita increased by about 87.4 percent between 1990 and 2017.

Table 2: Nigeria’s Gender Development Index (GDI) 2017

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Male</th>
<th>Male</th>
<th>GDI value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>54.7</td>
<td>53.1</td>
<td>9.2</td>
<td>10.8</td>
<td>5.0</td>
<td>7.3</td>
<td>4,433</td>
<td>6,008</td>
<td>0.494</td>
<td>0.569</td>
<td>0.868</td>
<td></td>
</tr>
<tr>
<td>Congo DR</td>
<td>61.5</td>
<td>58.5</td>
<td>8.7</td>
<td>10.6</td>
<td>5.3</td>
<td>8.4</td>
<td>703</td>
<td>889</td>
<td>0.420</td>
<td>0.493</td>
<td>0.852</td>
<td></td>
</tr>
<tr>
<td>Ethiopia</td>
<td>67.8</td>
<td>64.0</td>
<td>8.2</td>
<td>9.1</td>
<td>1.6</td>
<td>3.8</td>
<td>1,304</td>
<td>2,136</td>
<td>0.424</td>
<td>0.501</td>
<td>0.846</td>
<td></td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>62.4</td>
<td>59.0</td>
<td>9.5</td>
<td>10.6</td>
<td>4.7</td>
<td>6.5</td>
<td>2,763</td>
<td>4,034</td>
<td>0.506</td>
<td>0.567</td>
<td>0.893</td>
<td></td>
</tr>
<tr>
<td>Low HDI</td>
<td>62.3</td>
<td>59.2</td>
<td>8.7</td>
<td>10.1</td>
<td>3.8</td>
<td>5.7</td>
<td>1,915</td>
<td>3,126</td>
<td>0.465</td>
<td>0.540</td>
<td>0.862</td>
<td></td>
</tr>
</tbody>
</table>

Source: UNDP 2018 Statistical Update

The GDI is calculated for 164 countries. The 2017 female HDI value for Nigeria is 0.494 in contrast with 0.569 for males, resulting in a GDI value of 0.868, placing it into Group 5. In comparison, GDI values for Congo (Democratic Republic of the) and Ethiopia are 0.852 and 0.846 respectively.

Table 3: HDI and component indicators for the US and selected countries and groups, 2017

<table>
<thead>
<tr>
<th></th>
<th>HDI value</th>
<th>HDI rank</th>
<th>Life expectancy at birth</th>
<th>Expected Years of schooling</th>
<th>Mean years Of schooling</th>
<th>GNI per capita (PPPUS$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>0.924</td>
<td>13</td>
<td>79.5</td>
<td>16.5</td>
<td>13.4</td>
<td>54,941</td>
</tr>
<tr>
<td>Australia</td>
<td>0.939</td>
<td>3</td>
<td>83.1</td>
<td>22.9</td>
<td>12.9</td>
<td>43,560</td>
</tr>
<tr>
<td>Canada</td>
<td>0.926</td>
<td>12</td>
<td>82.5</td>
<td>16.4</td>
<td>13.3</td>
<td>43,433</td>
</tr>
<tr>
<td>OECD</td>
<td>0.895</td>
<td>—</td>
<td>80.6</td>
<td>16.2</td>
<td>12.0</td>
<td>39,595</td>
</tr>
<tr>
<td>Very high HDI</td>
<td>0.894</td>
<td>—</td>
<td>79.5</td>
<td>16.4</td>
<td>12.2</td>
<td>40,041</td>
</tr>
</tbody>
</table>

Source: UNDP 2018 Statistical Update

United States’ 2017 HDI of 0.924 is above the average of 0.894 for countries in the very high human development group and above the average of 0.895 for countries in OECD. From OECD, countries which are close to United States in 2017 HDI rank and to some extent in population size are Australia and Canada, which have HDIs ranked 3 and 12 respectively

Table 4: GDI for the US and selected countries and groups, 2017

<table>
<thead>
<tr>
<th></th>
<th>Life expectancy at birth</th>
<th>Expected years of schooling</th>
<th>Mean years of schooling</th>
<th>GNI per capita</th>
<th>HDI values</th>
<th>F-M ratio</th>
<th>GDI value</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>81.8</td>
<td>77.3</td>
<td>17.2</td>
<td>15.7</td>
<td>13.4</td>
<td>13.3</td>
<td>43,899</td>
</tr>
<tr>
<td>Australia</td>
<td>85.0</td>
<td>81.2</td>
<td>23.3</td>
<td>22.5</td>
<td>12.9</td>
<td>12.8</td>
<td>35,323</td>
</tr>
<tr>
<td>Canada</td>
<td>84.4</td>
<td>80.7</td>
<td>16.9</td>
<td>16.0</td>
<td>13.3</td>
<td>12.9</td>
<td>34,928</td>
</tr>
<tr>
<td>OECD</td>
<td>83.1</td>
<td>78.0</td>
<td>16.6</td>
<td>15.9</td>
<td>11.8</td>
<td>12.1</td>
<td>30,325</td>
</tr>
<tr>
<td>Very high</td>
<td>82.4</td>
<td>76.7</td>
<td>16.9</td>
<td>16.0</td>
<td>12.2</td>
<td>12.3</td>
<td>30,276</td>
</tr>
</tbody>
</table>

Source: UNDP 2018 Statistical Update

The 2017 female HDI value for United States is 0.919 in contrast with 0.926 for males, resulting in a GDI value of 0.992, placing it into Group 1. In comparison, GDI values for Australia and Canada are 0.975 and 0.986 respectively. Therefore, the objective of this paper is to x-ray Nigeria’s national development quest within the context of leadership and democracy. The paper is designed to highlight the importance and meaning of
leadership, democracy and national development, the character and nature of Nigeria’s nascent democracy and civil leadership, the state and causes of Nigeria’s underdevelopment as well as proffer practical solution towards making sure that Nigeria is not left out in the development rat race. To ensure that Nigeria is not left out in this race, papers of this nature must continually be written to provide leaders and citizens with better perspectives on the management of public affairs and democracy with a view to not only growing and developing the economy, but creating a better society for the present and future generations.

**Concept of Leadership**

There are many definitions of leadership in the management and organisational behaviour literature. According to Burns (1978), leadership is one of the most discussed but least understood topics on earth. A useful definition of leadership is that put forward by Robbins, Judge and Vohra (2013) which states that leadership is the ability to influence a group toward the achievement of a vision or set of goals. Organizations (and indeed societies) need strong leadership and management for optimal effectiveness. Leaders are needed today to challenge the status quo, create visions of the future, and inspire organisational or societal members to want to achieve the visions. The same goes for management which is a related but slightly different concept. According to Margi Gordon Principal Consultant for Leadership and Management at Roffey Park, leadership is about working with people to do new things in a world which is increasingly complex and fast changing. As Peter Drucker stated in the forward to Hesselbein, Goldsmith and Beckhard (1996), in the book *The leader of the future*, argue that effective leaders know four simple things: (1) The only definition of a leader is someone who has followers. Some people are thinkers. Some are prophets; both roles are important and badly needed. But without followers, there can be no leaders; (2) an effective leader is not someone who is loved or admired. He or she is someone whose followers do the right things. Popularity is not leadership. Results are; (3) Leaders are highly visible. They therefore set examples; and (4) Leadership is not rank, privileges, titles, or money. It is responsibility.

Scholars have also defined the qualities that distinguish the concepts of leadership and management (e.g. Hesselbein, Goldsmith and Beckhard 1996, Porter and McLaughlin, 2006), including the following examples suggested by Rashid Al Maktoum, (2012): (1) A leader leads his people while a manager leads his team; (2) A leader manages the global affairs of his people, while a manger directs day to day affairs; (3) A leader conceives a vision and outlines a strategy to implement it, while a manger is a link in the implementation process; (4) A leader earns his respect and authority from his personality, capabilities and the love of people of people, while the manager obtains his powers from laws and authorities delegated to him; (4) A leader dedicates his life to his people and duty, and therefore has no set working hours while the working hours of a manger are usually fixed; and (5) A leader answers to his people and his conscience, while a manger answers to rules and regulations.

Nigerians of all walks of life and people from other countries have commented on the leadership crisis or deficit in Nigeria, including former leaders of this potentially great country of Africa. They believe that poor leadership is at the roots of the nation’s failure to translate its huge potentials into huge prosperity for its teeming population. The late professor Chinua Achebe and former president Olusegun Obasanjo spoke at different times and fora that Nigeria’s other problems were as a result of incompetent and ineffective leadership. President Olusegun Obasanjo was among those who believed that leadership deficit in Nigeria had robbed it of meaningful development and has become a clog on the nation’s wheel of progress. Obasanjo posits that “we have so many Nigerians, but there are not many good leaders in Nigeria” (Alechenu, 2013).

**Making sense of democracy**

The Greek words demos and kratia mean people and rule or authority respectively. Thus, democracy refers to “rule by the people” Ajayi & Ojo, (2014). This began in the first half of the 5th century B.C. among the Greeks thus beginning what Robert Dahl calls the transformation from rule by the few to rule by the many (Dahl, 1989; Ajayi & Ojo, 2014). During the French Revolution (1789-1799), the French lawyer and political leader, Maximilien Robespierre (1758-1794), defined democracy as a “state in which the people, as sovereign, guided by laws of its own making, does for itself all that it can do well” (Gamble, A 1981; Ajayi & Ojo, 2014). Perhaps, the most popular definition of democracy was proposed by former American president and statesman Abraham Lincoln who sees democracy as the government of the people, by the people and for the people. The current American-type democracy, which Nigeria claims to have adopted, is a modification of the original form which was practiced in ancient Greece. In the Greek form, every member of society gathered at a square to
participate in making decisions about how society was governed. Today with explosion in population, we now have what is called representative democracy which America practices and encourage everyone else to follow. Since 1999 when the military government of Abdulsalam Abubakar handed over power to President Olusegun Obasanjo after an election that was the outcome of many years of pro-democracy agitations and protests, Nigeria has been experimenting with a presidential system of democracy. In the UK and India a parliamentary form of democracy exists.

Scholars have identified the merits and demerits of democracy as a system of government based at least on their experience. The merits of democracy include: (1) People participation: Since a person is elected by people, people have the right to decide their leader by involvement in voting; (2) Nationalism: Since every citizen is involved in building the country, there is a sense of patriotism and contributions to its growth; (3) Better and equal opportunities: All are equal before the law so any one can contest for any post. And if he is eligible he can take the opportunity; (4) Freedom of life: People are free to live their life as they wish without causing harm to others. This is fundamental right provided by law; (5) People’s Choice: People can choose their leader irrespective of cast, creed, sex and even race. Even economically backward persons like Abraham Lincoln could become the president of the United States, women like Margaret Thatcher prime minister of the UK, etc; (6) Change of power: If a person in authority is not fit to rule, he can be replaced by elections. Many politicians who were felt unfit to rule were changed in next elections. If they were fit, were given multiple chances to rule; and (7) Equal and fair justice: In a democracy, no one is above the law, and everyone is equal before it. So equal justice is possible to all (mindcontroversy.com, 2018).

Although, like most things in life, democracy has its demerits, for example corruption, no protection for the common man, divide and rule, unfair businesses, addiction for power, etc, it is the contention of this paper that democracy is relatively a better system of government if and when well practiced. Nigerians fought hard and won for themselves the democratic system of government after several years of what was termed military misadventure into the country’s body polity.

Nigeria has a rich but mixed history of both democracy and military dictatorship. Writing on Nigeria’s democracy, Ajayi & Ojo, (2014) are of the opinion that democracy and Nigeria are like Siamese twins; though conjoined, they are uncomfortable and under intense pressure that could result in all forms of hurt, even death. Although, democracy may not be strange to an overwhelming percentage of Nigerians; what may be strange to them is the brand of democracy that invests, first and foremost, in human and material resources for the purposes of political stability, economic viability, scientific advancement, technological breakthrough, educational development and life-enhancing social services. Kesselman , Krieger & Joseph (1996) support this view as they assert that over the years, the Nigerian government has failed to harness the vast human and material resources at its disposal to break the cycle of poverty and autocracy that has characterized it since independence in 1960. Thus, the Nigerian state has been constantly struggling between the forces of democracy and authoritarianism, and characterized by “the push for development and the pull for underdevelopment, the burden of public corruption and the pressure of accountability. This observed failure of Nigeria’s democracy to deliver on the “dividends of democracy” may be largely to the fact that for Nigerians, democracy is synonymous with elections and because our democracy is still very fragile. As Kukah, (2012) cited in Okeke, (2014) stated:

“We may pride ourselves with having survived four back-to-back elections and create the illusion that our democracy has been strengthened. This is misleading because first, the elections are still massively fraudulent and our level of success is not measured by international best practices as such. Secondly, with very little evidence of changes in the lives of our people, our democracy remains risky, volatile and vulnerable to internal and external shocks.”

From the time of the nation’s independence up till now, it has seriously grappled with the challenges of poor leadership and governance or what has been popularly referred to as leadership and governance ineptitude (Okaneme, 2017). He further states that this has become so pronounced and brazen that it has ultimately affected the nation’s development over time. More often than not, the nation has been foisted with political leaders who lack the basic ingredients required for effective, efficient and productive political leadership which will ultimately turn the country around for good. Governance therefore has become an all comers affair where the qualified and the unqualified, the high and the low as well as the
rich and the poor all jostle inordinately for political power.

**Leadership, democracy and national development: The connection**

So far we have defined and described the concepts of leadership, democracy, and development and sustainable national development. We have also examined the state of Nigeria’s development as well as the character of the leadership and democratic challenge in Nigeria. Now it is imperative to examine the relationship between and among them.

Heads of State, Government leaders, UN High Level Representatives and civil society met in September 2015, at the 70th Session of the United Nations General Assembly, and adopted the **Sustainable Development Goals (SDGs)**. These represent a universal, ambitious, sustainable development agenda, an agenda “of the people, by the people and for the people,” crafted with UNESCO’s active involvement. However because this race for development among nations is a competition for the scarce resources of the earth, as dependency theories go, in the end there will be winners and losers. In the past, countries achieved development by harnessing their own resources and/or through conquest of other nations in search of resources (Rodney, 1982). The scramble for Africa, the slave trade, the Trans-Atlantic trade, industrial revolution, imperialism and globalization are the various names given to this competition at different epochs.

What is common to the countries that have won in the competition (the developed or industrialized countries), which also distinguishes them from their underdeveloped or developing counterparts is the kind of leadership they had. From France under Napoleon; China under Chairman Mao; Indonesia under Yew; UAE under Rashid al Maktoum; and now Rwanda under Kegame, these countries had at their turning point very strong leaders. These leaders were decisive, courageous, visionary, and inspiring. These leaders understood the local and global challenges of their time times and had the courage, resilience and dedication to face them head-on. Their power and strength did not come only from the military that they commanded but also from their strength of character and personality. They were effective leader who knew the true meaning of leadership.

Every leadership is demonstrated within the context of a political system- that is, democracy and dictatorship of any forms. Some countries have developed under dictatorships as was the case in China and the “Asian Tigers” such as Singapore, South Korea, Taiwan and Hong Kong, which achieved rapid industrialization and maintained high growth rates in excess of 7 percent, between the mid-50s and 1990s (Leea, LaPlacab & Rassekh, 2008). In fact, since World War II, it is arguable that more countries have attained the status of “developed countries” under dictatorships than democracy; most developed countries today were developed before this watershed in the world’s political history. It is perhaps for this reason that modernization theorists contend that it is internal factors in a country, such as illiteracy, the lack of communication and infrastructure, traditional agrarian structure, the traditional attitude of the population, and low division of labour, etc., rather than differences in structure and international dependencies that account for underdevelopment.

It follows therefore that development is not a miracle or accident, but the product of conscious decision by strong leaders who inspire their people toward achieving a difficult but important goal.

**Implications and recommendations for national development**

The foregoing analysis has implications for policy and theory of development in the Third World, particularly Nigeria. By leveraging on the lessons from developed nations, particularly the Asian Tigers and other nations that attained development after 1945, development and sustainable development is possible for Nigeria and other transition economies or countries. Below are some recommendations on the way forward

1. **Government of developing or Third World countries need to embrace the concept of “developmental state” which is associated with the leading role played by the government in promoting industrialization as was the case in Japan, East Asia, and Latin America in the post–World War II era. In this model, their respective governments pursued a series of policies, including tariff protection, subsidies, and other types of controls aimed at developing selected productive sectors of economic activity. Fundamental to the design of the developmental state for these countries was the creation of an alliance between politics and the economy, which materialized in the establishment of a specialized bureaucratic apparatus that had ample powers and coordinated the developmental efforts, at least in their initial stages.**

2. **Developing countries need to have strong leaders across all sectors. The national leaders of these**
countries need to, as a matter of urgency, begin to invest heavily and think deeply about such issues as illiteracy, the lack of communication and infrastructure, traditional agrarian structure, the traditional attitude of the population, and low division of labour, etc., with a view to changing them for the better.

3. Leaders have a crucial role to play in development. Especially in the areas of changing the cultural landscape. Culture is everything- the way a people produce and consume, their worldview, their sense of identity, etc. Nigeria needs to quickly embrace the culture of hard work and excellence and eschew that of mediocrity, nepotism, and defeatism.

4. The way people view development/underdevelopment, democracy and leadership must change. Underdevelopment is less a product of history and international dependencies and more about what a people decide to do, the actions they take an they way they see themselves in relation to the world around them. Any democracy that fails to work for the good of the people is not better than a dictatorship that works. For any system—democracy or dictatorship- to work, rule of law and security must be priority areas. Leadership is not a rank, title or privilege. It is a responsibility and only individuals with proven capabilities should be entrusted with it.

5. Leveraging the principles of comparative advantage and economic diversification. By the laws and principles of comparative advantage, a country must produce more of and consume less of a good for which they have comparative advantage. Proceeds from the trade of this good, oil in the case of Nigeria, should be used to develop critical infrastructure as well as develop other sectors of the economy, particularly manufacturing, tourism, and information technology.

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Information Management: A Pathway to Efficient Leadership, Security and National Development

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ABSTRACT
The study assessed the role of information management in bringing about efficient leadership, security and national development in Nigeria. It also determined the extent to which information management can curb insecurity problems in Nigeria. Two research questions and two hypotheses guided the study. The descriptive survey research design was adopted. Population for the study is six hundred regular staff of the Nigeria Security and Civil Defence Corps in Rivers State. The male and female Deputy Superintendents of the NSCDC which is the middle cadre level served as respondents for the study. Sample for the study is 234 staff of NSCDC. This sample size was determined using the Krejcie and Morgan table. Instrument for the study is a 14-item researcher’s designed questionnaire which was validated by experts in the field of information management while the reliability index of 0.72 was obtained using the test-retest method. Result of the test indicates that information management play crucial role in bringing about efficient leadership which will in-turn lead to national development. It also revealed that insecurity in Nigeria can be curbed to a large extent via proper information management. It therefore recommended amongst others that for security and national development to be in place, adequate information management processes should be followed religiously by Nigerian leaders and security agencies.

Keywords: Information Management, National Development, Insecurity

Background to the Study
Information management refers to all the activities and or process involved in managing organization’s information resources to bring about improvement in performance. As regards to leadership and security of a nation, information management is concerned with activities needed for controlling the nation’s security. It is more of a complex process based on specific rules cataloguing and indexing information to bring about national development. Some attributes of information management is its focus on data and pieces of information, its increase use of technology as a result of already codified knowledge. Thirdly, it deals with unstructured and structured facts and figures in handling security issues in order to bring about national development. This goes to say that information management has a great influence on effective leadership, security as well as in national development.

National development includes full-growth and expansion of our industries, agriculture, and education, social, religious and cultural institution. It implies development of a nation as a whole. i.e, all round and balanced improvement of different aspects and facets of the nation via political, economic, social, cultural scientific and material resources. Leadership construct is challenging and most demanding in developing countries of the world and security plays a pivotal role because leadership and security is sacrosanct in the development of a nation like Nigeria encumbered with many ethnic groups with interest in governance. Leadership entails a lot of indices that lead to security of lives and property and conclude in national development. Leadership can be termed the state or position of being a leader. Again, it is a practical skill encompassing the ability of an individual or organization to “lead” or guide other individual teams or entire organization. This includes responsible, integrity and energies that are expel from within and one who changes people’s live for the better.

It is not worthwhile to state that it is position or seniority or about titles, personal attributes nor is it all about management of things or processes; but allowing the potential that is undaunted to flow to and from the society. When it comes to motivation, leadership is an art. It helps in motivating a group of people to act towards the achievement of a common goal. The leader therefore, is that man or woman who in the group that possess the combination of personality and leadership skill that makes others toe towards his or her direction to do something
through talent and skill. Also, the leader act on the peoples feeling and totally contributes or gives something to the people. Yet, with adequate information management, these cannot be achieved.

However, security on the other hand is the state of being free from danger or threat, resilience against potential harm from external forces. Security benefits both the leader and the led. Also, the Chambers 21st Century Dictionary (2004) defined security as protection of persons against threats, crime or attack by foreign elements. More so, the Merriam-Webster’s Dictionary and Thesaurus (2018), sees leadership as the activity of leading a group of people or an organization or ability to do such things as: establishing a clear vision; sharing that vision with others so that they will follow willingly; providing the information, knowledge and method to realize such vision as well as coordinate and balancing the conflicting interests of all members and stakeholders. In addition, a leader steps up in times of crisis and is able to think and act creatively in difficult situations. Leadership cannot be taught, but it may be learned and enhanced through coaching or mentioning. Leadership is the ability to accommodate everyone so that they feel empowered to contribute creatively to solving the problem. Leadership is ability.

However, national security problem arise out of conflict or threat within or outside a given nations and how these problems conflicts are resolved or managed or contained is critically dependant or the effectiveness and efficiency of government institution which is directed by the leadership construct existing in that country. The ability to manage social crisis, fair distribution of social amenities, adequate and systemic machinery for public order put the society at peace for all individual to have a sense of belongingness no matter the ethnicity of aboard. The emergency of centralized government, responsible for common security is therefore meant to curb the excesses of selfish and unscrupulous competitive individual termed as leaders. Defining the nature of the relationship which integrates culture, leadership, security management and implementing a security career management strategies should ideally exist between the state governing authority and the governed. In his work titled National security and national development, Ebeh, (2015) asserts that John Locke as far back as 1632-1704 supported that such relationship should be in the form of social conduct that is subject to periodic public renewal of confidence.

Leadership is not only an essential component of security management, it is a lost art. Leadership is also an elusive component of individual corporate cultures. Leading is a less technical managerial function. Nevertheless, very critical, meaning leading must be performed by knowledgeable individuals who have the uncanny ability to positively influence people. Leadership qualities are quite a task because the personality traits within such people are rear. Leaders are strong-willed, self-motivated and influential individuals. Charisma is also a helpful personality trait for a people responsible for exhibiting organizational leadership. Authors are equally in agreement that leadership is an embodiment of distinct aptitude that leads to answer to societal questions, and provides the optimism that keeps communities on track.

Information management, leadership, security and national development are intertwined. Management involves proper utilization of human, capital and natural resources in the achievement of set goal. It has to do with planning, organizing, directing, staffing, coordinating and performance of other managerial functions in order to achieve set goal (vision). While leadership on the other hand, has to do with position or function of a leader which is characterized with personality trait of giving a person the ability to gain the confidence of and lead others. These notwithstanding, the type of office, a leader must perform managerial function to be effective. Yet, these managerial functions cannot be performed without information management. From designing of policies and procedures and or strategies, to implementation, information management is inescapable. Hence, an effective leader must ensure that the vision is well communicated. As acknowledged by Mangla (2003), the vital role that libraries, documentation and information centers play in education, spread of literacy, research, and overall socio-economic development of a country and society is well recognized in the present day world. Information, whether in the form of empirical data, or in the developed form called knowledge is therefore being rightly regarded today as a vital natural resource, as essential to the nation’s well being and security as any natural resource such as water and minerals.

The role of leaders in bringing about security and national development cannot be underrated as leadership involve management and the managerial...
style adopted by the leader can either make or mar the entire country. There is need for those in leadership position to endeavor to establish a clear vision for all to follow. More so, the holy bible records that where there is no vision, the people perish. Leaders should be able to have such vision that will be beneficial to all instead of being self-centered and partisan i.e, pursuing personal and party interest as against the country’s developmental needs. A self-centered leader gives room to fierce competition, misunderstanding, and a great deal of distrust. On the other hand, no matter how clear the vision, policies and procedures of the leaders might be, without information management, it will be practically impossible for such vision to be achieved.

The Problem
Based on the aforesaid, it is disheartening that after close to six decades of self rule (independence), Nigeria is still termed as “developing country”. There is heightening security challenges in Nigeria. Unemployment stares Nigerian youth on the face and has become a natural phenomenon. The few development witnessed in our Nigerian society is challenged with corruptions which leaves one with such question as whether we still have leaders in this country. To buttress the role of information management in curbing security challenges and achieving national development, it has been observed over the years that mismanagement of information has brought about distrust, fierce competition and misunderstanding. You will recall that in the year 2017, Port Harcourt, the treasure base of the nation was thrown into a state of commotion and disarray which led to the death of some students, pupils and their parents as well as properties worth millions of naira was destroyed when malicious information on monkey pox injection was mismanaged. Literatures are abound on security challenges and national development but scanty on the role of information management in leadership, security and national development. This is the gap filled by this study.

Objectives
As stated earlier in the problem of the study, the aim of this study is to highlight the role of information management in achieving security and national development in Nigeria. Specifically, the study sought to:
1. Identify the extent to which information management can bring about efficient leadership in Nigeria.
2. Determine the extent to which information management can curb insecurity problems in Nigeria.

Research Questions
Based on the objectives of this study, the following research questions guided the study:
1. To what extent can information management bring about efficient leadership in Nigeria?
2. To what extent can information management curb insecurity problems in Nigeria?

Research Hypotheses
The following null hypotheses were stated for the study:

H01: There is no significant difference between the opinion of male and female Deputy Superintendent of the Nigeria Security and Civil Defence Corps on the extent to which information management can bring about efficient leadership in Nigeria.

H02: There is no significant difference between the opinion of the male and female Deputy Superintendent of the Security and Civil Defence Corps on the extent to which information management can curb insecurity problems in Nigeria.

Area of Coverage
Content wise, the study focused on the role of information management on leadership, security and national development. Since leadership, security and national development is a contemporary issue, the geographical coverage is Nigeria as a nation. However, the Nigeria Security and Civil Defence Corps (NSCDC) in Rivers State were used as respondents for the study. Nigeria Security and Civil Defence Corps (NSCDC) which was created to fill the void left by mismanagement of information brought about security challenges and national development but scanty on the role of information management in leadership, security and national development. This is the gap filled by this study.

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Benefits of the study
Those in leadership position and the entire nation will benefit from this study as it has been able to identify and proffered possible solution to curb insecurity via information management. Where there is peace and security, there is bound to be development.

Method
The study adopted the descriptive survey research design since it is concerned with describing existing phenomenon. The population for the study comprised of six hundred regular staff of the Nigeria Security and Civil Defence Corps (NSCDC) in Rivers State out of the 45,000 across the nation. The sample size for the study is two hundred and thirty-four regular staff of (NSCDC). The Krejcie and Morgan sample size determination table (1970) was used to determine the sample size. The key instrument for this study is a 14-item researchers’ designed questionnaire titled: Information Management in Leadership and Security in Nigeria Questionnaire code-named: (IMLSNQUEST). The questionnaire was structured on a 4-point modified Likert-type scale of Very High Extent (4) High Extent (3) Moderate Extent (2) and Low Extent (1). While a test-retest method was adopted in establishing the reliability of the study instrument. To do this, copies of the questionnaire were administered to respondents outside the sample area. After two weeks interval, the same was re-administered and retrieved. The scores of the two tests were correlated using the Pearson Moment Correlation Coefficient to establish a reliability index of 0.72.

The instrument was face and content validated by experts in Office and Information Managers who scrutinized it to ensure its validity. To do this, copies of the questionnaire was given to these experts who made corrections and their corrections were effected before administration. Data analysis was done using mean statistics; which were used to answer research questions with a criterion mean of 2.50 while z-test statistics were used to test the hypotheses at 0.05 level of significant.

Results
Research Question 1: To what extent can information management bring about efficient leadership in Nigeria?

Table 1: Responses of male and female Deputy Superintendent of the Nigeria Security and Civil Defence Corps on the extent to which information management can bring about efficient leadership in Nigeria

<table>
<thead>
<tr>
<th>SN</th>
<th>Assessed Variables</th>
<th>VHE</th>
<th>HE</th>
<th>ME</th>
<th>LE</th>
<th>SET</th>
<th>MEAN X</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Following the complete process of handling information can bring about effective leadership and national development in Nigeria</td>
<td>15</td>
<td>35</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.85</td>
<td>Accepted</td>
</tr>
<tr>
<td>2.</td>
<td>Ability to communicate the activities needed for controlling the nation’s security brings about effective leadership and national development</td>
<td>40</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.90</td>
<td>Accepted</td>
</tr>
<tr>
<td>3.</td>
<td>Cataloguing and indexing information makes an effective leadership and national development</td>
<td>30</td>
<td>15</td>
<td>5</td>
<td>-</td>
<td>-</td>
<td>3.60</td>
<td>Accepted</td>
</tr>
<tr>
<td>4.</td>
<td>Effective leadership and national development can be achieved by following the complex process based on specific rules and communicating same to stakeholders involve in decision making.</td>
<td>30</td>
<td>16</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>3.55</td>
<td>Accepted</td>
</tr>
<tr>
<td>5.</td>
<td>Deployment of information management as a critical resource will enhance efficient leadership and national development</td>
<td>45</td>
<td>5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.75</td>
<td>Accepted</td>
</tr>
<tr>
<td>6.</td>
<td>Integration of good quality information management does enhance efficient decision making for leaders and the nation</td>
<td>32</td>
<td>18</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.65</td>
<td>Accepted</td>
</tr>
<tr>
<td>7.</td>
<td>Efficient information management can reduce uncertainty in addressing leadership issues for nation development.</td>
<td>40</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.86</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Table 1 assessed the extent to which information management can bring about efficient leadership in Nigeria. All the question items had mean scores of 3.50 and above which is more than the criterion mean of 2.5. This indicates that information management
play crucial role in bringing about efficient leadership which will in-turn lead to national development. Research Question 2: To what extent can information management curb insecurity problems in Nigeria?

Table 2: Ways in which information management contribute in curbing insecurity problems in Nigeria

<table>
<thead>
<tr>
<th>SN</th>
<th>Assessed Variables</th>
<th>VHE</th>
<th>HE</th>
<th>ME</th>
<th>LE</th>
<th>X</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Following the complete process of handling information can bring about effective leadership and national development in Nigeria</td>
<td>30</td>
<td>12</td>
<td>8</td>
<td>-</td>
<td>3.65</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>Ability to communicate the activities needed for controlling the nation’s security brings about effective leadership and national development</td>
<td>40</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>3.75</td>
<td>Accepted</td>
</tr>
<tr>
<td>3</td>
<td>Cataloging and indexing information makes an effective leadership and national development</td>
<td>30</td>
<td>10</td>
<td>8</td>
<td>2</td>
<td>3.55</td>
<td>Accepted</td>
</tr>
<tr>
<td>4</td>
<td>Effective leadership and national development can be achieved by following the complex process based on specific rules and communicating same to stakeholders involve in decision making.</td>
<td>15</td>
<td>35</td>
<td>-</td>
<td>-</td>
<td>3.85</td>
<td>Accepted</td>
</tr>
<tr>
<td>5</td>
<td>Proper information management process can enhance curbing the security challenges in Nigeria</td>
<td>40</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>3.90</td>
<td>Accepted</td>
</tr>
<tr>
<td>6</td>
<td>Efficient information sharing protocols to the appropriate security agent accelerate curbing security challenges in the country</td>
<td>30</td>
<td>15</td>
<td>5</td>
<td>-</td>
<td>3.60</td>
<td>Accepted</td>
</tr>
<tr>
<td>7</td>
<td>Appropriate information management channels can influence curbing insecurity in Nigeria</td>
<td>30</td>
<td>16</td>
<td>4</td>
<td>-</td>
<td>3.55</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Table 2 examined ways in which information management contribute in curbing insecurity problems in Nigeria. As shown on the table, all the question items had mean scores of 3.50 and above which is higher than the criterion mean of 2.50. This equally indicates that insecurity in Nigeria can be curbed to a large extent via proper information management.

Test of Hypotheses
Ho 1: There is no significant difference between the opinion of male and female Deputy Superintendent of the Nigeria Security and Civil Defence Corps on the extent to which information management can bring about efficient leadership in Nigeria

Table 3: Mean and Z-test of difference between the opinion of male and female Deputy Superintendent of the Nigeria Security and Civil Defence Corps on the extent to which information management can bring about efficient leadership in Nigeria

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>NO</th>
<th>X</th>
<th>Df</th>
<th>z-cal</th>
<th>z-crit</th>
<th>Level of Significant</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
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<td>3.75</td>
<td>48</td>
<td>0.58</td>
<td>1.96</td>
<td></td>
<td>Accepted</td>
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<tr>
<td>FEMALE</td>
<td>18</td>
<td>3.50</td>
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<tr>
<td>TOTAL</td>
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Hypothesis 1 shows that the z-calculated value of 0.58 is less that the z-critical value of 1.96 at 0.05 level of significance and degree of freedom of 48. Hence, the null hypothesis is accepted. Therefore, there is no significant difference in the opinion of male and female Deputy Superintendent of the Nigeria Security and Civil Defence Corps on the extent to which information management can bring about efficient leadership in Nigeria
Ho 1: There is no significant difference between the opinion of the male and female Deputy Superintendent of the Security and Civil Defence Corps on the extent to which information management can curb insecurity problems in Nigeria.

<table>
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<tr>
<th>SUBJECT</th>
<th>NO</th>
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<th>z-cal</th>
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<td>0.46</td>
<td>1.96</td>
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<tr>
<td>FEMALE</td>
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</table>

Hypothesis 2 indicates that the z-calculated value of 0.46 is less that the z-critical value of 1.96 at 0.05 level of significance and degree of freedom of 48. Hence, the null hypothesis is accepted. We hereby state that there is no significant difference in the opinion of male and female Deputy Superintendent of the Nigeria Security and Civil Defence Corps on the extent to which information management can curb insecurity problems in Nigeria.

**Discussion of Results**

The study assessed the role of information management in achieving security and national development in Nigeria. It found that information management play crucial role in bringing about efficient leadership which will in-turn lead to national development and that insecurity in Nigeria can be curbed to a large extent via proper information management. This finding is in line with Mangla (2003) who opined that information is a vital natural resource and essential to the nation’s well being and security as any natural resource such as water and minerals.

**Conclusions/Recommendations**

Addressing the problem of insecurity is key to national development in Nigeria and the world over. This can be achieved through efficient information management as it is a pathway to efficient leadership, security and national development. On this note therefore, the researchers recommends that for security and national development to be in place, adequate information management processes should be followed religiously by Nigerian leaders and security agencies.

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http://www.echnopedia.com
PART THREE
HUMAN CAPITAL AND NATIONAL DEVELOPMENT
Effective Psychological Contract: A Prerequisite for Followership, Commitment and National Development

C. E. Obara & E. Nmehielle

Abstract

Employees’ followership and commitment both in the private and public organizations is very significant to the development of any economy. With the rapid development of the world economy, Science and Technology, the condition of production and operation keeps changing. The concept of psychological contract has become a focus for the development of organizations as well as the economy, especially as job roles within organizations continue to change. This paper therefore, examines the evolving employee-employer relationship hinged on perceived psychological contract and how this relationship has impacted and still impacts followership, commitment and the development of a nation. This study was driven based on the consistent breach of psychological contract experienced by many in the Nigeria private and public organizations. And also to examine their leadership characteristics in managing workplace relationship that aims to achieve national development and improve both followership and commitment of employees. In search to achieve its purpose, the paper uses a literature review approach to assess the implication of effective psychological contract on followership, commitment and national development. The main findings of this paper showed that national development, followership as well as the commitment of employee is dependent on effective psychological contract that is consistent over time. We thus, recommend that for commitment of followers to take place as well as the development of the nation, private and public institutions should pay attention to, be aware of, and honor possible existing psychological contracts.

Keywords: Psychological Contract; Followership, Commitment; National Development

1. Introduction

The pride of any nation is the realization of higher standard of living for her citizens and the general development of the country in such a way that its citizens would derive natural attachment to governance. A given nation is said to be developed if it is able to provide good and quality life for her citizens. Unfortunately, since 1960, Nigeria has been battling with the problems of development in spite of enormous endowment in human, natural and material resources. Development is very important to the strength and sustenance of any country; hence it is a desirable phenomenon in any country (Lawal and Oluwatoyin, 2011). Development is not a free gift but is something that must be cautiously and diligently earned. It is an outcome of careful design, effective and efficient resource mobilization and collaborative action of both the followers and the leaders in that country. It entails all the sacrifice and dedication of all the institutions that makes up the country.

More so, in order to achieve meaningful development, effective strategies that recognize the value of employees in the organization both private and public must be put in place. However, for a nation to attain development, there are some pre-requisites to be put into consideration such as; socio-political stability, economic stability, infrastructural development, effective leadership as well as effective followership. Furthermore, the commitment of employees of various organizations is very important to the achievement of national development. However, with the rapid development of the world economy, Science and Technology, the condition of work relationship between the employers and employees keeps changing. The concept of psychological contract has become a focus for the development of organizations as well as the economy, especially as job roles within organizations continue to change.

The employees’ role in the competitiveness and success of an organisation is of immense significance. According to Kazlauskait and Buciunien (2008) employees provide unique, valuable and specific services to the organization which qualify them to gain competitive advantage, thus the loss of critical employees can have dire consequences on organizations. In the same vein, Ramllall (2003) observed that the combined direct and indirect costs associated with a loss of a critical and valuable employee are quite significant, especially the knowledge that is lost with the departure of the
employee. Given this reason, it is therefore necessary and important to explore all strategies and factors that can lead to attracting, retaining and sustaining these employees.

The psychological contract, which has to do with employees’ subjective interpretations and evaluations of their deal with the organisation, is one of the key construct in the understanding and management of the employment relationship (Rousseau, 2000). In the organization's environment, the contract is a common social phenomenon which integrates the employee and the organization. The behavior of each contracting parties will be bound by the provisions. Only understanding the mutual responsibilities between employees and the organization by writing is not enough. The inner content of the contract from the heart of employees must also be understood, and this is exactly what the psychological contract represents. One of the focuses of this construct is that effective retention does not lie solely on managing human resource practices, but also managing the employee’s expectations in relation to the human resource practices (De Vos, Meganck, and Buyens, 2005).

More so, the changing nature of psychological contracts is also a key factor in making this an important issue. Employee-employer relationships have evolved from purely rewarding good employees with job security. Thus, the privilege of job security no longer exists whereas now employees are required to add value, whilst they also have more choices in choosing their employers. Hence, Hung-Wen and Ching-Hsiang (2009) opined that the priority for upgrading service quality is to improve employees’ work attitude. Psychological contract helps an organization to understand more about the give and take at a basic level between management and employees of an organization that describes working for an organization, and more specifically leading an organization. It also helps leaders understand better how to align their employees’ needs with those of the organization, which at best is a very elusive notion.

The employment relationship can be built through the concept of psychological contract that focuses on the efforts to fulfill the needs of employees. The fulfillment of these needs is more likely potential to increase the employees’ attachment to their organization through the internalization of the norms and organizational values (Rhoades, Eisenberger and Armeli, 2001). Therefore, given that psychological contract can have major impact on employee, we aim to investigate the evolving employee-employer relationship in terms of psychological contract and how this relationship has impacted and can impact on employee followership, commitment and national development.

1.2 Statement of the Problem
Nigeria as country has suffered lack of development for quite some decades now. In spite of series and different forms of development strategies put in place by successive governments with possibly good intentions, it can be purported that all attempts to achieve meaningful development proved futile. This lack of development can be attributed to bad, ineffective and poor leadership as well as lack of commitment from employees, particularly among the public employees among other factors for development. Furthermore, this lack of commitment can as well be attributed to frequent violation of employers-employees relationship that is prominent in a poorly managed nation. This has resulted to lot of employee turnover phenomenon because of the emergence of employee psychological contract breach. Employee psychological contract violation would bring a considerable impact on the organization, such as loss of enthusiasm for work, turnover intention appears, an increase in theft which can directly or indirectly affect the development of the country. The disappointment of broken promises sets in when the employee perceived that his/her organisation is ignoring those aspects of his/her work which are important sources of satisfaction and this goes a long way in influencing the employee’s behaviour. It may become very difficult for an employee to be motivated to perform, and obtain satisfaction from doing the job when the employee can no longer rely on the perceived promised incentives.

2. Literature Review
2.1 Concept of Psychological Contract
According to Festing and Schafer (2014), psychological contract is defined as the employees’ perception of the implicit agreement between themselves and the organisation that contains a shared responsibility between the two parties. It has to do with the beliefs, based upon promises expressed or implied, regarding an exchange agreement between an individual employee and the employing firm (Rousseau, 2004). Karagonlar, Eisenberger and Aselage (2016) opined that the psychological contract is the trust of both parties on the reciprocal agreement in which some contracts must be accomplished, some contributions are needed, and some liability must be attained. Also, psychological contract has to do with the set of practical and emotional expectations of benefits that employers and employees can reasonably
have of each other which is based on fairness, trust and delivery of the deal rather than loyalty for security (Atkinson, 2002).

In other words psychological contract is a kind of unwritten contract. It is the mutual expectations between organizations and employees. This concept serves to illustrate the relationship between employers and employees so as to be able to predict the set of implicit and unspoken expectations. Some of these expectations include timely salary expectations, promotion opportunities, training and development and more. Even though this concept further facilitates the intangible aspects, which were first applied in the form of formal relationship between the organization and employees; it is related to tangible aspects such as salaries (Lee and Lin, 2014). However, the difference between the psychological and formal contract is that the psychological contract tends to be contained and inherent, in other words, implicit in nature (Guest, 2016).

Although many aspects of the relationship between the employee and the employer may be covered by legislation, enterprise agreements or included in an employment contract signed by the employee, there were always likely to be aspects of the employment relationship which are limited to the subconscious mind; this necessitated psychological contract (Maguire, 2002). The psychological contract between employer and employee can be of two types which according to Thomas, Ravlin, Liao, Morrell and Au (2016) are transactional and relational contracts. The transactional contract is focused on the short-term financial liabilities and does not entail a deep involvement in the relationship between the employee and the organisation while the relational aspects of the psychological contract focused on the long term financial liabilities, and it is based on broader aspect such as socio-emotional commitment and trust of the employees.

2.2 Concept of Followership

Followership according to conventional wisdom is the actions of someone in a subordinate role. It can also be considered as a specific set of skills that complement leadership, a role within a hierarchical organization, a social construct that is integral to the leadership process, or the behaviors engaged in while interacting with leaders in an effort to meet organizational objectives. Cox et al. (2010) defined followership as a priori choice (self-conscious) of the individual in the context of his or her relationship to the nominal leader. As such, followership is best defined as an intentional practice on the part of the subordinate to enhance the synergetic interchange between the follower and the leader. Stech (2008) refers to followership in which leadership and followership are two organizational positions and that the superior is the leader whiles the subordinate is the follower. It can also be said that a follower is someone who knows himself as a follower of a leader, regardless of his position, a manager or not, this relationship between leaders and followers may occur outside the organizational role and the leader may be someone outside the organizational hierarchy.

Contrary to common perceptions, influence is not solely possessed by the leader. The sheer existence of followers suggests that leaders are not the sole possessors of power. Followers have some control over their own destiny in that they choose to follow or not to follow. Followers do not necessarily face the demands imposed upon leaders. According to Whitlock (2013), the crux of followership is appropriate skills and behaviors for optimized performance, which contributes to upholding organizational development. There is a level of choice granted to followers. Beginning with the choice to follow, followers may then choose how to follow. Followers may often choose to engage the leader or wait until approached.

Followership is of great importance as much as leadership; hence Rost (2008) explains followership as collaborative leadership that is an influence of the relationship among leaders and collaborators who intend significant changes that reflect their mutual interests. Thus leadership can only exist if followership and situations exist (Hollander, 1978). The role of the follower, has typically received much less acclaim. Therefore, organizations both public and private need a better understanding of followership role, because the new leadership paradigm requires a higher level of interdependence between leaders and followers (Favara, 2009). More so, in reality, without followers, leaders would cease to exist. Often, success is attributed solely to the leader while the role of followers goes unnoticed (Hughes, Ginnet, and Curphy, 1996). However, followers have great influence on the success of the leader (Offerman, 2004). In view of the importance of followership on the success of leadership, Kelley (1992) observed that the influence of a leader on an organization’s success is only 10 to 20%, while followers’ makeup the rest 80 to 90%.

2.3 Concept of Commitment

Commitment is referred to as the employees’ statement to internalize and engage in achieving the
goals of the organisation (Xerri and Brunetto, 2013). The commitment needs the identification and involvement of employees to the organisation. Salancik (1977) observed that commitment is that state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement. Mayer and Allen (1997) describe commitment as a psychological state that bind the individual to the organization. Employee commitment focuses on the willingness of the employee to remain with an organization in the future. It often reflects the employees’ belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there.

More so, because commitments require an investment of time as well as mental and emotional energy, most people make them with the expectation of reciprocation. In other words, people assume that in exchange for their commitment, they will get something of value in return such as favors, affection, gifts, attention, goods, money and property. In the organization, employees and employers have traditionally made a tacit agreement; in exchange for workers’ commitment, organizations would provide forms of value for employees, such as secure jobs and fair compensation. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group.

Allen and Meyer (1990) proposed three components of commitment, namely, affective, continuant and normative commitment. Affective commitment focuses on the emotional closeness of employees to the company. Continuant commitment is translated as the consideration of benefit of the employees so that they make a decision to join the organization or not, while normative commitment refers to the employee’s feelings to fulfill their responsibility or obligation in an organisation.

### 2.4 Concept of National Development

National development refers to an increase in the earnings of a nation and increase in its foreign exchange and earnings which has to do with the increase in the standard and quality of lives of the people in that country. Ogai (2003) defined national development as the improvement of human endowments, natural/physical, psychological and other factors. He further opined that national development goes beyond having plenty of money, it embraces all aspects of social behaviour such as the establishment of law and order, resourcefulness in business dealings, honesty in business relations, sophistication, broadmindedness, familiarity with science, modern technology and mechanical gadgets and overall positive national outlook.

National development is the gradual manifestation of positive changes in the economic, industrial, political, social- cultural and administrative life of a country. National development therefore can be described as the overall development or a collective socio-economic, political as well as religious advancement of a country or nation. For any nation to attain national development, there are three major aspects that must be considered which are: economic and social aspect; political and cultural aspect and; industrial and administrative aspect. This is best achieved through development planning, which can be described as the country’s collection of strategies mapped out by the government.

In the view of Lawal (2011) development is the process by which a type of social change is introduced into a system in order to produce a better production method and improved social arrangement. It involves a structural transformation of the economy society, polity and culture of a country. The level and rate of development of a particular society are influenced by so many variables such as the political culture, leadership style and so on.

In the same light, Oghator and Okoobo (2000) pointed out that development goes beyond the increase in per-capita income or economic growth, but also include sustainable improvements in the living standard of the people, which is guaranteed through the provision of gainful employment, coupled with the presence and availability of social and economic infrastructures. Also, Onah (2005) observed that development is not static but is a continuous improvement in the capacity of the individual and society to control and manipulate the forces of nature for the enhancement of the living standard of the people in a society. This definition focuses on the human dimension of development, it analyses the human aspect of development, that is, the individuals who resides in a given state.

### 2.4 Psychological Contract and Followership

As mentioned before, followership is as important as leadership because both depend on each other to perform. Employees in an organization which can also be referred to as followers are very significant to
the attainment of set objectives; hence the violation of contracts binding them to the organization can be tantamount to the failure of the organization. When either party to a psychological contract knowingly or unknowingly breaks a promise to the other, there is a violation of the contract. It is important for organizations to understand how their leaders in particular may be violating psychological contracts. A leader is required to manage perceptions on a continuous basis. These perceptions are often formed based on factors in the immediate work environment and leaders tend to have the ability to influence environment factors, and therefore experiences for employees. The violation of contract results to distrust, dissatisfaction, and possibly the dissolution of the relationship itself which has impact on followership (Rousseau and Robinson, 1994), thus, leaders needed to be aware of effective psychological contract.

With the prevailing view that employees are key to the success of an organisation, psychological contracts became important to understand and manage these great assets in the organization. Once understood and managed, the psychological contracts binding the employees and the organization could be channeled towards the growth and success of the organizations (Cullinane and Dundon, 2006). In that light, Chen and Kao (2012) observed that psychological contract has effects on the followership behaviour of employees. This is because, organization’s efforts to meet the needs of employees can encourage the level of active followership and the contribution employees can make to attain the success of set objectives in the organization. In other words, if the employee’s psychological expectations and economic aspirations can be met, they tend to experience the satisfaction which can promulgate the willingness to follow and work hard for the organization. Psychological contract is also an important determinant of employee behavior.

Furthermore, Rousseau and Robinson (1994) observed that failure to honour a contract creates a sense of wrongdoing, deception and betrayal that then has implications for the employment relationship and followership. This is because the negative impact that may result from the violation of psychological contracts has impact on the employees’ career aspirations which determine their response to call for followership (Rousseau, 2004). When employees feel negative emotions and subsequent behavioral and psychological contract breach in the organization he or she founds him/herself, the result will be anger and the employees will think they have been unfairly treated which gives them room to re-evaluate their relationship with the organization; thus organizational followership, job involvement, job performance, job satisfaction and employee turnover are adversely affected.

2.5 Psychological Contract and Commitment

Psychological contract is primarily formed to create and advance stability in the organization and improve the relationship between the employer and the employee (Karagonlar et al., 2016). More so, psychological contracts as a critical aspect to acquiring sustainable competitive advantage across organizations create a formula for successful and satisfied employees (Kazlauskait and Buciunien, 2008) which has a lot of impact on the commitment of the employee as well as followership. The psychological contract as indicated by the fulfillment of the need of the employees and the establishment of harmonious social relations is a major predictor for the psychological commitment of employees within the organisation.

More so, the psychological contract is a psychological link between the employees and the organization which affects the employees’ job satisfaction, organizational commitment, job performance and employee turnover, which ultimately affects the organization's objectives to achieve results. Hui, Lee and Rousseau (2004) also observed that the relational aspect of the psychological contract highly relates to organizational citizenship behaviours and employee commitment. When employees believe that the organisation in which they work is able to meet their expectations and focused on a long-term oriented relationship, they will show extra-role behaviour.

Low, Bordia, and Bordia (2016) and Kiazad, Kraimer and Seibert (2014) also observed that effective psychological contract focusing on employee career development influences the commitment of employees while that which focused on the fulfillment of the aspects contained in the job contract is more likely to give the employees a sense of emotional attachment to the organisation. In other words psychological contract that determined the implicit agreement between the employer and employees consisting of the expectations and needs of employees determines to a large extent the degree of the commitment of the employees. The fulfillment of the needs of employees can be achieved through the creation of good working environment that is enticing and by establishing effective communication.
Psychologically, employees’ attachment to the organization as well as the feeling of belonging to it is built by the perception the employees has toward the employer in providing the environment for their career development and self-actualization through various training and development that focused on the skill enhancement of the employees. Furthermore, psychological contract is an important factor of employee commitment. This is because if an organization only emphasizes economic contract, ignoring the psychological contract, employees often resulted to lower satisfaction, because all their expectations have not been met which can result to lack of commitment and reduction of contributions to their work.

2.6 Psychological Contract and National Development

Employees’ satisfaction and enrichment goes a long way in providing their development. More so, employee development is the bedrock for national development and one major contributor to national development is the organization whether publicly or privately owned organization. National development include the development of individual in the society because there can be no far-reaching social change unless it affects the lives of the majority of people. Psychological contract goes a long way in providing the satisfaction of the employee by ensuring that an employer keeps their own side of the contract by meeting the employee expectations. This is because employees get motivated through long-term promises and increases their level of performance to the organization.

The psychological support given by the employers to the employees indicates that the organizations cares about the contributions of the employees and their welfare which makes them to have strong commitment and are able to balance their personal principles and the morality held by the organisation where they work. In the same vein, Rhoades and Eisenberger (2002) observed that the employee that receives more support from the organization will dedicate their extra-role performances like being more responsible for their work, aiding their work partners and giving their inventive ideas. This provides a positive impact on the achievement of organizational goals and subsequently, providing national development.

Winter and Jackson (2006) observed that psychological contract provides support and that employees would improve on their contribution to the organisation when they perceive that their interests and welfare are also a priority to the organisation. The principle of reciprocity ran high in the understanding of the nature of psychological contracts. More so, the psychological contract provides an opportunity for the employees to share their work values and goals to be achieved by the employees. This value is reflected on the level of employees perception related to the relational agreement with business owners in the form of positive psychological contract that can be implemented through the employees’ training and gathering for the fulfillment of employees’ needs, personal development and creating a pleasant atmosphere in the workplace which leads to national development. This is because national development depends to a long extent on the individual development among other factors.

3. Conclusion and Recommendation

Employees are the key asset and differentiator for any organizations as well as an important aspect in national development. Thus, it is always in the best interests of any organisation to understand their employees and factors that impact their productivity and likelihood to stay employed in the organisation. Psychological contract is basically the main theme supported by theory of social exchange and equity theory explained as reciprocal exchange agreement between employer and employee. But when this expectations is not kept so forth from employer side then at the very next moment employee enter the state of psychological contract breach and leads to lack of commitment and followership. More so, with the decline in collective arrangements at work, more individualized employment relationships have grown and as such the psychological contract helps with providing a useful framework to organize effective organizational management.

This paper gave thorough background and understanding into the construct of psychological contracts, followership, commitment, and national development. This study went further to discuss the role of effective psychological contract that is void of breach or violation plays on followership, commitment and national development. This study was therefore important as it explored this relationship that is the effect of psychological contract on followership, commitment and national development. Thus, employers should develop and provide effective implicit relationship void of violation, particularly as they relate to superior followership and commitment.

Furthermore, the employee as well as the managers, especially the first line managers play a very
important role in planning and carrying out the psychological contract, thus to reduce the breach of psychological contract that is prevalent in Nigeria organizations, there should be a frequent flow of clear communication regarding contribution from employee side and inducements from employer side. Also, for commitment of followers to take place as well as the development of the nation, private and public institutions should have psychological contract that is effective over a period of time. More so, though the psychological contract is not written, yet it is actually very constructive for both employer and employee. Thus, employers should provide access to compensation, competitive rewards and easy access to training and development in their various professions while employees should dedicate their capabilities on an on-going basis in the form of increased productivity and extra effort for the advancement of the organization which also has impact on the general development of the economy.

Reference


Ameliorating the Challenges Encountered by Individual Investors in the Nigerian Capital Market.

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Abstract
Individual investors in developing capital markets have been facing a number of challenges in the course of their investing in the market. This has been attributed to the low level of development of these capital markets in underdeveloped and developing economies. The paper unveils the challenges the individual investor encounters in the Nigerian capital market which may be hindering the flow of funds to the market. A number of challenges ranging from inefficiencies of capital market operators, lack of information about quoted companies, the capital market crash, low returns on investment, and lack of transparency in the market, among others were identified. It was also clear that many individual investors are not knowledgeable about the workings of the capital market, and that more education is needed to create awareness of capital market activities. A number of suggestions aimed at ameliorating the identified challenges were proffered to aid policy makers in coming up with policies that would ensure efficient and effective functioning of the Nigerian capital market and unhindered flow of long-term funds for national development.

Keywords: Nigerian capital market, Individual investors, Challenges, Capital mobilization

INTRODUCTION
The achievement and sustenance of economic growth and development for the welfare of its citizens is a major challenge that faces any economy. To achieve this objective the economy tries to harness the resources from the surplus economic units (savers) and direct them to the deficit units (users) for productive uses. These two groups are usually not in contact and so there is a need to channel these resources from the savers to the users. This is done through intermediation.

Hester (1994) defined financial intermediation as the activity of coming between borrowers and lenders in order to effect the allocation of resources in a market economy. The mechanism of financial intermediation; the institutions in which the processes are carried out; the operators that work out the processes; and the instruments with which the intermediation is effected are called the financial markets (Nnanna, Englama & Odoko, 2004), which are classified into the money and capital markets. While the money market deals in short-term securities, the capital market deals in long-term securities. Accordingly, the money market, because of its short-term nature primarily exists as a means of liquidity adjustments, while the capital market provides the channel by which the savings of surplus units may be transformed into medium and long-term investments in deficit units. Consequently, capital markets provide funds to industries and governments to meet their long-term capital requirements such as financing of fixed investment like buildings, plants and machinery.

The Nigerian capital market, like many developing markets in Africa has not been able to efficiently and effectively mobilize the savings in the hands of savers and channel same to the deficit sectors of the economy which are desperately in need of long-term funds. A number of reasons have been adduced for this state of affairs. These reasons range from the low awareness level about the benefits of the capital market by both investors and potential users of funds, the stringent requirements of obtaining funds from the market, overbearing procedures that investors have to go through in the course of participating in the market and lack of confidence in the system as a whole, among others.

Individual investors have been identified as key investors in the capital market (Securities and Exchange Commission, n.d.). They include mainly household investors who purchase relatively small amounts of shares for their portfolios in contrast to institutional investors which are involved in wholesale investment. They are also referred to as
ultimate investors and own financial assets directly in their name or indirectly in the name of funds, trusts and corporations. These investors according to Kaur and Vohra (2012) are prepared to accept high risks in pursuit of high returns. It is the collective investment made by them that can lead to the rapid economic growth and development of the economy.

The individual investors’ decision to invest in the capital market will determine the level of funds that can be mobilized in the market. The decision will also be determined by the efficient functioning of the market. The characteristics of an efficient capital market include low transaction costs, liquidity, timely and appropriate information and the absence of unnecessary frictions. For instance, an investor is more willing to invest in the market when the cost of doing so does not outweigh the benefits. Also he is more willing to invest when he knows that he can easily get his cash whenever he desires to get out of the market, and this is only possible in a liquid secondary market. Finally, an investor is more willing to invest when he faces minimal constraints in the course of his participation in the market.

The main participants who play one role or another in the process of fund transfer in the capital market include the Nigerian Stock Exchange (NSE), the stockbrokers, the registrars, the issuing houses, the deposit money banks, the investors and the Securities and Exchange Commission (SEC). All these participants perform one function or another in the fund transfer process although they are not located in the one place. However, the stock exchange provides the platform which serves to bring the various players in the capital market together.

There is no single official figure for individual investors in the Nigerian capital market. Eboh (2010) reported that less than 10 million Nigerians were involved in stock investment. The Nigerian Stock Exchange Factbook of 2010/2011 puts the number of individual investors at more than three million. These numbers are quite small in a country with population of over 180 million people. The country has the potential to substantially increase the number of investors if the investment environment is made attractive to potential investors. The role of individual investors cannot be ignored as it is their collective investment that can lead to the mobilization of funds that will be used to finance the productive sectors of the economy in dire need of capital funding.

From the foregoing, it is clear that policy makers cannot underrate the role of individual investors in the capital mobilization process in the Nigerian capital market. It therefore becomes imperative to identify the challenges they encounter in the course of their participation in the market with a view of coming out with suggestions that can address these challenges. These suggestions are expected to aid capital market regulators and policy makers and other capital market operators in the overall improvement in the functioning of the capital market. With this, it is hoped that the Nigerian capital will be better positioned to carry out its function of providing medium and long term funds to the productive sectors of the economy and bring about the much talked-about diversification of the economy.

**REVIEW OF RELATED LITERATURE**

The mechanism for intermediation over the long term between financial surplus units and financial deficit units is provided by the capital market. By this they form the channel for the flow of financial resources among the economic sectors. The extent to which the capital market can intermediate between surplus and deficit units depends on the level of development of the financial sector and the savings habit of the populace.

The importance of capital market development in the growth process of the developed countries of the world has been shown by a number of empirical studies (Levine & Zervos, 1996, 1998; Atje & Jovanovic, 1993; Rousseau & Wachtel, 2000; Beck and Levine, 2002). These studies showed that industries and firms located in economies with well developed capital markets have grown faster than those located in economies with weak capital markets .Demirgüç-Kunt and Levine (1996) in their study, used data from 41 countries for the period 1986-2003 and showed that the three most developed capital markets are in the United States, United Kingdom and Japan. They also found that the most underdeveloped were in Columbia, Nigeria, Venezuela and Zimbabwe.

Savings mobilization is a critical factor for growth since the industrial sector, the engine of growth is stimulated by savings (Adenuga & Akpan, 2007) and low level of savings has been identified as a major factor affecting capital mobilization in developing countries (Acqua-Sam, 2014). Okoye, Nwisenyi and Eze (2013) pointed out that the amount of funds available for mobilization in the capital market depends on factors such as disposable income, consumption pattern, price level, financial intermediation, market confidence and integrity. The lack of an efficiently organized capital market as seen
in many developing countries and former planned economies, has been blamed as a serious obstacle in the efficient use of their savings and thus to their overall economic development (Khamfula, 2005).

Another challenge of most underdeveloped capital markets is inadequate government regulation. They are also characterized by inefficient information gathering and dissemination firms compared to the more developed markets in developed countries (Yartey & Adjasi, 2007; Massele, Darroux, Jonathan & Fengju, 2013).

The effects of the global financial crisis of 2008-2010 has been highlighted by Igbatayo (2011), who pointed out that the resulting loss of confidence and financial contagion greatly limited the ability of global financial markets, including the Nigerian capital market to mobilize funds. Recent reports of transactions at the Nigerian Stock Exchange indicate that investors are yet to recover from the financial crisis and this has seriously affected the ability to mobilize capital from the market. This has been compounded by the recent drop in world oil prices and declining foreign exchange rates. Added to these is the lingering insecurity as a result of terrorism and insurgency. These factors have collectively driven both foreign and local investors from the market. In general, the level of development of a capital market and how it is organized and regulated have much to do in terms of its ability to efficiently and effectively mobilize capital for economic development.

The individual investor has been identified as one of the most important links in the workings of the capital market. Bhole (2004) pointed out that the health and efficiency of the capital market are significantly influenced by the risk-return-liquidity preferences of investors. As a result investors will only invest when they believe that they will get adequate returns from their investment and also exit the market whenever they feel like doing so. Suman and Warne (2012) agreed and pointed out that individual investors play an important role in the capital market because of their big share of gross savings in the economy. Consequently they insisted that capital market regulators cannot ignore the actions of individual investors in the market. This study therefore seeks to identify the challenges encountered by individual investors which may be hindering further investment in the market, with a view to proffer suggestions on how these challenges can be ameliorated so that the Nigerian capital market can be better positioned to carry out its functions efficiently and effectively.

METHODOLOGY
This study is exploratory and designed to identify the challenges individual investors are confronted with in the course of investing in the capital market which may be limiting further investment, thereby reducing the amount of savings flowing into the market. Primary data obtained from a questionnaire were used for the study. Being an exploratory study, the emphasis is to shed light on the challenges in the course of investing in the market from the viewpoint of individual investors. To that end an unstructured questionnaire was employed in which respondents were given leeway to express themselves freely without restrictions on the challenges they face in the capital market.

The respondents are individual stock investors who have invested in the Nigerian capital market. Questionnaires were sent by email to stockbrokers in Lagos, Abuja and Port Harcourt for onward distribution to individual investors. Questionnaires were also distributed to individual investors in Jos. These towns were chosen to give a fair representation of individual investors in the northern and southern parts of the country. Out of the 260 questionnaires received, 165 responded to the question. The responses were categorized and analyzed using simple percentages and presented in Appendix 1.

CHALLENGES ENCOUNTERED BY INDIVIDUAL INVESTORS
A number of challenges were identified. However these challenges were categorized and condensed into a more manageable number of headings, in the order of importance as follows:

1. Overbearing Procedures and Inefficiencies on the Part of Registrars
Over half of the respondents (52.1%) reported that they had encountered one or more problems with the operations of the registrars. They cited overbearing procedures for share certificate verification and dematerialization,; untimely delivery/receipt of dividend warrants; undue delay and unnecessary requirements in re-validation of dividend warrants; inability to access unclaimed dividends; general sloppiness in handling clients’ enquiries; time wasting and unnecessarily making investors obtain bankers’ confirmation which some believe is a way of making money for the banks to which they are affiliated, which in turn increases the cost of transaction to investors. Out-dated technology and too much paperwork at the registrars’ offices were also reported. They found this unacceptable in the 21st century. A number of older investors
and retirees resident in Jos, for instance, complained that irregularity in their signatures due to old age had resulted in some registrars’ insistence on physical sighting of these investors which they felt was inconsiderate, especially as most registrars were concentrated in Lagos and did not have branches in other parts of the country.

2. Inadequate Information about quoted companies
About 21% of respondents reported that lack of information about the quoted companies as well as the untimely release of results by companies had hindered their participation in the market. This had prevented them from making timely investment decisions and taking advantage of investment opportunities.

Another factor which discouraged many investors from further investment in the market was the global financial crisis and subsequent capital market crash. About 18% of respondents reported that the economic meltdown had resulted in an atmosphere of uncertainty and that the market crash had severely limited their investment in the capital market. In addition they attributed the poor performance of the quoted companies to the economic meltdown.

4. Paucity of investible funds
Twelve (24) respondents representing 14.5% reported that lack of investible funds due to low savings resulting from low salary levels as well as lack of access to loanable funds hindered their participation in the capital market. The inability to access loans from banks and absence of margin facility had greatly hindered their level of investment in the market.

5. Low Returns from Investment
Another constraint in investing in the capital market was the low returns from investment. 12.7% of the respondents reported that low investment returns had discouraged them from further participation in the capital market. They complained that many of the companies they invested in paid very low or no dividends at all. Some respondents specifically made reference to particular banks and insurance companies which had paid no dividends since they invested in them many years ago.

6. Lack of Transparency and Inadequate Supervision/ Regulation
Lack of transparency and other corporate governance issues, inadequate supervision and regulation of the activities of both the quoted companies and capital market operators were factors which 12.7% of respondents reported had limited their participation in the market. They believe that there is a general lack of transparency in the operations of many of the companies, which they blamed on the lack of adequate supervision by the supervisory/regulatory authorities. Some of the respondents were of the opinion that many of the companies on being listed and obtaining funds from the public go on to systematically siphon or divert company profits, thereby denying investors of dividends and that they do this by continually declaring losses.

7. High Cost of Transaction
High charges on buying and selling of shares was reported by 12.7% of the respondent as constraining active participation in the market. They were of the opinion that certain costs should be done away with. For instance, a respondent who is also a stockbroker suggests that stamp duties were no longer serving any useful purpose and should be removed.

8. Insincere and Dishonest Stockbrokers
Deliberate delay in transacting (fulfilling investors’ orders), misuse of investors’ funds, and non remittance or delay in remitting sales proceeds were some of the issues raised by 10.3% of the respondents as factors that were limiting their level of investment in the market. They also reported that many stockbrokers do not give sound financial advice and are only interested in their commission. Some respondents pointed out that some stock broking firms employ unskilled marketers who do not understand the workings of the capital market.

9. Lack of Understanding of Capital Market Dynamics
9.1% of the respondents admitted their lack of understanding of the capital market and that they invested in the capital market without proper knowledge of the workings of the market. They called for more awareness creation by the relevant authorities to educate investors and potential investors on the workings of the capital market.

10. Policy Summersaults
Policy summersaults and inconsiderate pronouncements by government and policy makers about the capital market had prevented 5.5% of the respondents from further investing in the market.

11. Share Price Manipulation
5.5% of the respondents believe that stockbrokers are involved in share price manipulations. They
attribute this to lack of proper regulation by regulators. Five respondents even believe that the capital market authorities were also involved in share price manipulations, especially in the primary market. Some of the respondents were of the opinion that the high share prices of some “big companies” were unrealistic and that they resulted from price manipulations. They also reported that the high prices of these shares prevented them from investing in these “blue-chip” companies.

12. Other Constraints
A number of other constraints were identified. These include lack of depth in the market (too few good stocks to select from), lack of adequate investor protection, and inordinate participation by foreign investors. They noted that the large proportion of foreign investors compared to domestic investors had greatly affected the stability of the market as they exit the market at the slightest economic downturn leading to price losses. Some respondents were of the opinion that investors were not adequately protected as many investors had lost huge sums in the market and have not obtained adequate remedy. They therefore called for more investor protection and policies to prevent the dumping of shares by foreign investors.

THE WAY FORWARD
The paper has identified the challenges individual investors encounter in the course of their participation in the Nigerian capital market. The respondents themselves gave pointers as to how these challenges can be addressed. The need to mitigate these constraints cannot be over-emphasized given the role of the individual investor as fund suppliers to the capital market which is charged with mobilizing medium and long-term funds for companies to finance new business projects or expand existing ones. Given their role therefore, the following suggestions have been advanced to remove or ameliorate these constraints and encourage greater participation of individual investors (existing and potential) in the capital market:

1. Procedures should be streamlined, with a lot of paperwork done away with and greater integration of the activities of all participants in the capital market, especially between the registrars and banks so as to minimize the cumbersome procedures involved in signature verification, share certificate dematerialization and re-validation of dividend warrants by the registrars. Specifically, there is a need to improve

on information technology especially as it relates to the operations of the registrars who deal with issues relating to share ownership and transfers. This will minimize the cumbersome procedures involved in signature verification, share certificate dematerialization and re-validation of dividend warrants by the registrars.

2. In order to increase participation in the market and the proportion of funds channeled to the capital market, constraints faced by investors especially in the dematerialization of share certificates, the receipt of dividends, ease of transacting in the market, signature verification, among others can be addressed by integrating the Central Securities Clearing System (CSCS) accounts with bank accounts of investors using the Bank Verification Number (BVN). Consequently registrars can do direct transfers of bonus certificates and rights issue certificates of shares originally bought from the secondary market through electronic updating with the CSCS. The same can be done with lost certificates as long as the shareholders have an existing account in the register of the company.

3. The Nigerian Stock Exchange (NSE) and Securities and Exchange Commission (SEC) as capital market regulators should ensure greater transparency and non-diversion of company profits in quoted firms. They should be more vigilant in their supervisory and regulatory roles by ensuring that quoted firms submit their periodic financial results on a timely basis so that investors are better able to assess their performance and make more informed decisions. Regulators should ensure that quoted firms be more responsible by paying dividends as and when due. Specifically, they should ensure that newly-listed companies adhere to the post-listing requirements. The authorities should step up their regulatory role and ensure that these companies submit their periodic financial reports on a timely basis. They should also make periodic visits to these companies so as to monitor their activities.

4. To latch into the untapped potential for sourcing funds for investment from the capital market there is an urgent need to attract new listings and new investors in the market. To this end, the Securities and Exchange Commission (SEC) and NSE should as a matter of urgency, embark on more aggressive campaigns through seminars and workshops to create more awareness about the activities of the capital market. There is significant untapped potential for raising capital for investment from the capital market as has been demonstrated in the past during the bank
consolidation exercise. Road shows within and outside the country should be embarked on as was the case during the bank consolidation exercise under the headship of Professor Ndi Okereke-Onyiuke (former Director-General, NSE), to promote awareness of the opportunities available in the market. Workshops and seminars can be organized for Small and Medium scale Enterprises (SMEs) to educate them that listing a quality company with good growth prospects can enable the company raise long-term funds for expansion and also enhance shareholders’ wealth including that of the promoter. The study of capital markets should be included in the curriculum secondary schools so as to instill this awareness early enough.

5. To increase greater participation by investors, the NSE should look into the present charges on buying and selling of shares and consider reducing the charges. This will go a long way in encouraging more activity in the secondary market thereby increasing liquidity in the market. To this end, withholding tax on dividends can be reduced to 5%, while stamp duties can be eliminated completely.

6. To restore investor confidence, the regulators should ensure stricter monitoring of stockbrokers to ensure that investors’ funds are protected. Investors should be enlightened on their rights and encouraged to seek redress where their rights have been violated and also ensure that they obtain remedy.

It is expected that these suggestions would aid policy makers in designing policies that will ameliorate the identified challenges that individual investors encounter in the capital market and will go a long way to enhance greater funds mobilization for economic growth and development.

CONCLUSION

The paper has identified the challenges individual investors encounter in the course of investing in the capital market. A number of challenges ranging from inefficiencies of capital market operators, lack of information about quoted companies, the capital market crash, low returns from investments, lack of transparency and high cost of transaction were the most commonly cited by individual investors. Given the role of these investors in the capital market a number of suggestions were proffered. It is hoped that policy makers and regulators will look into these suggestions and come out with policies that will ensure that capital market operators play their roles efficiently and effectively so as to remove the identified constraints for a more efficient functioning of the Nigerian capital market.

REFERENCES


Securities and Exchange Commission (n.d.)


APPENDIX 1
Challenges Faced by Individual Investors in the Nigerian Capital Market

<table>
<thead>
<tr>
<th>S/No</th>
<th>Challenge</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Overbearing Procedures and General Inefficiencies of Registrars</td>
<td>86</td>
<td>52.1</td>
</tr>
<tr>
<td>2</td>
<td>Inadequate Information about Quoted Companies</td>
<td>35</td>
<td>21.2</td>
</tr>
<tr>
<td>3</td>
<td>Global Financial Crisis and Capital Market Crash</td>
<td>31</td>
<td>18.8</td>
</tr>
<tr>
<td>4</td>
<td>Paucity of Investible Funds</td>
<td>24</td>
<td>14.5</td>
</tr>
<tr>
<td>5</td>
<td>Low returns from Investment</td>
<td>21</td>
<td>12.7</td>
</tr>
<tr>
<td>6</td>
<td>Lack of Transparency and Inadequate Supervision /Regulation</td>
<td>21</td>
<td>12.7</td>
</tr>
<tr>
<td>7</td>
<td>High Cost of Transactions</td>
<td>21</td>
<td>12.7</td>
</tr>
<tr>
<td>8</td>
<td>Insincere and Dishonest Stockbrokers</td>
<td>17</td>
<td>10.3</td>
</tr>
<tr>
<td>9</td>
<td>Lack of Understanding of Capital Market Workings and Dynamics</td>
<td>15</td>
<td>9.1</td>
</tr>
<tr>
<td>10</td>
<td>Policy Summersaults</td>
<td>9</td>
<td>5.5</td>
</tr>
<tr>
<td>11</td>
<td>Share Price Manipulation</td>
<td>9</td>
<td>5.5</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2016
Human Resource Planning and the Performance of Micro and Small Scale Enterprises in Gombe Metropolis

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ABSTRACT

Having the right people for the right job and at the right time seems to be and has been the major issue in Nigerian organizations, especially MSMEs. This study specifically investigated the perceptions of employees on the impact of human resource planning on the performance of micro and small scale enterprises in Gombe metropolis. The study adopted survey method of data collection and primary source of data was used. Data was generated through the use of questionnaire which was administered to the sampled population. Sample size of 267 respondents was drawn from the pool of staff of 120 registered micro and small scale enterprises in Gombe metropolis. Eight (8) industries were purposively sampled from the pool of industries. Descriptive statistics was used to analyze the data generated; Simple regression technique was used to analyze the data with the aid of SPSS version 20. The study reveals that, there is a positive significant relationship between employees’ adequacy and the profitability of Micro and small scale enterprises. The study also revealed that, employees’ recruitment has positive impact on the sales turnover of MSSEs. The research recommended that, MSSEs should link employee adequacy to profit generation by identifying and applying appropriate management techniques. MSSEs owners, managers and directors should ensure that recruitments are done at the right time and in the right place. Therefore, recruitment based on sentiment should be avoided by the top management and should be strictly based on competence, skills and capabilities of the applicant.

Key Words: Enterprises, Employees, Human Resource, Performance

Introduction

Nigeria economy has undoubtedly passed through a considerable transformation over the last few decades, from being agriculture based to crude oil based. Now the economy with no option has shifted base to micro and small scale enterprises. Hence, there is need for all stakeholders to pay more attention and play significant role in strategizing and enhancing its performance. In Nigeria, the role of micro and small scale enterprises is compared to what cerebrum perform to human body system so it is to the economy, because of it significant contribution to the development of the country.

Measuring micro and small scale enterprises (MSSEs) performance in today’s economic setting is a critical issue of concern not only for academicians but practicing managers/entrepreneurs and even employees. Perhaps, going by the meaning of business performance by Smith and Rogers & Wright (1998) as “the operational ability to satisfy the desires of the company’s major shareholders”, as this has been the major goal of managers and the employees across the globe.

Performance of micro and small scale Enterprises (MSSEs) is of interest to all stakeholders, especially in the developing country like Nigeria where most of the organizations are operating below expectations and the sector has better potentials to bring about demographic, social and economic exuberance. Perhaps, it will as well play a role in providing significant employment generation at profit, income generation and catalyzing development in urban and rural areas, hence the need to measure it performance. The economic development of any nation depends on the quality of its resources, the state of its technology and utilization of its limited resources and the efficient deployment of the human resource in both public and private sector. In Nigeria, micro and small scale Enterprises is one of the strong driving force and as well form a significant mainstay of the nation’s economy.

Just as planning is important in our daily lives, it forms an integral part of any given enterprise, be it micro or small. However, an enterprise’s success depends to a great extent on the skills, creativity and dedication of its employees, hence, the importance of employees’ adequacy, employee’s recruitment,
employees selection and job description which cannot be downplayed or ignored. Surprisingly, many organizations, especially MSSEs in Nigeria tend to overlook these aspects of human resource planning and some are even not aware of it function/role completely.

The long term success of any organization ultimately depends on having the right people in the right jobs and at the right time (Byers & Rue, 2000). This is to say recruiting the right candidate, selecting the right person and employees are adequately balanced to match performance of an organization. Enterprise objectives and the strategies for achieving these objectives are meaningful only when people with the appropriate talents, skills, and desire are available in the right place, adequately equip to carry out those strategies, and this can be achieved when there is standardization in employees recruitment, employees selection, job analysis with the general performance of a given enterprise, because, human resource planning involves applying the basic planning process to the human resource needs of the organization. It is against this background that the researchers investigate the impact of human resource planning on the performance of small and medium enterprises in Gombe metropolis.

Objective of the Study
The main objective of this study is to assess the impact of human resource planning on the performance of Micro and Small Scale Enterprises in Gombe Metropolis, Nigeria.

Research Hypotheses
The following hypotheses were tested;
H0:1: Employee adequacy does not have significant impact on profitability of MSSEs;
H0:2: There is no significant impact of employees’ recruitment on the sales turnover of MSSEs;
H0:3: There is no significant relationship between job description and the output of MSSEs in Gombe metropolis.

Literature Review
Human resource management has been identified as an important element that aids firms’ competitive advantage capable of creating differentiation which contributes to the firms’ overall performance. A growing body of research has emerged to explain the importance of human resource planning and firm’s performance (Mathis & Jackson, 1994; Denis & Griffin, 2005 and Unhooked, Isa & Noor, 2014). For example, Atteye (2012) defined human resource planning as a process by which organizations ensure that they have the right number of people at the right time and in the right place capable of doing the right thing for the success of such organizations. This is to say, the need for human resource planning is due to the significant relationship that normally exists between the recognition of the need to fill a job and securing a qualified person to fill that need as observed from the above definition. Unhooked, Isa and Noor (2014), in other words, it is usually expensive to go out and find an appropriate person at the right time overnight. Hence, it is necessary to plan human resource to avert any shortage or surpluses of work force in enterprises, and further expatiate the need to adhere to the principles of labour demand and labour supply.

Micro and small scale enterprises (MSSEs) have been regarded as the engine of economic growth and it is for this reason that Governments at all levels as well as stakeholders pay much attention to the sector. Strategic implementation/operation of micro and small scale enterprises goals lies on the skills, qualities of its employees and sound planning of its human resource.

However, the awareness of this concept particularly among micro and small scale enterprises in developing economies (Nigeria), especially, Gombe metropolis is still lacking, and many still condemn the reality that employee adequacy, employee recruitment, and proper job description have direct impact on the profitability, sales turnover and output of MSSEs goals and performance improvement within this sector.

Empirically, a number of researches were conducted in the field of human resource management, such as; Unhooked, Isa and Noor (2014) conducted a research on The impact of Strategic human resource management on tangible performance: Evidence from Nigerian SMEs", the research adopted descriptive and survey method where data were analyzed using multiple regression technique. The research found that, strategic human resource management has significant impact on the tangible performance of SMEs in Nigeria. Muogbo (2013) carried out a research on the impact of strategic human resource management on small and medium size enterprises in Anambra State. Dzarma (2014) conducted similar research on “The role of human resource planning in achieving organizational goals” in Ilorin, Kwara state. The study showed that, there is strong relationship between the role of human resource planning and organizational goals as the study has shown through regression results. However, none of the studies focuses on the performance of SMEs and none of the
Micro and Small Scale Enterprises
According to SMEDAN (2009) a business is defined as micro when it has less than 10 workers and business is classified small enterprise if it employs fewer than 100 employees. Accordingly, McMahon (2001) opined that businesses with between 100 and 199 employees are generally considered medium-sized. Thus, micro and small scale enterprise in the manufacturing sector may be considered as organizations employing fewer workers.

Accord to Grimshaw & Rubery (2005), micro and small scale enterprise have been defined by number of workers employed, amount of capital invested and sales turnover. Micro and small scale enterprise are thus classified by the number of employees and/or by the value of their assets (Katua, 2014). When an enterprise has few employees as 10 is considered micro, when employees are less than 100 is classified as small while, an enterprise that has more employees than these cut-offs but fewer than 200 employees is classified as a medium-sized enterprises.

According to the Organization for Economic Cooperation and Development (OECD, 2005), the characteristics of micro and small scale enterprise not only reflect the economic patterns of the country but also the social and cultural dimensions. These differing patterns are noticeably reflected within different definitions and criteria of micro and small scale enterprise adopted by different countries. Whereas some refer to the number of employees as their distinctive criteria for defining micro and small scale enterprise, others use invested capital, and some other use combination of the number of employees, invested capital, sales and industry type (Hill & Jones, 1998). Despite the disparity in the comparative definitions of micro and small scale enterprise, enterprises still have some common characteristics, of which the foremost is that ownership and management are usually borne by one individual/family.

Micro and small scale enterprise are defined as entities with assets base of ₦2million and not more than ₦20 million (excluding land and buildings) with labor force (employee) of 11 to 100 (CBN- Micro Development Fund 1996 and Scott & Bruce, 1997) and therefore, decisions are often subjective. However, micro and small scale enterprise based on the above assertions requires small capital base in general, disregarding the industry and the country where they are based.

However, they are often having difficulty in attracting funds for expansion as a resolution of which they have to bank heavily on personal sources, though, government at all levels (federal, state and local government) have designed programmes to assist micro and small scale enterprise by establishing small and medium enterprises development agency of Nigeria (SMEDAN), Bank of (BOI) and other related institutions and agencies to assist the micro and small scale enterprise, but still exist the challenges within the sector which can affect the general performance of micro and small scale enterprise, especially utilizing their resource where demand and supply of labor forecasts is a point of concern, leading to either shortages or surpluses of employees and principles of job analysis will cannot longer be applied.

Human Resource Planning
Human resource planning consists of analyzing and identifying the need for and availability of human resources required by an organization to meet its objectives (Atteya, 2012). This justifies that, planning is essential in the activities of human resource management. Atteya further define HRP as a process by which an organization ensures that it has the right number and kinds of people, at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall goals and objectives.

“Human resource planning does not only look at the issues of how many employees should be employed, but, ensuring that, all members (employees) of staff are making an effective contribution toward achieving the desired goals of an organization (Byers & Rue, 2000: pp;226)”. The planning processes of most organizations define what will be accomplished within a given time frame, along with the numbers and types of human resources that will be needed to achieve the defined business goals (Orser, Hogarth-Scott & Riding, 2000), this is typically accomplished by defining competencies that are required by workers to achieve business goals, matching manpower with these competencies to the right tasks, and assessing the overall process for progress and improvement. One of the most significant factors affecting planning involves the goals of the controlling interest in the organization. In this regard, human resource planning is both a process and a set of plans; it is how organizations assess the
Looking at the meaning of human resource planning, Wright & Snell (1997) opined that, it is the process of systematic forecasting of the future demand and supply for employees and the deployment of their skills within the strategic objectives of the organization. This definition corroborate with what Orser, Hogarth-Scott & Riding (2000) observed earlier on the planning process of most organizations, he sees human resource planning as the process that identifies current and future human resources needs for an organization to achieve its goals. Therefore, HRP responds to the importance of business strategy and planning in order to ensure the demand and supply of employees both in number and quality.

However, human resources planning serve as a link between human resources management and the overall strategic plan of an organization. Hence, an effective Human resource plan provides mechanism to eliminate any gaps that may exist between labour supply and labour demand. Thus, human resource planning determines the numbers and types of employees to be recruited into the organization and it often requires periodic readjustment as labor market condition change. Several definitions have been given by different authors as to what human resource planning is and its significance in influencing organizational performance few were selected to support the study.

Human resource planning is an essential function of both private and public sector organizations where Jasra, Khan, Hunjra, Rehman & Azam (2011) stated that, it is a function in organization, designed to maximize employee performance of an employer's strategic objectives, hence, human resource management is primarily concerned with the management of people within organization focusing on policies and systems. Armstrong & Baron (2002) opined that, human resource departments/units typically undertake a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding such as managing pay and benefit systems. Human resource management also concerned with industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws (Kraja & Osmani, 2013).

An important, yet challenging element of human resource planning is forecasting demand and supply for certain types of skills and positions (Atteya, 2012). For instance, in the early 21st Century, Internet and social media skills were in increasing demand. In the health care industry, nursing has long been an area of high demand. Each industry is different and each is impacted by different factors. Staying on top of industry, regulatory, governmental and economic changes can help businesses improve their success at forecasting demand for employees and building the human resource plan, especially for small and medium enterprises. The overall goal of human resource management is to ensure that the organization will be able to achieve success through people. Where utilization micro and small scale enterprises human resource where labour demand and supply of labour forecasts is not a point of serious concern, it may lead to the shortages or surpluses of employees and principles of job description and job satisfaction cannot longer hold.

A large portion of the extant literature is devoted to studies on how large enterprises measure their performance, but little has been done in the area of small and medium enterprises, especially in the area of human resource planning. It is indisputable fact that, human resources (man power) is the organization’s greatest asset, for that reason, other resource (money, materials and machines) are unproductive except when there is human effort in organizing and utilizing them (Ayanda & Danlami, 2011), and this can be done through planning.

Theoretical Review
Theoretical frameworks help develop hypotheses and support directions of discussions (Chong, 2008). A number of theoretical propositions exist to explain how planning influenced the performance of micro and small scale enterprises. Thus, planning process is a continuous and cyclical process of organizational performance, which involves working through a series of linked stages in a systematic and orderly fashion in order to achieve better organizational decisions (Mbaya, 2007). The development of rules, laws and theories that can explain discovery is of great concern to researchers (Bazza & Vandibe, 2013). The study reviewed two theories, these are; Trans active theory of planning and Incremental theory of planning while underpinning Trans active theory of planning.

Trans active Theory of Planning
Trans active theory of planning was championed by Friedman in 1973, when he published a book titled “Retracking America: A Theory of Trans active Planning”. The purpose was a way to get the public involved in the planning process. However, the function of human resource management was initially
dominated by transactional work (Ayanda & Danlami, 2011), such as payroll and benefits administration, thus may enhance the profitability, sales turn over and the output of micro and small scale enterprises, especially in Gombe metropolis. But due to globalization, company consolidation, technological advances, and further research it has been advanced much more than that. Furthermore, transactive theory of planning carried out face to face with people affected by planning decisions, with involvement throughout the plan decision making process. This shows how decisions on recruitments of employees, selection of employee for the right job and describing the jobs for the prospective employees can influence the performance of MSSEs in Gombe metropolis. The theory emphasizes on processes of personal and organizational development and not just achievement of functional objectives (Elliott, 2014).

The objective of transactive theory of planning is to ensure that everybody is involved in the process of planning for employee in the organization. This implies that, in planning human resource, all heads of units/department and top management need to be involved in the process. In doing so, the general performance of MSSEs may be enhanced.

**Incremental Theory of Planning**

A chief spokesperson for the incremental planning approach is Charles Lindblom, who describe it as “partisan mutual adjustment” or “disjoined incrementalism” criticizing synoptic approach as unrealistic, he stress that policy decisions are better understood and better arrived at in terms of push and tug of establish institutions that are adept at getting things done through decentralized bargaining processes best suited to a free market and democratic political economy.

Incremental planning promulgate national plans through a federal planning bureau, but the country’s economic and planning systems are composed of autonomous, self-governing working organization. Plans are constructed by a mixture of “intuition, experience, rules of thump, various techniques (rarely sophisticated) known to individual planners and an endless series of consultations (Hovert as cited by Wang, Walker and Redmond 2007). This description might apply to planning anywhere else in the work as well. Lindblom calls it “The science of muddling through. The case for incremental planning drives from a series of criticism leveled at synoptic rationality; it insensitivity to existing institutional performance capabilities; its reductionist epistemology; its failure to appreciate the cognitive

limit of decision makers who cannot “optimize” but only “satisfies” choices by successive approximations. Incrementalist also takes issue with the synoptic tradition of expressing social values rather than pluralist interest.

**Methodology**

The population of this study was 267 senior managers which were purposively selected from the 120 registered micro and small scale enterprises (MSSEs) in Gombe Metropolis, Gombe state, Nigeria. The sample size for this study is the entire population of 267 employees which were drawn from the micro and small scale enterprises (MSSEs) operating in Gombe metropolis, which represented the entire study population. Purposive sampling technique was used in selecting both the micro and small scale enterprises and the management staff of micro and small scale enterprises under the study. The computation of the sample size is given below through a formula suggested by Rick Penwarden (2014):

\[ S = \frac{\sigma^2 (1-\alpha)}{Z^2 me^2} \]

The study adopted descriptive statistics and simple regression to analyze the data obtained from the respondents. The reason being that, regression is the determination of the relationship that exists between two or more variables for the purpose of predicting the future values of the variables under study (Adefila, 2014). Therefore, it is suitable to predict the impact of employees’ adequacy, employees’ recruitment, job description and employee selection on the profitability, sales turnover and output of MSSEs respectively and SPSS version 20 was adopted.

**Testing of Hypotheses and Results**

Ho1 (there is no significant relationship between employee adequacy and the profitability of micro and small scale enterprises) showed that, the model summary proves the strong relationship between the independent and dependent variable with “R” = 0.82. This indicates that, the model is fit with 82% as confirmed by the regression result. Similarly, “R²” indicated how independent variable influences the dependent variable. However, in this case the independent variable (Employee Adequacy) has influenced the dependent variable (profitability) with 67% while the remaining 33% is accounted for by other factors not captured by the model. This indicates the adjusted R² of 0.67 which represent 67% of variation in the dependent variable is accounted for by the regression. Also this has proven by the coefficient value of 0.820. This implies that, adequate employees lead to increase in the profitability of micro and small scale enterprises in Gombe metropolis by 68%. The
regression result also revealed that, increase in profitability is statistically significant given the regressor T- Value of 23.29 at 5% level of significance. While Ho2 (There is no significant relationship between employee recruitment and the sales turnover of micro and small scale enterprises) showed that, there is a positive relationship between the independent and dependent variable with R = 0.645. This indicates that, the model is fit as confirmed by the regression result. The positive relationship depicts by the model has affirmed that, employee recruitment is a factor that enhances the sales turnover of micro and small scale enterprises. Similarly, “R^2” indicate how independent variable influences the dependent variable. However, in this case the independent variable (Employees recruitment) has influenced the dependent variable (sales turnover) with 51% while the remaining 49% is accounted for by other factors not captured by the model. This indicates the adjusted R^2 of 0.51 which represent 51% of variation in the dependent variable is accounted for by the regression. In the same manner, at 5% level of significance and the table revealed 0.00 level of significance, with a cumulative “R” squares (62.076) which is the multiple coefficient of determination gives the percentage of the total variation in the dependent variable.

The regression value also affirmed the strong relationship between recruitment of employee and the general sales turnover of MSSEs with a given coefficient of 0.644. This means that, employee recruitment led to increase of sales turnover of micro and small scale enterprises by 55.4%. The regression result also indicated that, sales turnover is statistically significant with the regressor given a T- test value of 13.73%.

H_03 revealed that, “R” indicates the relationship between independent variable (Job Description) and dependent variable (Output). However, the rule says that, the closer the figure to 1 the stronger the relationship, therefore, the model summary proves the strong relationship between the independent and dependent variable with 0.636. This indicated that, the model is fit as confirmed by the regression result. The positive relationship depicts by the model has affirmed that, job description is a factor that can lead to increase in the general output of micro and small scale enterprises in Gombe metropolis.

Similarly, “R^2” indicated the extent to which independent variable influenced the dependent variable. However, in this case the independent variable (Output) has influenced the dependent variable (Job Description) with 40.5% while the remaining 59.95% is accounted for by other factors not captured by the model. This indicated the adjusted R^2 of 0.405 which represent 40.05% of variation in the dependent variable is accounted for by the regression. See appendix for all the discussion.

Discussion of the Findings

Employees’ adequacy, result of regression analysis used to assess the impact of employee’s adequacy and the profitability of MSSEs, revealed that, there is strong positive relationship as shown in appendix. This implies that, enterprises need to have adequate employees to guarantee increase in profitability of micro and small scale enterprises. The findings is in line with the findings of Fitzsimmons, Steffens and Douglas (2005) which revealed that, the growth of MSSEs profitably are been pursuit by adequate level of employees in a given organization. Similarly, the regression result revealed that, there is significant relationship between employee recruitment and the sales turnover of MSSEs; this corroborate with the opinion of James, Gerry and Brian, (2006); Dan and Majoreen, (2011) and Ekwoaba, Ikeije and Ufoma (2015). With regard to job description and the output of MSSEs, the result agreed with that Heartly (2004), which showed that, job description is an integral part of performance development planning process.

Conclusion

It is important to conclude based on the findings of the study which revealed that, getting adequate employees at the right time for the right job led to increase in profitability of micro and small scale enterprises. This implies that, MSSEs have to avoid either shortages or surpluses of employees in their enterprises. This is based on the fact that, majority of the MSSEs has shortages of employees to cut cost. The study conclude that, recruiting skilled employee for the right job by MSSEs may led to increase in sales turnover, as majority of the respondents agreed to that effect. The study also revealed that, there is a positive relationship between job description and the general output of micro and small scale enterprises, as this validate the idea of describing the job for the candidate wishing to apply before recruiting the candidate, therefore, it conclude that, micro and small scale enterprises should adhere to the principle of describing the job vacancies.

Recommendations

The study makes the following recommendations;

i. MSSEs should ensure that number of employees are hired to match the demand and supply of customers.
ii. The study recommends that, MSSEs owners, managers and directors should ensure that, recruitment are based on qualification, competence and skill to enhance value addition.

iii. The study recommends that, describing the job for prospective employees is very important, because it helps owner/managers identify the most skilled, knowledgeable educated, experience (if any) and capabilities they seek in their new employees, so that effective recruiting plans can be formulated.

References
Elliott, M. (2014). History and Theories of Planning: School of City and Regional Planning, Georgia Tech
Organization for Economic Co-operation and Development (OECD) (2000), Small and Medium Enterprises, Local strength global reach policy review, 1-8
Proceedings of the 12th Annual National Conference of The Academy of Management Nigeria


APPENDIX

Regression

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Proceedings of the 12th Annual National Conference of The Academy of Management Nigeria

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Regression

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Workplace Bullying and Survival of Small Businesses: Implications for National Development.

J. O. Ekwoaba¹, & E. I. Uwem²

¹ Department of Employment Relations and Human Resource Management, Faculty of Management Sciences, University of Lagos.
² Department of Business Administration and Marketing, Babcock University, Ilishan-Remo, Ogun State.
Corresponding Author’s Email: Ekwoaba2002@yahoo.com

Abstract:
A number of studies have attempted to examine the workplace outcomes of workplace bullying using large organisations. However, given the structural, cultural and strategic differences between large and small organisations as well as the indispensable role of small businesses to the economy, more needs to be done in order to unravel the implications of workplace bullying within small businesses. This study is therefore aimed at examining the effect of workplace bullying on small business sustainability. The study is based on a survey of selected small businesses offering janitorial services in Lagos State. Employing stratified sampling technique to draw a sample of 400 respondents, the analysis of quantitative data using simple linear regression shows significant effect of workplace bullying on small business sustainability (B=0.606; R²= .357; p<0.05). The findings imply that small businesses should adopt human resource policies and practices to tackle workplace bullying. In view of the findings, the study recommended the sustained implementation of organisational justice as panacea for stopping workplace bullying and increasing small business sustainability.

Keywords: bullying, small businesses, national development, sustainability of SMES

Introduction
Evidence in literature indicates that small businesses expected to be the engine of growth and development in third world economies have faced quite a lot of challenges such as achieving business survival in a competitive business environment (). These challenges which are usually associated with most small businesses engaging in precarious employment are accentuated by, job uncertainty, un-conducive work environment, workplace bullying, workplace conflict, low wages, job insecurity, high labour turnover, employee retention issues and negative deviant behaviours such as lateness, theft, and sabotage (). In other words, employees encountering these vicissitudes at the workplace may find it cumbersome to examine the business environment, assemble intellectual information, and make proper and instant decisions when encountering different opportunities and market threats to improve competitive advantage compared to other competitors ().

Consequently, in the face of employment instability as a result of bullying in a precarious working environment, continuous monitoring, gathering and analysis of information about changing organisational culture, organisational justice, employees’ and customers’ preferences and competitors’ strategies to gain competitive advantage and ensure business survival has become increasingly burdensome considering the fact that humans are the leading assets at the workplace. To underpin this, Peter Drucker’s “knowledge workers” was one of the first suggestions that human capital would be a critical source of competitive advantage (Erickson & Rothberg, 2009).

In furtherance to this, Seleim and Khalil (2011) found that knowledge management has a critical influence on competitive advantage, improved resource alignment and small business viability. In addition, Gracanin, Kalac, and Jovanovic (2015) argued that in modern business environment, knowledge about how to treat employees is the most significant resource. That is, suitable market positioning and development of small business strategies are unlikely without taking cognisance of workplace bullying, employees’ silence, other forms of workplace ill treatment, competition both current and potential, related information.

The general problem is the inability of some small businesses to cope with fluctuations in the ever changing business environment and deal with issue of properly utilising its human capital to gain
competitive advantage through good organisational culture and competitive intelligence (Nenzhelele & Pellissier, 2014). The specific business problem is that some small businesses have inadequate information on factors that could enhance business survival and competitive advantage (Buowari, 2015). Information about treatments melted on employees and competition at the present time is a critical component for both, tactical and strategic decision making of every business (Gracanin, Kalac, & Jovanovic, 2015). The incapacity to be creative and innovative in information gathering about how to handle employees’ and their utilization may be among the reasons that are responsible for the unprecedented rate of business failure of both large and small businesses in recent years. To lend credence to this, low levels of marketing skill, poor employees’ management, inadequate support to human resources, fierce competition, corruption, and other business-related issues have been identified as challenges facing small businesses.

U.S. Small Business Association informs that the failure rates for small businesses in 2014 were as high as 50% to 80% within the first 5 years of establishment. In the U.K. even fewer reach that milestone, with the Office for National Statistics reporting 41%. To buttress this, scholars have argued that the death of small and large business is on the increase in Nigeria and estimated that two businesses die daily and sadly government and most business owners have not been able to proffer solutions to this obnoxious economic threat (Etuk, Etuk, & Baghebo, 2014). More so, other studies in Nigeria observed that 80% of small businesses fail within the first 5 years while a few survive, strive and grow to maturity (Adebisi & Gbegi, 2013; Aremu & Adeyemi, 2011). This is a threat to economic growth of Nigeria as small businesses are estimated to be responsible for over 50% of new jobs created globally, contribute about 50% of the Gross Domestic Product (GDP) of Nigeria, employ more people than do large businesses, therefore, its failure rate can influence unemployment rate (Aroloye, 2017; Benneh Mensah & Nyadu-Ado, 2012; Croucher, Stumbitz, Quinlan, & Vickers, 2013; Obiwuru, Okwu, Akpa, & Nwankwere, 2011).

Owners of small businesses in Lagos State, Nigeria have hitherto concentrated primarily on the effectiveness and efficiency of their human capital and analysis of customers’ preference to survive in the business environment. However, the influx of entrepreneurs into the small business in recent years due to factors such as free entry and free exit, weak union affiliates and lack of effective government regulation, has increased competition and the enthusiasm to survive. A report released by V-connect in 2016 showed that there are for example over one hundred and fifty cleaning services companies in Lagos State, Nigeria alone. In addition, this proliferation according Uwem, Egwuonwu, Kabuoh and Ekwoaba (2016) has negatively affected the quality of service delivery of most small businesses. Hence, there is need to observe and analyze the dynamics and trends in the business environment through organisational justice to ensure survival of businesses.

Organisations are established with the aim of utilizing various available human and non-human resources effectively to enhance their productivity. Conversely, human resources are the leading assets in the drive to achieve organisational survival and employee’s self actualisation. To lend credence to this assertion, Khalid, Irshad, and Mahmood (2012) posited that high quality, resourceful and productive employees are essentially the bedrock of any successful organisation and national development. More so, bullying of productive employees have enhanced death of many organisations and hinders economic development. Also, Sharma & Sharma (2014) noted that better wages/salaries and organisational justice is a sine quo non higher productivity, positive economic growth, huge profitability and improved social progress.

However, in recent years, many organisations all over the world have been facing several challenges trying to sustain their businesses for a long period of time. Some of these challenges which often lead to premature business failure include inability to level up successful innovations, inadequate investment and financial support, difficulty in defining an effective business model to support new business ideas and make them profitable, incapacity of the business to take risks, workplace bullying and lack of talented employees among others (Schiliro, 2015).

The basic problem is that employees working in organisations in Lagos State are experiencing a lot of bullying, harassments and distinctive obstacles in the attempt to enhance their productivity. To buttress this, Hanaysa (2016) pointed out that in contemporary times, majority of organisations are facing the challenge of how to improve employee-employees and employee –managers’ relationship. Likewise, Bamidele, Akinbolade and Nuhu (2016), noted that organisations in Lagos, Nigeria are facing certain challenges such as double taxation, hike in tariffs,
traffic jams, deficiency in public-private institutions cooperation and embargo on the use of spaces, which is mitigating their abilities to successfully offer essential services, generate profits and contribute more to GDP and national development.

Small businesses have become a major part of the Nigerian economy employing in excess of hundreds of thousand personnel (Keku and Akingbade, 2003), with banks, oil companies, telecommunications, some government agencies etc employing their services (Baillien, Akinbolade, & Nuhu, 2016). Small and medium businesses operating in Nigeria were 17 million as at 2012; the sector employed in that year 32.41 million workforce (contribution of 25% to employment) and contributed 46.5% to GDP (Enterprise Base Line Survey, 2012; Pro-poor Growth Promotion Programme, 2012; Small and Medium Enterprise Development Agency (SMEDAN), 2012). Year 2013 saw the sector occupying and playing important role in national development by employing 59, 741, 211 Nigerian (84.02% contribution to employment), contributed 48.47% to GDP and 7.27% to the country’s total export(SMEDAN, 2013; Nigeria Bureau of Statistics, 2013). The important roles played by small businesses have not reduced in Nigeria’s national development as the sector in 2016 and 2017 contributed 48% to the GDP(National Bureau of Statistics, 2016, 2017).

In addition, other impediments encouraging employees’ bullying in small businesses may be due to the type of employment which is precarious in nature with no job security and the counterproductive behaviours such as abusive supervision, workplace ostracism, workplace incivility and deviant behaviours of owner/managers, supervisors and co-workers. Consequently, workplace bullying may have an effect on not just on employees’ productivity but also on business survival and national development due to lack of communication between employers and employees, loss of sense of membership, loss of work relationships and functional support necessary to get one’s job done.

Negative representative behaviour such as workplace bullying include excessive workloads, persistent monitoring of work, personal jokes, gossip, insulting remarks and threats (Parzefall & Salin, 2010; Stouten, Baillien, Van den Broeck, Camps, De Witte, & Euwema, 2010), and is associated with psychological wellbeing (Brough, O’Driscoll, Kalliath, Cooper, & Poelmans, 2009). Workplace bullying has been recognized as a severe stressor in present-day working life, and a societal dilemma with harmful implications for employees and organisations and society at large (Einarsen, Hoel, Zapf, & Cooper, 2011; Tepper & Henle, 2011). Also, workplace bullying has been linked with high labour turnover, absenteeism, employee intention to leave, and decline in employee commitment and productivity among other organisational outcomes, and in general imposing significant costs on organisations and society (Asfaw, Chang, & Ray, 2014; Hoel & Einarsen, 2015; Hoel, Glaso, Hetland, Cooper, & Einarsen, 2010). Further, bullying is also connected with decline in creativity (Mathiesen, Einarsen, & Mykletun, 2008), and decrease in work engagement (Rodríguez-Muñoz, Baillien, De Witte, Moreno-Jiménez, & Pastor, 2009).

Hence, employees self defence in the face of harassment, intimidation or victimisation is to put up deviant behaviours that could affect the production of goods and services and reduce the profits of organisations and their contribution of small businesses to GDP, and national development (Neuman & Baron, 2011).

The effect of workplace bullying on employee have been examined by several related studies such as workplace bullying and employee performance (Sammani, Singh, & Ezzedeen, 2013), longitudinal relationships between workplace bullying and psychological distress (Nielsen, Hetland, Matthiesen, & Einarsen, 2012), workplace bullying and employees productivity in Delhi (Garg, Singh, & Srivastav, 2016), workplace bullying and its impact on productivity (Afful, 2010), gender, conflict, and workplace bullying (Gilbert, Raffo, & Sutarso, 2013), language and organisation of bullying at work (Liefooghe & Davey, 2010), bullying: harmful and hidden behaviour in organisations (Karabulut, 2016), workplace bullying and the employment relationship (Beale & Hoel, 2011), and prevention of bullying on campus (Wajngurt, 2014) among others.

Additionally, the occurrence of workplace bullying appears to be routine, with roughly thirty-five percent of employees reporting psychological and/or physical abuse (Workplace Bullying Institute (WBI), 2011). Also, in a meta-analysis consisting of 86 autonomous studies conducted in Scandinavia and other European countries by Nielsen, Matthiesen and Einarsen (2010), it was reported that workplace bullying appears to be on a steady rise. However, most of the studies were conducted in Europe while studies on workplace bullying and how it affects survival of small business and Nigeria national development are still relatively sparse. This is the major gap this study intends to fill.
Hypothesis:
Workplace Bullying does not affect the survival of small business and national development in Lagos State.

Scope and delimitation of the Study
The study focused on the cleaning services companies, particularly the 3 major cleaning services companies (Opel cleaning services Ltd, Mahut cleaning services Ltd and Dan cleaning services Ltd), registered with Cleaning Practitioners Association of Nigeria (CPAN) and domicile in the 3 senatorial zones (Lagos-east, Lagos-west and Lagos central) in Lagos State, offering janitorial services only. This study focused on only registered cleaning services companies offering janitorial services because according to Akinbode and Uwem (2013), they are highly staffed with staff strength of 400-600 employees. The target respondents for the study are all levels of employees of cleaning services companies. For this study, the variables of interest are workplace bullying, small business survival and national development.

Literature Review
Workplace Bullying:
Escartin, Caja, Navarroj and Zapf (2013) and Hannon and Defina (2014) defined workplace bullying as a workplace slavery that breeds deviant behaviour which is directed at employee It involves the abuse or miss use of power at workplace (Turner, 2013; Victor, Wood & Genet, 2016; Hall, 2013; Garcia & Abscal, 2015). The resultant effect of workplace bullying to Escartin et al (2013), Victor et al (2016) and Garcia & Abscal (2015) are absenteeism, conflicts stress, lower productivity etc. This deviant behaviour as Aquino and Thau (2009) posit affects employees’ productivity so much that effective management practical interventions are needed. The interventions should centre on policies and procedures that checks mangers/supervisors behaviours and their effects on employees productivity (Escartin, et al., 2013; Jenkins, Winfield, Sarries, Vartia and Leke, 2011). In supporting Escartin et al. (2013) and Jenkins et al (2011), Matthieseen and Einarsen (2007), opine that the policies and procedures should include sanctions for anyone engaging in workplace bullying in organisations. To Leymann (1996), workplace bullying is not mangers deviant behaviour aim at employees but a function of how management and their managers manages the conflict of time, resources, processes etc among non managers.

Mawritz, Mayer, Hoobler, Wayne and Maninous (2012) argue that bullying at workplace are carried out by mostly manager. According to them, it allows managers to humiliates, victimise, intimidate, harsh, assign high targets and excessively monitor their employees. For Hershcous and Barling (2010), mangers engage in workplace bullying because the culture of most organisations permits it. Salin (2003) also revealed that workplace bullying is professed as a suitable and effective way of achieving tasks in various cultures. Similarly, Loh, Restubog and Zagencyczk (2010) conclude that bullying at workplace is predicated on a culture’s recognition of hierarchical power, or power distance.

And once employees perceive that the culture of an organisation do not care for them, their productivity will decline (Parzefell & Salin, 2010). The lowering of productivity by employees according to Leymann (1990), is the employees only way of showing resentment to ill treatments or a form of self defence. Neuman and Baron (2011) state that employees self defence in the face of harassment, intimidation or victimisation is to put up behaviours that will affect the production of goods and services. To Glomb (2002) workplace bullying do not just productivity behaviour of employees but also damages employees social relationships especially with managers. The reasons as suggested by Glomb (2002) and Spector and Fox (2005) is that workplace bullying fuels frustration, anger, stress, aggressions etc which is not only transferred to production but also to managers.

Research on workplace bullying has grown significantly over the past decade (Ferris, Zinko, Brouer, Buckley, & Harvey, 2007; Fox & Stallworth, 2010; Parzefall & Salin, 2010; Sidle, 2009). Interestingly, research over this period has revealed that the most common forms of bullying are relatively subtle rather than overt, and are therefore open to subjective interpretation (D’Cruz & Noronha, 2010; Lutgen-Sandvik, Tracy, & Alberts, 2007). Examples include assigning excessive workloads, persistently criticizing one’s work, taking credit for another’s work, and intentionally withholding information (Bulutlar & Unler Oz, 2009; Fox & Stallworth, 2005). Bullying at work means harassing, offending, socially excluding someone, or negatively affecting someone’s work tasks. In order for the label bullying (or mobbing) to be applied to a particular activity, interaction or process it has to occur repeatedly and regularly (weekly) and over a period of time (about six months). Bullying is an escalated process in the course of which the person confronted ends up in an inferior position and becomes the target of systematic negative social acts.
Workplace bullying, and Business survival and National Development (Conceptual Relationship)
Survival is to ensure that economic, environmental and social developments are in tandem with the goals of society (Dee, 2010). Survival which leads to sustainability of business deals with business activities, typically considered voluntary which demonstrate the inclusion of social and environmental concerns in business operations and in interactions with stakeholders (van Marrewijk & Verre, 2003). Survival is the growth that encounters the desires of the present without conceding the capacity of future generations to encounter their own desires. Survival philosophy is based on the demand by the society to distribute the risks, losses and gains from a company doing business more fairly (Jonas & Erisson, 2007). It is a business view where corporate decisions do not only affect other businesses but also other sectors that comprise society, political and civil society (Waddock, 2006).

Bohlander and Snell (2007) reports that organisational performance comprises the actual output or results of an organization measured against its intended outputs (organizational goals and objectives). The effectiveness of skilled employees is likely to be limited if they are not motivated to perform. One of the means that organizations can use to enhance employee motivation and productivity is to provide performance-related compensation (Delaney & Huselid, 1996). A reward and compensation system is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their productivity and the reward they receive (Fey and Bjorkman, 2001; Guest, 2002; Mendonca, 2002; Malik, & Ghafoor, 2011). In other words, the compensation system (e.g. praises, awards, encouragement, involvement in decision making, profit sharing etc ) contributes to and enhances effort and productivity of employees, increase business survival and economic growth of a nation (Kalleberg and Moody, 1994; Huselid, 1995; Kling, 1995).

To Bohlander and Snell (2007), Duberg and Mollen (2010), Axelsson and Bokedal (2009) and Garlick (2009) rewarding employee’s working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, is the magic to increased employees’ productivity, sustain business and increase businesses contribution to GDP. Therefore, employers and managers should then design program, system, policies, procedures that will reward and increase employees productivity at workplace. The ward and recognition programs or policy serve as the most contingent factor in keeping employees’ self-esteem high and passionate. Rehman K.U., Zaheer.B and Sufwan .N. (2007) conclude that recognitions, encouragement, promotion, pay and training and not bullying have positive significant impact on the productivity of an employee and sustenance of businesses.

Furthermore, Bulutlar and Unler Oz (2009) work revealed that persistent criticism of one’s work, taking credit for another’s work, intentionally withholding information and excessive workloads are illustrations of workplace bullying that lowers employees productivity, business survival and hinder economic growth which in turn affects national economic growth which in turn affects national development. Also according to Sanne, Mykletun, Dahl, Moen and Tell (2005) high levels bullying at work may be one risk factor for depression and anxiety that lower productivity of employees. Baillien, Neyens, Witte and Cuypers (2009) and D’Cruz and Noronha (2010), workplace bullying in its relatively subtle forms is also a lower of employees productivity, business profits and government tax revenue generation.

Theoretical Foundation.
Resource Based View Theory
Resource based view theory is a foremost research theory to comprehend the source of sustained competitive advantage of a business. The theory was postulated by various scholars and emphasized building competitive advantage by capturing economic rents originating from fundamental firm-level efficiency advantages (Penrose, 1959; Rumelt, 1984; Teece, 1984; Wernerfelt, 1984; Barney, 1991). Resource based view theory proposed that there are two major sources of competitive advantage, which are tangible and intangible resources, within the internal environment of a business that are imperative to the preparation of business strategy and the efficient and effective application of these resources especially human capital could facilitate businesses to achieve sustainable competitive advantage (Hooley & Brodrick, 1998; Ringim, Razalli, & Hasnan, 2012). In addition, these resources have to be valuable, increasing efficiency and effectiveness, rare, imperfectly imitable and non-substitutable (VRIN) (Barney, 1991).

There are two major assumptions of RBV. The first one state that resources must be heterogeneous in
nature which assumes that firms achieve competitive advantage when business makes use of resources that are significantly different from that of competitors. The second assumption is that firm’s resources are non-movable and non-transferable that is, resources attributed to a particular company do not move from one company to another at least in a short run (Akio, 2005).

In the context of resource-based view, a cleaning services company might lose its competitive advantage if there is high labour turnover of competent personnel who are skilled in the act of gathering and analysing of information, as they are not easily duplicated or substituted. The supporters of RBV theory noted that businesses should look inwards to identify the sources of competitive advantage instead of looking at competitive environment for it (Wernerfelt, 1984; Barney, 1991). Human capital is valuable as they help in sourcing for information about competitors to support the business strategies and gain competitive advantage. To buttress this, Attaway (1999), observed that between 70&90 % of the competitive intelligence a business requires is owned by own employees who collect it during dealing with suppliers, customers and other industry interactions. According to RBV scholars, a business resources such as human assets can be considered a determinant of competitive advantage and sustainability (Barney, Wright, & Ketchen, 2001; Barney & Mackey, 2005). RBV also uses techniques such as value analysis to study the function of material, components or systems to identify areas that is mitigating a business.

However, one of the major draw backs of resource based view theory raised by critics is that the theory is operationally invalid in the sense that this theory is only appropriate in a static environment which is not the case for real life situation (Therious, Aggelidis, & Theriou, 2009).

Social Exchange Theory by George Homans in 1958
Social exchange proposes that the relationships we choose to create and maintain are the ones that maximize our rewards and minimize our costs (Long-Crowell, 2014). Social exchange theory assumes that humans are rational beings that seek rewards and avoid punishments and the standards that humans use to evaluate costs and rewards vary over time and from person to person (West & Turner, 2007).

Blau (1983) and Gouldner (1960) noted that as individuals interact over time, they experience the need to reciprocate the support and assistance of the other person, called the norm of reciprocity. Miller (2005) noted that some of the challenges of the social exchange theory are, human communication is reduced to a purely rational process that arises from economic theory and it also assumes that intimacy is the eventual goal of a relationship when this might not always be the case. Social exchange is applicable in the cleaning service companies sector which is service oriented and therefore requires competent, loyal and customer friendly employees. Ensuring that a customer repeats patronage is sacrosanct and germane considering the low patronage of cleaning service Companies in Nigeria. Although, employees are precarious engaged with low wages, employers could provide other incentives like praises, encouragement, plaque, inclusion into decision making, bonus for early arrival to work, paternity leave and work schedules that is in tandem with their self actualization.

Cross Culture Theoretical Approach (1961)
Kluckholn and Strodbeck (1961) in the cross cultural theory states the societal members have duties towards each other. The duties stems from cultural differences of goals, attitudes, values etc which are shared by all groups in an organisation. The sharing of this duties leads to interdependence of all members of an organisation. The interdependency forms the basis for the relationship that between the actors as actors look up to each other for direction and national development. The theory is essential for the study because it enables us to see how actors’ expectations from each other lead to relationships that sustain businesses. The theory is supported by theory of Dependency by Raul Prebisch and Economic Commission for Latin America and the Caribbean – ECLAC (1950s) which hammered that owners of businesses should strive to achieve better levels of national development, and to high level of national development through meeting employees intrinsic and extrinsic demands and removing all forms of negative treatment. The dependency theory stresses the need for government as an industrial relation actor to reinforce fair employees’ treatment as to increase national development conditions and standard of living. These can be done using increase of worker’s income as a means of generating more aggregate demand in national market conditions.

Methodology
This study utilized descriptive survey research design and stratified sampling technique while data
collection was through a well structured questionnaire using a 6 point Likert-scale for responses to specific items; Strongly Agree, Agree, Partially Agree, Partially Disagree, Disagree and Strongly Disagree. Simple linear regression was used to determine effect of competitive intelligence on small business sustainability in the selected cleaning services companies.

The total population of this study is made up of 1535 personnel working with 3 major cleaning services companies (Opel cleaning services Ltd, Mahut cleaning services Ltd and Dan cleaning services Ltd), registered with Cleaning Practitioners Association of Nigeria (CPAN) and domicile in the 3 senatorial zones (Lagos-east, Lagos-west and Lagos central) in Lagos State, offering janitorial services only. This study focused on only registered cleaning services companies offering janitorial services because according to Akinbode and Uwem (2013), they are highly staffed with staff strength of 400-600 employees. Lagos State was chosen for this study due to its broad-based nature and also it has the highest number of small business inclusive of cleaning services companies in Nigeria (Akanse & Ojukutu, 2008; Awe & Ajayi, 2010). This study utilized RAOSOFT web based sample size calculator to establish the sample size which represents the total population of the cleaning services companies under study. Based on the 1535 personnel of the target population, an alpha level of 5% and a confidence level of 95%, the sample size for this study from the strata is made up of 308 samples. In addition, to take care of non-response from the respondents, 30% of the sample was added to increase the sample (Isreal, 2009). Therefore, 30% of 308 = 92.4; the appropriate sample size is 308 + 92.4 = 400.

Table 1: Linear Regression Analysis between workplace bullying and small business survival

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.597*</td>
<td>.357</td>
<td>.355</td>
<td>2.26655</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), workplace bullying

ANOVA*

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1033.978</td>
<td>1</td>
<td>1033.978</td>
<td>201.270</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>1864.827</td>
<td>363</td>
<td>5.137</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Total</td>
<td>2898.805</td>
<td>364</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: small business survival
b. Predictors: (Constant), workplace bullying

Coefficients*

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>11.262</td>
<td>.606</td>
<td>.722</td>
</tr>
<tr>
<td>1</td>
<td>Competitiv e Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: small business sustainability

The regression results in Table 1, show the effect of workplace bullying on small business survival in the selected cleaning services companies in Lagos State. It shows that a unit increase in workplace bullying will cause a (0.606) corresponding increase in business survival. The R column shows the relationship between workplace bullying and small business survival. \( R^2 \) is the square of R which is also known as coefficient of determination. It elucidates the proportion of the variation in business survival that can be attributed to workplace bullying. The value of \( R^2 \) denotes that 35.7% of the variations in
business survival are explained by the variations in workplace bullying. The coefficient of workplace bullying (0.606) shows that workplace bullying positively related to small business survival.

In addition, the p-value of 0.000 < 0.05, shows that workplace bullying has no significant effect on small business survival in the selected cleaning services companies in Lagos State. Furthermore, Probability of F-statistics (0.000<0.05) also shows that model is overall significant at 0.05. Hence, the null hypothesis that says workplace bullying has no significant effect on small business survival in the selected cleaning services companies in Lagos State is rejected.

**Discussion of Findings**
The findings of the hypothesis indicated that workplace bullying had positive and significant effect on small business survival. This finding agrees with the empirical research done by Hannon and Defina (2014) and Neuman and Baron (2011) workplace bullying leads to behaviours that are counterproductive to production of goods and services which invariably kills business and stud national development. Also, the outcome of the study is in congruence with that of Hogh et al (2011), which reported that workplace bullying causes and increase loss of employees productivity, organisation’s profits and contribution to GDP.

The results are consistent with that of This supports Neuman and Baron (2011), and Hershcous and Barling (2010) which found that workplace bullying brought increase harassment, intimidation or victimisation of employees which pull up counter productivity behaviours that affects production of goods and services and economic development of a nation. Further, the result of this hypothesis supports the finding of Rezaai dolatabadi, Zeinali and Shekarchi (2011), as cited in Amiri, Shirkavand, Chalak and Rezaeei (2017),which revealed that for a business to have competitive advantage over rivals and survive, usage of a workplace bullying in any form or arrangement must stop.

**Conclusion and Recommendations**
The objective of this study was to examine the effect of workplace bullying on the survival of small business i.e. the cleaning service companies in Lagos State. Based on the empirical findings of this study, cleaning service companies in Lagos State should be cautious about constructive and destructive behaviours that manifest in the workplace as a result of power imbalance. Some owner/managers of these service providers may believe they know it all and oftentimes find it difficult to inculcate the views of their employees. Rather they prefer to enforce policies through negative behaviours that are not in tandem with global practices. The study proffers a digest of existing concerns and strategies for stopping workplace bullying of employees in tandem with global practices.

To test the hypothesis, Linear Regression and ANOVA were used for the analysis. The findings revealed that workplace bullying has significant effect on employee productivity in the security guard service companies in Lagos State (B=0.606; R²=.357; p<0.05). The study concluded that since the study sector is service oriented, management should take cognisance negative reciprocity. This implies that stress and frustration that manifest from excessive workloads and humiliation from supervisors and co workers could be transferred to customers in form of rudeness and discourteous behaviours.

Correspondingly, distributive justice which is the sine qua non for fair treatment of employees at the workplace is indispensable, and therefore could be utilised to elicit the hidden potentials of talented employees. The recommendations were affixed on the continuation of workplace bullying to negatively affect social intelligence, social capital, employee engagement, job resources, innovation, creativity, and accountability among others. Consequently, this could create negative behaviours that could be inimical to organisational goals and economic growth such as fraud, damage of companies’ properties, lackadaisical disposition to work, increased intention to quit, lowers productivity and contribution to national development nosedives.

Furthermore, in view of the incessant failure of Small business (Small and Medium Enterprises -SMEs) inclusive of cleaning service companies in Nigeria, it has become expedient to cleave to human capital assets as a requisite tool for enhancing self actualisation, organisational sustainability and national development. Establishing a workplace that flows with synergy, innovation and creativity requires horizontal communication which will truncate issues like employee silence and buck-passing. Government also should ensure there is strict adherence to extant laws that repudiates employees’ rights to fair pay and appropriate working conditions. Also a distributive justice and synergy between employers and
employees is recommended as panacea for achieving organisational survival and national development.

References


Employee Relationship and Mental Attitude on Organization Performance in Rufus Giwa Polytechnic Owo (RUGIPO) Nigeria

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ABSTRACT
The study examined employee relationship and mental attitude on organization performance in RUGIPO through a well cross-sectional designed questionnaire that was distributed to a sample size of three hundred and thirty (330) staffs through random sampling technique from a total staff population of 1870. The collected data from the administered questionnaire were analyzed using descriptive and inferential statistical tools with the aid of Statistical Package for Social Sciences (SPSS), version 17. The findings in the paper revealed that employee relationship has a statistically positive significant effect on organization performance while mental attitude although statistically positive but has no significant relationship with organization performance, both tested at 5% significant level. The study concludes that good relationship for a better performance of the organization can only be enhanced and efficient if the mental attitude of the staffs can rightly be positioned through consistent payment of salary and allowance without any forms of hindrances.

Keywords: Employee relationship, Mental attitude, Organization performance, RUGIPO, Nigeria

1. INTRODUCTION
The workplace is a very important facet of the economy in terms of its productivity. This involves relationship between the employers to the employees in either a positive or negative way. The state of relationship of the employers to the employees has an effect on the mental attitude of the employees in affecting the performance of the organization. In addition, the current situation of employees in most government organization is below average in terms of consistency in their minimum wages and other allowances, and this might affects their mental reasoning in enhancing significantly to the organization they find themselves. Rahiman and Kodikal (2017) pointed that job related attitudes and organizational performance are the fundamental research issues in industrial psychology. It was also seen from the study that the relationship between these factors are essential in every organization for maintaining efficiency of a business enterprise. In another study, Andrew (2017) posited that it is important and valuable to study the influence of employee attitude on employee readiness as it is the most important and deterministic factor for organizational change which no organization can escape and it is inextricably linked to its survival and growth.

Regarding these researchers’ view, this paper tries to provide an additional contribution to the studying of the influence of employee relationships and mental attitude on organization performance in Rufus Giwa Polytechnic, Owo, Ondo State, Nigeria.

2. LITERATURE REVIEW
Kappagoda, Othman and Alwis (2014) investigated on the relationships among psychological capital, work attitudes and job performance of employees in the banking sector of Sri Lanka. The study sample consisted of 176 managers and 357 non-managerial employees which were collected through a well structured questionnaire. The collected questionnaires were analyzed using correlation coefficient and regression technique. The results of the study indicated that there was a significantly positive relationship between psychological capital and job performance, psychological capital and work attitude, work attitudes and job performance. The findings further revealed that work attitudes were found to mediate the relationship between psychological capital and job performance of the employees in the banking sector in Sri Lanka.

Bakotic (2016) explored the link between job satisfaction and organizational performance and also determined empirically if there is provable relationship between these two variables, and the direction and intensity of this relationship. The empirical research was conducted on a research sample of 40 large and medium sized Croatian
companies with 5806 employees surveyed. The results of the findings revealed an existence of a clear link between employees’ job satisfaction and organizational performance in both directions, but with pretty weak intensity. Further analysis revealed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction.

Xesha, Iwu, Slabbert & Nduna (2014) explored on the importance of the employer-employee relationship and described the role this relationship plays towards the growth of a business. The study also highlighted on the role that job satisfaction plays towards stimulating good relationships between these two parties and provides guidelines to business owners on how the relationship can be managed through a relationship survey designed for the study. The study revealed that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business. The findings also revealed that employees indicated high levels of satisfaction with their jobs.

Sturman and Walsh (2014) considered the impact of work-hours fit on key attitudes of hourly employees-perceived organizational support, job stress, work-family conflict, intent to turnover and life satisfaction. The study also examined both the congruence of work-hours fit and the degree of misfit. The findings revealed that hourly employees are typically not working the hours they prefer. The results also showed that work-hours fit impacts the attitudes as predicted, and when considering the type of misfit, congruence matters more for life satisfaction and intent to turnover. In addition, it was showed from the analysis that working too few hours impacts job stress and life satisfaction, whereas working too many affects work-family conflict.

Rahiman and Kodikal (2017) investigated the impact of factors that lead to better productivity of employees. The study conducted an empirical investigation to identify the factors that have a bearing on work attitudes through a survey in health care industry. The collected data was statistically tested and validated using p-test, f-test, corollation and regression technique. The findings revealed a significant relationship between the attitude of employees and performance.

Xerri, Nelson and Brunetto (2015) examined the impact of workplace relationships on attitudes toward organizational change, affective commitment and psychological well-being for Australian asset managers, engineers and technicians working in physical asset management. Social exchange theory serves as the theoretical framework and a self-report survey was administered to examine 255 asset managers, asset management engineers, and asset management maintenance employees. The major findings from a structural equation model indicated that perceived organizational support was positively correlated with an employee’s attitude toward organizational change, and supervisor-subordinate relationships and perceived organizational support were positively correlated with an employee’s emotional attachment to the organization.

Green, Dishop and Aarons (2016) through a cross-sectional study, examined the relationships between organizational stress, provider adaptability and organizational commitment for a sample of 311 mental health providers from 49 community mental health programs. The variables were analyzed using moderated multi-level regression technique. The study findings revealed that stressful organizational climate, characterized by high levels of emotional exhaustion, role conflict, and role overload, was negatively related to organizational commitment. The findings also revealed that organizational stress moderated the relationship between provider adaptability and organizational commitment, such that those who were more adaptable had greater levels of organizational commitment when organizational stress was low, but were less committed than those who were less adaptable when organizational stress was high.

Andrew (2017) examined the influence of employee attitude on employee readiness for organizational change, focusing on the teachers of government schools in the Eastern Province of Sri Lanka, for a sample of 100 teachers using a survey questionnaire. The collected questionnaires were analyzed descriptive analysis to explore the nature of the sample, and bivariate analysis to assess the relationships between the study variables. The results of the study revealed that the employee attitude was significantly and positively correlated with employee readiness for organizational change.

Suanty, Miradipta and Jie (2013) empirically tested the effect of attitude towards work, job satisfaction, and organizational commitment to the employee’s job performance. The study data were collected for 200 managerial and non-managerial staff of a firm. The analysis was done using structural equation modelling (SEM). The results of the study showed that attitude towards work and organizational commitment have
positive and significant effect to job satisfaction and employee performance.

Ariani (2013) tested the relationship between employee engagement, organizational citizenship behaviour (OCB), and counterproductive work behaviour (CWB) for 507 respondents of service industries in Yogyarta, Indonesia. Validity and reliability tests were adopted to evaluate the questionnaire contents. The results of the study revealed that a significant positive relation exists between employee engagement and OCB and a significant negative relation between employee engagement and CWB.

3. METHODOLOGY
Method of Data Collection and Sample Size
The study was conducted in Rufus Giwa Polytechnic, Owo, Ondo State, Nigeria. The polytechnic is a state owned institution established in 1979 while it commenced activities in January 1980. The study employed a primary source of data collection through a well structured questionnaire that comprises of two sections. The first section contains the socio-demographic characteristics of employees while the second section contains three sub-section assigned respectively to Employee Relationship (ER), Mental Attitude (MA) and Organization Performance (OP). A sample size of 330 was used for the study from a total staff population of 1870 using Taro Yamane (Yamane, 1973) formula with 95 % confidence interval as in Equation 1. Reliability statistics for the listed items contained in the questionnaire were carried out using Cronbach’s Alpha. The Cronbach’s Alpha shows an excellent result of 94.1 % which implies that the administered questionnaire is okay and reliable for the study.

\[
n = \frac{N}{1 + N(e)^2}
\]

Where:
\(n\) = Sample Size; 
\(N\) = Population Size; 
\(e\) = Sampling Error assumed as 5% (0.05)

\[
n = \frac{1870}{1 + 1870(0.05)^2} \approx 330
\]

Model Specification
A simple model was formulated to guide the study and it is expressed below:

\[
OP = f(ER, MA)
\]

In an explicit form, equation 1 is expressed as:

\[
OP = \beta_0 + \beta_1ER + \beta_2MA + \mu_0
\]

Where:
\(OP\) = Organization Performance; 
\(ER\) = Employee Relationship; and 
\(MA\) = Mental Attitude 
\(\beta_0\) is constant while \(\beta_1\) and \(\beta_2\) are coefficient terms for ER and MA respectively, and \(\mu_0\) is error or disturbance term.

Data Analysis
The collected administered data from the questionnaire will be analyzed using descriptive (frequency and percentage) and inferential (regression technique) statistical tool with the aid of Statistical Package for Social Sciences (SPSS), version 17.

4. RESULTS AND DISCUSSIONS

Table 1: Socio-demographic characteristics of the Staffs

<table>
<thead>
<tr>
<th>Option(s)</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Working Experience</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 1years</td>
<td>5</td>
<td>1.52</td>
</tr>
<tr>
<td>1-3years</td>
<td>90</td>
<td>27.27</td>
</tr>
<tr>
<td>4-9years</td>
<td>195</td>
<td>59.09</td>
</tr>
<tr>
<td>10-20years</td>
<td>40</td>
<td>12.12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>330</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>170</td>
<td>51.52</td>
</tr>
<tr>
<td>Female</td>
<td>160</td>
<td>48.48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>330</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 25years</td>
<td>5</td>
<td>1.52</td>
</tr>
<tr>
<td>26-35years</td>
<td>110</td>
<td>33.33</td>
</tr>
<tr>
<td>36-45years</td>
<td>70</td>
<td>21.21</td>
</tr>
<tr>
<td>46-55years</td>
<td>125</td>
<td>37.88</td>
</tr>
<tr>
<td>Over 55years</td>
<td>20</td>
<td>6.06</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>330</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>60</td>
<td>18.18</td>
</tr>
<tr>
<td>Married</td>
<td>270</td>
<td>81.82</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>330</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Staff Category</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Staff</td>
<td>110</td>
<td>33.33</td>
</tr>
<tr>
<td>Non-academic Staff</td>
<td>220</td>
<td>66.67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>330</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Field Survey 2018
Table 2: Regression Analysis of Employee Relationship and Mental Attitude on Organization Performance

<table>
<thead>
<tr>
<th>Variables</th>
<th>Coefficient (β)</th>
<th>Standard Error</th>
<th>t-statistic</th>
<th>P-values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-14.806</td>
<td>2.717</td>
<td>-5.449</td>
<td>0.0000</td>
</tr>
<tr>
<td>ER</td>
<td>0.661</td>
<td>0.073</td>
<td>9.024</td>
<td>0.0000</td>
</tr>
<tr>
<td>MT</td>
<td>0.079</td>
<td>0.047</td>
<td>1.672</td>
<td>0.5780</td>
</tr>
</tbody>
</table>

R² = 0.946; Adj.R² = 0.944; F-Statistic = 548.750; P-value = 0.000

**Dependent Variable:** Organization Performance (OP)

*Source: Author Computation from SPSS 17.0*

Table 1 shows the socio-demographic characteristics of the respondents that administered on the questionnaire based on working experience, gender, age, marital status and staff category. The descriptive analysis reveals that respondents who have working experience between 4 and 9 years has the highest percentage frequency value of 59.09 % (195), which is subsequently followed by respondents with working experience between 1 and 3 years, 10 and 20 years and below 1 years with percentage frequency value of 27.27 % (90), 12.12 % (40) and 1.52 % (5) respectively. Also, the male respondents have the highest percentage frequency value of 51.52 % (170) when compared to the female respondents having a percentage frequency value of 48.48 % (160). In addition, respondents between the age category of 46 and 55 years has the highest percentage frequency value of 37.88 % (125), which is subsequently followed by respondents whose age category are between 26 and 35 years, 36 and 45 years, over 55 years less than 1 year with percentage frequency value of 33.33 % (110), 21.21 % (70), 6.06 % (20) and 1.52 % (5) respectively. Furthermore, respondents that are married have the highest percentage frequency value of 81.82 % (270) when compared to respondents that are single with percentage frequency value of 18.18 % (60). The staff category of the institution was not an exception in the analysis which reveals that the non-academic staffs has the highest percentage frequency value of 66.67 % (220) when compared to the academic staff with a percentage frequency value of 33.33 % (110). The descriptive result however contributes significantly to the purpose of this study.

Table 2 shows the regression analysis of employee relationship and mental attitude on organization performance of the institution. The coefficient of determination (R²) stood at an approximate value of 0.946; this value implies that about 94.6 % is been explained by the explanatory variables in the model while about 5.4 % is been unaccounted of and attributed as the error term. The adjusted R² of 94.4 % is in full agreement with the R². The model however displays a good fit. In addition, employee relationship is significant in explaining organization performance of the institution because it p-value of 0.000 is lesser than the test of significant at 5 % level. This implies that a unit increase in employee relationship of the institution will increase organization performance by 66.1 % in a positive and significant effect. It is also revealed in the analysis that mental attitude of the employees in the institution is not significant in explaining organization performance because it p-value of 0.5780 is greater than the test of significant at 5 % level, although statistically positive. This implies that a unit increase in mental attitude of the employees in the institution will increase organization performance by 7.9 % in a non-significant direction due to its low percentage effect. Furthermore, the overall model is statistically significantly in explaining the purpose of this study because the p-value of the F-statistic is lesser than the test of significant at 5 % level. We can therefore conclude that there is significant effect of employee relationship and mental attitude on organization performance of the institution due to the overriding effect of employee relationship within the structure of field survey considered.

5. CONCLUSION AND RECOMMENDATION

The study examines the effect of employee relationship and mental attitude on organization performance of the institution based on the state of financial crises that is strongly affecting the state of wellbeing of the staffs of the institution. The findings reveals that despite how unfavourable the state of things are in the institution in terms of unstable and unpredictable monthly salary collection by the staffs, they still shows high level of consistency and commitment to their job but however this has low effect on their mental attitude in terms of their thinking and reasoning because they felt that a good relationship for a better performance of the institution can only be enhanced and efficient if the mental attitude can rightly be positioned through consistent payment of salary and allowance without any forms of delay or hindrances’. The paper therefore recommends to the government that the welfare of employees should not be underestimated because a better internally generated revenue can only be achieved from an organization that sees his/her
employees as a better performance to the growth and efficient running of the system.

REFERENCES


Empowerment and Capacity Building: Issues and Options for South East, Nigeria.

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Abstract
One of the efforts of every good government is to strive in the upliftment of the standard of living of its citizenry. This paper examines empowerment and capacity building, evolving issues and options for South East, Nigeria. The thrust of this study is to raise the awareness and provide measures towards improving the level of self-reliance and determination in people to fully exploit their potentials and develop their local resources in order to deal with the problems affecting them. The twin issues of empowerment and capacity building are elaborately discussed from various dimensions in relation to how they affect, and are harnessed in, the South East, Nigeria. This study also observed that, in spite of the numerous challenges confronting South East governments like inadequate infrastructure, corruption, instability, etc., a landmark achievement has been recorded so far. It is recommended that an extra attention must be paid to human capacity development if South East Governments must beat the nightmares of poverty, joblessness and underdevelopment.

Keywords: Empowerment, Capacity Building, Issues, Options, South-East.

Introduction
Empowerment and Capacity Building are two related concepts used as tools in assisting people or organised group of persons in gaining a sense of power, gain control over their lives, and solve their problems in a sustainable manner. Through empowerment and capacity building communities or groups are better equipped to deal with the problems affecting them. Empowerment is a multi-dimensional construct that is shared by many disciplines and arenas. It is also a key concept in the discourse on promoting civic engagement. Empowerment connotes the capacity of individuals, groups and/or communities to take control of their circumstances, exercise power and achieve their own goals, and the process by which, individually and collectively, they are able to help themselves and others to maximize the quality of their lives' (Adams, 2008). Empowerment as action refers both to the process of self-empowerment and to professional support of people, which enable them to overcome their sense of powerlessness and lack of influence, and to recognize and eventually to use their resources and chances.

Capacity building, also referred to as capacity development, is a conceptual approach to social or personal development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.

The Canadian International Development Agency (CIDA) defines capacity development as the activities, approaches, strategies, and methodologies which help organizations, groups and individuals to improve their performance, generate development benefits and achieve their objectives (CIDA, 2013).

Capacity building often refers to strengthening the skills, competencies and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering.

Conceptual Background
Empowerment
The term empowerment originates from American community psychology and is associated with the social scientist Julian Rappaport in 1981.

In social work, empowerment forms a practical approach of resource-oriented intervention. In the field of citizenship education and democratic education, empowerment is seen as a tool to increase the responsibility of the citizen. Empowerment is a
key concept in the discourse on promoting civic engagement. Empowerment as a concept, which is characterized by a move away from a deficit-oriented towards a more strength-oriented perception, can increasingly be found in management concepts, as well as in the areas of continuing education and self help.

Robert Adams points to the limitations of any single definition of 'empowerment', and the danger that academic or specialist definitions might take away the word and the connected practices from the very people they are supposed to belong to (Adams, 2008). Still, he offers a minimal definition of the term: 'Empowerment: the capacity of individuals, groups and/or communities to take control of their circumstances, exercise power and achieve their own goals, and the process by which, individually and collectively, they are able to help themselves and others to maximize the quality of their lives' (Adams, 2008).

One definition for the term is "an intentional, ongoing process centered in the local community, involving mutual respect, critical reflection, caring, and group participation, through which people lacking an equal share of resources gain greater access to and control over those resources" (Cornell Empowerment Group) (Zimmerman, 2000).

In the opinion of Rappaport's (1984), Empowerment is viewed as a process: the mechanism by which people, organizations, and communities gain mastery over their lives.

The term empowerment in essence refers to concerted measures geared towards improving the level of self reliance and determination in people and in communities in order to enhance their own authority in protecting their common interests in a responsible way. Empowerment as action refers both to the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness and lack of influence, and to recognize and eventually to use their resources and chances.

Forms of Empowerment
• Economic Empowerment

According to Robert Adams, there is a long tradition in the UK and the USA respectively to advance forms of self-help that have developed and contributed to more recent concepts of empowerment. For example, the free enterprise economic theories of Milton Friedman embraced self-help as a respectable contributor to the economy. Both the Republicans in the US and the Conservative government of Margaret Thatcher built on these theories. At the same time, the mutual aid aspects of the concept of self-help retained some currency with socialists and democrats (Adams, 2008).

In economic development, the empowerment approach focuses on mobilizing the self- help efforts of the poor, rather than providing them with social welfare.

As seen from the online link of https://en.wikipedia.org/wiki/Economy_of_Nigeria, from 2003 to 2007, Nigeria attempted to implement an economic reform program called the National Economic Empowerment Development Strategy (NEEDS). The purpose of the NEEDS was to raise the country’s standard of living through a variety of reforms, including macroeconomic stability, deregulation, liberalization, privatization, transparency, and accountability.

The NEEDS addressed basic deficiencies, such as the lack of freshwater for household use and irrigation, unreliable power supplies, decaying infrastructure, impediments to private enterprise, and corruption. The government hoped that the NEEDS would create 7 million new jobs, diversify the economy, boost non-energy exports, increase industrial capacity utilization, and improve agricultural productivity. A related initiative on the state level is the State Economic Empowerment Development Strategy (SEEDS).

A longer-term economic development program is the United Nations (UN)-sponsored National Millennium Goals for Nigeria. Under the program, which covered the years from 2000 to 2015, Nigeria was committed to achieve a wide range of ambitious objectives involving poverty reduction, education, gender equality, health, the environment, and international development cooperation. In an update released in 2004, the UN found that Nigeria was making progress toward achieving several goals but was falling short on others.

Specifically, Nigeria had advanced efforts to provide universal primary education, protect the environment, and develop a global development partnership. However, the country lagged behind on the goals of eliminating extreme poverty and hunger, reducing child and maternal mortality, and combating diseases such as human immunodeficiency virus/acquired
immune deficiency syndrome (HIV/AIDS) and malaria.

The case of youth empowerment and women empowerment programmes in the South East in particular and Nigeria at large are also examples of economic empowerment.

**Political Empowerment**

The issue of political empowerment in Nigeria is not also far from the empowerment of women which has been one of the central issues most administrations would always want to address. Here, the resounding record of Nigeria’s former President, Goodluck Jonathan will be the center-piece example marked by this paper. Iheuwa (2013:1) cited in Idike (2013:3) posits that in the spirit of its expressed policy, in support of 30% Affirmative Action for the benefit of women, the Federal Government under President Jonathan, made conscious and positive efforts to take appropriate measures, to reflect a good percentage of women in governance. For instance, the administration took off in 2011 with the appointment of 13 female Cabinet Ministers, 5 female Special Advisers, 10 female Ambassadors, 16 female Judges of the Court of Appeal; 11 female Permanent Secretaries, 16 female Judges of the Federal High Court, 3 female Judges of the Supreme Court, 6 female Judges of the National Industrial Court; a female Acting President, Court of Appeal and The Chief Justice of the Federation as female. By this, the President has made good his campaign promises by raising the number of women in decision-making positions to an unprecedented level (Iheuwa 2013:1).

What is striking, posits Calebs (2014) is that it is under the Jonathan administration that Nigerian women have attained the highest level of participation in the nation’s social, political and economic life. President Jonathan’s Transformation Agenda contains a National Gender Policy which it mainstreams into all aspects of government planning and development. A major component of that policy is women empowerment in politics. Here, there has been a remarkable success in the creation of awareness on the participation of women in politics. Not only has a Political Trust Fund been established to provide support to women aspirants willing to participate in general elections, a database of women political aspirants has also been created.

The implementation of Jonathan’s Gender Policy has also resulted in an increase in women’s representation in Government, from 10% in 2011, to over 33% in 2013, with the appointment of 13 female Ministers out of 42, representing 31% and 4 Special Advisers out of 18, representing 23%. These appointments have set the stage for the attainment of the Millennium Development Goals (MDGs) target number three, on Gender Equity and Women Empowerment (Calebs, 2014).

According to Ajah (2014), Nigerian women have never enjoyed a pride of place like they have done in Jonathan’s government. The first government in Nigeria to appoint a woman Chief Justice of Nigeria since independence, first woman Petroleum Minister and too many other firsts attributed to Nigerian women since the country’s leadership history. Jonathan’s leadership is the most gender sensitive administration so far in the country. It is in his government that the best of Nigerian women in leadership responsibilities has been most showcased even for future administration in the country.

**Legal Empowerment**

Legal empowerment happens when marginalised people or groups use the legal mobilization i.e., law, legal systems and justice mechanisms to improve or transform their social, political or economic situations. Legal empowerment approaches are interested in understanding how they can use the law to advance interests and priorities of the marginalized (Odi.org, 2014).

In essence, Legal empowerment is about strengthening the capacity of all people to exercise their rights either as individuals or as members of a community.

Lorenzo Cotula in his book ‘Legal Empowerment for Local Resource Control’ outlines the fact that legal tools for securing local resource rights as enshrined in legal system, does not necessarily mean that local resource users are in position to use them and benefit from them. The state legal system is constrained by a range of different factors - from lack of resources to cultural issues. Among these factors economic, geographic, linguistic and other constraints on access to courts, lack of legal awareness as well as legal assistance tend to be recurrent problems (Cotula, 2007).

**Gender Empowerment**

Gender empowerment conventionally refers to the empowerment of women, and has become a significant topic of discussion in regards to development and economics. It can also point to approaches regarding other marginalized genders in a particular political or social context. This approach to
empowerment is partly informed by feminism and employed legal empowerment by building on international human rights. Empowerment is one of the main procedural concerns when addressing human rights and development.

The Human Development and Capabilities Approach, The Millenium Development Goals, and other credible approaches/goals point to empowerment and participation as a necessary step if a country is to overcome the obstacles associated with poverty and development (U.N General Assembly, 2000). The UN Sustainable Development Goals target gender equality and women's empowerment for the global development agenda (http://www.un.org/sustainabledevelopment/gender-equality/).

Gender Empowerment: Case of South East and Nigeria
In the South East, there is Otu Umuwanyi which is in charge of women affairs in the community. There are also women political groups like Council of Women Politicians, Network of Justice, Women in Politics and Policy, Women Rights Collective. These organizations have through seminars, publications and conferences encouraged women to stand for elective posts.

Following the UN declaration of 1975 – 1985 as the “Decade for Women”, Mrs. Maryam Babangida launched Better Life Programme (BLP) in 1987(Arum 2007:42). Its objectives were to empower rural women economically, socially and politically. Subsequent First Ladies have taken a cue from this and had initiated various programmes ranging from women empowerment, children emancipation and poverty alleviation.

Mrs. Turai Yar Adua, the First Lady of Nigeria from 2007 till 2011 also launched programs to empower women. The First Lady’s interests are in the issues of public health and enhancement of the welfare of the disadvantaged. As part of her efforts towards realizing this, the First Lady signed a Memorandum of Understanding with the MD Anderson Cancer Centre in Houston Texas (Daily Triumph, 2008).The Centre is to help Nigerian Women suffering from Cancer. Also, through her efforts the federal government has developed an Integrated Maternal, Newborn and Child Health (IMNCH) strategy to strengthen the health system towards realizing some aspects of the millennium development goals.

Eboh & Ofondu. Empowerment and Capacity Building...

The determination of Nigeria’s First Lady to enhance and promote the living conditions of Nigerian Women and Children, led her to launch a pet project which she tagged “Women and Youth Empowerment Foundation (WAFOT) (Vanguard 17 February, 2009).

The First Lady also directed the wives of State Governors to tailor their pet projects towards issues relating to poverty alleviation, women education and empowerment of rural women (http://en.wikipedia.org/wiki/Turai_Yar%27Adua). In over 20 states of the Federation, Governor’s wives have launched their pet projects with target beneficiaries as Women, Children and the Youth (http://www.vanguardngr.com/articles/2002/southwes t/sw107092007);

- Youth Empowerment
According to Premium Times of March 17, 2016, the Muhammadu Buhari administration, through the Bank of Industry, on Thursday formally launched a N10 billion Youths Entrepreneurship Support (YES) project to empower youths with loans to start businesses.

Speaking at the launch of the project in Abuja, the Minister for Industry, Trade and Investment, Okechukwu Enelamah, said his ministry would partner all agencies of government to create new jobs. He said more than 40 per cent of Nigerian graduates had no jobs and that an average of eight million Nigerians entered the job market annually. The minister said that the ‘YES’ project of BoI was part of the Federal Government’s youth employment scheme, saying that about 36,000 jobs would be created annually through ‘YES’.

He appealed to prospective beneficiaries to repay the loans for the success and sustenance of the project. Waheed Olagunju, the acting Managing Director of BoI, said that a participant under the scheme could access up to N10 million loan with single digit interest rate and repayable over three to five years. He said that an applicant must present NYSC or higher education certificate as collateral to qualify for the loan with two external guarantors. Mr. Olagunju said that the bank was partnering 11 consultants across the country for the first phase of the project (Premium Times, 2016).

On Agriculture
Recently the Federal Government has declared its willingness to empower Youths with a whopping N59.7bn Agriculture Scheme.
This declaration was buttressed by the International Institute of Tropical Agriculture (IITA) which says that the Federal Government would launch N59.7 billion Youth-In-Agriculture Scheme in September. Director-General, IITA, Dr Nteranya Sanginga, said this in an interview with the News Agency of Nigeria (NAN) on Sunday in Ibadan. He said the scheme would be sponsored by the federal government and African Development Bank (AFDB).

Sanginga, said IITA would train those enrolled in the scheme, adding that beneficiaries would be trained on how to make agriculture a business with good networking. The Director-General said the programme tagged “Enable Youth Empowerment Agribusiness programme” will engage youths in agribusiness for 18 months to enable them learn how to make agribusiness plan. He added that each participant will be given between 25,000 US Dollars and 300,000 US Dollars as loan to start a business.

Initially, the programme was started by IITA in 2012, before the federal government and AFDB took over the scheme to create employment in agricultural sector. Sanginga said that to achieve the objective of the programme, it will be extended to 36 states and Abuja in September. He hoped that at the end of the programme, the youths will become creators of jobs rather than job seekers. Series of programmes and initiatives have been developed regarding Youth empowerment in Nigeria, one of these recent developments include the empowerment programme of the Central Bank of Nigeria (CBN) as declared by its Governor, Mr Godwin Emefiele expressing its readiness to give three million naira each to empower eligible youths under the Youth Initiative Empowerment Development Programme (YIEDP). http://www.vanguardngr.com/2016/03/cbn-gives-n3m-each-to-eligible-youth-on-empowerment-programme/

The term capacity building emerged in the lexicon of international development during the 1990s. Today, “capacity building” is included in the programs of most international organizations that work in development, the World Bank, the United Nations and Non-Governmental Organisations (NGOs) like Oxfam International. Wide use of the term has resulted in controversy over its true meaning.

Meanings/Definitions
Many organizations interpret community capacity building in their own ways and focus on it rather than promoting one-way development in developing nations. Fundraising, training centers, exposure visit, office and documentation support, on the job training, learning centers and consultants are all some forms of capacity building.

The United Nations Development Programme (UNDP) was one of the forerunners in developing an understanding of capacity building or development. Since the early 70s the UNDP offered guidance for its staff and governments on what was considered "institution building."

In 1991, the term evolved to be "community capacity building." The UNDP defines capacity building as a long-term continual process of development that involves all stakeholders; including ministries, local authorities, non-governmental organizations, professionals, community members, academics and more. Capacity building uses a country’s human, scientific, technological, organizational, and institutional and resource capabilities. The goal of capacity building is to tackle problems related to policy and methods of development, while the technological and self-help capacities of individuals in rural areas.

In the 1970s, following a series of reports on international development an emphasis was put on building capacity for technical skills in rural areas, and also in the administrative sectors of developing countries.

In the 1980s the concept of institutional development expanded even more. Institutional development was viewed as a long-term process of building up a developing country's government, public and private sector institutions, and NGOs (Smillie, 2001). Though precursors to capacity building existed, they were not powerful forces in international development like "capacity building" became during the 1990s.


Capacity Building
Historical antecedents
The term “capacity building” has evolved from past terms such as institutional building and organisational development. It is also known as “community capacity building” due to its proclivity towards enhancing the capacities of rural dwellers.

In the 1950s and 1960s these terms referred to community development that focused on enhancing the technological and self-help capacities of individuals in rural areas.

http://www.vanguardngr.com/2016/03/cbn-gives-n3m-each-to-eligible-youth-on-empowerment-programme/
considering the potential, limits and needs of the people of the country concerned.

The UNDP outlines that capacity building takes place on an individual level, an institutional level and the societal level (UNCEPA, 2006).

- **Individual level** - Capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the "process of learning and adapting to change."

- **Institutional level** - Capacity building on an institutional level should involve aiding institutions in developing countries. It should not involve creating new institutions, rather modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control.

- **Societal level** - Capacity building at the societal level should support the establishment of a more "interactive public administration that learns equally from its actions and from feedback it receives from the population at large." Capacity building must be used to develop public administrators that are responsive and accountable.

Capacity building can be defined as a complex process that can exist at the individual, organizational, and/or community levels, and consists of skills, motivations, knowledge and attitudes necessary to implement programs (Flaspohler et al. 2008).

Capacity building involves the transfer of competencies necessary for community groups or individuals to identify their issues and address their concerns.

The World Customs Organisation— an Intergovernmental Organisation (IO) that develops standards for governing the movement of people and commodities, defines capacity building as "activities which strengthen the knowledge, abilities, skills and behaviour of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way" (WCO, 2011).

The Canadian International Development Agency (CIDA) defines capacity development as the activities, approaches, strategies, and methodologies which help organizations, groups and individuals to improve their performance, generate development benefits and achieve their objectives (CIDA, 2013).

For the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), capacity development is the process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time (DAC, 2016).

The UNISDR defines capacity development in the DRR domain as "the process by which people, organizations and society systematically stimulate and develop their capability over time to achieve social and economic goals, including through improvement of knowledge, skills, systems, and institutions - within a wider social and cultural enabling environment (UNISDR, 2016)."

Capacity building, also referred to as capacity development, is a conceptual approach to social or personal development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.

Capacity building often refers to strengthening the skills, competencies and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering.

**Capacity Building Development Plans in Developing Societies.**

In the UNDP’s 2008–2013 "strategic plan for development" capacity building is the "organization’s core contribution to development." The UNDP promotes a capacity building approach to development in the 166 countries it is active in. It focuses on building capacity on an institutional level and offers a five–step process for systematic capacity building (UNDP, 2011).

The steps are:

1. **Engage stakeholders on capacity development**

   An effective capacity building process must encourage participation by all those involved. If stakeholders are involved and share ownership in the process of development they will feel more responsible for the outcome and sustainability of the development. Engaging stakeholder's who are directly affected by the situation allows for more effective
decision-making, and also makes development work more transparent. UNDP and its partners use advocacy and policy advisory to better engage stakeholders.

2. **Assess capacity needs and assets**
Assessing preexisting capacities through engagement with stakeholders allows capacity builders to see what areas require additional training, what areas should be prioritized, in what ways capacity building can be incorporated into local and institutional development strategies. The UNDP argues that capacity building that is not rooted in a comprehensive study and assessment of the preexisting conditions will be restricted to training alone, which will not facilitate sustained results.

3. **Formulate a capacity development response**
The UNDP says that once an assessment has been completed a capacity building response must be created based on four core issues:

**Institutional arrangements**
Assessments often find that institutions are inefficient because of bad or weak policies, procedures, resource management, organization, leadership, frameworks, and communication. The UNDP and its networks work to fix problems associated with institutional arrangements by developing human resource frameworks "cover policies and procedures for recruitment, deployment and transfer, incentives systems, skills development, performance evaluation systems, and ethics and values (UNCEPA, 2006)."

**Leadership**
The UNDP believes that leadership by either an individual or an organization can catalyze the achievement of development objectives. Strong leadership allows for easier adaption to changes, strong leaders can also influence people. The UNDP uses coaching and mentoring programmers to help encourage the development of leadership skills such as, priority setting, communication and strategic planning.

**Knowledge**
The UNDP believes knowledge is the foundation of capacity. They believe greater investments should be made in establishing strong education systems and opportunities for continued learning and the development of professional skills. They support the engagement in post-secondary education reforms, continued learning and domestic knowledge services.

**Accountability**
The implementation of accountability measures facilitates better performance and efficiency. A lack of accountability measures in institutions allows for the proliferation of corruption. The UNDP promotes the strengthening of accountability frameworks that monitor and evaluate institutions. They also promote independent organizations that oversee, monitor and evaluate institutions. They promote the development of capacities such as literacy and language skills in civil societies that will allow for increased engagement in monitoring institutions.

4. **Implement a capacity development response**
Implementing a capacity building program should involve the inclusion of multiple systems: national, local, institutional. It should involve continual reassessment and expect change depending on changing situations. It should include evaluative indicators to measure the effective of initiated programs (UNDP, 2011).

5. **Evaluate capacity development**
Evaluation of capacity building promotes accountability. Measurements should be based on changes in an institutions performance. Evaluations should be based on changes in performance based around the four main issues: institutional arrangements, leadership, knowledge, and accountability (UNDP, 2011).

**Focus of International Donors on Capacity Building**
**Capacity Building in Governments**
One of the most fundamental ideas associated with capacity building is the idea of building the capacities of governments in developing countries so they are able to handle the problems associated with environmental, economic and social transformations. Developing a government's capacity whether at the local, regional or national level will allow for better governance that can lead to sustainable development and democracy (Tucker, 2011). To avoid authoritarianism in developing nations, a focus has been placed on developing the abilities and skills of national and local governments so power can be diffused across a state.

Capacity building in governments often involves providing the tools to help them best fulfill their responsibilities. These include building up a government's ability to budget, collect revenue, create and implement laws, promote civic engagement, be transparent and accountable and fight corruption.
In NGOs
Societal development in poorer nations is often contingent upon the efficiency of organizations working within that nation. Organizational capacity building focuses on developing the capacities of organizations, specifically NGOs, so they are better equipped to accomplish the missions they have set out to fulfill. Failures in development can often be traced back to an organization’s inability to deliver on the service promises it has pledged to keep.

Capacity building in NGOs often involves building up skills and abilities, such as decision making, policy formulation, appraisal, and learning. It is not uncommon for donors in the global north to fund capacity building for NGOs themselves. For organizations, capacity building may relate to almost any aspect of its work: improved governance, leadership, mission and strategy, administration (including human resources, financial management, and legal matters), program development and implementation, fund-raising and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, and planning.

Capacity building in NGOs is a way to strengthen an organization so that it can perform the specific mission it has set out to do and thus survive as an organization. It is an ongoing process that incites organizations to continually reflect on their work, organization, and leadership and ensure that they are fulfilling the mission and goals they originally set out to do (Eade, 1997).

Dimensions of Capacity Building
Capacity building is much more than training and includes the following:
- Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities. It also interfaces with some work by the New Institutional Economics association led notably by the 1994 Nobel prize winner Douglass North. It tries to lay out the essential organizational and institutional prerequisites for economic and social progress (North, Wallis and Weingast, 2009).

Capacity building is the elements that give fluidity, flexibility and functionality of a program/organization to adapt to changing needs of the population that is served.

Issues and Options for South East.
Several empowerment and capacity building programmes have been instituted by South East governments to enhance people’s skills and enable them gain control over their lives. Among the states are:

Abia State
Godfrey Ofurum in Businessday online reports how FG applauded Abia youth empowerment programme. According to the report, Chris Ngige, Minister of Labour and Productivity while on tour of Kiara De Luke Academy, a skill acquisition centre, located at Umuobiakwa in Ogingwa Local Government Area of Abia State, has advised Abia State Government not to relent in its efforts at promoting entrepreneurship in the State and country at large. He observed that the centre, would be a focal point of empowerment programme in the South-East region. Endi Ezengwa, executive director, Kiara De Luke Academy also stated that the Academy trains people in block making, bricklaying, carpentry and furniture making, plumbing and other related courses of the National Board for Technical Education (NBTE) and the Federal Ministry of Labour curriculum (Ofurum, 2017).

Anambra State
The 2nd edition of Anambra Skills Acquisition Training is set to empower 200 youths from the 21 local government areas in the state. Commissioner for Youth, Entrepreneurship and Sport Development, Barr. Mrs Uju Nwogu, made this known at the inauguration of the entrepreneurship programme in Awka, capital of Anambra State. Barr. Nwogu noted that the training is in line with the efforts of Gov. Willie Obiano to empower young people in the state. She added that the training is designed to make the youths self-reliant and self-confident by equipping them with contemporary skills to combat unemployment. The commissioner said the beneficiaries are being trained on various skills such as shoe making, confectionery, decorations, phone repairs, solar power and interlocking. She added that they will also be trained on landscaping, tiling, wall screening, Plasta of Paris (POP), fish hatchery, hair-making and other entrepreneurial skills.
Ebonyi State
According to the Daily Nigerian, “Ebonyi government moves to empower youth.” The paper has it that, apart from the Federal Government-assisted economic empowerment programmes, the state also empowers the youth under the state government revolving loan scheme where it gives N250,000 to youths and indigent women to start a business.

The state government according to Ebonyi Commissioner for Economic Empowerment and Job Creation Mr. Uchenna Orji has earmarked about N600 million to be given to 2,400 youths in its revolving loan scheme programme, which is part of strategy to help youths own business(Daily Nigerian,2017).

Enugu State
Enugu State Government has instituted a N60million annual traders’ empowerment scheme aimed at encouraging traders in the state. Godwin Udeuhele, the Commissioner for Information, who addressed newsmen on Saturday in Enugu on the outcome of the State Executive Council Meeting, held on Friday night, said participation in the scheme was free.

Udeuhele said under the scheme, N5 million would be won monthly by registered traders, with each beneficiary going home with N50, 000. “The annual amount to be won is N60 million. The sum of N5 million will be won every month with a winner going home with N50, 000,” he said. The commissioner said that draws for the scheme would be conducted among members of the 37 identified market associations in the state on a rotational basis in major markets within the three senatorial districts (http://www.businessdayonline.com/enugu-state-govt-institutes-n60mn-traders-empowerment-scheme/).

Across the depth and breadth of Nigeria in general and South East in particular, the twin issues of empowerment and capacity building have been the utmost concern of successive governments. No other better gift could any government give to its citizenry than to enhance their skills and knowledge and as well provide an enabling environment for them to have autonomy over their affairs and become masters of their own destiny. In the South East, the State Governments have developed several programmes to empower and build the capacity of their citizenry as stated above, though a number of challenges still plague the states which include:

i) **Inadequate infrastructural facilities.** This has been a major challenge facing the country in general and South East states in particular. The infrastructural facilities such as good transportation networks, effective telecommunications system, well-equipped health centres, quality education system, steady power supply, well-developed ICT centres, pipe-borne water, etc are all in their state of inadequacy.

ii) **Corruption.** Another man-made monster which heavily slows down every development effort within the states. For series of decades now, government still battle with the strong grip and clutches of corruption. No wonder monies are looted, projects abandoned and good policies upturned.

iii) **Political and Policy Instability.** The ever-witnessed somersaults in the political terrain and its concomitant policy hiccups have been the other nightmares that need to be addressed if any empowerment and capacity building programmes are to be meaningful.

vi) **Cultural factors and stigmatisation** that limit gender equality and women empowerment in the states are still ravaging.

**Recommendations**
Given all these major challenges which are not exhaustive, South East governments should intensify efforts towards making their empowerment and capacity building programmes their priority.

South East governments should assist marginalized people to create their own non-profit organization, using the rationale that only the marginalized people themselves can know what their own people need most, and that control of the organization by outsiders can actually help to further entrench marginalization.

The infrastructural facilities should be extensively improved on; corruption should be eliminated; stability should be maintained in the political atmosphere, and cultural factors and stigmatizations abolished.

All these and more must be the dogged efforts of South East Governments if they must see the light of the day and enjoy the benefits of development.
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Alcohol Consumption Regulation in Nigeria and National Development

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Abstract
This paper x-rays Alcohol Consumption Regulation in Nigeria and its implication for National Development. Global data indicate that Africans drink a lot of beer and Nigeria leads the pack. This result from the change in traditional practices, the liberalization of alcoholic policies by governments in Nigeria, change in usage pattern that have increased the demand for not only beer but spirits and locally brewed alcohol beverages. This situation is further exacerbated by the absence of alcoholic policies to regulate production, marketing, advertising and availability and the total lack of moderation of alcoholic campaigns of the brewers. This liberty has led to a surge in public health concerns with the rise in cases of cancer, avoidable mortality and hospital admissions, acute and long term alcohol related harms to adolescents and a rise in total Alcohol spectrum disorders in pregnant women. The paper proposes a range of measures that can emanate from deliberate effort by governments to control Alcohol through the increase in exercise duties as recently imposed by the federal government. This control could reduce demand for, consumption of Alcoholic drinks and reduce the need for the provision of public health facilities primarily for alcohol related issues and on the long run release funds for National Development.

Keywords: Alcohol, consumption, Regulation and Development

Introduction
A report recently released by a market research group, Global Data (formerly Canadean), indicated that Africa is by far the fastest growing region for beer consumption, with Nigeria leading the top biggest beer drinking countries in Africa. According to the report, beer consumption in Africa is estimated to grow by a five percent (5%) annual growth rate (AGR) between 2015 and 2020. The figure is the highest growth rate across all continents in the world, with Asia’s beer consumption projected at three (3%) percent, Middle East and North Africa 2.8% and less than one per in the Western Europe. And with an average beer consumption of 12.28 litres per year, Nigeria leads the top 10 biggest beer drinking countries in Africa. This is by virtue of her population, which, technically translates to higher volume and litres consumed per year. The report also revealed that beer makes up just 16 percent of alcohol consumption in Nigeria, while other drinks make up 84 percent due to the high popularity of home-brewed beverages in the country.

In the research also conducted by a Nigerian-based marketing research company, MRIC, in November 2015, the report indicated high alcohol consumption among Nigerians. The report further stated that most alcohol consumers in the country are now switching to herbal mixed alcoholic drinks that saw a rise in the alcoholic brand such as Alomo Bitters, Orijin Zero and Orijin, Star Herbal and many other brands in this category. At present, there are over 8 functional breweries in Nigeria with a cumulative production capacity of over 17.72 million hl/a majority. The majority of these breweries are situated in Southern part of Nigeria.

Meanwhile Nigeria’s 160 million people are now the world’s second biggest consumer of Guinness, after Britain, and analysts expect it to take the number one slot within a couple of years. SABMiller is investing up to $2.5 billion over the next five years to build and renovate breweries on the continent. African sales of rival Diageo, the maker of Guinness, have risen by an average 15 percent in each of the last five years, accounting for 14 percent of the group’s total. Beer turnover in Nigeria is growing faster than its economy. “At the moment, beer consumption is about 19.5 million hectoliters in 2012 and growing at about 8-9 percent per annum,” said Esili Eigbe in 2013, an analyst at Stanbic IBTC, who covers the brewery sector.

Again, there is a growing concern about alcohol consumption among young people in Nigeria. Alcohol abuse and dependence have been recognised as significant health issues for many years. Irresponsible and excessive consumption produce damaging health consequences at great cost to the individual, their family and society (Ford, Hawkes & Elliott, 2008).
The growth of excessive alcohol consumption, where drinking large quantities becomes an end in itself, has become a worrying trend. This type of alcohol consumption is often associated with outbreaks of antisocial behaviour among young people and can have serious and damaging health consequences for those who allow their drinking to excess to continue over extended periods of time (Wyllie, Millard & Zhang, 1996; Richardson & Budd, 2003; Matthews, Shepherd & Sivarajasingham, 2006).

Although drunkenness occurs across all age groups, it is most commonplace among young people in their mid to late teens (Alcohol Concern, 2003). How to tackle this social problem has posed a major challenge to governments. There is indeed a core problem with alcohol in Nigeria—that of complacency and a lack of concern for alcohol's contribution to health and social harm. In the media, stories about alcohol portray the value of investing in brewery stocks, the amount of tax the industry pays, the contests organized by different beer brands and the foreign musical acts brought into the country by brewing companies. For a country such as Nigeria, the challenge today is not how to reframe discussions around alcohol as a public health issue, but recognize that such reframing will be obstructed by two major forces: a religious one (in the form of Sharia law), which would prohibit production and consumption of alcohol in all its forms, and an economic one, represented by an industry which advertises its ‘social responsibility’ credentials with how much tax it pays to government (Guardian 2006).

The hope for a new environment may lie in the recent World Health Assembly resolution on the ‘public health problems caused by harmful use of alcohol’ (WHO 2005), which has the potential of focusing attention globally and within countries on the harms caused by alcohol. This is a welcome development, and countries such as Nigeria with sparse knowledge about the health and social burden of alcohol and little appetite to address the problems associated with this psychoactive substance can benefit from the momentum it is likely to generate. How the conflict between two contrasting and extreme reactions to alcohol, one driven by religious dogma and the other by commercial gain, will be resolved in favour of public health and welfare remains to be seen.

In line with this global focus, the federal government of Nigeria introduced a new regime of control measures recently. The new excise duty for alcoholic beverages and tobacco earlier approved by the federal government of Nigeria took effect from Monday, June 4, 2018. The new excise duty rates would spread over a three-year period from 2018 to 2020 in order to moderate the impact on prices of the products and to raise the government’s fiscal revenues. It would also reduce the health hazards associated with tobacco-related diseases and alcohol abuse. The new specific excise duty rate for alcoholic beverages cut across beer and stout, wines and spirits for the three years, 2018 to 2020. Under the new regime, beer and stout will attract 0.30k per centilitre (Cl) in 2018 and 0.35k per Cl each in 2019 and 2020. Wines will attract N1.25k per Cl in 2018 and N1.50k per Cl each in 2019 and 2020, while N1.50k per Cl was approved for spirits in 2018, N1.75k per Cl in 2019 and N2 per Cl in 2020. The fear is that the proposed hike may lead to closure of factories and loss of jobs in the country.

The decision to increase the excise duty on these commodities was consistent with prevailing global practices—harmonisation of the ECOWAS Member States’ Legislations on Excise Duties, foster consumer confidence, provide regulatory clarity and prioritise safety, reinforce the mandate of the council in line with global practice and to meet the International Monetary Fund (IMF) in its 2017 mission report that advised Nigeria to raise the excise duty. The new rates also fall short of the more aggressive recommendations of the World Health Organisation (WHO) in Article 6 of the Framework Convention on Tobacco Control (FCTC), which suggests 70 per cent excise on tobacco and alcoholic products.

**CONCEPTUAL CLARIFICATION**

**Development**

Development as a concept is a victim of definitional pluralism. It is a difficult word to define. Gboyega (2003) captures development as an idea that embodies all attempts to improve the conditions of human existence in all ramifications. It implies improvement in material well being of all citizens, not the most powerful and rich alone, in a sustainable way such that today’s consumption does not imperil the future, it also demands that poverty and inequality of access to the good things of life be removed or drastically reduced. It seeks to improve personal physical security and livelihoods and expansion of life chances. Naomi (1995) believes that development is usually taken to involve not only economic growth, but also some notion of equitable distribution, provision of health care, education, housing and other essential services all with a view to improving the individual and collective quality of life. Therefore, development can be seen as a process of societal advancement, where improvement in the well being of people are generated through strong partnerships between all sectors, corporate bodies and other groups.
in the society that involves both socio-economic and political issues and pervades all aspects of societal life.

The Changing Patterns of Alcohol Consumption in Nigeria

In traditional Nigerian society, alcohol consumption was moderated by gender and age. It was mainly consumed by adult males in social engagements and customs and tradition regulated production and consumption of locally made alcoholic drinks (Heap, 1998; van Wolputte & Fumanti, 2010). Though young people in a few communities were permitted to drink, this was usually in the presence of adults who monitored the quantity they consumed (Obot, 2000). Alcohol consumption was not a daily affair and it was restricted for use in religious rituals, marriage ceremonies, kingship enthronements, cultural festivals, child naming, etc. that happened in intervals (Ibanga et al., 2005). Even on these occasions, excess consumption among adults was culturally controlled, partly because traditional wine cups were served based on age and title hierarchies (Umunna, 1967).

This trend was altered in Western Africa following the influx of European slave traders and their ‘trade spirit’ in the fifteenth century (Olorunfemi, 1984). Despite the fact that alcohol was not new to the indigenous people, the influence of the Western traders popularised the sale of liquor and facilitated alcohol abuse due to the importation, sale and distribution of trade spirit (Olorunfemi, 1984; Olukoju, 1991). This trend was sustained during the colonial era and beyond, leading to the establishment of the first brewery (Nigerian Brewery limited presently known as Nigerian Breweries or NB Plc.) in 1946 with its first brew in 1949 (Jernigan & Obot, 2006; Obot, 2000; 2006). The Guinness brewery was the next to establish its business in 1962 (Obot & Ibanga, 2002) and gradually the sector grew to the point where, in 1984, each of the 19 states had their own breweries (Demehin, 1984).

The growth of alcohol industries was partly sustained by the economic boom of the 1970s and sophisticated marketing that promoted industry produced beer and wine as desirable status symbols among the upper and middle classes. In the process, traditional alcoholic beverages were belittled (Demehin, 1984). This signified a new trend in alcohol consumption in the country. This emerging sector was comparatively resilient during the Nigerian economic crisis of the 1980s. A reason for this was that major brewers had nurtured a loyal following, ensuring that their products become household names. Additionally, there was a lack of government regulatory policy. The liberal economic policy of the government enabled brewers to adopt self-regulation. These loopholes on the part of the government arguably opened doors for many other patterns of alcohol consumption to evolve. In more recent years, there have been some striking changes in the patterns of consumption, brought about by the development of the socio-political and economic structures of the country. Consumption is no longer solely regulated by custom and tradition of the people and it is no longer reserved at social gathering or entertainment of a guest alone (Demehin, 1984).

The patterns of use, the users and reason(s) for consumption are changing rapidly; especially among young drinkers reflecting a sharp contrast to what hitherto existed is the alcohol contest among youths in bars, restaurants, drinking joints, hotels and nightclubs that are strategically located near various schools in Nigeria. A study conducted among teenagers in Benin City, (Oshodin, 1984) revealed that 85 per cent were current drinkers and 60 per cent revealed they began to drink from their homes while 79 per cent reported that their parents also drink. The new trend of alcohol consumption among young people contributes to Nigeria’s ranking among thirty countries with highest per capita consumption of alcohol globally (World Health Organisation, 2004). These rankings fail to account for the unrecorded production and consumption of local brewed alcohol (Jernigan & Obot, 2006).

The 2009 report did not indicate a decline in consumption but rather revealed that Nigeria consumed 10.57 Litres per head of the population (Toroyan, 2009). This corroborates Gureje et al. (2007) findings that ‘heavy episodic drinking, rather than moderate drinking is common among users of alcohol in Nigeria’ and that alcohol is the most commonly used drug among Nigerians. Another new trend is the increasing consumption of alcohol by females in Nigeria (Adelekan et al, 1993). With the rising influence of globalisation and the upsurge of feminism in the country, women have recently begun to challenge the status quo that relegated them to the background and this seems to have been extended to alcohol consumption. In traditional society, the women hardly drank alcohol because of cultural constraints (Obot, 2006).

Other recent changes can be inferred from the findings of recent research conducted among undergraduates in Owerri, Imo State. The respondents gave some reasons why they currently use alcohol and
these included: to enhance sexual pleasure, to feel high and to feel more sociable (Chikere & Mayowa, 2011). This is arguably linked to the way Guinness Extra Stout is portrayed in the advertisement as a vitality-enhancing beverage using young, partying people as models. The findings revealed that 11 per cent initiated alcohol use between the ages of 11 and 15; 45 per cent initiated drinking between the ages of 16 and 20 and 26.7% can be said to be binge drinkers (Chikere & Mayowa, 2011).

Alcohol in Nigeria has also assumed different roles as drinking patterns are evolving. Some alcoholic beverages are now associated with class status symbols or a sign of recognition of subgroups. For example, the elites display different bottles of foreign wine in their private bars as signs of affluence. Some social occasions do not permit the use of particular locally produced beverages because they are not fit for the class involved. In some communities, bridal price will not be accepted from the groom without presenting cartons of ‘Guinness Stout’ and bottles of schnapps to the elders. This is contrary to the traditional era where male adults drank locally made beverages. It is also worth noting the deceptive use of alcohol in alcoholic herbal mixtures. A very fascinating thing is that this is done by those who drink alcohol and those who are constrained by socio-religious factors. This is produced from a mixture of ‘ogogoro’, locally brewed gin, with herbs or root of trees and administered as medications. In different parts of the country, this product is sold by vendors at motor parks (Kehinde & Olusegun, 2012; Oluwadiya, 2010). The implication is that commercial drivers are some of the patrons, some parents also administer it to their young children when they are sickly (Oshodin, 1984) contributing to the early initiation into alcohol use.

Factors Responsible for Changing Patterns of Alcohol Consumption in Nigeria
A major contributor to the changing patterns of alcohol consumption is the absence of alcohol policy in Nigeria. Globally, alcohol producers often frown at strict measures to regulate the production and marketing of alcohol through legislation due to economic interest (Miller et al, 2010). They often claim that restriction will reduce sales which will result in job loss. They solicit for self-regulatory ‘responsible drinking’, but this has been revealed to be highly ineffective in controlling alcohol misuse (Bakke & Endal, 2010). In developed societies, policy makers always set the standard measurement of alcohol in volume and value. This helps to determine what responsible consumption is for adults who are legally qualified to drink.

Although Nigeria and many other African countries contribute to the global burden of alcohol-related problems due to increasing harmful use, only a few countries within Africa have policies to regulate alcohol use and misuse. Even for those that have policies, vested interest, which affects not just Africa, but the other part of the world (Babor et al, 2010; Bakke & Endal, 2010; Miller et al, 2011) can render policy ineffective and subject to misuse. A Global call to regulate alcohol through policy became paramount out of the recognition of the rising harm caused by misuse. Therefore, a World Health Assembly resolution in 2005 had to call the World Health Organisation to work hand-in-hand with Member Countries to formulate policy aimed at checking alcohol misuse (WHO, 2005). Ten key policy strategies were, therefore, adopted in May 2008 (World Health Organisation, 2009).

Since then, Nigeria has not formulated any policy to regulate alcohol use and misuse. Instead, it has continued to rely on self-regulation, as championed by alcohol producers who market their alcoholic beverages through sophisticated strategies while at the same time supplanting stringent policies from being pursued (Babor & Winstanley, 2008; Casswell, 2011). In Nigeria, there is limited manpower to facilitate researches due to out-migration of experts (Babor & Winstanley, 2008) and due to total neglect on the part of the government. The government provides remarkably little funds for such research and the findings from individual-funded research that would have aided policy formulation end up in the university library shelves without implementation.

In Nigeria, there is no policy to regulate the production, marketing, advertising and availability of alcohol that are giving rise to the changing patterns of alcohol consumption. The country relies on the ‘self-regulatory’ drink responsibly campaign by brewers. This campaign is never comprehensive because it involves awareness programmes via posters (Obot, 2007), seminars (Odejide et al, 1989) and placards to disseminate information that recommends moderate drinking rather than abstinence. This campaign can arguably be regarded as an advertisement and public relations to boost the image of the brewers rather than promote anti-drinking. This is because the campaigners wear branded T-shirts bearing the names and products of the brewers and it does not recommend zero consumption even to drivers that are the target.
Additionally, the campaign has been championed by the brewers and the International Centre for Alcohol Policy (ICAP). ICAP is an organisation financed by multinational alcohol producers to influence policies that favour consumption rather than abstinence (Babor, 2010; Babor & Xuan, 2004). The campaign, therefore, is strategically loaded. It is driven by a hidden agenda and represents a paradox of deception as it aims to create a good image of their companies via what superficially appears as social responsibility and also to distract from any call for meaningful policy that will reduce consumption (which is likely to mar their businesses).

In the first place, before any country can determine ‘responsible’ or ‘irresponsible drinking’, there must be a clear definition of what a standard drink is for legally qualified consumers. In Nigeria, there is no definition of a standard or responsible drink by the government or the brewers and alcohol containers come in varying sizes and shapes and do not carry alcohol by volume (ABV) on their labels. Even locally made alcoholic beverages are packed and served in different sized bottles and glasses. There is no basis, therefore, for judging a responsible drink.

Other contributors to the changing patterns of consumption are the easy accessibility of alcohol and lack of implementation of the minimum drinking age by both the government and the brewers. Though an 18 years legal limit exists (on paper), many social constraints hinder adherence in Nigeria. Presently there are no means of identification of minors (or even adults) in Nigeria due to the failure of national identity card projects and the police do not arrest those who sell to minors. In bars and restaurants, young girls are strategically employed as sales girls in order to attract males to patronise the drinking joints. This encourages alcohol initiation, use and abuse because these young girls, who may not have been drinkers prior to their employment, may learn to drink as they serve these male patrons in order to satisfy their employers.

In South Africa, Parry (2010) reported that part of the alcohol policy is aimed at protecting minors by ensuring that people less than 18 years are barred from selling or buying liquor. Such policy does not exist in Nigeria; the 18 years benchmark is flouted with impunity and some of the activities of brewers such as night shows facilitate this. The locally produced gin (ogogoro) that was illegal in the colonial era was legalised in post independence (Demehin, 1984). The reason for this legalisation appears similar to what happened in Ghana, where economic interest overruled public health interest (Luginaah, 2008). This gin has some unique features- it is often produced in an unhygienic environment and it contains a high level of alcohol by volume (ABV) that is over 20 per cent.

The neglect from policy makers has existed since the early 1970s according to Anumonye et al (1977 p.27). So far alcohol has not received the attention it deserves in Nigeria. It is increasingly abused. This abuse will become a serious problem within the next few years since: the prohibition on the formerly illicit locally brewed gin has been lifted, beer breweries proliferated apparently for political purposes, local distilling of gin has recently received government blessing and presently, bars, restaurants, hotels, etc. sell alcohol at any time of the day. There is no policy on time, day, place and who can sell or buy alcohol, nor is there enforcement of any law that prohibits sellers from selling to alcoholics. Other significant contributors are advertising, promotion and marketing which are getting more sophisticated and are highly unregulated. Popular musicians and footballers are employed to promote their products. Drinking of alcohol is glamorised and associated with success. They employ both foreign and local models and musicians (Obot & Ibanga, 2002) to promote their products.

In some of these promotions, free drinks, money and other souvenirs are given out to lucky winners. This has serious implications: A recent study by WHO Regional Office for Africa revealed that 14-year-old boy said that ‘if I don’t see the stout ad on television I feel bad’ (De Bruijn, 2011) and has developed an interest in drinking stout because he admires the advert. Also, another 14 years old girl said that she likes Star advertisement (a product from one of the major brewers), ‘because you can win so many things, for example, free drinks’ (De Bruijn, 2011). In order to attract more youths, brewers sponsor a variety of social events, including Star Trek, Star Quest, Heineken Champions League viewing centres (by NB Plc.), Gulder Ultimate Search, etc. This arguably is one of the reasons why industrial beer has become the most preferred alcoholic drink in Nigeria.

A unique feature of these events is that youthfulness is a criterion for registration and participation. Winners may go home with new cars, cash (in millions) and in most cases, a musical record deal. These events that run over the course of several months are often held in main cities in Nigeria. Other features of the events are that they are mainly night
events and youths are admitted freely or with minimal payment. In these events, young people (including those that are below 18 years) attend and in most cases offered free drinks or at reduced prices. These events receive wide coverage by the media including the government-owned media and some of them are staged in government properties such as the stadium and the national theatre. The implication of this is that these producers are not just encouraging alcohol initiation, use and misuse, but are also nurturing future patrons as alcohol consumption is portrayed in a positive light.

The Consequences of the Changing Patterns
Alcohol provides a range of benefits as well as costs to both individuals and society more generally. Used responsibly, benefits include the enjoyment and pleasure gained from consumption. However, alcohol consumption is associated with a range of harms that can affect the individual drinker, their families, friends and colleagues and the wider community (harm to others). Harm to the individual includes impacts on health, social and emotional wellbeing and productivity, while harm to others encompasses a wide range of social impacts including on public safety (drink driving, violence and antisocial behavior, public amenity (noise, property damage, litter, hygiene problems) and to the health and wellbeing of others. These consequences are outlined below:

a. The World Health Organization states that harmful use of alcohol has a major impact on public health. It is currently ranked as the third leading risk factor for injury and disease in the world, and is responsible for 4.9 million global deaths each year and 5.5% of global disability-adjusted life years.

b. The International Agency for Research on Cancer classifies alcohol as a group 1 carcinogen. The most recent comprehensive review of the scientific evidence by the World Cancer Research Fund (WCRF) and the American Institute for Cancer Research (AICR) concluded that there is convincing evidence that alcohol is a cause of cancer of the mouth, pharynx, larynx, oesophagus, bowel (in men) and breast (in women), and probable evidence that alcohol increases the risk of bowel cancer (in women) and liver cancer. Convincing evidence as classified by the WCRF and AICR is the strongest level of evidence and denotes a causal relationship.

c. Alcohol misuse is also a major contributor to avoidable mortality and hospital admissions. Between 1996 and 2005 an estimated 32,696 Australians aged 15 years and older died from alcohol-attributable injury and disease caused by harmful alcohol use. Over the same period (1996-2005) 813,072 people aged 15 years and older were hospitalised for alcohol-attributable injury and disease. A major cause of death was alcoholic liver cirrhosis, whilst the most common reasons for hospitalisation were alcohol dependence, falls and assaults. Australia experienced an increase in alcoholic hepatitis hospital admissions among younger people and a steady increase in alcoholic hepatic failure admissions among older adults between 1993 and 2005. These records are not evidently available in Nigeria.

d. A wide range of evidence supports the conclusion that alcohol use before the age of 18 years is particularly harmful, and increases the risk of a range of acute and long-term alcohol-related harms to adolescents. Early alcohol initiation (before age 15) and high levels of consumption in adolescence are associated with a range of negative outcomes. In the short term, negative outcomes include: violence, accidents, reckless driving, physical injury, depression, school absenteeism, decreased academic performance, initiation of drug use, suicide, risky sexual behavior, sexual assault and unplanned pregnancies.

e. Furthermore, during adolescence, the brain is more susceptible to alcohol-induced damage and, depending on the intake and frequency, alcohol can cause short and long term harm to the brain. Structural changes and functional impairments in attention, learning ability and audio spatial functioning have been noted among adolescents who drink in excess. In the long term, heavy alcohol use by teens can alter the trajectory of brain development and cause lingering cognitive defects; it remains unknown whether these defects are permanent.

f. Early adulthood is the peak time for alcohol consumption and young adults (18-24 years) are more likely to consume alcohol in a pattern that places them at risk of short term harm than any other age group. A range of harms are associated with alcohol misuse in this age group, most notable injuries as a result of falls, assaults and motor vehicle accidents. Young drinkers exhibit significantly more delinquent behaviour than older drinkers for similar amounts or patterns of drinking.

g. Drinking alcohol during pregnancy has been linked with preterm birth, low birth weight and Fetal Alcohol Spectrum Disorders (FASD). FASD is an umbrella term that refers to a range
of adverse effects caused by exposure to alcohol during pregnancy. FASD encompasses a range of clinically significant effects, some of which include growth retardation, facial anomalies and development abnormalities of the central nervous system. The risk of FASD increases with greater exposure to alcohol, and although the risks of low-level drinking are likely to be modest, a ‘safe’ or ‘no-effect’ level has not been established.

**Economic costs of harmful alcohol consumption**

A range of costs and benefits are associated with alcohol consumption. For example, the economic benefit of alcohol is articulated by the WHO,(2005) as follows:

“Production, distribution, marketing and sales of alcohol create employment and generate considerable income for economic operators and tax revenue for governments at different levels. Public health measures to reduce harmful use of alcohol are sometimes judged to be in conflict with other goals like free markets and consumer choice and can be seen as harming economic interests and reducing government revenues. Policy-makers face the challenge of giving an appropriate priority to the promotion and protection of population health while taking into account other goals, obligations, including international legal obligations, and interests.”

On the long run, the cost of maintaining public health facilities and sustaining health programmes outweighs the short time benefits that may come from investments in the alcoholic industry. The country have to weigh these benefits vis a vis the economic costs of ameliorating the side effects of alcohol consumption among the citizenry.

**Government Regulatory strategies for National Development**

Besides the recent excise duties regulation just implemented by the federal government, Nigerian governments (federal, states and local governments) are yet to initiate effective range of measures to minimise alcohol-related harm in the country. Either through taxation, placing restrictions on the times and places that alcohol can be purchased, regulating promotion and advertising, providing education and information, and supporting treatment programs. Community-level organizations are not playing any key role in delivering public awareness campaigns and researchers are not focused on study in harm minimisation strategies. The key examples of mechanisms that can help to reduce alcohol-related harm in Nigeria are outlined below:

There should be an Inter Governmental Committee on Drugs (IGCD) to provide policy advice to relevant ministers on drug-related matters (including alcohol), and should be responsible for implementing policies and programs in collaboration with NAFDAC under a National Drug Strategy 2018-2020 (which covers alcohol) and a National Alcohol Strategy 2018-2020 and beyond. The IGCD should be a cross-jurisdictional forum comprising federal, state and local governments, senior government officers who represent health and law enforcement agencies.

The National Drug Strategy framework should focus on demand reduction, supply reduction and harm reduction with prevention an integral theme across these areas. The Strategy objectives will be to provide particular relevance for: Prevent uptake and delay onset of drug use (which includes alcohol); and Control and manage the supply of alcohol, tobacco and other legal drugs.

The National Alcool Strategy 2018-2020 should highlight actions that provide context by aiming to: “Facilitate safer and healthier drinking cultures by developing community understanding about the special properties of alcohol and through regulation of its availability”. The strategy should monitor and do annual reporting on the advertising and promotion of alcohol as a response to support safer and healthier drinking cultures.

To complement the national policy framework, all states and local governments should develop alcohol strategies and plans to address alcohol issues in their own jurisdictions. These strategies should involve intensive and extensive community based programmes that targets the youths and vulnerable segments of the societies. State and local governments liquor licensing legislation to ensure that the sale, supply and consumption of alcohol is regulated through liquor licensing legislation which is enacted independently in each jurisdiction. This will result not only in common features across liquor licensing legislation in states and local governments but also in considerable diversity and variation.

Additionally, legislation should continually change to reflect changes in commercial and community needs, priorities and concerns as it is done elsewhere. All
Nigerian states and local governments should have legislation in place that regulates:

- who may sell and supply alcohol
- the commercial practices of licensed premises
- who is responsible for ensuring compliance with the regulations
- who may consume and access alcohol
- where alcohol may or may not be consumed and
- The offences, disciplinary procedures, and penalties applicable to those who fail to adequately comply with their statutory obligations.

While Nigeria does not have a minimum drinking age, there is a minimum purchase age of 18 years in all states and local governments’ liquor acts. Liquor promotion guidelines should be supplementary to liquor licensing legislation. These guidelines should set clear standards for the conduct of licensees in relation to responsible advertising and point-of-sale promotions. The guidelines also must emphasise the importance of responsible attitudes towards the promotion and advertising of liquor and Community-level approaches.

Dry zones or dry areas should be created by some local council, so as to manage problematic public areas such as reserves, main shopping districts, motor parks and areas that have frequently been affected by anti-social behaviour associated with excessive alcohol consumption. A number of advocacy groups should be encouraged by all tiers of governments. The intention being to promote not-for-profit organisations focused on promoting change towards a healthier and safer drinking culture in Nigeria. It aims should be to effect generational change in the way all Nigerians consume alcohol, and to increase the age that adolescents are first introduced to alcohol, as the evidence emerges of the impact that alcohol has on a developing adolescent brain.

Effects of Regulation on Consumption and National Development

The new excise regime by the Nigerian government is expected to affect alcohol use in the following ways:

1. Reduce frequency of use. As the prices of these alcoholic beverages increase in an incremental basis annually, it is expected that the cumulative impact of the drop in its consumption will be massive enough to reduce the frequency at which these various consumers take alcohol.

2. Reduce demand for spirits based alcohol. It is expected that the increase in prices will affect the spirit based alcoholic drinks imported into the country. This will in turn reduce the aggregate demand for foreign drinks, and as such, reduce the volume of foreign currencies spent on imports.

3. Promote demand for local brews. As foreign drinks become scarce and expensive, local brews rise to meet the challenge. This increase will initiate economies of scale that could translate into improve production for local brews and investment will rise to meet the demand. This can drive the local industry for National development.

4. Reduce the amount of consumed alcohol. The new tax rate is expected to reduce the volume of alcohol consume in the country. As volume per head reduces, probability of health challenges from its consumption will reduce and the demand for public health facility will reduce. Such excess funds saved can be channeled into providing better infrastructure to drive the economy toward accelerated development.

5. Decrease consumption among the youths. The youths are regarded as the hope of any Nation. The tax regime can help to check the thirst for alcohol among youths. This will drastically reduce funds spent on rehabilitation centers and corrective homes.

6. An increase in prices will influence the youths demand for alcohol as they are sensitive to increase in the prices of alcohol prices. A reduction in consumption will, in turn, reduce the funds available for excessive marketing campaign by the industry.

7. A reduction in demand will improve societal marketing as personal and societal costs of maintaining good health will reduce considerably.

All these will result in development as a process of societal advancement that may lead to improvement in the well being of people are generated through strong partnerships between all sectors, corporate bodies and other groups in the society that involves both socio-economic and political issues and pervades all aspects of societal life.

Conclusion

This paper has carefully discussed Alcohol consumption regulation and its implication for National development. It examines the pattern of consumption and outlines the consequences of consuming Alcohol on public health demand and its effects on National Development. The paper also suggests viable strategies needed to engender sustainable development in Nigeria.

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Organization Restructuring and Employee Behaviour: Mediating Role of Wellbeing in Kaduna State University of Nigeria.

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Abstract
Organizational restructuring is a vital acceptable means of providing an enabling condition that turnaround organizations to facilitate employees’ general performance. This study empirically examined the impact of organization restructuring on employee behaviour and the mediation effect of employees’ wellbeing in Kaduna State University of Nigerian. The study is based on primary data collected from three hundred and four employees using structured questionnaire. The data was analyzed using the technique of PLS path analysis. The finding of this study revealed that organization restructuring significantly influence on behaviour of employees and employees’ wellbeing in organizations. Furthermore the findings indicated that wellbeing was significantly related to employee behaviour. In addition, the findings also revealed that employees wellbeing fully mediate the relationship between restructuring and employees behaviour. The study concluded that regular restructuring shape the behaviour of employees and aid the performance of work automatically through improved employee wellbeing. The study recommended that organizations should have regular restructuring pattern that support employee’s wellbeing in organizations being wellbeing a key determinant of employees’ behaviour in organizations.

Keywords: Employee Behaviour, Organization Restructuring, Wellbeing, Kaduna State University.

Introduction
Organization restructuring and employee behaviour have been a topic of increase interest in both academic and popular literature. Such interest arise from the assumption that change is inevitable and is present in all facets of life, and the management of any change is widely varied and diverse in different forms of organization. Negative employee behavior is most often the root of resistance to change. The dynamics of management leading the change can either contribute to the negativity or turn a negative situation into positive with winning results for the organization as a whole (Stensaker, 2012). For managers attempting to help their organization through a major process that will affect employees’ behaviour, it is important for management to be visible and part of the process so as to measure the attitudes, beliefs, and values of their population, which is usually best in measuring employee behaviour (Whyte, 1991).

The current worldwide economic pattern is showing in a dramatic approach on how organizations across the globe are facing intense competition and change. Organizations cope with these changes in the environment through restructuring themselves to be competitive so as to create sustainable development. Markides and Singh (1997) observed that organizations restructure in response to external forces such as deregulation, globalization and strategic innovation by competitors, to nullify past managerial mistakes or prepare for the future. Similarly, Khandwalla (2001) claimed that organizations restructure to turnaround from sickness indicating that changes in the structural components of organizations can be done through conscious management action aimed at achieving personal, financial, strategic and/or operational objectives.

Organizational restructuring is a way of changing the vision of the future, changing the corporate culture, changing the management style, changing managerial mistakes by changing competitive strategies or human resource strategies. Organizational restructuring denotes changes in the organizational structure for increasing efficiency and effectiveness of the employee operating in such working environment. Thus, achieving desired result depend on the beaviour of the employee toward the restructuring process.

Generally, from the corporate perspective, the behaviour of an employee is often assessed largely by the output that employee produced, given the requisite stable structure, office design tools, technology, skill set among others, etc. Although other organizational
elements such as praise and recognition, compensation and financial reward impact on employee behaviour, studies have also shown that organizational restructuring’ is a key determinant of their behaviour through improving their wellbeing (Kingsley, 2012).

An employee well-being depends greatly on the balance between the physical, emotional, intellectual and spiritual aspects of a human being (Jayaweera, 2015). Research shows a clear association between individuals’ organization restructuring and their experience of good health both psychological and physical (Sutherland & Cooper, 1990). Creating a comfortable and supportive organization can therefore enhance an individual’s sense of well-being. Mcnaught (2011) contended that the consequences of a stressful restructuring can include physical ill-health symptoms (such as tension, anxiety and depression) and low job satisfaction. This therefore implies that for organizations to achieve an increase in work effectiveness and employee performance, it is important for the organization to address a number of issues, including increasing well-being among the employees, making them feel satisfied with their job, and increase their motivation to perform the job in general.

Kaduna state university in April 2017 set up a committee to restructure the administrative setting of the university with the aim of improving the quality of service of its employees. Although the need arise from the fact that some staff have over stayed in certain position and thus their behavior was detrimental to the performance of the university. In addition, there was need for a general overhaul as prior to the period the university had a new management and hence there was a need for a restructure. Therefore the objective of this study to examine the impact of restructuring on employee behaviour and also to find out whether wellbeing mediate the relationship between the variables.

Statement of the problem
An organization will not work without the contribution from the employees as the employees could lead the organization to a better position in today’s highly competitive market. Thus, it is reasonable to explain why employees’ favourable behaviour are viewed as one of the important assets to an organization (Daft and Marcic, 2011). Since employees’ are so vital to an organization, it is important to understand how organizational restructuring can impact on their behavior which is directly linked to organization performance. Several researches have been conducted which indicate the need for organizational restructuring. Such symptoms are: Parts of the organization are significantly over or under staffed; organizational communications are inconsistent, fragmented, and inefficient; technology and/or innovation are creating changes in workflow and production processes; significant staffing increases or decreases are contemplated; new skills and capabilities are needed to meet current or expected operational requirements; accountability for results are not clearly communicated and measurable resulting in subjective and biased performance appraisals; personnel retention and turnover becomes a significant problem; stagnant workforce productivity or deteriorating morale. Thus, organizational restructuring has proven to be beneficial in a number of ways that are not limited to lowering operational costs and assisting in better formulation and implementation of strategies (Eby & Buch, 1998).

In Nigeria, few organizations pay particular attention to their employee behavior as it relate to restructuring (Eluka & Okafor, 2015). Thus, it is feared that this could affect the cognitive abilities, morale, health and overall performance of the employees in such organizations. Moreover, it has been argued theoretically that employee well-being is central to the accomplishment of task in organizations which subsequently determines the behaviour of employees in an organization (Warr, 2011), yet none of the previous studies attempted to investigate the effect of employee well-being as a mediating variable in explaining the relationship between organizational restructuring and employees behaviour in organizations. It is against this backdrop that this study is undertaken so as to determine to what extent does organization restructuring impact on employees’ behaviour and determine the effect of wellbeing in explaining the relationship between the variables

Literature Review
Concept of Organizational Restructuring
Organizational restructuring is a crucial strategy implemented to remain relevant in the business world. Gibbs (2007) defines restructuring as a change in the investment structure, financing structure, operational structure and governance structure of a company. Sterman (2002) defines restructuring as diverse activities such as stock repurchases, divesture of under-performing business, spin-offs, acquisitions and debt swaps, which are all transaction, but also structural changes introduced in day to day management of the business. It is observed that
restructuring is concerned with changing structures in pursuit of short and long term gains of corporations.

Corporate restructuring is broadly used to denote significant changes in the structural components of organizations through conscious management action. Bowman and Singh (1990, 1993) postulated that restructuring is aimed at achieving personal, financial, strategic and/or operational objectives and categorized corporate restructuring into portfolio restructuring, financial restructuring and organizational restructuring. Similarly, Venkiteswaran (1997) differentiates restructuring into external (Asset-based/portfolio restructuring, financial/capital restructuring and changes in ownership structure) and internal (closure/sale for cost reduction and management/organizational restructuring). Portfolio restructuring involves changes in the configuration of organizations in which a firm is operating through acquisitions or divestiture, financial restructuring include debt-equity changes, ownership changes like leveraged buyouts and management buyouts whereas organizational restructuring denotes changes in the organizational structure for increasing the efficiency and effectiveness of corporations.

Organizational restructuring involves significant changes in the organizational structure of the firm, including redesigning of boundaries, flattening of management levels, spreading of the span of control, reducing product diversification, revising compensation, reforming corporate governance and downsizing employment. The current human resources policies of the organization may need to be changed in accordance with the changing scenario. The human resources department needs to enable change management (Burnes, 2004).

According to Hane (2000) there are symptoms that may indicate the need for organizational restructuring. Such symptoms are: Parts of the organization are significantly over or under staffed; organizational communications are inconsistent, fragmented, and inefficient; technology and/or innovation are creating changes in workflow and production processes; significant staffing increases or decreases are contemplated; new skills and capabilities are needed to meet current or expected operational requirements; accountability for results are not clearly communicated and measurable resulting in subjective and biased performance appraisals; personnel retention and turnover becomes a significant problem; stagnant workforce productivity or deteriorating morale. Organizational restructuring has proven to be beneficial in a number of ways that are not limited to lowering operational costs and assisting in better formulation and implementation of strategies (Eby & Buch, 1998).

Concept of Employee Behaviour
In any organization there are wide range of employees’ behaviors that can occur within the workplace. Employees’ behaviors are defined as various measures of actions carried out by employees within the organization. Similarly employee behaviour is seen as an employee’s reaction to a particular situation at workplace (Hanna, 2004). Some of these behaviors may be positive and refer to the constructive actions of employees on behalf of the organization and employees (Bowen & Shoemaker, 1998), while further behaviors may be negative and may rescind a productive work environment. The occurrence of negative behaviors can generate stress; provoke minor illnesses and even cause depression among employees (Helen, 1993). The threat is that these negative behaviors are epidemic and spread to others like the flu, which is costly to the organization’s efficiency and eventually takes its toll on employees’ health and performance. King (2004) stated that negative employees' behavior has ruined many businesses and costs employers millions of dollars every day. It also has the consequences of driving away customers; damaging employees’ morality and increasing their turnover rates. Employees' behaviors are important in a service company as they connect the organization with its customers and they are a critical factor in developing effective working relationships with customers (Grönroos, 1990; Gwinner, et al., 1998). They can also maintain customer satisfaction by fulfilling the promises made to the customer. In 2007, Saad and Amy suggested that the three most important variables that explain customer satisfaction include staff behavior, service quality, and price. Therefore, employees’ behaviors have influences on customer perception of service quality and on customer satisfaction.

Empirical Review
Isabwa, Joel and Derek (2016) in a study examined the effect of organization restructuring on employee commitment of National Bank of Kenya. The study used a target population of 54 respondent and stratified simple random sampling was used in the collection of data from the sample and regression for analysis. The study founded that organization restructuring positively and significantly affects employee commitment (β =.222, p<0.05). The study concluded that organization restructuring positively affects employee behaviour. The study recommended that National Bank of Kenya should ensure at all
times that they device means of continuously increasing employee commitment to their work as it is a basic tool that lead to the achievement of the banks objective.

Srivastava and Mushtaq (2011) conducted a study on impact of restructuring on operational aspects of the publicly traded firms in China. They used changes in commitment, attitude and skills as proxies for employee behaviour. The study founded that there were significant improvements in performance of the employees after the restructurings. They also founded evidence of significant over reaction to the restructuring announcements.

Putterman, and Unel (2004), conducted a study on the implications of restructuring on employee behavior in Chinese context. The study affirmed that performance improvement is realized upon organizational restructuring. This is supported by inconclusive evidence from Wen (2002) study which showed organization restructuring results in better productivity.

Ngige (2012) conducted an empirical investigation on the effect of restructuring on employee performance within the Kenyan banking sector. The study affirmed the significance of different modes of restructuring adopted by the banks in influencing performance. Findings revealed that generally, restructuring resulted to improvement in performance as behaviour change in terms of discharging duties leads to improvement in quality of services rendered to customers. Further findings revealed that banks used different strategies of restructuring which had different motives in influencing performance. In the case of organizational restructuring the study showed an increase in the year of restructuring and the year after though it was at a greater magnitude in the organization mode of restructuring.

Riany (2012) conducted an empirical investigation on the effects of restructuring on employee behaviour and corporate performance of mobile phone service providers in Kenya concluded that the three methods of restructuring have a favorable effect on the employee behaviour. Their results indicate that financial restructuring had the greatest impact on a company’s market share followed by portfolio restructuring and organization restructuring. It is distinct that organizational restructuring had the greatest impact on organization output as it increases employee morals to perform better.

Research Methodology
The research design was a survey research in which primary data was used. The population of this study are the administrative employees of Kaduna State University in Nigeria. The sample used for the study is three hundred and four employees.

Data Analysis
Assessment of PLS-SEM Path Model Results
It is essential to mention that a recent study carried out by Henseler and Sarstedt (2013) suggested that goodness-of-fit index is not apposite for model validation because it cannot separate valid models from invalid ones. In the light of the current development about the unsuitability of PLS path modeling in model validation, this study adopted a two-step process to evaluate and report the results of PLS-SEM path, as suggested by Henseler, Ringle and Sarstedt (2013). This two-step process adopted in this study comprises (1) the assessment of a measurement model, and (2) the assessment of a structural model, (Hair et al., 2014; & Henseler 2013).

Assessment of Measurement Model
An assessment of a measurement model involves determining individual item reliability, internal consistency reliability, content validity, convergent validity and discriminant validity (Hair et al., 2014). As shown in figure
Individual Item Reliability

Individual item reliability was assessed by examining the outer loadings of each construct’s measure (Duarte & Raposo, 2010; Hair et al., 2014; Hair et al., 2012). Following the rule of thumb for retaining items with loadings between .40 and .70 (Hair et al., 2014), it was discovered that out of 19 items, 8 were deleted because they presented loadings below the threshold of .40. Thus, in the whole model, only 11 items were retained as they had loadings between 0.570 and 0.820 (see Figure 4.1).

Internal Consistency Reliability

Internal consistency reliability refers to the extent to which all items on a particular (sub) scale are measuring the same concept (Sun, 2001). Cronbach’s alpha coefficient and composite reliability coefficient are the most commonly used estimators of the internal consistency reliability of an instrument in organizational research (Peterson & Kim, 2013). In this study, composite reliability coefficient was chosen to ascertain the internal consistency reliability of measures adapted.

Nevertheless, the interpretation of internal consistency reliability using composite reliability coefficient was based on the rule of thumb provided by Hair et al (2011), who suggested that the composite reliability coefficient should be at least .70 or more. Table 4.3 showed the composite reliability coefficients of the latent constructs indicating that the composite reliability coefficient of the latent constructs ranged from .725 to .862, with each exceeding the minimum acceptable level of .70, suggesting adequate internal consistency reliability of the measures used in this study (Hair et al., 2011).
Table 1: Items loadings, Average Variance Extracted (AVE) and Composite Reliability

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>ITEMS</th>
<th>LOADING</th>
<th>AVE</th>
<th>COMPOSITE RELIABILITY</th>
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</table>

Convergent Validity

Convergent validity was assessed by examining the Average Variance Extracted (AVE) of each latent construct, as suggested by Fornell and Larcker (1981). To achieve adequate convergent validity, Chin (1998) recommended that the AVE of each latent construct should be .40 or more. Following Chin (1998), the AVE values (see Table above) exhibited high loadings (> .40) on their respective constructs, indicating adequate convergent validity.

Assessment of Significance of the Structural Model

The study also applied the standard bootstrapping procedure with a number of 5,000 bootstrap samples and 304 cases to assess significance of the path coefficients (Hair et al., 2011). Figure 2 and Table above showed the estimates for the full structural model, which includes mediator variable (i.e., wellbeing).

Test of Hypotheses

In this section the entire hypothesis formulated in the first section will be tested for validation as shown in table below

Table 2: Hypotheses Test

<table>
<thead>
<tr>
<th>Hypothesis Relationship</th>
<th>Beta value</th>
<th>Standard Error</th>
<th>T value</th>
<th>P value</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Org. Restructuring -&gt; Employee Behaviour</td>
<td>.560</td>
<td>.0510</td>
<td>9.047</td>
<td>.005</td>
<td>Supported</td>
</tr>
<tr>
<td>H2 Org. Restructuring -&gt; Well Being</td>
<td>.462</td>
<td>.0410</td>
<td>13.643</td>
<td>.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H3 Well Being -&gt; Employee Behaviour</td>
<td>.260</td>
<td>.053</td>
<td>4.826</td>
<td>.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H4 Org. Restructuring -&gt; Well Being -&gt; Employee</td>
<td>.146</td>
<td>.0321</td>
<td>4.357</td>
<td>.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

p<.05; p<.1
A partial least square path analysis was conducted to test whether organization restructuring influence on employees’ behaviour. In the analysis. The result revealed that organization restructuring positively and significantly influence employees’ behaviour (β=-0.560, t=9.047, p< 0.05) . This indicated that a direct relationship between organization restructuring and employees’ behaviour was significant. It is on these bases that the first hypothesis is supported as shown in table above.

Similarly, in the path analysis conducted to test whether organization restructuring influence on employees’ wellbeing, the result indicated that organization restructuring positively influence on employees’ wellbeing and can significantly predict it (β=0.462, t=13.643, p< 0.05) . It is on these bases that the second hypothesis is supported as shown in table 4.6

Furthermore, in the path analysis conducted to test whether wellbeing influence on employees’ behaviour, it was found that wellbeing positively influence on employees’ behaviour (β=0.260, t=4.826, p< 0.05) . It is on these bases that the third hypothesis is supported. As shown in table 4.6

Nevertheless, from the analysis conducted to ascertain whether wellbeing mediate the relationship between organization restructuring and employees’ behaviour, the result indicated that wellbeing fully mediates the relationship between organization restructuring and employees behaviour (β =.146, t =4.357, p< 0.05). Therefore, hypothesis H4 which stated that, employees’ well-being mediate the relationship between organization restructuring and employees’ behaviour was supported as shown in table 4.6

Discussion of the findings
The main objective of this study is to investigate the influence of organization restructuring, wellbeing on employees’ behaviour in Kaduna state university of Nigeria. Analysis of the collected data revealed that organization restructuring has a substantial influence on employees’ behaviour affecting the employee behaviour positively. This finding is in line with the study of Hameed and Amjad (2009), Saleem (2012) and Sirajuddin (2014) which established that organization restructuring has the capability of improving the behavior of employees toward discharging their duties and thus, improving the performance level of the organization.

Similarly, the finding of the study indicated that organization restructuring substantially influence on employees’ wellbeing leading to increase in accomplishing task by the employees’. This finding is in line with the study of Kingsley (2012) which confirmed that restructuring of organization leads to increase in employees’ wellbeing as employees respond to the change in order to prove their talent.

In addition, this study proposed that wellbeing mediates the relationship between organization restructuring and employee behaviour in organization. The findings of the study revealed that wellbeing fully mediates the relationship between organization restructuring and employees’ behaviour thus indicating that improving employees’ wellbeing in organization influence greatly the behavior of employees’ in organizations and as such employees’ wellbeing plays a critical role in determining the behaviour of employees in organizations.

Conclusion
This study concluded that organization restructuring is critical to employees’ behaviour in Nigeria particularly the education sector where employee behaviour improvement has been a primary focal point for decision making by shareholders, regulating bodies and potential investors. Therefore, regular restructuring of organizations shapes the behaviour of employees leading to improvement of performance in the organizations. Furthermore, the findings of this study revealed clear evidence of the relevance of wellbeing in determining the level of employees’ behaviour in organizations despite the lingering unresolved arguments on the mechanisms to which organization restructuring affects employees’ behaviour.

Recommendations
The following recommendations are put forward based on the findings of this study
I. The university management must ensure they restructure their organization regularly as the activity reshape the behaviour of employees’.
II. The university management must ensure they restructure as it leads to improvement in employees’ wellbeing.
III. The university management must ensure that they provide adequate wellbeing for the employees’ as the improvement in wellbeing leads to improvement in employees’ behaviour.
IV. Lastly, it is recommended that in order to maximize performance of employees, wellbeing of the employees must be given adequate
consideration as it is a key determinant of employees’ behaviour.

References
Team Building and Performance of Selected Deposit Money Banks in Port Harcourt

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Abstract

The purpose of this study is to ascertain the extent to which team building relates with performance of selected deposit money banks in Port Harcourt. Data was collected from staffs of 4 selected deposit money banks operating in Port Harcourt as our respondents. 92 copies of the questionnaire were distributed and after data cleansing, 80 (87%) copies were found valid and useful for analysis using spearman rank correlation coefficient with the aid of SPSS version 21 to test 10 stated hypotheses. The study therefore found amongst others that collaboration has a very strong and positive relationship with profitability and customer acquisition. The study concludes that continuous increase in team building activities will lead to a corresponding increase in performance of selected deposit money banks in Port Harcourt and recommends that marketing policies towards team building should be enhanced and implemented as these can be used as banks competitive advantage to outwit competitors. Finally, suggestions were made for others interested in the subject matter, amongst others is that since the study focused on staff of deposit money banks therefore, other researchers can link team building with consumer behavior of deposit money banks in Port Harcourt.

Keywords: Team Building, Trust, Profitability, Customer Acquisition, Efficiency

Introduction

Businesses depend on people for almost everything it does; ranging from the decisions taken, to the customers acquired or lost, up to the employees assisted to perform better or not. All of these involve a human hand at some point, even in the internet age (Bishop, 2014).

The term team work and team building have been used interchangeably, such that we begin to assume that they are synonymous to each other. However, these two terms represent completely different concepts of equal importance. The easiest way to conceptualize team building and team work is to think of them in terms of form and function. Team building represents form, as it is the process of forming functional groups or teams in the organization, whereas teamwork is the actual functional aspects or how these teams work together (Lewan, 2013).

The first rule of team building is an obvious one: to lead a team effectively, you must first establish your leadership with each team member. Remember that the most effective team leaders build their relationships of trust and loyalty, rather than fear or the power of their positions (McNamara, 2013).

McNamara (2013), asserts that a lot of times teams are formed merely by gathering some people together and then hoping that those people somehow find a way to work together. He proposes that teams are rather most effective when carefully designed. He used any sport team as a good example of this; a lot of time is spent choosing the players who will play in each game. The selection process also involves deciding the position where each team member will play, based on the player’s skill, physical form, and the likely opposition that the team will face. However, this scenario does not always play out. Some managers have to manage a team they did not choose; an already existing team, or a new team without the manager’s input in the selection process.

However, the reality in the banking sector sees a situation that too often; teams are formed merely by gathering some people together and then hoping that those people somehow find a way to work together. Typically, a manager is posted to a branch; he met an already existing team that he did not have any input in forming, and somehow finds a way to work with the team. Most often, these managers struggle through the first year with this team. Trying to understand what works for each member of the team, while the team’s budget is running. Coming together is a beginning, keeping together is progress, and working together is success. (Ford, 2008)

Biech (2008), viewed team building as a process; that aims at improving the performance of a group of people working together to achieve a common goal. However, there is no study relating team building and performance in the banking sector in Rivers state,
Nigeria. This is a gap in the literature which has informed our study of team building and performance on selected deposit money banks in Port Harcourt. It is, therefore, expedient for the bank management to realize the influence of team building in terms of trust on performance in Port Harcourt.

**Research Problem**
A situation where there is little or no encouragement for teamwork in the banking sector is a problem. Team members work individually, earnestly trying to outshine each other. This is seen in perhaps almost all the deposit money banks that currently operate in the Nigerian banking space.

However, the paper observed that managers assume the role of a “mini god”, forgetting that there is wisdom in the African proverb which says that one tree cannot make a forest. This paper seeks to address foregoing problems in the Nigerian banking sector.

**Aim of the Study**
The aim of this study is to empirically examine the relationship between team building and performance of selected deposit money banks in Port Harcourt.

**Study Variables and Model Specifications**

The predictor variable for this study is Team Building with its measures as Trust while its dependent variable is Performance with its dimensions as Profitability, Customer Acquisition and Efficiency. These can be mathematically represented as thus:

\[ F(BP) = TB \]
\[ F(TB) = TR \]
\[ F(BP) = P, CA, E \]

These can be mathematically represented as thus:

\[ F(BP) = TB \]
\[ F(TB) = TR \]
\[ F(BP) = P, CA, E \]

Where:
- \( F \) = Function
- \( P \) = Performance
- \( TB \) = Team Building
- \( TR \) = Trust
- \( P \) = Profitability
- \( CA \) = Customer Acquisition
- \( E \) = Efficiency

**Research Hypotheses**

\[ H_{01} \]: There is no significant relationship between Trust and profitability of selected deposit money banks in Port Harcourt.

\[ H_{02} \]: There is no significant relationship between Trust and Customer Acquisition of selected deposit money banks in Port Harcourt.

\[ H_{03} \]: There is no significant relationship between Trust and Efficiency of selected deposit money banks in Port Harcourt.

**Conceptual and Operational Framework**

![Conceptual and operational framework of Team Building and Performance of Selected Deposit Money Banks in Port Harcourt.](image)

**Source:** Desk Research, 2018.
Literature Review

Team Building

Team is a small group of people with some different skills who are bound to work together for a common objective, approach which they are holding and the performances to achieve their objective that's been mutually accountable (Katzenbach and Smith, 1993). Adair (1986), went on to explain that a team is a small group of individuals with common objectives and in that group the individuals share the skill they have according to their job that can be in common. He says that teams are popular in many business organizations and have proven successful in improving process and cutting costs.

According to Okere (2014), a leader’s duties can seem like an ever-growing list of bullet points, but the priority is always the same; leading their team. The question is, “how?” He says that in order to prosper, you must figure out how to build a team that works well together.

Team building is a process which aims at improving the performance of a group of people working together to achieve a common goal. Such programs are carried out within corporations, sports teams, schools and other business or non-profit organizations. The concept emerged in the late 1920s and early 1930s, when the employee motivation reports known as the "Hawthorne Studies" were carried out in a facility near Chicago, Illinois. The purpose of the research was to see how various environmental conditions could influence a group of production workers at a particular plant (Biech, 2008).

According to Llopis (2012), team building is both an art and a science and the leader who can consistently build high performance teams is worth their weight in gold. He notes that great leadership builds great teams. According to Heathfield (2015), Team building is the process of turning a group of individual employees into a cohesive team, a group of people organized to work together interdependently and cooperatively to meet the needs of their organizations by accomplishing their purpose and goals. Mason (2015), Team building is an ongoing process that helps a work group evolve into a cohesive unit. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect each other's individual differences.

Trust

The word trust is used severally in a day to interpose "confidence," or "integrity," or "walk the talk." Then, they realize that what they thought was a single phenomenon is actually a diverse concept into reality with several meanings in diverse circumstances.

The foundation for successful teamwork is trust. Every individual in the team must establish trust; cultivate trust through his actions and words, and work to maintain it. Every team should be able to trust his team member’s commitment to the goal of the team; to work competently with those goals in mind, and communicate complaints that might affect the team (Measom 2011).

According to Castro (1994), “Trust is critical in business because it can make or break a team, and organizations can no longer survive without teams.” Mutual trust fostered by team-building activities can allows employees to depend more on one another and be more productive and efficient as a result.

Performance

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. Scott (2016), defined performance as a combination of management and analytic processes that allows managers of an organization to achieve predetermined goals.

Efficiency

Efficiency is the ability to do something or produce something without wasting materials, time, or energy: the quality or degree of being efficient Merriam (Webster dictionary, 2016) Efficiency is achievement per unit of input. If the input is raw materials, then efficiency cares about wasted materials. (Stone, 2012).

Team Building and Performance

How do you show your employees that they matter? How do you show your employees that they make a difference? It’s through Team Building. According to the APA, team building activities can help employees feel valued, creating a happy and more productive workplace.

With good team-building skills, you can unite employees around a common goal and generate greater productivity. Without them, you limit yourself and the staff to the effort each individual can make alone. Team building is an ongoing process that helps a work group evolve into a cohesive unit. The team
members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another's individual differences. Your role as a team builder is to lead your team toward cohesiveness and productivity. A team takes on a life of its own and you have to regularly nurture and maintain it, just as you do for individual employees.

Team-building activities are a way to provide high-impact learning, increase team skills and communications, and improve morale and productivity. Employees benefit through experiencing a sense of accomplishment in working as a group to complete a challenging task and learning ways to improve communication skills. Team building allows employees to return to the office reinvigorated and with a new set of problem-solving skills,

Agrawal (2016), in his article said ; When your team is synced, you don't need to take dramatic actions or rule like a dictator. Instead, find out what obstacles are holding people back and help to remove them. One of the easiest ways to do this is to encourage your team to handle problems from an objective viewpoint. When people don't hit their metrics; figure out what's holding them back. If everyone is hitting his or her deliverables; push them harder. Great leaders don't lead by working their team to death. They lead by helping each team member work smarter, not harder

Trust and Performance
According to Lencioni’s pyramid for highly functional teams – Trust. Like many other authors and leaders have suggested is the first, and most critical foundational piece for building strong teams. Lack of trust prevents a team from true commitment, accountability, and results. Trust helps accept deepening relationships and removes politics and silos from the workplace, creating an organization within which people feel safe. At its simplest, trust is a catalyst for organizations to be more efficient and effective. It’s like oxygen for a successful team – one simply can’t exist without it Lencioni (2002).

So if the building must be strong to stand the test of time, then the foundation must be right. Once the team members’ senses distrust, they withdraw into their shell, and it becomes effort in futility. Trust revolves over time, depending on other context such as; social, institutional, and national context. (Nielson, 2010).

Since trust is a dynamic and continuous variable which varies within and across relationships. It is imperative to establish the role of trust in vital relationship such as work place teams.

For this study the following hypotheses were derived:

**H01:** There is no significant relationship between Trust and profitability of selected deposit money banks in Port Harcourt.

**H02:** There is no significant relationship between Trust and Customer Acquisition of selected deposit money banks in Port Harcourt.

**H03:** There is no significant relationship between Trust and Efficiency of selected deposit money banks in Port Harcourt.

**Methodology**
The study adopted a survey design and the target population consists of staffs of deposit money banks in Port Harcourt. 30 copies of questionnaire were given to the respondents of 4 selected banks (First Bank of Nigeria Ltd, Stanbic IBTC bank, WEMA bank and Diamond bank) making a sample size of 92 staffs using Taro Yamen formula. After data cleaning, 12 copies where found invalid while 80 copies where found valid and useful. Data was analyzed using Spearman Rank Correlation Coefficient with the aid of Statistical Package for Social Science (SPSS) version 21. See table 1 below:

**Data Analysis and Presentation**
**Decision rule:** Reject null hypothesis if P<0.05 0.1 and above = Positive relationship -0.1 and above = Negative relationship
Table 1: Correlation Test of H01, H02, and H03

<table>
<thead>
<tr>
<th></th>
<th>Trust Correlation Coefficient</th>
<th>Profitability Correlation Coefficient</th>
<th>Customer Acquisition Correlation Coefficient</th>
<th>Efficiency Correlation Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>1.000</td>
<td>.781**</td>
<td>.711*</td>
<td>.623*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>spearman's rho</td>
<td>.781**</td>
<td>1.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Profitability Correlation Coefficient</td>
<td>.711**</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Spearman's rho</td>
<td>.623**</td>
<td>1.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

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

Source: Field Survey Data, 2018, SPSS Output

Following the decision rule in section 4.4.0 above, the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.05) while Spearman’s Rank correlation coefficient (rho) = (0.781, 0.711 and 0.623). The coefficients reveal that trust has strong and positive correlation with profitability, customer acquisition and efficiency respectively.

We therefore reject the Null hypotheses (H01, H02, and H03) then accept the Alternative hypotheses which state that there is a significant relationship between Trust, Profitability, Customer Acquisition and Efficiency of selected deposit money banks in Port Harcourt.

Conclusion
The study concludes that continuous increase in team building activities will lead to a correspondent increase in performance of deposit money banks in Port Harcourt.

Recommendations
The study made some recommendations based on the finding such as:

- Deposit money banks should pay greater attention to efficiency and back it up with appropriate team building strategies.
- Policies towards team building should be enhanced and implemented as these can be used as banks competitive advantage to outwit competitors.
- Mangers and other senior staff especially those in the management and administrative chambers should continue investments on trust activities as an increase in it can lead to increase in business performance.

Suggestion for Further Studies
The variables studied should be channeled and studied in the context of other industries like the fast moving consumer goods/restaurants and other servicing organization/firms to see if the team building will have negative or positive link.

References


Human Capital and Economic Development: Implications for Nigeria’s National Security

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Abstract
This study explores the concept of human development index (HDI) and the global competitive index (GCI) as functions of human capital and economic development, respectively, and ascertains their relationship to national security, with special emphasis on Nigeria’s low economic development and high national insecurity. The study takes a diversion from previous assumptions which linked national security solely to the ability to acquire military hardware, the possession of a formidable armed forces and the operation of a highly sophisticated intelligence agency and looks at the contribution of human capital, economic development and effective leadership to national security. Subjecting secondary data of HDI and GCI obtained from United Nations public information service to analysis of variance (ANOVA), the study discovers significant variations in the HDI and GCI of a total of 40 selected countries, thus confirming the correlational relationship between human capital development, economic development and national income, which under an effective and responsive leadership contribute significantly to the promotion of national security. The study therefore recommends an improvement in Nigeria’s human capital development programmes as a means of improving her economic development, employment level, national income and consequently national security.

Keywords: National Security, human capital, economic security, Human development and Global competitive indexes.

Introduction
The definitions of national security has evolved from the “the ability of a nation or its leadership to mobilise military forces to protect its sovereignty against external or internal physical threats, military aggression and attacks by other nations” (Lippman, 1943:4) to “the ability to preserve the nation’s physical integrity, entrepreneurial and productive capacities, and economic competitiveness/security” (Paleri, 2008:12) and as “a shared freedom from fear and want, and the freedom to live in dignity. It implies social and ecological health rather than the absence of risk” (Ammerdown Group, 2016:4) National economic security is therefore identified as a key element of national security just as high human capital development is linked to national productive capacities (Paleri, 2008; Ronis, 2011).

Paleri (2008) discovered that the security of a nation state has several dimensions, which include economic security, environmental security, energy security, physical security, food security, border security, and cyber security. Looking critically into these dimensions of national security, Ronis (2011) therefore dismissed the historical concept of national security being the ability of a nation to provide military readiness to protect her interests both at home and abroad and submitted that no nation can be secured without a strong societal and moral codes, the rule of law, stable government, social, political, and economic institutions and leadership. Using the United States of America and Russia as typical examples, Ronis (2011) further submitted that a strong economy (economic security), human capital and effective leadership are essential ingredients of a global superpower and national security.

Commenting on the role of human capital in economic development, Simkovic (2013) noted that the critical role that human capital plays in economic development, productivity and innovation is a justification for government subsidies for education and job skills training. This relationship between human capital development, national economic security and national security has been the basis for comparative evaluation of economic development of different nations by United Nations agencies using the human development indexes (HDI) and the global competitive indexes. Looking into the high level of leadership failure and national insecurity in Nigeria, this study therefore attempts to explore the concepts of human development index, the global competitive index and how they are used to deduce the levels of national economic development, which ultimately impacts on national security.
Statement of the Research Problem
Nigeria is the most populous country in Africa with a population of 186 million and a total land mass of 923,768 square kilometres out of which 910,768 sq. kilometres is fertile land endowed with rich mineral resources (World Population Prospects, 2018, National Population Commission, 2018). As at 2015, Nigeria was rated the world 20th largest economy and was nicknamed the “Giant of Africa” (The World Economic Outlook Database, 2018). However, in spite of the huge Nigeria’s natural and human resources that made her to be listed among the “Next Eleven” economies with the potential to become one of the biggest economies in the world by 2020, about 54.7 % of Nigeria’s population lives below the poverty line and are bedevilled by a host of social economic problems (Mailafia, 2017). These challenges include but are not limited to kidnapping, armed robbery, smuggling, bribery and corruption, inter-communal violence, inadequate infrastructures, perennial political instability, a stunted economic structure, chronic levels of poverty despite huge petrodollar income, low industrial capacity utilisation, low human capital development, inadequate funding of education, low level of entrepreneurial development (Ekpo, 2009; Alemika, 2012; Akpan & Uwah, 2014; Onuoha, Ichite & George, 2015). According to the National Human Development Report (2015), the Nigeria, human insecurity is basically a deprivation of the good things of life mostly as a result of poor governance and the nation’s failure to harness its rich natural resources and considerable growth potential for broad-based development.

However, a common factor that runs through all the Nigerian economic, political and national security challenges is human capital (labour and entrepreneurship). According to Natasha (2018), labour refers to all mental and physical work undertaken for some monetary reward and it includes entrepreneurship, which is the establishment, control, organisation and management of all innovative business ventures. National income, which is used to acquire resources for national security, is the result of the contribution of all the factors of production, of which labour or entrepreneurship is the most important factor of production (Debasish, 2018). The ability of a country to develop her labour or human capital to be able to effectively and efficiently combine all the other factors of production for sustained economic development is the hallmark of human capital development. To this end, this study attempts to close the knowledge gap between human capital development and national security with particular reference to the Nigerian situation.

Objective of the Study
The main objective of this study is determine the impact of human capital development on Nigeria’s economic development and national security. To achieve this, secondary data on human capital development index and global competitive index were used to
1. Ascertain the level of human capital development of selected countries, including Nigeria.
2. Determine the level of economic development (economic security) of selected countries as in (1) above.
3. Compare the human development and global competitive indexes obtained for the selected countries, including Nigeria in (1) and (2) above.
4. Determine if a country’s human development index impacts significantly on her global competitive index, with particular emphasis on Nigeria’s rankings in human development and economic development indexes.

Literature Review
National Security
National security, which was originally seen and practiced solely as protection against military attack of sovereign nations, has been broadened over the years to include all the elements that contribute to the ability to of a nation to achieve and maintain the security of its citizens, resources and sovereignty. These elements have been shown to include food security, economic security, energy security, human capital development, energy security, environmental security, national disasters, narcotic cartels, criminal syndicates, economic inequality and political instability (Romm, 1993; World Bank, 2014). According to the National Defence College of India (1996), national security is “an appropriate and aggressive blend of political resilience and maturity, human resources, economic structure and capacity, technological competence, industrial base and availability of natural resources and finally the military might.” In his contribution, Paleri (2008) summarized national security as the theory and practice of governing a nation for the well-being of the people, which depends strongly on teamwork under excellence leadership and also identified the elements of national security to include military security, food security, economic security, resource security, environmental security, energy security, ethnic security, demographic security and informational security.
Nanto (2011) studied the relationship between economics and national security and came to the conclusion that national security depends on “long-term factors that contribute to economic growth and increase the total resource base available not only for defence but to provide economic security in the form of income and business opportunities for individuals.”

Nanto (2011) also discovered that economic growth depends majorly on development and use of human capital, which is responsible for innovation, science and technology. The relationship between human capital, economic development and national security is further expatiated below.

Human Capital
Human capital is defined by Pettinger (2017) as a measure of the skills, education, capacity and attributes of labour which influence their productive capacity and earning potential. In all the elements of national security, labour or human capital provides the mental and physical capabilities for the operation and sustenance of all the other factors of economic production and the assurance of economic development and national security (Griffin & Ebert, 2002). According to the International Labour Organisation (ILO, 2017) labour or human capital provides social service, improved efficiency of other factors of production and specializes in different areas of human needs and endeavours. Pettinger (2017) listed the factors that determine human capital to include skills and qualification, education levels, work experience, social skills, intelligence, emotional intelligence, judgment, personality, creativity and innovation (entrepreneurship).

The importance of human capital in several areas of human endeavours has been identified by the United Nations when it defines human capital as “the expansion of capabilities and opportunities for human beings to lead full lives. In addition to income, it focuses on education, health, freedom of choice, participation and other aspects deemed relevant in specific local contexts” (UNDP, 2015). Today, the level of human capital development is measured by the Human Development Index (HDI), which focuses on income, literacy levels or access to knowledge, and life expectancy of a country (UNDP, 2015). Mahroum (2007) noted that at the macro-level, human capital management is about three key capacities, namely, the capacity to develop talent, the capacity to deploy talent, and the capacity to draw talent from elsewhere. Mahroum (2007) further reveal that these three capacities, which form the backbone of any country’s human capital competitiveness, depend on education, vocational training, creativity, innovation and basic infrastructures.

Crook, Todd, Combs, Woehr, and Ketchen (2011) revealed that organizations that possess and cultivate their human capital outperform other organizations lacking human capital. This link between human capital and national economic development is the basis of the United Nations comparative evaluation of economic development of different nations on the strength of their human capital development (UNDP, 2015).

Economic Security
Economic security, which is defined by the Business Dictionary (2018) as “a situation of having a stable source of financial income that allows for the ongoing maintenance of one’s standard of living currently and in the near future” applies both to individuals and nations. The International Committee of the Red Cross (ICRC, 2015) provides an elaborate definition of economic security as the ability of individuals, households or communities (nations) to cover their essential needs sustainably and with dignity. ICRC lists the main components of economic security to include type, quality and quantity of food consumption, level of food production, per capita income, living conditions and the capacity of government to meet the needs of the citizens in terms of the provision, quality and quantity of the three factors of economic production, namely, land, capital, and labour (entrepreneurship).

The importance of labour or human capital in economic security is emphasised by Shiplett, Russell, Khademian and Gant (2010) when they submitted that a well-educated workforce is a vital component of national and economic security. According to Sawalha (2017), human capital does not refer to the number of employees in an organisation, but to the knowledge, skills, experiences that they possess and use for the productive capacity of a nation or organisation. Sawalha (2017) further reveals that human capital comprises of the knowledge, education, vocational qualifications, professional certifications, work-related experiences, entrepreneurial competency and other competencies of the citizens. This position is reiterated by Duncan (2010) when he notes that the success of a nation depends on the success of its citizens, and that education or the development of labour or human capital has immeasurable power to promote the growth and stability of nations. Duncan (2010) further reveals that the development of the United States and its superpower status are strongly linked to her high level of human capital and
economic development through education and entrepreneurship. The impact of economic security on national security has been severally established. According to Akpan and Uwah (2014), economic security is “the ability of a nation state to maintain and develop the national economy, without which other dimensions of national security cannot be managed.” According to ICRC (2018), this ability is viewed in the following dimensions:

(1) Food consumption: Are people eating what will provide them with their daily nutritional requirements? (2) Food production: Are people able to produce food in the right quantity and quality for their personal consumption? (3) Income: Do people earn or obtain enough money to cover their basic expenses? (4) Living conditions: Are the living conditions of the people good enough as to protect them against diseases and the elements? (5) Capacity: Does the government have the capacity to provide security of lives and properties for the people?

The International Labour Organization (ILO), in its report on economic security programme, defines economic security as ”access to basic needs infrastructure pertaining to health, education, dwelling, information, and social protection, as well as work-related security” (ILO, 2017). The report identifies seven dimensions to economic security which are reproduced as follows:

Income security: This is concerned with adequate actual, perceived and expected income, either earned or in the form of social security and other benefits (ILO, 2017).

Representation security: This is concerned with individual representation and collective representation as contained in the laws of the land and its institutions. (ILO, 2017).

Labour market security: This is concerned with the availability of opportunities for adequate income-earning activities. It has both structural and cognitive components. The structural component deals with the types and quantity of opportunities available while the cognitive component deals with the expectations that opportunities are or will become adequate (ILO, 2017).

Employment security: This is the protection against loss of income-earning opportunities such as unfair or arbitrary dismissal. It also includes the provision for redress in case of unfair dismissal from a paid job, or against sudden loss of independent work or business failure by the self-employed (ILO, 2017).

Job security: This involves the provision of opportunities for workers to build a career or specialize in particular areas of their job. It refers to the worker’s ability to pursue a line of work in conjunction with his or her interests, training and skills (ILO, 2017).

Work security: This refers to the working conditions in organizations that are safe and promote workers’ wellbeing. It includes insurance against accidents, illness at work, and protection against excessive working time (ILO, 2017).

Skill reproduction security: This is the provision of workers’ access to basic education/training on skill acquisition and capacity building. It includes opportunities to acquire relevant qualifications/skills needed for socially and economically valuable occupations, either through formal education, apprenticeships or employment training (ILO, 2017).

The United Nations has continued to use the elements of the above seven dimensions of economic security to determine the economic competitiveness of every nation, otherwise known as global competitive index (GCI).

The Global Competitive Index
The World Economic Forum (WEF, 2017) defines economic competitiveness as the set of institutions, policies and factors that determine the level of productivity of a country, and productivity as the level to which the factors of production ( land, capital, labour and entrepreneurship) are combined to produce the desired result. Productivity has been identified as the main driver of economic growth and income level, which is linked human welfare and economic security, and is dependent on human capital development (National Bureau of Statistics, 2015). The World Economic Forum (WEF, 2017) has also shown that economies with high competitive indexes are able to grow more sustainably and inclusively than those with low competitive indexes.

To measure the competitive indexes of countries, the World Economic Forum (WEF, 2017) rely on twelve distinct areas or pillars of economic index as listed below:

1st Pillar: Institutions (ethics, corruption, security, accountability, etc.). 2nd Pillar: Infrastructure (infrastructure, electricity, transportation, etc.). 3rd
Pillar: Macroeconomic environment (inflation, gross national savings, budget balance, etc.). 4th Pillar: Health and Primary education (life expectancy, infant mortality, malaria incidence, HIV, etc.). 5th Pillar: Higher education and Training (tertiary education, secondary education, internet access, etc.). 6th Pillar: Goods and Market efficiency (imports, trade tariffs, taxation, competition, etc.). 7th Pillar: Labour market efficiency (redundancy costs, pay and productivity, wage determination, etc.). 8th Pillar: Financial market development (availability of financial services, access to loans, soundness of banks, etc.). 9th Pillar: Technological readiness (Technology transfer, internet uses, availability of latest technology, etc.). 10th Pillar: Market size (domestic market size, GDP, exports, foreign market size, etc.). 11th Pillar: Business Sophistication (local supplier quantity and quality, value chain breadth, production process sophistication, etc.). 12th Pillar: Innovation (capacity for innovation, quality of scientific research institutions, R&D, availability of scientists or engineers, etc.). These 12 pillars have been shown to be "erected" on human capital and good leadership to produce adequate national income, citizens' well-being and national security (WEF, 2017).

Commenting on the role of human capital in economic development, Simkovic (2013) noted that the critical role that human capital plays in economic development, productivity and innovation is a justification for government subsidies for education and job skills training. This relationship between human capital development, national economic security and national security has been the basis for comparative evaluation of economic development of different nations by United Nations agencies using the human development indexes (HDI) and the global competitive indexes.

Hypotheses Formulation
In comparing the human development indexes (HDI) with the global competitive indexes (GCI) of the different countries, it was discovered that some countries with higher HDI have lower GCI and vice versa. This occurrence seems to invalidate the assumption that the Higher the HDI of a country, the higher its GCI. However, to ascertain and confirm the relationship between HDI and GCI, a null hypotheses was formulated and tested using the analysis of variance (ANOVA) to confirm the extent to which HDI can predict GCI and vice versa.

$H_{01}$: There are no significant variations in the human development indexes as to reflect a corresponding significant variations in the global competitive indexes

$H_{a1}$: There are significant variation in the human development indexes as to reflect a corresponding significant variations in the global competitive indexes

$H_{02}$: There are no significant variations in the global competitive indexes as to reflect a corresponding significant variations in the human development indexes.

$H_{a2}$: There are significant variations in the global competitive indexes as to reflect a corresponding significant variations in the human development indexes.

Methodology
In view of the complexities involved in determining the indexes of human capital development and global economic competitiveness, this study relied on secondary data obtained from the United Nations agencies (Kim, 2014). On one hand, five (5) countries were purposively selected from each of the five groups A – D of the 2016 Human Development Report on the basis of their human development index (UNDP, 2017). The groups were ranked as follows:

- Group A: Very High Human Development
- Group B: High Human Development
- Group C: Medium Human Development
- Group D: Low Human Development

On the other hand, the corresponding global competitive indexes (GCI) and the competitive scores of all the selected countries in the four groups above were extracted from the Global Competitiveness Index 2017 -2018 Report (World Economic Forum, 2018).

The HDI, GCI and the Competitive Scores of all the selected countries in each of the four groups were tabulated as follows:

| Table 1: Group A: Very High Human Development |
|---|---|---|---|
| 1 | Switzerland | 0.939 | 1 | 5.9 |
| 2 | Germany | 0.926 | 5 | 5.7 |
| 3 | Singapore | 0.925 | 3 | 5.7 |
Table 1 above shows that Switzerland, which has the highest human development index also has the highest global competitive index. However, Germany which has a higher human development index (0.926) than United States of America (0.920) has a lower Global competitive index (5) than United States (2). Overall, a mean HDI index of 0.927 reflects a corresponding mean competitive score of 5.8.

Table 2: Group B: High Human Development

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Oman</td>
<td>0.796</td>
<td>62</td>
<td>4.3</td>
</tr>
<tr>
<td>2</td>
<td>Uruguay</td>
<td>0.795</td>
<td>76</td>
<td>4.1</td>
</tr>
<tr>
<td>4</td>
<td>Malaysia</td>
<td>0.789</td>
<td>23</td>
<td>5.2</td>
</tr>
<tr>
<td>4</td>
<td>Panama</td>
<td>0.788</td>
<td>50</td>
<td>4.4</td>
</tr>
<tr>
<td>5</td>
<td>Seychelles</td>
<td>0.782</td>
<td>107</td>
<td>3.8</td>
</tr>
<tr>
<td>MEAN</td>
<td></td>
<td>0.790</td>
<td></td>
<td>4.4</td>
</tr>
</tbody>
</table>


Table 2 above reveals that Oman which has a higher HDI of 0.796 than Malaysia with HDI of 0.789 is lower on GCI 62 than Malaysia GCI of 23. Overall, an average HDI of 0.790 gives a corresponding average competitive score of 4.4.

Table 3: Group C: Medium Human Development

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Maldova</td>
<td>0.699</td>
<td>89</td>
<td>4.0</td>
</tr>
<tr>
<td>2</td>
<td>Paraguay</td>
<td>0.693</td>
<td>112</td>
<td>3.7</td>
</tr>
<tr>
<td>4</td>
<td>Indonesia</td>
<td>0.689</td>
<td>36</td>
<td>4.7</td>
</tr>
<tr>
<td>4</td>
<td>El Salvador</td>
<td>0.680</td>
<td>109</td>
<td>3.8</td>
</tr>
<tr>
<td>5</td>
<td>Egypt</td>
<td>0.691</td>
<td>100</td>
<td>3.9</td>
</tr>
<tr>
<td>MEAN</td>
<td></td>
<td>0.690</td>
<td></td>
<td>4.0</td>
</tr>
</tbody>
</table>


Table 3 above also reveals that Paraguay with a higher HDI of 0.693 than Indonesia of 0.689 is lower in GCI, 112, than Indonesia, 32. Overall, a mean HDI of 0.690 gives a corresponding mean competitive index of 4.0.

Table 4: Group D: Low Human Development

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Swaziland</td>
<td>0.541</td>
<td>122</td>
<td>3.4</td>
</tr>
<tr>
<td>2</td>
<td>Tanzania</td>
<td>0.531</td>
<td>113</td>
<td>3.7</td>
</tr>
<tr>
<td>4</td>
<td>Nigeria</td>
<td>0.527</td>
<td>125</td>
<td>3.3</td>
</tr>
<tr>
<td>4</td>
<td>Cameroon</td>
<td>0.518</td>
<td>116</td>
<td>3.7</td>
</tr>
<tr>
<td>5</td>
<td>Madagascar</td>
<td>0.512</td>
<td>121</td>
<td>3.4</td>
</tr>
<tr>
<td>MEAN</td>
<td></td>
<td>0.526</td>
<td></td>
<td>3.6</td>
</tr>
</tbody>
</table>

Table 4 above shows that Nigeria with a higher HDI of 0.527 than Cameroon with HDI of 0.518 is lower in GCI 125 than Cameroon with GCI of 116. Overall, a mean HDI of 0.526 corresponds to an average competitive score of 3.6.

In Tables 1 – 4, the human development indexes of the selected countries for a preceding year 2016, were matched with their Global Competitive Indexes for the subsequent year, 2017. The rationale behind this is to ascertain if a country with a high human development index for, say 2016, will experience a corresponding high economic development and growth in the subsequent year, 2017, due to availability of rich human capital, thereby recording a high global competitive index for the year 2017.

To test the null hypotheses, the HDI and GCI in Tables 1-4 were subjected to the analysis of variance to determine if there are significant variations between the human development indexes on one hand, and between the global competitive indexes on the other hand, in the four groups. A significant variation in the human development indexes on one hand, and a significant variation in the global competitive indexes on the other hand, would mean that HDI can be used to significantly predict GCI and vice versa, not minding the few outlays or non-corresponding HDI and GCI identified in the groups in Tables 1 – 4 above.

### Discussion of Findings

**Table 5: Summary of ANOVA for HDI**

<table>
<thead>
<tr>
<th>Groups</th>
<th>Count</th>
<th>Sum</th>
<th>Average</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>5</td>
<td>4.634</td>
<td>0.9268</td>
<td>5.17E-05</td>
</tr>
<tr>
<td>High Development</td>
<td>5</td>
<td>3.95</td>
<td>0.79</td>
<td>3.25E-05</td>
</tr>
<tr>
<td>Medium Development</td>
<td>5</td>
<td>3.441</td>
<td>0.6882</td>
<td>6.87E-05</td>
</tr>
<tr>
<td>Low Development</td>
<td>5</td>
<td>2.629</td>
<td>0.5258</td>
<td>0.000128</td>
</tr>
</tbody>
</table>

**Source:** Researchers’ Computation using Microsoft Excel 2013 version

Table 5 above shows the summary of the analysis of variance between the four groups of the HDI rankings. Each group is made up of five selected countries with rankings from very high development, high development, and medium development to low development.

**Table 6: Single Factor ANOVA for variation in HDI between categories of countries**

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>Df</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
<th>F crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>0.42873</td>
<td>3</td>
<td>0.14291</td>
<td>2037.205</td>
<td>7.21E-21</td>
<td>3.238872</td>
</tr>
<tr>
<td>Within Groups</td>
<td>0.001122</td>
<td>16</td>
<td>7.01E-05</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>0.429852</td>
<td>19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Authors’ Computation, 2018, using Excel 2013 version.

Table 6 above reveals that the calculated F value, 2037.205 is higher than the critical or tabulated value of 3.238872 at the alpha value of 0.05.

**Decision:** Since the calculated F value of 2037.205 is higher than the critical value of 3.238872, which means that at least one of the HDI groups is significantly different from at least one other group, we therefore reject the null hypothesis which states there are no significant variations in the human development indexes as to reflect a corresponding significant variations in the global competitive index and accept the alternative hypothesis which states that there are significant variation in the human development indexes.
development indexes as to reflect a corresponding significant variations in the global competitive index.

Table 7: Summary of ANOVA for corresponding GCI

<table>
<thead>
<tr>
<th>Groups</th>
<th>Count</th>
<th>Sum</th>
<th>Average</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High Competitive Index</td>
<td>5</td>
<td>15</td>
<td>3</td>
<td>2.5</td>
</tr>
<tr>
<td>High Competitive</td>
<td>5</td>
<td>318</td>
<td>63.6</td>
<td>968.3</td>
</tr>
<tr>
<td>Medium Competitive</td>
<td>5</td>
<td>454</td>
<td>90.8</td>
<td>1020.7</td>
</tr>
<tr>
<td>Low Competitive</td>
<td>5</td>
<td>597</td>
<td>119.4</td>
<td>23.3</td>
</tr>
</tbody>
</table>

Source: Authors’ Computation, 2018, using Excel, 2013 version

Table 8: Single Factor ANOVA for variation in GCI between categories of countries

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>Df</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
<th>F crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>37002</td>
<td>3</td>
<td>12334</td>
<td>24.4868</td>
<td>3.21E-06</td>
<td>3.238872</td>
</tr>
<tr>
<td>Within Groups</td>
<td>8059.2</td>
<td>16</td>
<td>503.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>45061.2</td>
<td>19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors’ Computation, 2018, using Excel 2013 version

Table 9: Mean Scores: HDI versus Global Competitiveness Scores

<table>
<thead>
<tr>
<th>Level of Human Development</th>
<th>HDI</th>
<th>Global Competitiveness Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High Human Development</td>
<td>0.927</td>
<td>5.8</td>
</tr>
<tr>
<td>High Human Development</td>
<td>0.790</td>
<td>4.4</td>
</tr>
<tr>
<td>Medium Human Development</td>
<td>0.690</td>
<td>4.0</td>
</tr>
<tr>
<td>Low Human Development</td>
<td>0.526</td>
<td>3.5</td>
</tr>
</tbody>
</table>

Source: Authors’ Computation, 2018.

From Table 9 above, it can be deduced that a country with an average HDI of 0.927, which translates to a very high level of human development, would have an average global competitive score of 5.8, which also translates to a very high global competitive index. This trend is also seen in a country with an average HDI of 0.790 having a corresponding average global competitive score of 4.4 for high human development, an average HDI of 0.690 with an average competitive score of 4.0 for medium human development and an average HDI of 0.526 with an average competitive score of 3.5 for low human development.

Conclusion and Recommendations

The statistical indicator of estimating Human Development in each nation is the Human Development Index (HDI), which takes into consideration the life expectancy index, education index and the income index of the country in question. It has been revealed that if all these indexes increase steadily over a period of time, the human development index will also increase. Since human
capital has been shown to be developed by health, education and standard of living, therefore the elements of the human development index are directly related to a country’s human capital formation. The World Economic Forum (2018) has revealed that HDI is an indicator of positive correlation between human capital formation and economic development, showing that if HDI increases, there is higher rate of human capital formation and better economic development. This importance of Human capital in generating long-term economic development of a nation has been firmly established. Therefore every nation, including Nigeria, which desires economic development must initiate policies that promote human development (WEF, 2018).

Relating these findings to the concept of national security, it has been shown that economic security, which is dependent on high human capital formation and economic development, provides the necessary funding or national income for the acquisition of the relevant security apparatuses (both software and hardware), establishment of necessary infrastructures, institutions and industries, maintenance of political stability and control of international politics and engagements. Economic security has also been linked to food security, job security, income, high productivity, human security and political security and good leadership.

A good leader will ensure the effective and efficient use of the factors of production to ensure increased national productivity and economic development, which will translates to economic security, high national income and overall national security.

Effective and efficient educational Institutions, Entrepreneurship education, Vocations/Skill acquisition, experience, intelligence and talents hunt and development, availability of basic human needs, good health and high life expectancy, good leadership.

The security problem with Nigeria, with a low level of human development index and a corresponding low level of global competitive index is obviously not due to the absence of human or natural resources as these resources are in abundance supply. The security problem facing Nigeria can now be seen in the context of inadequate development of her human capital resulting in her present low level of economic development, high economic insecurity, high political instability, high human insecurity and very high national insecurity.

This study therefore agrees with the computation of the world economic forum on global competitive indexes, the United Nations Development Programme on Human development indexes and the submission of Ronis (2011:130) that “Economic security is a major element of national security, even as borders are less important than ever. No matter how we look at national security, there can be no question of the need to include the economic viability of our nation. Without capital, there is no business; without business, there is no profit; without profit, there are no jobs. And without jobs, there are no taxes, and there is no military capability.”

It is therefore recommended that Nigeria should strive to elect credible individuals that can give the country a good, proactive and visionary leadership, and place significant emphasis on human capital and economic development, which will result in economic security, human security and national security.

References


Training and Development as A Tool for Achieving Employee Performance in Federal Medical Centre, Owo, Nigeria

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Abstract
This study examined the effect of training and development on employee performance. A sample of 307 employees were selected from the target population of 1314 employees using Taro Yamane (1979)’s formula. The data collected were analysed using Spearman correlation and Analysis of Variance (ANOVA). Findings from this study shows that there is a weak positive and significant relationship between the dependent and independent variables with the following score respectively (r=0.150, p < 0.05), (r=0.170, <0.05), (r=0.276, p<0.05). The result of Analysis of Variance (ANOVA) showed a significant probability of 0.00 which indicates that there is a significant difference [F (2, 260) = 9.13, p< 0.00] in the training received by different categories of employees in FMC, Owo. Therefore, there is the need for the provision of training programmes for employees in health sector based on their needs. Necessary equipment also need to be acquired for effective service delivery in the health section.

Keywords: Training, Development, Performance, Employee Performance, Health Institution

INTRODUCTION
Every organization and business want to be successful and have desire to achieve set objectives. According to Raza (2014), the current era is highly competitive and organizations regardless of size, technology and market focus need increased efficiency and effectiveness in other to achieve their objectives. These can only be achieved through professional development programmes. Human resource or employees of any organization are the most central part so they need to be trained in order to improve their performance and prepare them for a planned change of role in the organization, as well as boost their morale towards tasks fulfilment (Aiman & Mohammed, 2015). Raza (2014) argued that ‘the evolving technology and the realization that employees play a strategic role in the success of an organization, emphasizes the need for adequate training of staff. Organizations that do not place emphasis on training their employees may find themselves in dire consequences, as this will reduce their capacity to adopt new technologies and methods’.

In general, the focus of today’s Human Resource Manager is on strategic personnel retention and talents development. Training is an effective instrument in the hands of managers for inspiring the work force and creating confidence in it. By training the work force, management creates in them the desire to work effectively as this is necessary to achieve organizational objectives – Sims (2002). Training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of training and development is to contribute to the organisations overall goals (Armstrong, 2009). Training and development are two different management terms as explained by Armstrong, but the two words shall be used interchangeably or as the same, for the purpose of this study because of the similar objectives they stand to achieve.

Training is seen as the use of systematic and planned instruction activities to improve learning Armstrong (2009). Employees need the skills and expertise on their jobs to attain efficiency and effectiveness on their present jobs and the possible future jobs within the organisation. Management of various organisations would want to see the return of investment on training and development programmes and why they need to continue using training and development on employee as a tool to measure performance and productivity – Aiman & Mohammed (2015). In all the three levels of management in various organisations, employees need the required leadership skills that are necessary to do their jobs, in other to bring favourable output on the organisational set goals. Scholars like Oni, Ijaiya and Mohammed (2013), Raza (2014), Khan, Khan and Khan (2011), Usman (2014), Kepha, Kagiri and Onoke (2012), Ogedegbe (2014), Niazi (2011) and others have
extensively conducted similar research in the banking, educational, fast moving consumer goods (FMCG) and oil and gas industries. To the best of researchers’ knowledge, little or no study has been done in the Nigerian health sector. Thus, this study intends to investigate the effect of staff training and development on the achievement of organizational objectives at the Federal Medical Centre, Owo. The specific objectives are to: determine the extent to which on-the-job training contributes to job performance; identification of training delivery method in use in health facility; examine the relationship between on-the-job training and employees’ job performance and study Delivery style and training and development outcome.

Review of Related Literature
Training Human Resources in Nigerian Health Sector
Professional competencies are no longer enough; every health worker require additional knowledge, skills and attitude, creative and logical thinking, flexibility, and teamwork from training institutions. Itam and Adindu (2012) argue that African health managers in the 21st century must demonstrate flexibility in learning from different groups and commitment to change, quality culture, and working with health workers to build learning organisations. Poor management and leadership are major constraints, and hence poor performance of Nigerian health system at every level.

Health care management is unique, producers and consumers of services are people, and the product is typically promotion of good health with ethical and moral implications. Bergstrom (2004) argues that often-problematic gap exists between the people’s perceived health service needs in low-income countries and consciousness of needs from training faculties of medicine and health sciences. Poor leadership and management are critical issues affecting the Nigerian health system at every level. Health professionals even early after graduation take on management and leadership responsibilities, without requisite training in rudiments of health services management covering policy analysis, planning, organising services, coordinating, controlling, leading the health team, assuring quality of services, managing human resource, managing health information, monitoring and evaluating performance. In addition, teamwork, effective communication skills, computer skills, data analysis skills, creative, and systems thinking are necessary in the 21st century health sector.

Methods of Training and Development
The most popular training and development method used by organisations can be classified as either on-the-job method or off-the-job method – Aiman & Mohammed (2015).

On-the-job method
This is a situation when an employee learns the job in actual working site in real life situation, and not simulated environment – Raza (2014). This type of training method, also known as job instruction training, is the most commonly used method. Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker or instructor. On-the-job method of training is simple and less costly to operate. Observing this method of training places the employee in actual work situations and makes him appear to be immediately productive. Here, there is a close collaboration between trainer and learner. According to Aiman (2015), on-the-job training methods include job rotation, coaching, job instruction or training through step-by-step and committee assignments.

Job rotation: This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor in each of the different job assignments. Though this method of training is common in training managers for general management positions, trainees can also be rotated from job to job in workshop jobs. This method gives an opportunity to the trainee to understand the problems of employees on other jobs and respect them.

Coaching: The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him of his burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

Job instruction: This method is also known as training through step by step. Under this method, trainer explains to the trainee the way of doing the job, job knowledge and skills and allows him to do the job. The trainer appraises the performance of the
trainee, provides feedback information and corrects the trainee.

**Committee assignments:** Under the committee assignment, group of trainees are given and asked to solve an actual organisational problem. The trainees solve the problem jointly. It is a method that develops team work.

**Off-the-job method**

Off-the-job training is conducted in a location specifically designed for training. It may be near the work place or away from work, at a special training centre or a resort. Conducting the training away from the work place minimize distraction and allows trainee to devote their full attention to the materials been taught (Sims, 2002).

An online business dictionary describes off-the-job method as employee training at a site away from the actual work environment. It often utilizes lectures, case studies, roleplaying, simulation etc. (www.businessdictionary.com).

According to Raza (2014), off-the-job training method can come in different ways and this includes:

i. **Classroom lectures:** Under this method, employees are called to a room to be trained in the form of lectures. This method is effectively used for the purpose of teaching the administrative aspect of the job; to make aware of procedures and to give instructions on a particular topic. It is advantageous because it can be used for large groups and the cost per training is low.

ii. **Audio-visual:** This is providing training by using films, television, video, presentations etc. This method of training has been used successfully in educational institutions to train students to understand easily. In the corporate sector, mainly in customer care centres, employers give training to their employees by using audio-visual materials to teach how to receive, talk and behaviour to the customer.

iii. **Simulation:** The simulation method of training is most famous and core among all off-the-job training method. Under this method, specially designed equipment for training which looks like the equipment to be used on the job will be used to train the trainees, but those equipment or machines are specifically designed for training purposes. This method of training is mostly used where very expensive equipment are used for performing the job.

**Empirical Framework**

A number of studies have examined the role of staff training and development in achieving organizational objectives. Below are some of the studies;

Khan, Khan and Khan (2011) studied the impact of training and development on organizational performance. The study sample comprised of 100 respondents out of which 79 questionnaires were returned. The data collected was analysed with the help of descriptive statistics using Statistical Packages for Social Sciences. The study reveals that training and development is very important for an organization to compete with this challenging and changing world and also that training and development is basically directed to employee but its ultimate effect goes to the organization because the end user is the organization itself.

Kepha, Kagiri and Omoke (2012) investigated the influence of training and development on the performance of employees. The study adopted descriptive and correlation research designs for the purpose of analysis while the sample of 256 respondents were drawn from all Government owned research institutes using the stratified sampling technique. The study used questionnaire to collect data while Cronbach’s alpha was used to test the validity and reliability of the instrument. The result of the study revealed that there was a high significant relationship between training and development and employee performance.

Ogedegbe (2014) studied how organizational objectives can be achieved through Human Resource Management practices. The study made use of data gathered with the help of questionnaire which were administered to 450 respondents. Multiple regression, correlations, analysis of variances and the t-test were used for the purpose of analysis. The study found out that the tradition of having to “hand-pick” who goes for training and gets a pay rise affect the moral of employee in their performance in achieving the organizations’ goals and objectives.

Even though scholars like Khan, Khan and Khan (2011), Kepha, Kagiri and Omoke (2012) and Ogedegbe (2014) have carried out similar research in the banking, educational, fast moving consumer goods (FMCG), oil and gas industries, to the best of my knowledge, not much has been done in the Nigerian health sector.
METHODOLOGY
The study adopted the use of survey design. The study area is The Federal Medical Centre (FMC), Owo. Owo is located in the Northern Senatorial District of Ondo State, South-West Nigeria. FMC, Owo is one of the five pioneer Federal Medical Centres in Nigeria, established with the aim of providing Tertiary Health Services to the populace. The population for this study is a finite one, which is the skilled staff of the Federal Medical Centre, Owo. The size of the population of interest is 1,314. A sample size of 307 employees which was arrived at using Taro Yamane (1973) were selected from the target population using randomly sampling method. Out of 307 copies of questionnaire distributed, 293 were retrieved out of which 263 were found useful which indicates 95.4 percent and 85.6 percent response and used rates respectively. Data was analysed using the frequency count and simple percentage on some of the respondents’ demographic data in section A of the questionnaire.

RESULTS AND DISCUSSION
Demographic Information
The demographic information are presented in appendix 1.

Contribution of on-the-job training to job performance
On-the-job training contributes to job performance in various forms. The contributions are as presented in appendix 2 and explanations are provided in the following paragraphs.

The respondents affirmed that there is quick feedback about the correctness of their performance based on the information collected from them. 189 and 64 unanimously strongly agreed and agreed with this statement which makes it to be ranked first among the five contributions of on-the-job training to job performance with overall mean of 4.76. The result was the same when respondent views were considered based on the nature of their duties. It was on the first position based on administration staff (4.51) and clinical staff (4.76) perceptions but was positioned third by works and services staff (4.50). The t-value (123.36) for the statement was significant at 0.01 significant level. When employees are performing their routine duties, they are usually supervised by their superiors who evaluate their work and correct any anomalies observed.

The statement, “learning on the job enhances employees’ knowledge on their job”, does not attract much agreement from the respondents like the first ranked contribution. As a result, those that strongly agreed with the statement were lower in number (163) while those that merely agreed increased to 164 even as those that were undecided were 92. Its overall mean value was 4.59 thereby placed on the second position, the same position it occupies among administrative staff. It was notwithstanding on the first position going by the position it occupies in line with the perception of works and services staff (4.73) and third based on the view of clinical staff. It t-value (133.58) was significant at 0.01 level of significance.

As much as 177 and 62 respondents strongly agreed and agreed with the statement that “on-the-job training ensures immediate productivity is obtained from work performed by trainees”. This was ranked third by all, with mean 4.56, the same rank given to it by respondents in account & administrative staff group (4.15). It was ranked second by both clinical and works and services members of staff with means 4.73 and 4.63 respectively. The t-value (101.56) for the statement was significant at 0.01 level. When employees are evaluated during the course of doing their work the right result is achieved productively.

The statement “favourable environment for quick learning” was placed on the fourth position based on the mean value of 4.50 which represent the perception of all the respondents. Like the statement on the second position, 163 respondents strongly agreed with the statement while 75 agreed just as 20 were undecided. It occupies the same position in line with the view of the account & administrative and clinical staff with average value of 4.14 and 4.66 respectively. Works and services staff ranked it third (4.50). On-the-job training approach provides a favourable environment for quick learning. The t-value (101.56) for the statement was significant at 0.01 level. Employees need not leave their work environment before they can acquire new skills; they learn as they perform their duties, feeling at ease and relaxed. Learning thus become like a natural activity.

Refuting what seems to be popular believe in some quarters that for employees to have opportunity to expand their knowledge and skill, they must be trained outside their work place. The view of all the respondents shows that this is not true. 78 and 91 informants strongly disagreed and disagreed that on-the-job training limits employees’ opportunities to expand their knowledge and skills while 77 were unsure though very few agreed (11) and strongly agreed (2). This is true for all the categories of employees. The t-value (35.87) was significant at 0.01 level showing that the general believe by the
respondents is correct. On-the-job training does not limit employees’ opportunities to expand their knowledge and skills.

**Identification of training delivery method in use in health facility**

The delivery method can affect training and developmental activities. Therefore, effective method needs to be identified. Eight methods were identified during the literature review for this study. In order of their mean value and based on the general view of the respondents, they are: job rotation (4.49), lectures (4.49), job instruction (4.42), simulation (3.87), committee assignment (3.66), the use of audio-visual (2.64), coaching (2.37) and classroom training (2.12). Unlike the general perception, lectures (3.92), job rotation (3.77), job instruction (3.66) and classroom (2.00) were in the first three and last positions in that order based on the views of the administrative staff. In the case of works and services members of staff, job instruction (4.54), job rotation (4.42), lectures (3.96) and classroom were in the first three and last positions in that order. Clinical staffs present a different perception from those of others. Simulation (4.83) was first, followed by job rotation (4.82) and lectures (4.81) and the last on the table was classroom (2.19). Both accounts & administrative and works & services staffs have the first three styles in common though on different positions. All the categories have the last style (classroom) in common. It appears they seldom receive training in the classroom (appendix 3).

**Hypotheses Testing**

H0₁: On-the-job training is not significantly related to employees’ job performance.

H0₂: Delivery style is not significantly associated with training and development.

Hypotheses one and two were tested using Spearman correlation.

**On-the-job training and employees’ job performance**

Table 1 presents the relationship between on-the-job training and employees’ job performance.

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Training and Development</th>
<th>Job Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman's rho</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>263</td>
</tr>
<tr>
<td>Training and Development</td>
<td>Correlation Coefficient</td>
<td>.150**</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td>.008</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>263</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (1-tailed).**

*Source: Field Survey, (2017)*

As displayed in table 1, the strength of this relationship as tested using the coefficient of Spearman correlation was 0.150, a value indicating weak positive relationship between on-the-job training and employees’ job performance. The significant probability was 0.008. This value is less than the level of significance of 0.01. The decision rule states that the null hypothesis (H₀₁) should be rejected if significance probability is less than the level of significance of 0.01, correlation is significant. In line with this decision rule, the null hypothesis (H₀₁) which state that, on-the-job training is not significantly related to employees’ job performance is rejected.

On-the-job training helps employees to get the knowledge of their job in a better way (Deming, 1982). People learn from their practical experience much better as compare to bookish knowledge. On-the-job training reduces cost and saves time (Flynn, Schroeder & Sakakibara, 1995; Kaynak, 2003; Heras, 2006). It is better for the organizations to give their employees on the job training because it is cost effective and time saving (Taylor & Davies, 2004). It is good for organization to give their employees on-the-job training so that their employees learnt in a practical way (Baum & Devine, 2007). All these results prove our first alternate hypothesis which is:
on-the-job training enhances employees’ knowledge on their job. Most of our respondents agree that on-the-job training has significant effect on the organizational performance. On the job training is significantly related to employees’ job performance. However, the small value of the coefficient of the relationship between on-the-job training and employees’ job performance is an indication that employees are not receiving adequate training that can enhance their job performance.

**Delivery style and training and development outcome**

Table 2 overleaf presents the results of the relationship between delivery style and the outcome of training and development activities.

### Table 2: Delivery style and training and development outcome

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Style</th>
<th>Training and Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman Correlation</td>
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<td>.276**</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>263</td>
<td>263</td>
</tr>
<tr>
<td>Spearman Correlation</td>
<td>.276**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>263</td>
<td>263</td>
</tr>
</tbody>
</table>

**Source:** Field Survey, (2017)

The strength of this relationship as tested using coefficient of Spearman correlation was 0.276, a value indicating weak positive relationship between delivery style and training and development outcome. The significant probability was 0.000. This value is less than the level of significance of 0.01. The decision rule states that the null hypothesis (H03) should be rejected if significance probability is less than the level of significance of 0.01, correlation is significant. In line with this decision rule, the null hypothesis (H03) which states that, delivery style is not significantly associated with training and development is rejected.

Delivery style is a very important part of training and development (Carlos & Primo, 1995). Employees are very conscious about the delivery style (Armstrong, 2000). If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience it is means he is wasting the time (Griffin & Neal, 2000). It is very necessary for a trainer to engage its audience during the training session (Seamen & Eves, 2005). Delivery style means so much in the Training and Development. All these results prove our third alternate hypothesis which is: Delivery style has significant effect on training and development. The result shows that some of the respondents disagree with the term that delivery style has significant effect on training and development, but the majority of our respondents agree that delivery style is very important in training and development activities. It has a positive effect on training and development. It means the data and the results are significant of our third hypothesis. Delivery style is significantly associated with training and development.

### Conclusion and Recommendation

Conclusively, the study has revealed that on-the-job training contribute in a number of ways including: quick feedback about the correctness of employee performance, enhancing employees’ knowledge on their job, ensuring immediate productivity is obtained from work performed by trainees, providing favourable environment for quick learning and providing opportunity for employees to expand their knowledge and skills.

### Recommendations

Based on findings in this study, the following are recommended:

i. There is an urgent need for all the health managers to be properly trained and re-trained on techniques of human resources management. This will enable them to acquire the leadership skills that will see them through in personnel management of the health institutions.

ii. Training of health workers without the provision of equipment will amount to waste of resources. Therefore, the government should provide...
adequate equipment needed by the staff to effectively perform their assigned responsibilities.

iii. Training programmes should not be limited to clinical workers alone but should also be extended to include all categories of employees in health institutions.

iv. Since medical doctors are always the Directors of health institutions in Nigeria, it is therefore necessary to introduce human resources management into the curriculum of medical schools in order to equip them with the necessary skills.

v. The cost of doing something right is most times lower than when it is the other way around, therefore, health institutions must ensure that the right persons are employed.

REFERENCE


Appendices

Appendix 1: Demographic Information

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
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<tbody>
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<td></td>
</tr>
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<tr>
<td>Female</td>
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<tr>
<td><strong>Total</strong></td>
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</tr>
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<td><strong>Age</strong></td>
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<tr>
<td>18-30</td>
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<td>31-40</td>
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<tr>
<td>41-50</td>
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<td>Above 50</td>
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</tr>
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<td>Married</td>
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<td>74.5</td>
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<tr>
<td>PhD</td>
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<td>.4</td>
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<td><strong>Total</strong></td>
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</tr>
<tr>
<td><strong>Designation</strong></td>
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<td></td>
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<tr>
<td>Lab Scientist</td>
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<td>Doctor</td>
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<td>Account and Admin</td>
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<td>Works and Services</td>
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<td>9.1</td>
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<td><strong>Years of Experience</strong></td>
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<td>15-20</td>
<td>25</td>
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<td>21 and above</td>
<td>17</td>
<td>6.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>263</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, (2017)

Appendix 2: Identification of training delivery method in use in health facility

<table>
<thead>
<tr>
<th>Category</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
<th>Mean/Rank</th>
</tr>
</thead>
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<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
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<td>3</td>
<td>23</td>
<td>67</td>
<td>167</td>
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<td>Lectures</td>
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<td>5</td>
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<td>70</td>
<td>164</td>
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<td>Job Instruction</td>
<td>5</td>
<td>6</td>
<td>21</td>
<td>73</td>
<td>158</td>
<td>3.66</td>
</tr>
<tr>
<td>Simulation</td>
<td>12</td>
<td>60</td>
<td>20</td>
<td>28</td>
<td>143</td>
<td>2.25</td>
</tr>
</tbody>
</table>

455
## Appendix 3: Contribution of on-the-job training to job performance

<table>
<thead>
<tr>
<th>Source: Field Survey, (2017)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Training Approach</th>
<th>Account &amp; Admin. Works</th>
<th>Clinical</th>
<th>All</th>
<th>Rank</th>
<th>t</th>
<th>Sig. (2-tailed)</th>
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</thead>
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<td>Using on-the-job training approach, employees can get quick feedback about the correctness of their performance.</td>
<td>4.51</td>
<td>4.50</td>
<td>4.76</td>
<td>4.67</td>
<td>1</td>
<td>123.36</td>
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<tr>
<td>Learning on the job enhances employees’ knowledge on their job</td>
<td>4.33</td>
<td>4.79</td>
<td>4.68</td>
<td>4.59</td>
<td>2</td>
<td>133.58</td>
</tr>
<tr>
<td>On-the-job training ensures immediate productivity is obtained from work performed by trainees.</td>
<td>4.15</td>
<td>4.63</td>
<td>4.73</td>
<td>4.56</td>
<td>3</td>
<td>101.56</td>
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<tr>
<td>On-the-job training approach provides a favourable environment for quick learning</td>
<td>4.14</td>
<td>4.50</td>
<td>4.66</td>
<td>4.50</td>
<td>4</td>
<td>97.14</td>
</tr>
<tr>
<td>On-the-job training limits employees’ opportunities to expand their knowledge and skills</td>
<td>2.42</td>
<td>1.83</td>
<td>2.07</td>
<td>2.15</td>
<td>5</td>
<td>35.87</td>
</tr>
</tbody>
</table>

| N | 73 | 24 | 166 | 263 |   |     |     |

Source: Field Survey, (2017)
Workplace Interpersonal Relationship and Customer Satisfaction in Deposit Money Banks in Port-Harcourt

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Abstract
The purpose of this study was to examine the relationship between Workplace Interpersonal Relationship and customer satisfaction in money deposit banks in Port-Harcourt. The study population comprised four hundred and sixty (460) staff of the nineteen (19) quoted money deposit banks in Port Harcourt, Rivers State; and the sample size for the study was two hundred and ten (210) employees of the bank which was determined using the Krejcie and Morgan (1970) table. Furthermore, two hundred and ten (210) copies of structured questionnaire were administered to the staff of the banks at their respective branches while one hundred and ninety four (194) were retrieved, cleaned and used for the study. The multiple linear regressions were used to ascertain the dimension of Workplace Interpersonal Relationship with the most predictive influence on customer satisfaction. The result of the analysis revealed that Workplace Interpersonal Relationship significantly influenced customer satisfaction in money deposit banks in Port-Harcourt. The study further discovered that amongst the dimensions of Workplace Interpersonal Relationship used in this study that Team Building and Relational Justice were found to be the most significant predictors of customer satisfaction in money deposit banks in Port Harcourt. Hence, the researchers concluded that Workplace Interpersonal Relationship significantly affect customer satisfaction and therefore recommended that the management of deposit money banks in Port-Harcourt should increase their team building and relational justice strategies in order to enhance their level of customer satisfaction.

Keywords: Relational Justice, Team building and Customer Satisfaction.

1. Introduction
Interpersonal relationship is an important aspect in every organization, and it is one of the vital components in human relationship. In today’s fast competitive business world, it is very difficult to hire people and retain them for a long period of time. Hence, organizations including the Nigerian banking firms are trying to maintain the workforce and to get the best out of them in that process. A study on interpersonal relationship and customer satisfaction is expected to enhance the organizations’ understanding of the challenges encountered in the process of attracting, retaining, developing, motivating, communicating the workforce for improved productivity (Velmurugan, 2016).

Interpersonal relationship at work constitutes the day today interaction between co-workers or managers and employees. These relations are a natural part of work environment and are usually pleasant and creative, but sometime, the source of tension and frustration (De Dreu, et al, 2003). Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationships exist and develop. Previous studies conducted in interpersonal relationship have indicated that workplace relationships directly affect a worker’s ability to work and be productive which also impacts on customer satisfaction (Manta & Harges, 2013).

The importance of workplace interpersonal relationship in influencing customer satisfaction cannot be overemphasized. Research has demonstrated that friendship at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support etc., (Morrison, 2009; & Ellingwood, 2001).

Interpersonal communication and relationship in recent years has been consistently placed high as an important requirement for conducting successful job performance in the organizations. (Amit Kumar, 2014). This is why companies including the money deposit banks put a high importance on interpersonal communication in the workplace. It is noteworthy to emphasize that one of the most impeding forces to customer satisfaction in banks is the absence of effective communication and interpersonal
relationship amongst employees (Manta & Harges, 2013).

The researchers’ preliminary investigations revealed that some customers of the money deposit banks in Port Harcourt experience low level of satisfaction at one time or the other, and could the low satisfaction level experienced be associated to poor workplace interpersonal relationship? This could be in the form of poor employee communication, absence of team play or team building orientation, social supports, inadequate employee training, lack of respect and courtesy for customers, inability of bank staff to reduce customer waiting time, unequal treatment to customers to mention but a few. Several customers may have expressed disappointments at the impolite and unfriendly behavior displayed by some front desk officers and tellers of some of these banks and this could be as a result of poor interpersonal communication culture amongst employees and customers in the workplace, lack of good team building efforts, social support, relational justice, lack of respect etc.

Previous research in the various Nigerian Corporate Organization such as the Tourism and Hospitality Industry, the Telecommunication Industry, the Education Industry, Services and Manufacturing Industry has shown that workplace organizational productivity is heavily dependent on some factors which include employee communication, employee personality or dispositional differences, employee trust level, team building, employee compatibility, employee listening ability, employee respect etc., (Obakpolo, 2015; Isaac & Roger 2016; Song 2008; Olshfiski 2008).

Many studies have been conducted within and outside Nigeria on employee to employee relationship, subordinates and superior relationship, employer and employee relationship in different services, manufacturing, tourism and hospitality industry, education sectors etc., (Allan & Sienko, 2000; James & Nickson, 2003; Mamta & Narges, 2013; Obakpolo, 2015; Isaac & Roger 2016).

These studies considered interpersonal relationships on work performance in South African retail sector; influence of employee relationships on organization performance of private universities in Kenya, co-worker’s relation influence on individual job performance in Chinese telecommunication/firm; a descriptive analysis of improving interpersonal relationship in Nigerian workplaces: A case of Delta State University.

To the best of our knowledge and from the review of relevant literature, it appears that there is lack of empirical research on the Effect of Workplace Interpersonal Relationship on customer satisfaction in the Money Deposit Banks in the Nigerian context especially in Port Harcourt, Rivers State. Against this background, this study seeks to empirically investigate the Effect of Workplace Interpersonal Relationship on customer satisfaction in Money Deposit Banks in Port Harcourt.

2. Literature Review

Nature of Workplace Interpersonal Relationship

Workplace interpersonal relationship is the social association, connection or affiliation between two or more people in an organization. Developing interpersonal relationship is a serious business that yields dividends to those committed to it. Maxwell (2004) observed that a thing brings two persons together to make them remain in the context of relationship.

Such things may be common interest like desire, aspiration or a goal. More so, workplace interpersonal relationship is the type of relationship that exists between employee to employee, superior to subordinates, employed and employee in any organization. This kind of relationship can be formal or informal.

However, relationship is born, fed, nurtured and it grows. It is born at the level of acquaintance relationship; it is fed at associate relationship and is nurtured at friendship. It is very important to emphasize that relationship is the ladder to your gain or pain and therefore, it must be consciously handled. It does not come by chance, but it is a social work to be done because interpersonal relationship is a social link between two or more people (Obakpolo, 2015).

Workplace interpersonal relationship is a very important issue that influences the level of employee productivity in any organization. Members or employees should effectively interact with their superiors, subordinates, and co-workers within the organizations. How they relate with the customers, suppliers and general public outside the operational base of the organization determines their level of viability and productivity.

Previous studies on interpersonal relationship revealed that the enterprise is the operation of employee behavior based. The greater the density of relationships within the organization, the greater is the
impact on organizational efficiency and productivity. (Lee and Dawes, 2005; Tsui, 2000).

The importance of workplace interpersonal relationship in influencing organizational productivity in Nigerian organizations especially money deposit banks cannot be over-emphasized. Research has demonstrated that friendships at work can improve individual employee attitudes to work, job commitment and ultimately impact on the level of productivity (Ellingwood, 2001; Morrison, 2009; & Zagenezyk et al 2010). When employees positively interrelate in an organization, it fosters love and teamwork, increases level of cooperation, employee morale and motivation, job satisfaction and engagement and overall level of productivity.

Remarkably, there are divergent opinions and conceptualizations as to what constitute the dimensions of workplace interpersonal relationship. In a study conducted by Obakpolo (2015) on improving interpersonal relationship in workplaces in Delta State, the researcher opined that the following constitute the dimensions of workplace interpersonal relationship: employee personality, employee trust level, team building effort and employee compatibility.

Furthermore, Isaac and Roger (2016) in their study entitled: The role of individual interpersonal relationships on work performance in the south African retail sector adopted the following as dimensions of interpersonal relationships: communication, equal treatment of employee, team work, training and employee respect for one another.

In addiction James and Nickson (2013) conducted a study on influence of employee relations on organizational performance of private universities in Kenya and used the following as dimensions or factors influencing interpersonal relationship: climate of openness, team building efforts and the initiation of social activities among employees.

Moreso, Ulrich (2010) in his study on interpersonal relationships at work, organization, working and health in Sweden public health organizations used social support, organizational justice and relational justice as dimensions of interpersonal relationships. In this study the researcher adopted a modified model of workplace interpersonal relationship adapted from Ulrich (2010), Obakpolo (2015), Isaac and Roger (2016). The dimensions include: employee communication, team building, social supports and relational justice. The next section discusses the dimensions of workplace interpersonal relationship used in the study.

### Dimensions of Workplace Interpersonal Relationship

The dimensions or attributes of Workplace Interpersonal Relationship adopted for this study are discussed in the preceding sections as follows:

#### Employee Communication

Employee Communication is the type of communication that exists between a supervisor and subordinate, employer and employees, company employees and customers or vendors, and employee versus employee in an organization. This type of communication most time could be formal or informal depending on the organization and its existing culture. Different organizations have differing communication styles based on the specific objective(s) which they want to achieve. Greenbaum (1974) contends that the tenacity of organizational communication is to facilitate the attainment of organizational objectives. A person who is effective in interpersonal communication will be open to the ideas of other employees and be willing to put forward their views of essential activities in the process of solving problems in the organization. The importance of employee communication is any organization; especially the banking industry cannot be over-emphasized. With effective communication, employees in the workplace are well informed of their job specifications and requirements and also work assiduously to achieve the stated objectives.

#### Team Building

An employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes (Cohen & Bailey 2005). Team’s enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al, 2007). In this era of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaborations. Recent study shows that employee working within the team can produce more output as compared to individuals (Jones, et al 2009). Remarkably, teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology. Therefore, teamwork is a major focus of many organizations including the Nigerian banking industry.

However, from the various researches conducted in the field of team work, the researcher defined a team
as (a) two or more individuals who (b) socially interact (face-to-face or virtual/online), (c) possess one or more common goals; (d) are brought together to perform organizationally relevant tasks; (e) exhibit interdependence with respect to workflow, goals and outcomes; (f) have different roles and responsibilities; and (g) are brought together in an encompassing organizational system, with boundaries and linkages to the broader system and task environment.

More so, team building is defined as a specific intervention to address issues relating to the development of the team. It consists of a one (or more) day programme focused on improvement of interpersonal relations, improved productivity or better alignment of team goals with organizational goals (Neelam and Shilpi, 2015). Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). Diana (2006) affirms that teamwork is a form of collective work that might involve individual tasks, but usually involves some kind of collective task where each member is contributing part of a collectively written document that is supposed to reflect the collective wisdom of the group.

In addition, team building involves a wide, variety of activities, presented to organizations and aimed at improving team performance. It is a philosophy of job design that sees employees as members of interdependent teams rather than as individual workers. Team building is an important factor in any organization or environment, its focus is to specialize in bringing out the best in a team to ensure self-development, positive communication, leadership skills, and the ability to work closely together as a team to solve problems (Fapohunda, 2013). From the foregoing discussions, it is obvious that a good team spirit will foster better understanding of tasks and responsibilities and improve the level of productivity at the workplace.

Social Supports

Social support is probably the most studied dimension of interpersonal relationships at work. Generally, social support is defined as helpful interactions often divided into instrumental support e.g. the individual is given the resources or the information to do the requested tasks, emotional support; this could be in the form of back up, personal feedback and appreciation. Social support has been described as “support accessible to an individual through social ties to other individuals, groups and large society (Ellen et al, 2011). Social support can also be defined as a “network of family, friends, neighbors and community members that is available in times of need to give psychological, physical and financial help (Fatih, et al, 2007).

In most organizations where social support culture is practiced, employees provide the needed help to colleagues through impactful interactions that will facilitate the accomplishment of assigned tasks. When an employee is being given the needed information and resources to execute a particular task, undoubtedly, his/her level of productivity will increase. An employee is expected to maintain a good interpersonal and relational disposition in his/her interactions with his colleagues, superiors, subordinates, family members, friends and the larger society. When a good social support relationship is established, other employees in the workplace will be willing to assist one another in accomplishing specific tasks which if left for one person, may be too difficult for him/her to accomplish. This therefore emphasizes the relevance of social supports in the workplace and how it impacts on organizational productivity. The way a company relates with its employees influences the rate which they will attain their objectives. Good employers- employee relational skills and justice enhances employee trust level and determine how long he/she will stay with the company. The longer an employee stays in a company the higher the probability that he will attain the assigned tasks and responsibilities at the stipulated time. Furthermore, good relational justice reduces employee turnover, enhances employee’s interest and motivated to be productive. Hence, organization, especially the Nigerian banking sector are encouraged to adopt or improve on the culture of relational justice. In other to elicit the desired output or level of productivity from their employees.

Relational Justice

This refers to the relationship that exists between a company’s employees and their manager especially, how the employees are treated and attended to in terms of their general welfare and working conditions. The relational justice perceptions translate into symbolic messages about the value of the individual within the group. (Tyler et al, 1996). Relational justice perception is also a prime indicator of whether individuals can take pride in their group. Authorities are also vested in group representatives that constitute the major opinions, norms and core values of the group (Tyler and Lind, 2000).

The relevance of good relational justice in an organization cannot be over-emphasized. If a manager
Companies that have a more satisfied customer base also experience higher economic ventures. Consequently, higher customer satisfaction leads to greater customer loyalty and ultimately impact on the overall firm’s level of productivity. The key to long term survival and performance in the Nigerian banking sector is seriously anchored on customer satisfaction. Because of the level of competition existing in the Nigerian banking sector, most of the banks are compelled to assess the quality of the services that they provide in order to attract and retain their customers.

There are many definitions of customer satisfaction as conceptualize by different researchers. However, most of them opined that customer satisfaction is an individual’s feeling of pleasure (or disappointment) resulting from comparing the perceived performance or outcome in relation to the expectation (Suda and Surunya 2001; Rubogara, 2017; Kang & James, 2004; Wang & Wang 2006). In addition, customer satisfaction is defined as the difference between a customer’s expectation of services and the actual service performance. When the performance of a service or product is far higher than customer expectation of the product or service, the customer is said to be satisfied.

Customer satisfaction can thus be understood as the result of subjective process – the customer compares his ideas with perceived reality (Anderson & Mittal 2004, Kuronen &Takala, 2013). Such a definition of customer satisfaction is consistent with the transaction – specific concept, which evaluates specific buying opportunities after the completion of the selection (and possible) purchase of a product. Anderson & Mittal 2005; Salnes (2003) similarly defines customer satisfaction as the post-choice evaluative judgment of a specific transaction.

The relevance of customer satisfaction as a measure of organizational productivity in the Nigerian banking sector cannot be over-emphasized. When bank customers are satisfied, they are retained, make repeat purchase, serve as referral agents, and are made to be loyal. Undoubtedly, these positive outcomes will ultimately improve a bank’s level of productivity.

Conceptual framework of workplace interpersonal relationship and Customer Satisfaction is depicted in figure 1.1 below
3. Study Methodology
The survey research design was adopted in the study because it offers a wide coverage and permits generalizability of research findings. The population for this study consists of all the money deposit banks that are currently operating in the financial services sector in Port Harcourt, Rivers State. Thus, our target population comprised of only banks that are quoted with the Nigerian Stock Exchange (NSE) as at February 2018. Information obtained from the Nigerian Stock Exchange FACT BOOK for 2014/2015 indicated that there are nineteen (19) out of twenty-two (22) banks that are registered with the NSE. Therefore, our target population for the study comprised 19 quoted money deposit banks operating in Port Harcourt, Rivers State.

Furthermore, two-stage sampling techniques were adopted for this study. At the first stage, all the 19 quoted money deposit banks were stratified into two major Local Government Areas based on where they are situated. The Local Government Areas are Obio/Akpor and Port Harcourt City Local Government Council respectively. At the second stage, all the staff of the selected banks that were willing to participate in the study was given copies of the questionnaire up to the number assigned to each of the banks.

Therefore, the sample size for this study comprised one hundred and fourteen (114) staff of the quoted money deposit banks considered for this study. The researcher judgmentally distributed 72 copies of the questionnaire to the staff of the 12 banks located within the Obio/Akpor Local Government Area on the ratio of 6 copies of the questionnaire per bank; while 42 copies of the questionnaire were given to the staff of the banks situated within the Port Harcourt City Local Government Area on the ratio of 6 copies per bank respectively (See appendix for a list of banks and respective Local Government where they

Source: Researchers’ Conceptualization from the Review of Related Literature 2018
operate). Table 3.1 shows the questionnaire administration analysis.

<table>
<thead>
<tr>
<th>S/N</th>
<th>No. of Banks</th>
<th>LGA Situated</th>
<th>No of respondents or managers</th>
<th>Quantity to be distributed</th>
<th>Percentage of questionnaire to be distributed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>12</td>
<td>Obio/Akpor</td>
<td>72</td>
<td>72</td>
<td>63.2%</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
<td>PHALGA</td>
<td>42</td>
<td>42</td>
<td>36.8%</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td></td>
<td>114</td>
<td>114</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher’s Conceptualization, 2018

The rationale behind our distribution of the highest number of (72) copies of the questionnaire to the staff of the money deposit banks located in Obio/Akpor is because it has the highest number of registered and quoted banks which also may imply that they have the highest number of employees.

Similarly, the validity of the scales used in this study was assessed for content, construct and face validity and reliability was ensured by pretesting the questionnaire on at least 20 staff of other banks not included in this study. More so, the researcher used the Cronbach’s Alpha analysis to ascertain the reliability and internal consistency of the measurement instrument. Table 3.2 shows the instrument reliability rate.

<table>
<thead>
<tr>
<th>S/No</th>
<th>Variables</th>
<th>Number of items</th>
<th>Number of cases</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employee Communication</td>
<td>5</td>
<td>186</td>
<td>0.759</td>
</tr>
<tr>
<td>2</td>
<td>Team Building</td>
<td>5</td>
<td>186</td>
<td>0.737</td>
</tr>
<tr>
<td>3</td>
<td>Social Support</td>
<td>4</td>
<td>186</td>
<td>0.748</td>
</tr>
<tr>
<td>4</td>
<td>Relational Justice</td>
<td>5</td>
<td>186</td>
<td>0.775</td>
</tr>
<tr>
<td>5</td>
<td>Customer Satisfaction</td>
<td>3</td>
<td>186</td>
<td>0.890</td>
</tr>
</tbody>
</table>

Table 3.2 showed different Cronbach’s Alpha value for the 5 constructs of the scaled questionnaire which were all considered sufficiently adequate for the study. Over all, this indicated that there was internal consistency of the variables scaled and that variables construct exhibited strong internal reliability. The results therefore confirmed that the instrument we used for this study had satisfactory construct reliability. Furthermore, the regression analysis was used to ascertain the extent to which the dimensions of workplace interpersonal relationship predict the level of customer satisfaction in deposit money banks in Port Harcourt.

**Decision Criteria:**
Reject Ho if the 2-tailed significance value is less than the present p-value at 0.05 level of significance i.e. 95% level of probability.

### 4. Test of Hypothesis, Results and Discussions

**H0:** The four dimensions of workplace interpersonal relationship do not significantly predict the level of customer satisfaction on deposit money banks in Port Harcourt.

**Result:**

Table 4.1 shows the regression analysis results.
a. Predictors: (Constant), Relational Justice, Team Building, Social Support, Employee Communication

### ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>87.396</td>
<td>4</td>
<td>21.849</td>
<td>126.476</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>31.268</td>
<td>181</td>
<td>.173</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>118.664</td>
<td>185</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Relational Justice, Team Building, Social Support, Employee Communication

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.224</td>
<td>.160</td>
<td>7.649</td>
<td>.000</td>
</tr>
<tr>
<td>Employee Communication</td>
<td>-.439</td>
<td>.112</td>
<td>-3.905</td>
<td>.000</td>
</tr>
<tr>
<td>Team Building</td>
<td>.787</td>
<td>.045</td>
<td>17.401</td>
<td>.000</td>
</tr>
<tr>
<td>Social Support</td>
<td>.026</td>
<td>.072</td>
<td>.364</td>
<td>.716</td>
</tr>
<tr>
<td>Relational Justice</td>
<td>.274</td>
<td>.134</td>
<td>2.042</td>
<td>.043</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Customer Satisfaction

In Table 4.1, from the multiple regression analysis shown above, it was found that the R value is (0.858), R square (0.736), adjusted R (0.731) and the Standard error of the estimate value is (0.41563). The high R value reveals that employee communication, team building, social support and relational justice accounted for (85.8%) change in customer satisfaction in the sample of money deposit banks in Port Harcourt while the remaining 24.2% is explained by other factors outside the model.

Furthermore, the analysis of variance (Anova) table showed a regression sum of square value of (87.396) which is higher than the residual sum of squares value of (31.268). This implies that the model (predictor variables) accounted for most of the variations in the criterion variable.

Furthermore, the large value of R square (0.736) indicates that the model well fit the data or population. The Adjusted R value of (0.731) showed that the value of R square more closely reflects the goodness of fit of the model in the population.

The F calculated value of (126.476) which is greatly above the critical F value depicting the significance and reliability of the model developed through the regression analysis results. In addition the significant P-value of (0.000) is smaller than (0.05) which implies that the independent variables employee communication, team building, social support and relational justice to a large extent explained the variations in the dependent variable customer satisfaction.

The relative effects of the four exogenous variables on the measure customer satisfaction were further discussed. The co-efficient of determination ($R^2$) showed relatively a higher number of significant variables in conformity with a priori expectation. Table (4.1) showed that out of the four (4) independent variables only two had significant influence on the variance of customer satisfaction (CS) in deposit money banks in Port Harcourt and it is structurally represented by the equation:

$$CS = 1.224 - 0.439 EC + 0.787 TB + 0.26 SS + 0.274 RJ.$$  

The regression model is presented as follows.

$$Y = f(X_1, X_2, X_3, X_4)$$

Where:

- $Y$ = Customer Satisfaction
- $X_1$ = Employee Communication
- $X_2$ = Team Building
- $X_3$ = Social Supports

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X4 = Relational Justice

Mathematically, the above model is represented as follows:

\[ Y = b_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + e \]

Where:
- \( Y \) = Customer Satisfaction (CS) measure as score at interval level
- \( b_0 \) = Intercept
- \( b_1 \) to \( b_4 \) = Coefficients of workplace interpersonal relationship
- \( e \) = Error value

Table (4.1) also indicated that 73.1% (adjusted \( R^2 = 0.731 \)) variance in the customer satisfaction was accounted for by the four (4) independent variables. The influence of these independent variables on customer satisfaction was also found to be statistically significant at \( F = 126.476, P = 0.000 \). A critical examination of the Beta Coefficients showed on Table (4.1) reveals that Team Building (TB) made relatively highest contributions to customer satisfaction compared to any other dimensions in the relatively decreasing order of magnitude as follows: Social Support (SS) and Relational Justice (RJ).

Furthermore, coefficient of each of the dimensions revealed the relative magnitude of positive influence each dimension had on customer satisfaction except the coefficient of Employee Communication (EC) which had an inverse relationship. This means that a unit increase in Employee Communication (EC) statistically reduces the changes in the customer satisfaction at the respective index.

### 5. Discussion of Findings

The four dimensions of workplace interpersonal relationship do not significantly predict the level of customer satisfaction in deposit money banks in Port Harcourt.

Test of hypothesis one (Ho1) as depicted in the result in Table (4.1), entail that two, out of the four dimensions of workplace interpersonal relationship had significant influence on customer satisfaction of deposit money banks in Port Harcourt. Furthermore, the result showed that Team Building (TB) made relatively highest contributions to customer satisfaction followed by Social Support. In other words Team Building (TB) is the highest predictor of customer satisfaction in deposit money banks in Port Harcourt. This finding validates the views (Fapohunda, 2013) that team building is an important factor in any organization or environment, its focus is to specialize in bringing out the best in a team to ensure self-development, positive communication, leadership skills, and the ability to work closely together as a team to solve problems which will enhance customer satisfaction.

### 6. Conclusion

Organizations are realizing that workplace interpersonal relationship helps them to build stronger relationship with employees. As such workplace interpersonal relationship can build and enhance relationships and reinforce commitment to the company and improve the employees’ productivity which will later impact on the level of customer satisfaction. The results of the research reveals that if workplace interpersonal relationship components (employee communication, team building, social support and relational justice) are implemented in organizations and managers give it high attention it can improve the level of customer satisfaction. The study thus concludes that workplace interpersonal relationship affects customer satisfaction in money deposit banks in Port Harcourt.

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Gender Inequality and Nigeria’s Development Trajectory

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Abstract
As Nigeria continues to battle with underdevelopment, the question keep resonating why every attempt at developing Nigeria seems to have failed? While many reasons could be responsible for this, this paper views the problem Nigeria’s development from the lens of leadership that fails to nurture gender-inclusion as a strategic development choice. Evidently, Nigerian women have been subjected to blatant exclusion based on socially constructed values that devalues women; resulting to emotional torture, mental depression and psychological trauma through the acts of discrimination and all manner of social injustice meted on them over the years which manifest in the form of gender inequality. There has been evidence of low self-esteem among many Nigerian women owing to the fact that they are considered less important, less proactive, and are less regarded by their male counterparts and less-valued by the society. This paper examines various negative disposition towards women that impact on the leadership and development of this country with a view to suggesting strategic choices that are merit-oriented rather than gender determined.

Keywords: Woman, Nigerian Woman, Gender, Inequality, Development.

Introduction
Gender depicts sexual composition of every human; such composition can take the masculinity, indicating the male sex and femininity, indicating the female sex. Ekpe, Eja & Egbe (2014) posit that gender refers to socially constructed role allocated respectively to men and women in particular societies and at particular times. They further stretched that such roles and the differences between them are conditioned by a variety of political, economic, ideological and cultural factors, and are characterized in most societies by unequal power relations. Evidence from extant literature shows that such role allocations have resulted to some form of inequality, which unfortunately is anti the female gender. The resultant unequal conditions lead to deprivation of the female’s political, social, economic, cultural and in some cases religious contributions toward development, which have obvious development implications.

Development in Nigeria: A Gendered Contextualization
Development as used in this paper refers to the ease with which people have access quality of life, which may not necessarily mean economic growth since there could be growth without development. This view is consistent with United Nations Development Programme’s Human Development Index that measures development in terms of humans ease of access to things that affect their quality of life and overall wellbeing, especially at the basic survival level. Such access must not be determined by any system that is built on exclusion rather inclusiveness should be the rule. Unfortunately, in reality systems for society’s resources show evidence of discrimination that is gendered against the female members of the society. This skewed social orientation against the women gender has been argued to be antithetical to development particularly among developing economies of the world where Nigeria belongs.

The wobbling development trajectory provides a puzzle! With large and growing youthful and active population comprising mostly of female, and constituting about a half of West Africa and a fifth of sub-Saharan Africa Nigeria represents a massive opportunity-laden market that is sadly dormant! When combined with the diverse and abundant resources in the country, the question of why Nigeria is still in the doldrums of development remains a quagmire of a sort! Eneh and Nkamnebe (2011) note that Nigeria’s weak development indices may not be unconnected with the neglect of women and their structural exclusion from the development agenda. Eneh and Nkamnebe (2011:41) opine that “…in Nigeria… women and children are marginalized and denied the opportunities to develop to their fullest potential and to lend their hands in development. Gender concerns militate against the extension of equal opportunities to children and women and therefore, lead to frustration, apathy, violence and lop-sided development and underdevelopment (FGN and UNICEF, 2001).”

Globally, gender inequality persists, resulting in “…depriving women and girls of their basic rights
and opportunities.” This persisting gap has been attributed and is most endemic in areas with deep-rooted ‘patriarchal attitudes and related social norms’ of which Nigeria is among. In order to reserve such anti-social and by extension anti-development practice, the United Nation’s Sustainable Development Goals captures it in Goal 5 to achieve gender equality and empower all women and girls. This goal is predicated on the belief that gender equality and women’s empowerment is integral to achieving the Sustainable Development Goals. In order to achieve the goal, the following targets were set:

- End all forms of discrimination against all women and girls everywhere.
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.
- Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
- Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.
- Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

Sustainable Development Goals (SDGs) with 17 goals and 165 targets are expected to be achieved by 2030. Before it, the Millennium Development Goals (MDGs) that ended in 2015 was largely unattained by Nigeria just like most African countries. To achieve the SDGs, which include the women related goal and targets, some specific programmes (Odogwu, 2018) with gender orientation have been established, such as:

- Global alliance and sector-driven strategic interventions is known as “Women2030” - a 5-year strategic agreement by five global and regional women organizations with the European Commission for the project titled, Women CSOs Networking to Realize the Sustainable Development Goals. The partnering women organizations that signed the Women2030 include the Women Environmental Programme; Women Engage for a Common Future; Gender and Water Alliance; Global Forest Coalition; and Asia Pacific Forum on Women, Law and Development. The Women2030 project is being implemented in 52 countries of the world including Nigeria.
- The Federal Government has put some mechanisms in place to ensure hitch free implementation of the SDGs. This includes:
  - The Senior Special Assistant to the President on SDGs which is a carry-over from the former MDGs under the presidency.
  - A House Committee on SDGs at the lower chamber.
  - Senate Committee in the upper chamber to provide oversight function and appropriate appropriation for SDGs.
  - Inter-Ministerial Committee on the SDGs established to guide the coordinated engagement with Ministries, Departments and Agencies.
  - Private Sector Advisory Group on SDGs and the Civil Society Strategy Group on SDGs.

With the antecedents in the nation’s policy administration, one has every reason to fear that these establishments may not be enough to ensure positive outcome, especially as it concerns women’s inclusion in development. This calls for a national campaign to deconstruct the already pervading socially constructed prism that views women’s role in development to be minimal and uncelebrated.

NEGATIVE VIEWS ABOUT NIGERIAN WOMEN IN THE CONTEMPORARY PERIOD
Over the year’s evidence of Nigerian women’s role in development abound. These contributions cut across
various sectors of the Nigerian economy, from the families which is a critical thread in the society’s fabric to the macro institutions that define development direction of Nigeria in the modern time. For instance, the quantum of Nigerian women in the huge informal sector of Nigeria playing the role of informal micro and small entrepreneurs with obvious implications on family and society’s to women’s resourcefulness in national and global development. For instance, Amina J. Mohammed, Deputy Secretary-General of United Nation, Ngozi Okonji-Iwela, Harvard Economist; Director, Twitter Inc. etc. represent a tip of the iceberg of these Chimamanda Ngozi Adichie, Yale trained Novelist among many others.

Despite these invaluable roles, women when compared with their male counterparts have received increasing bias, discrimination, and unfair treatment. They are considered less important, neglected and looked down upon, despite their vital roles in the society. Consequent upon this, the actual and potential role of women are and at best under-reported and in some cases never recognized and celebrated. Eneh and Nkamnebe (2011:42) capture this reality in the following narratives:

The role women and children play in development remain majorly unsung. For instance, a misleading remarkable feature of the history of technological development is the invisibility of women. Only the scientific and technological breakthroughs of men were recognized and recorded. Yet, women have been growers, gatherers, processors and stores of food from and even before, the beginning of recorded history. In many societies, women almost exhaustively undertake the activities of infant care, nursing, water and wood fetching and traditional spinning and weaving… Women were responsible for some early technological innovations, such as the digging stick (possibly the first lever) and the rotary quern (a hand-operated grain mill) as the world’s first crank. There is strong probability that artefacts, such as cradles, the baby bottles, buttons and buttonholes and slings, which permit agricultural work while carrying an infant, originated with women (Encyclopaedia Britannica, 1973; Thomas and Tymon, 1982; Merritt, 2006). Women’s previously unacknowledged contributions to technological development in industrialized societies include cotton gin, the sewing machine, the small electric motor, the McCormick reaper, the printing press and the Jacquard loom. Women were not passive recipients of technology, but its users. Thus, they interacted in ways which fed back into and influenced the design of artefacts and systems. Recent studies of the technological capabilities of girls and women in countries, including Sudan, Sri Lanka, Zimbabwe, Nigeria and Zaire, have demonstrated the extent of their ingenuity in matters of food preparation, often in the face of great adversity (Merritt, 2006). In view of these and other important roles of women in development, it goes without saying that marginalization against women threatens development… It occasions degeneration of development and promotes declination of human race. There is the need to operationalize equal opportunities for the enhancement of sustainable human development. Literature is agog with records of the violation of the rights of women and children in Nigeria (ANPPCAN, 1996; Eneh, 2000; Kolo, 1998).

FACTORS THAT AGGRAVATE POOR IMAGE OF WOMEN’S ROLE IN NIGERIA’S DEVELOPMENT

A number of factors could explain the poor image of Nigerian women’s role in development. Understanding these factors would be helpful in deconstructing them with a view to fashioning out inclusive development strategy. Below are highlights and discussions of the various negative ways women are viewed in Nigeria in this contemporary era.

Culture Bound

Cultures abound but some cultures are better described as Counter Cultures because of the negative ingredients they contain thereof. Most counter cultures are such that place unnecessary restrictions on women. Real life illustrations will help us drive home the point. In the northern part of Nigeria, a girl is betrothed to a full fledged man, while she is below the age of ten, at a tender age she barely could understand what it actually implies to be betrothed to a man. At the age of thirteen, fourteen, theraboute, the betrothed girl will eventually be married to the man who engaged her earlier and at same thirteen, fourteen or fifteen as the case may be, such girl becomes a mother of a child, same period she is still considered a child as well; what a quagmire! In the south east, most spinsters are considered less important, treated with some high degree of contempt simply because they have attained the age of thirty and are still counting
without already being in their various matrimonial abodes. These have made numerous women within the age of thirty to either falsify their age declaration certificates or rush into marriages against their will. Some very desperate ones even conceive outside wedlock for the wrong notion of bearing a child or children who will look after them at old age. This is because of the too many uncalled attention placed on Nigerian women. So at age thirty, a woman is already considered as being advanced, aged, so matured and having witnessed preferences by men over the younger ones who are still under eighteen, and in their twenties, such a lady would have no other option than to move with the wrong perception that she has indeed gone beyond marriageable age. In the south west, a man takes more than three wives and could barely take care of any of them, such women move in with him, each striving on daily basis to place food on his table, and any act short of this, renders the woman concerned irrelevant, disrespectful and lazy. So in a bid to remain or be viewed by the society as a worthy wife, the woman struggles to answer the clarion call of a good wife, in rain and in sun. The implication of this is that some of these clarion calls are actually answered under the wings of adultery. To crown it all, female genders are less placed in our various homes and societies. Daughters are not allotted privileges to air their opinions or proffer solutions to existing family predicaments or even make a decision on an ongoing phenomenon owing to the wrong conception that they are ‘just women’. In various families today, women are more functional than men in areas of home keeping, bringing up nice suggestions, yet they are being shunned out despite their level of reasoning or intellectual endowment.

Moral Inclinations
The saying “A Trained Woman is a Trained Nation” is right in theory but unacceptable in practice within the Nigerian context. In various parts of the country, it is believed that only the female gender should be nurtured for house chores and social value conformity. Most times in various families, the females do virtually all the home chores, while the males watch movies, footballs, wrestling, as they await their morning breakfast, afternoon lunch or evening supper to be served by these same women who have been toiling all day. In some homes, it is considered a taboo for a man to help his wife in kitchen; often such a wife is perceived to have influenced the actions of her husband through diabolical means. Contrary to this, a woman who is the bread winner of the family is rather perceived as being helpful and supportive of the husband and even when the man sits at home, jobless, he is still perceived as having married an industrious woman and not being perceived of having influenced her actions through diabolical means. At age ten, a female gender is already being retorted, scolded, reprimanded, advised on account of wrong doing, and advised with the notion that she is going to be a wife to a man someday. In our various families, the phrases like “when you get to your husband’s house, once you are married, how to serve your husband, if you want your husband to love you” to mention but a few, are common; none of these is heard of the male, so it has always been woman this, woman that, with the man in isolation. The moral justification is that a domestic animal can never live or put up with a wild animal. Training a female gender in isolation of the male gender is truly a mess of the moral inclination.

Religious Inclinations
Virtually all the major religions in Nigeria tend to teach the submissiveness of wives to their husbands. This teaching is often interpreted out of context, which results to women being held under the shackles of being submissive and are neutralized into remaining calm and defenceless while she is allegedly being accused or in some extreme cases being physically violated by the husband. She remains speechless in a bid to portray an ill notion which majority in the contemporary religious society would be mistaken to be submissiveness. There have been series of cases of women who died as a result of domestic violence. Statistics has proved that 85% of these women are those who were rather described by close neighbours as being quiet, secretive, persevering, all in the name of painting pictures that are never in existence to portray submissiveness. Women who leave their husbands on the ground of divorce or mere separation are viewed by the society as non-conformists and deviants that are not fit to be wives and mothers. So in a bid to shy away from the stigma attached to women who were once legally married but have been separated or divorced and are not in their matrimonial homes, some women have died in cold blood. Although we do not in any way, propagate divorce as a solution to domestic violence, the bottom line still remains that being submissive does not guarantee a man the audacity to treat his wife with some level of animosity.

Political Passiveness
This is another crucial factor similar to the aforementioned which militates against the Nigerian women. It is widely believed that politics is a dirty game and hence should not be played by any responsible woman. What this inversely implies is that women who are in politics are not responsible.
This wrong notion has made some highly intellectually placed women and some other women with a lot of charisma to remain passive in the politics of their own motherland. A good percentage of the few ones in politics have over the few years, proved this assertion wrong. Evidence has suggested that women in politics are less corrupt and more industrious. Late Professor Dora Akunyili is one life example of such women. Her immense positive contributions as one time NAFDAC Director-General will ever be memorable in the history of Nigeria. Political passiveness by woman because of poor and myopic societal views is a sure indirect brain drain.

Cultural Adaptation

“Women Education Ends in Kitchen” is another popular Nigerian adage that has handicapped a lot of women in their matrimonial homes. Some of these women are not properly cared for by their husbands, yet they are being restricted from taking up any kind of job in order to meet up with the family financial constraints. Their duties as women revolve round their matrimonial homes on daily basis. Similar to that, most Nigerian men are not domesticated, they see home keeping as purely a feminine agenda and alas big crime to assist their wives. Bottling up emotion which is an act being inculcated into our male gender early in life with the assertion “Men Are Not Meant to Cry” has caused more harm than good and thus a negative effect on the Nigerian women.

Although it could be seen as part of universal tradition in Nigeria, it has an economic implication on the feminine gender. Such emotions bottled up, tend to harden the male gender in future, this has made some males remain unemotional during adulthood. In Igbo land for example, especially in some of the villages with peculiar traditions, a boy is taught early not to cry over anything and is made to believe that crying is for the women alone. Such orientation leaves him hardened and less affectionate, less regard to the female gender, during adulthood.

EFFECTS OF THE NEGATIVE VIEWS OR REMARKS ASSOCIATED WITH THE NIGERIAN WOMEN

Nigerian women are the epicentre of peace but the most neglected. To this end, there are effects of these negative views on Nigerian women. These effects are prevalent on the Nigerian female kids/teenagers, the Nigerian women, as well as on the development of Nigeria.

Effects on the Nigerian Girl-Child/Teenagers
- Lack of self esteem
- Emotional trauma in the case of abuse
- Unwanted pregnancy in the case of rape
- Laxity in most areas of life endeavour. This is so because some girls will deem it not fit to work hard in life, since women are considered less important in the Nigerian society.
- It suppresses youngster positive initiatives
- Leads to further hindrance in the harnessing of talents and potentials among female teenagers/youths.
- Feeling of jealousy against the male counters by the female genders

Effects on the Nigerian Women
- Most women live like widows owing to the harsh treatment from their spouses.
- Quick ageing owing to multiple stress on the women side
- Leads to depression
- Less care and affection by some emotionally-troubled women against their husbands
- Low self esteem
- Impartation of same wrong cultural, Social, political, economic, moral and religious orientation to their female children. This implies that the chain reaction continues, except a divergent action is taken in due time towards addressing such a menace
- Indulging in some acts which are morally wrong such as infidelity.

Effects on the Development of Nigeria
- Brain Drain. This is the intellectual denial of oneself, the inability to intellectually make an impact where necessary, and the skilful underutilization of one’s natural endowment. Most times women, who were gainfully employed but stopped by their husbands, are categorized as having drained their brains. Most Nigerian female divorcees (on grounds of domestic violence meted on them by their husbands) who are technocrats, bureaucrats, and scientists do leave the shores of this country to overseas for greener pastures, they can be categorized as draining or having drained their intellectual abilities. What this implies is that they contribute only to the economics of such foreign countries, rather than their father land. Brain Drain is associated with a country losing her well trained citizens to other countries.
- Economic Devastation: If women like late Professor Dora Akunyili were seated at home to face the kitchen squarely, our economy would have been more booming than it is now. Women isolation from decision making at home and
societal level, has some level of mess on the economy of Nigeria.

- **Political acrimony:** Close investigations on the politics of this country has indicated sufficient evidence to justify that women are less corrupt, more law abiding, more humanitarian and more economical in spending. Political events, deliberations, decisions completely devoid of women are a direct entry to acrimonious state.

- **Acrimonious Living among Siblings in the Family:** When there is disparity among siblings in a family as regards preference over the males, such preference by parents or relatives tend to breed jealousy among the female counterparts, and thus, eventually lead to rancour.

**CONCLUSION**

Gender Inequality is not a hard nut to be cracked if Nigerian society and Government so determine to work towards its eradication. This paper suggests pragmatic approaches toward an efficient, effective and competent eradication of gender inequality for inclusive development strategy. Applying pragmatic approach at the government level, Nigerian Government should not only make policies that will curb the inequality problems facing the female gender, but should ensure the maximum implementation of such policies. Nigerian Government at all levels, should not only involve the women in politics of this country but also in the political decision making processes, as this will avail the Nigerian woman maximum participation in leadership. Pragmatic approach when applied at the individual level advocates that Nigerian men should learn to love, care and respect not just their spouses, but the female genders as one good turn deserves another. This pragmatic approach at the individual level does not in any way suggest that women are equal with men but that women should be treated with fairness, respected, loved and highly regarded as a living being, bearing in mind that both genders have dispositions that are pro-development.

**REFERENCE**


Mindfulness and Employee Engagement of Hospitality Firms in Rivers State

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Abstract
Wholesome emotion and emotional attention of employees are evident when seeking mindfulness of such employees as it regards to their engagement. This research work seeks to address issues relating to mindfulness of employees in hospitality firms in Rivers State. Two hypotheses were stated and tested using Pearson’s Correlation Coefficient via SPSS of the ten hospitality firms. Ninety-nine (99) copies of the questionnaire were returned and analyzed out of the one hundred and fifteen (115) submitted. It was concluded that hospitality firms because of the sensitivity of the kind of services they render should incorporate mindfulness into the employee engagement process through employee emotional attention and wholesome emotion as this would drive the success of such firms. It was thus recommended that: Hospitality firms should make policies that would be with strict employee emotional attention emotion for it to find employees that are apt and suitable when engaging employees. Given that hospitality firms can only get the best out of their employees when they are properly engaged; these firms should employ ways to get the wholesome emotions of their employees as their mindfulness is considered.

Keywords: Mindfulness, Employee engagement, wholesome emotion and Emotional attention

Introduction
In engaging capable, knowledgeable and competent workforce, firms must source, hire, and retain people that can manage their mental health or simply gain more enjoyment from life. Employee engagement is a vital driver of firm’s success but it is a multifaceted concept. Various elements influence employee engagement at its implementation level (individual, group, and organizational). Success of the firm lies in identifying those underlying elements which influence employees’ mindfulness level that leads to outperforming their competitors (Bezuidenhout & Cilliers, 2010). It is one of the instruments for organizational as well as for employee development (Bezuidenhout & Cilliers, 2010), thus creating a culture of employee engagement is very essential for every firm as it can be treated as an engagement ring for employee from their organization to stay with them for life time (Bothma & Roodt, 2012).

For hospitality firms to record higher success rates, it must consider how attentive the employees of their firm would be, by practically learning to be in focused mode more often, it is possible to develop a new habit that helps to weaken old, unhelpful and automatic thinking habits. For individuals with emotional problems, these old habits can involve being overly pre-occupied with thinking about the future, the past, themselves, or their emotions in a negative way. Mindfulness in this case does not aim to immediately control, remove, or fix this unpleasant experience. Somewhat, it aims to develop a skill to place an employee in a better position to break free of or not buy into these unhelpful habits that cause distress and prevent optimistic action (Baer, 2003).

Baer (2003) noted that mindfulness can simply be noticing what we don't normally notice, because our minds are too busy thinking about the future or about the past - meditating about what we need to do, or going over what we have done. Being mindful helps us to train our emotional attention. Our minds wander about half of the times, but every time we practice being mindful, we are exercising our emotional attention influence and becoming mentally fit by the day. We can take more control over our focus of emotional attention, and choose what we focus on rather than passively allowing our emotional attention to be dominated by that which distresses us and takes us away from the present moment.

From the foregoing, numerous research works has been conducted (e.g. Kabat-Zinn, 2003; Baer, 2003) in investigating mindfulness, but there seems to be no empirical study to reveal whether mindfulness influence employee engagement of hospitality firms in Rivers State. Based on the gap in literature identified, our point of departure from previous studies is to fill the gap in literature by determining if mindfulness influences employee engagement in hospitality firms in Rivers State.
Statement of the Problem
Because the overall mental development and behavior of the firm strictly depends on the mental development and behavior of the various individuals that make up the firm, mindfulness serves as the “cognitive eye” of the employee, therefore the lack of mindfulness in the firm could lead to “organizational blindness”.

Most hospitality firms in Rivers State seems to lack adequately qualified employees who are poised to showcase their physical, mental, and emotional capabilities when carrying out their responsibilities (Baer, 2003). Hence, this research work is aimed at raising the consciousness of the hospitality firms to considering increased level of mindfulness as a means of enhancing employee engagement.

Research Hypotheses
The following research null hypotheses will guide the study:

- There is no significant relationship between emotional attention and employee engagement in hospitality firms in Rivers State.
- There is no significant relationship between wholesome emotion and employee engagement in hospitality firms in Rivers State.

2.0 Theoretical Framework
The theoretical foundation of the study is based on the social awareness theory. This is because, several research works that follow the line of mindfulness have depended heavily on the social awareness theory to reinforce mindfulness theory (e.g. Mayer & Salovey, 1997)

2.1 Social Awareness Theory
Social awareness involves the ability of individual workers to understand the consciousness of a worker; that is, what the employee is thinking and recognizing their feelings. Individual workers due to their consciousness learn how to show respect for and understand others’ perspectives, emotional states and needs. They learn to participate in positive, safe and respectful relationships, defining and accepting individual and group roles and responsibilities.

Human beings enter into certain productive, or economic, relations and these relations lead to a form of social consciousness. In the social production of their life, men enter into definite relations that are indispensable and independent of their will; these relations of production correspond to a definite stage of development of their material forces of production. The sum total of these relations of production constitutes the economic structure of society - the real foundation, on which raises a legal and political superstructure and to which correspond definite forms of social consciousness. The mode of production of material life determines the social, political and intellectual life process in general. It is the consciousness of the individual that determines their being, and their social being determines their consciousness as the mind is an organic whole relating to emotional intelligence is that “something” within us that help us to sense how we feel and enables us to truly connect with others and form a bond. It gives us the ability to be present and listen to someone when they most need (Mayer & Salovey, 1997). Also, emotional intelligence is that sense of internal balance within the individual that enables them to keep our composure, make good decision, communicate successfully, and maintain effective leadership even under stress. Social awareness is a specifically defined term that really is not open to personal interpretation of what it means.

2.2 Mindfulness
In recognition of the growing scientific and clinical interest in mindfulness, a number of scholars of mindfulness have in recent years made efforts to describe and explain the meaning of mindfulness within the context of organizations (Kabat-Zinn, 2003), makes this clear the practitioner of mindfulness must at times evaluate mental qualities and intended deeds, make judgments about them, and engage in purposeful action. In this way, canonical mindfulness is bringing together capacities of emotional attention and discerning thought to regulate mental states and behavior. In a state of sustained, receptive attentiveness, evaluations and judgments, memories, and other cognitive operations can be closely attended to, and actively engaged, by a mind that is aware of what is happening moment to moment (Mitchell, 2002). As we will see, it is in the place of thought and evaluative thought in particular, that represents a major difference between canonical and a number of science-based conceptualizations of mindfulness, a difference that is important to understanding the differing operationalization of mindfulness in scientific understandings.

Bezuidenhout and Cilliers (2010) describes mindfulness as intentional, non-judgmental emotional attention consisting of a self-regulation of emotional attention to maintain focus on present experience, and a purposive, attitudinal orientation toward the present
moment that includes, among other features, curiosity and acceptance. In contrast to these approaches, Bezuidenhout and Cilliers (2010) focus on the deployment of emotional attention that also characterizes the canonical descriptions of basic mindfulness outlined earlier. Bezuidenhout and Cilliers (2010) agree with the other science-based definitions here that non-judgment is part of mindfulness, but they argue that it is inherent in the receptive emotional attention deployed, rather than being a separate attitude. This perspective is concordant with that of Kabat-Zinn (2003) describes mindfulness as things just as they are, unadulterated by habitual reactions and projections. Of particular relevance to both the conceptualization and operationalization of mindfulness is the “non-judgmental” or “acceptance” feature emphasized in most of these scientific definitions and in mindfulness research more broadly. This feature, generally framed as an attitude, represents a departure from canonical mindfulness. Bezuidenhout and Cilliers (2010) has explicitly stated that what is commonly called “acceptance” is not part of mindfulness, as it does not distinguish between wholesome and unwholesome states of mind (Kabat-Zinn, 2003). Bezuidenhout and Cilliers (2010) suggest that the non-evaluative, non-judgmental feature highlighted other definitions bears similarity to a non-dual conception of mindfulness that arose centuries after the original, canonical conception. Kabat-Zinn (2003) points out that while non-judgmental wholesome emotion is not an adequate theoretical description of canonical mindfulness, it can be useful as practical instruction in developing mindfulness, to enable a disengagement from habitual mental discursively and reactivity that inhibits sustained attentiveness and the formation of mature discriminative judgments. Thus nonjudgmentally represents a “skillful means” to enhance mindfulness rather than the thing itself. In this regard it bears noting and framing of mindfulness as nonjudgmental emotional attention has had considerable impact on how researchers and clinicians understand the concept, his aim in defining it in this way was in fact to serve practical instruction rather than conceptual precision (Baer, 2003).

2.3 Employee Engagement
Employee engagement as one of the human resources term is synonyms to retaining employees in organization for long. Employee engagement basically means engaging employee to their work, so that maximum output can be resulted from them which will lead to maximum profit. Khan (1990) defined engagement in terms of a psychological state as “the harnessing of organization members to their work role.

In engagement, people employ and express themselves sphysically, cognitively, and emotionally during role performances’. Engagement is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization (Kong, 2009). The organization must work to nurture, maintain and grow engagement, which requires a two-way relationship between employer and employee. Earlier reference has been made to the extensive literature and research on employee commitment, and the evidence that increased levels of employee commitment are related to improved business performance. Given that commitment ‘works’, and the similarity of engagement to some aspects of commitment, it would seem to make intuitive sense that engagement also works to bring about business improvements. Some of the companies already using engagement models are beginning to see engagement as ‘commitment plus’ or ‘one step up from commitment’, so it is worth spending a little time to understand the relationship between commitment and business performance (Lutz, et al., 2009).

Measuring a concept such as engagement is challenging, as it involves attempting to assess complex feelings and emotions. The attitude survey is a useful tool for collecting, measuring and analyzing employee opinions, although it can only be a blunt instrument, given the subtlety and nuances of shades of opinion as it is a considerable improvement on the evidence about employee morale on which decisions have sometimes been made (Rich, Lepine & Crawford, 2010).

3.1 Methodology
The cross-sectional research design was employed in this study because the study has to do with the collection and collation of data and information from respondents at different locations and at different times (Levin, 2006). The population for this study comprises of ten hospitality firms whose employees are the respondents. The reports obtained from the firms, shows a total of one hundred and seventy-one (171) employees among the ten hospitality firms which include: Claridon Hotels, Dannic Hotels, DeEdge Hotel, DotNova Hotels, GrandVennice Hotels, Juanita Hotels, Londa Hotels, Vhelberge Imperial Hotels, Gibsco Hotels, and Labake Hotels. The Instruments for the study was proportionally circulated according to the number of
employees of the various firms. The simple random sampling technique was employed in this study in order to ensure that each member of the subset has an equivalent probability of being selected. Krcie Mrgan (1970) table was used for sample size determination which gave us a sample size of one hundred and fifteen (115) of the ten hospitality firms selected for the study. The validity of this instrument on mindfulness returned good internal consistency with emotional attention item returning a Cronbach Alpha value of 0.78, and wholesome emotion showed internal consistency of $\alpha = 0.71$ in the previous study (Bezuidenhout & Cilliers, 2010). Our reliability was established at 0.7 and above as steps were taken to make sure that the instrument covered all facets of the constructs under study to satisfy the content validity of the instrument (Nunnaly, 1978).

4.1 Results and Data Analysis

Table 1: Model Summary for Emotional attention and Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.923$^a$</td>
<td>.853</td>
<td>.852</td>
<td>.650</td>
</tr>
</tbody>
</table>

Model Summary

Predictors: (Constant), Emotional attention

Source: SPSS Output

The output of the model summary above reports a correlation coefficient value of .923$^a$ indicating the relationship existing between the variables (Emotional attention and employee engagement) also the adjusted R square of .852 (85.2%); (coefficient of determination) indicating the rate of change in employee engagement as explained by Emotional attention.

Table 2: Model Summary for Wholesome Emotions and Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.938$^a$</td>
<td>.880</td>
<td>.879</td>
<td>.588</td>
</tr>
</tbody>
</table>

Model Summary

Predictors: (Constant), Wholesome Emotions

Source: SPSS Output

The output of the model summary above reports a correlation coefficient value of .938$^a$ indicating the relationship existing between the variables (wholesome emotions and employee engagement) also the adjusted R square of .879 (87.9%); (coefficient of determination) indicating the rate of change in employee engagement as accounted for by wholesome emotions.

Test of Stated Null Hypotheses

Table 3: Regression Analysis of Mindfulness with Employee Engagement

<table>
<thead>
<tr>
<th>Coefficients$^a$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Engagement

Source: SPSS Output

Decision Rule: Accept the null hypothesis (H0) if the tabulated value is greater than the critical value (P-value) at 0.05 which is the tolerable error of 5%; otherwise accept the alternate hypothesis (Gujarati, 2004).

H0: There is no significant relationship between emotional attention and employee engagement

The results from the regression analysis indicated that Emotional attention exhibited a significant positive
effect on employee engagement ($\beta = .923, 0.01$) thus yielding a calculated value of .001 which is less than the P-value set at 0.05 ($r = .001< .05$) resulting to non-acceptance of the stated null hypothesis ($H_0$) suggesting that there exists significant relationship between emotional attention and employee engagement.

Table 4: Regression Analysis of wholesome emotions with employee engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-3.148</td>
<td>.365</td>
<td>-8.612</td>
<td>.000</td>
</tr>
<tr>
<td>Wholesome Emotions</td>
<td>2.588</td>
<td>.080</td>
<td>.938</td>
<td>32.439</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee engagement

**Source: SPSS Output**

$H_0$: There is no significant relationship between wholesome emotions and employee engagement

The results from the regression analysis indicated that wholesome emotions as the second dimension of employee engagement exhibited a significant positive effect on employee engagement ($\beta = .856, 0.01$) thus yielding a calculated value of .000 which is less than the P-value set at 0.05 ($r = .000< .05$) resulting to non-acceptance of the stated null hypothesis ($H_0$) suggesting that there exists significant relationship between wholesome emotions and employee engagement.

4.2 Discussion of Findings

From the results of the analyses, the null hypotheses were rejected and their alternate stating that: Emotional attention has a significant relationship with employee engagement, as well as wholesome emotion has a significant relationship with employee engagement in hospitality firms in Rivers State; accepted. This result is similar to the studies of the other scholars (e.g. Bezuidenhout&Cilliers, 2010). Bezuidenhout&Cilliers (2010) conducted a survey on the impact of organizational mindfulness and corporate success and concluded that for organizations to experience mindfulness, firms should engage employees that will foster the growth of the organization and that will be achieved with emotional attention and wholesome emotion from the individual employee.

5.1 Conclusions

Conclusively, hospitality firms because of the sensitivity of the kind of services they render should incorporate mindfulness into the employee engagement process through employee emotional attention and wholesome emotion as this would drive the success of such firms.

5.2 Recommendations

It was thus recommended that:

i. Hospitality firms should make policies that would be with strict employee emotional attention emotion for it to find employees that are apt and suitable when engaging employees.

ii. Given that hospitality firms can only get the best out of their employees when they are properly engaged; these firms should employ ways to get the wholesome emotions of their employees as their mindfulness is considered.

**References**


Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Acad*


Godwin & Ikwor. Personnel Work Condition ...  

Personnel Work Condition and Citizenry Satisfaction of Public Health Organization in Nigeria

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ABSTRACT
The survey study involved a sample of patients of 5 public health care organizations in Port Harcourt. After that distribution, 3 copies of the questionnaire were not valid while 97 copies of the questionnaire were found useful for analysis with Pearson’s Correlation Coefficient with the aid of SPSS. The study found that flexibility has a very strong positive relationship with responsiveness at a coefficient of 0.877. The study concludes that work condition has a positive relationship with citizenry satisfaction of public health organizational services in Port Harcourt which will also lead to national development and recommended that Personnel social and family life should be put in to consideration in the work schedule to enhance or increased willingness to work and citizen’s satisfaction.

Keywords: Personnel Work Condition, Flexibility, Job Design, Citizenry Satisfaction, Responsiveness

Introduction
Today, organizations are faced with the challenges coming from changing business environment which have stimulated managers to ensure that a better work condition is provided for employees in order to gain increased efficiency, effectiveness, productivity and commitment, the business must satisfy the needs of its employees by providing good working conditions (Raziq and Maulabakhsh, 2015). The orientation of human concern in every organization has turned to be one of the key tasks of strategic management and human resources. Issues that borders on personnel or workers have been identified in different terms such as people, labor, intellectual capital, human capital, human resources, talent, etc (Boudreau and Ramstad, 2007). Management of personnel or people at work place is an important aspect of organizational processes and it is born out from the fact that human components of an organization and the organization itself are one and the same since humans are considered as the source of productivity (Kabir and Parvin, 2011).

For instance, in a typical hospital work setting, people are never by passed as personnel like doctors, nurses, pharmacist etc put their heads and experiences together to ensure patients are satisfied with adequate treatments. Hence, the condition at which they carry out their functions becomes a vital aspect for consideration in order to ensure that each person does his/her job effectively. Similarly, Hanasyha and Tahir (2016) pointed out that negligence of personnel in the workplace could result into negative outcomes such as slowdown of jobs, absenteeism, inefficiency, indiscipline etc. They added that personnel with positive feeling about the work condition may feel happy at work which could enhance performance of the organization in the long run. In addition, Chandrasekar (2011) argued that an organization needs to have better consideration to create a work environment which could enhances the ability of employees to become more productive in order to increase organizational gains. Studies have revealed that the health or pharmaceutics sector plays major role in ensuring economic development of every nation (Kabir and Parvin, 2011). Chirdan, Akosu, Ejemb1, Bassi, and Zoakah (2009) stated that health care sectors rely largely on human efforts yet little information exist about health care personnel and their perception about work condition. It becomes clear that national development could be enhanced via enhancement of health organizational performance of a nation. These developments that come via enhance medical services are more visible only when citizens are satisfied with the operations of health care organizations but yet little studies have deemed it necessary to investigate the relationship between work condition and its relationship with the citizens’ satisfaction in a country like ours, especially in cities like Port Harcourt. However, this study seeks to bridge the knowledge gap which also served as the point of departure.

Research Problem
Taking care of people in the workplace has been a very significant and challenging job because of the dynamic nature of the human beings. Humans are created uniquely with distinct mental abilities,
tacticians, sentiments, and behaviors, responsiveness, feelings and thinking which also made personnel management tasking function (Ganesan, 2014). Over the years, many organizations failed to understand the importance of working environment for employee which has caused lot of difficulties during their works and slow down their level of creativity and innovation (Aiken, Clarke, & Sloane, 2002). It follows that these failures are as a result of the fact that employees are the engine room of every organization especially service-oriented organizations like hotels, schools, hospitals etc. where employees constantly get closer contacts with the users of the services. Based on observation, citizens tend to complain a lot about service delivery of public health organizations either on time delivery or manner of approach. Most citizens especially, the low income earners are at the receiving side of the challenges faced over poor responses of personnel in public health care organization which is also acting negatively on national development ratings.

**Aim of the Study**
The aim of this study is to empirically examine the relationship between personnel work condition and citizenry satisfaction of public health organizations in Port Harcourt.

**Theoretical Foundations**

**Two factor Theory**
The two factor theory began as a result of the bid to provide answer to questions like: what prompt people to behave the way they do.? Fredrick Herzberg sampled people’s opinion about situations where they felt really good and really bad in relation to their jobs; his study revealed that those who felt very bad are quite different from those that felt real good about their jobs. Also, the study distinguished between motivators and hygiene factors as key areas of job satisfaction and dissatisfaction (Herzberg, 2003). Motivators consist of fact such as recognition, achievement, growth possibilities, advancement, responsibility, and the work itself while hygiene factors include salary, interpersonal relations at work, supervision, company policies and administration, physical working conditions, factors in personal life, status, and job security (Tietjen and Myers, 1998). Basically, the theory argued that the presence of motivators causes job satisfaction and the lack of hygiene factors results in job dissatisfaction. Hence, factors like work condition, supervision, salary, job design etc. are needed to reduced or minimize job dissatisfaction among personnel of organizations.

**Study variables and model specification**
The independent variable of the study is Personnel Work Condition (PWC) with its measures as Flexibility, and Job Design (PR) while the dependent variable for the study is Citizenry Satisfaction (CS) with its measure as responsiveness (RES).

**Functional Relationship**
The study re-iterates its objectives to establish a functional relationship between the dependent and independent variable and as such a model specification was development as below:

\[
CS = f (PWC) \\
PWC = f (FLEX, JD) \\
CS = f (FT)
\]

Where:
- CS = Citizenry Satisfaction
- PWC = Personnel Work Condition
- RES = Responsiveness
- FLEX = Flexibility
- JD = Job Description
Fig. 1: Operational Framework of Personnel Work Condition and Citizenry Satisfaction of Public Health organizations in Port Harcourt.
Source: Desk Research, 2018

**Research Hypotheses**

**Ho:** Flexibility does not significantly relate with responsiveness of public health organizations in Port Harcourt.

**H1:** Job description does not significantly relate with responsiveness of public health organizations in Port Harcourt.

**Review of Related Literature**

**Personnel Work Condition**

Personnel work condition is a combination of different factors that affect employees at the workplace. Working conditions consist of two broader dimensions such as work and context. The work dimension includes all the different elements of the job such as the manner of job performance, execution, competition, training, job design, job control, a sense of achievement from work, and other intrinsic values. The context dimension comprises of the physical working conditions (Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasilieou, 2008). Similarly, work condition or work environment working includes factors such as employee safety, job security, employee-to-employee relationship, recognition, motivation etc which could play major roles over the performance of personnel of an organization (Spector, 1997). Lane, Esser, Holte, & Anne (2010), also identified certain elements that are found in a work condition or work environment such as wages and salaries, working hours, employee autonomy, organizational structure and management-employee communication. Similarly, a hospital’s work condition or work environment could as well include doctors and nurses remuneration, physical equipments, doctor-patients-relationships, doctor-to-management communication, rewards and awards etc.

Further, Bakotić and Babić (2013) noted that work conditions under differ from one organization to another. It ranges from those completely comfortable to those very difficult and dangerous to personnel’s life. They added that working conditions could be affected by lots of elements such as external factors, subject and organizational factors. The external factors include: climate, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and etc. The subjective factors include: gender, age of personnel, fatigue, monotony, unfavorable posture on duty while organizational factors consist of production-related elements such as such: work duration, work schedule, working time, work pace, excessive strain etc.

**Flexibility**

Flexibility of employees work deals with how long they work (flexibility in the number of hours worked), when people work (flexibility in the arrangement of hours), where people work (flexibility in the place of work), management and balance between work hours and break periods (Maxwell, 2005). Flexibility entails refers to easy work schedule that suits employees life style and commitment with other endeavors of life such as social and family life. Porter and Ayman (2010) opined that when employees were asked, they agreed that flexibility is the most desirable attribute of a work condition.

**Job Design**

Job design is a managerial process that involves the assignment of goals and tasks to be accomplished by specific personnel or employee at a specified time framework (Anand & Daft, 2007). Job design is the specified contents, methods and relationships between job functions and the under takers in order to reach the requirements of both employees and the organization (Buchanan, 1979). Job design has been studied by lots of scholars as a way of measuring work condition of an organization. Most studies found that the design of work can have a significant impact on employees’ attitudes and behavior in the work place (Campion, Mumford, Morgeson and Nahrgang 2005).

**Citizenry Satisfaction**

Citizenry satisfaction is the measure of how members of country are happy or benefiting from the services provided by organizations in a given country. Goharipour and Karimi, (2011) noted that citizenry satisfaction is an important evaluation of the performances and activities of organizations especially public services. They further noted that measurement of citizenry satisfaction is vital in several aspects such as to assessing community needs (resource allocation), guiding in long-range plan, directing of short-term planning, examining community services, and determining supporting policies. Also, government management bodies could compare statistics on the importance of various public services to statistics of satisfied citizens; these can create a relevant tool for making resource allocation decisions. The outcomes from satisfaction matrices could form base for redistributing resources from services that citizens rank low in value to those they rank higher (Walker, 1996).
Responsiveness
Responsiveness refers to the manner at which a service provider attend or relate with the client or user. In the case of health services, responsiveness entails the extent which medical personnel attend to the patients in the hospital environment. Similarly, Ricardo & Rohi (2009) viewed responsiveness in the context of public services and opined that it connotes the quality of interaction between a public service organization and its citizens which may include deliberative engagements with the public in goal-setting, planning, making decisions etc. They also added that responsiveness index could serve as an eye to measure of service delivery, performance and as well as making comparisons between different sectors. Hence, responsiveness could be used to evaluate how public services impacts on the receivers (citizens), there positive or negative opinions could determine their level of satisfaction.

Personnel Work Condition and Citizenry Satisfaction
There are lots of beneficial for organizations that provide flexible working environment to enable workers feel that their opinions are valued and they are members of the institution (Raziq and Maulabakhsh, 2015). Spector (1997) opined that ignoring the working environment within the organizational settings result in an adverse effect on the performance of the employees. Also, Sell and Cleal (2011) developed a model on satisfaction of employees at workplace by integrating economic variables and work environment variables to study the reaction of employees in negative work condition with high financial incentives and positive work environment with low financial incentives. The result showed that different psychosocial and work environment variables like workplace, social support has direct effect on satisfaction of personnel and that increase in rewards does not enhance the dissatisfaction level among employees The findings of a Danish study proposed that an organization can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms’ productivity (Buhai, Cottini, & Nielsey, 2008). That is, employees tend to respond quickly to users or clients at a favorable work condition. Also, Bakotic & Babic (2013) found that for the workers who work under difficult working conditions are dissatisfied through this factor but they become more satisfied with those who work under normal working condition which results into their overall performance.

Further, a study of 3 public institutions in Manisa/Turkey by Hizmetlerde, Personelinin, Düzeylerinin (2018) revealed that personnel of public institutions are delighted with stable employment and a chance to do something for other people and getting busy all the time, they like promotion, flexibility in implementation of their decisions and rwen they appreciation for job well done. The study also found that public personnel who are within the age of 30 and bellow are more satisfied with the working conditions, opportunity to work alone in the job and privilege to do something new. Chirdan et al (2009) sampled 299 respondents in a study of perceptions of working conditions amongst health workers in Northeastern, Nigeria. They found that even though salaries were vital, other work conditions such as workplace conflict, freedom of expression, management support for staff welfare, support for employee career development, availability of tools and consumables in the workplace etc significant delights the personnel to enhance productivity. The study asserts that poor working condition of health care personnel with also lead to poor health results which will also affect patient safety. Apparently, increased public health personnel’s effort could definitely affect the patients’ or citizens satisfaction. In addition, Milliken and Luis (2007) flexible work arrangement enables employees or personnel of organizations to focus on non-work requirements without taking time off work. That is employee will have more time for work which will at the same time reduce absenteeism and increase service delivery and productivity. Over the years, studies like Hill, Hawkins, and Miller (1996) affirmed that flexibility has being a popular method and practice within organization that is usually used to attract, motivate and retain key talented personnel in other to provide adequate services. Humphrey, Nahrgang, and Morgeson (2007) found that job design encompasses motivational characteristics which increase the motivation of employees. The results shows that personnel are more commitment to achieve a goal that is more specified and personalized than when it is not.

Based on these reviews, the research hypotheses are stated as thus:

**H01:** Flexibility does not significant relate with fair treatment of public health organizations in Port Harcourt.

**H02:** Job description does not significant relate with fair treatment of public health organizations in Port Harcourt.

Research Methodology
The study adopted a survey design method and the target population of the study comprises patients of 5 selected public health organizations in Port Harcourt. A survey of 20 patients from each organization was conducted totaling 100 copies of questionnaire administered to the respondents. A five point Likert scale was adopted to structure the responses in a

Table 2: Test of Hypotheses 1 and 2

<table>
<thead>
<tr>
<th></th>
<th>Correlation Coefficient</th>
<th>Flexibility</th>
<th>Job Design</th>
<th>Responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility</td>
<td></td>
<td>1</td>
<td>.</td>
<td>.877</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>97</td>
<td>97</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Correlation Coefficient</td>
<td></td>
<td>1</td>
<td>1</td>
<td>.812</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>97</td>
<td>97</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Responsiveness</td>
<td></td>
<td>.877</td>
<td>.812</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.</td>
</tr>
<tr>
<td>N</td>
<td>97</td>
<td>97</td>
<td>97</td>
<td></td>
</tr>
</tbody>
</table>

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

Discussion of Findings
The test of Ho1 and Ho2 reveals that flexibility has a very strong positive relationship with responsiveness at a coefficient of 0.877 while job design also had very strong relationship with responsiveness at a coefficient of 0.812. The result shows that flexibility is closely associated with responsiveness of health personnel compared to job design. Given that sig= 0.000 which implies that sig,< 0.05, null hypotheses where rejected and the alternatives accepted which states that flexibility and job design significantly relate with responsiveness of public health organizations in Port Harcourt. Findings of this study seems to be in agreement with other studies of the same subject matter such as Humphrey, Nahrgang, and Morgeson (2007) found that job design encompasses motivational characteristics that enable personnel to be more committed to achieve a goal that is more specified and personalized. Chirdan et al (2009) sampled 299 respondents in a study of perceptions of working conditions amongst health workers in Northeastern, Nigeria. They found that work conditions such as management support, flexibility and freedom of expression positively affect employees’ responses to work.

Conclusion
The study concludes that work condition has a positive relationship with citizenry satisfaction of public health organizational services in Port Harcourt which will also lead national development.

Recommendations
- Government should ensure that health service personnel are given a conducive work condition in order to achieve effective employee performance and citizenry satisfaction.
- Personnel social and family life should be put in to consideration in the work schedule to enhance or increased willingness to work and citizens satisfaction.
- Further, head of departments should ensure each personnel is assign a task attached with a goal to obtain maximum productivity which adds to national development

References


Teamwork and Organizational Productivity: A Study of Commercial Banks in Port Harcourt, Rivers State.

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ABSTRACT
This study focused on teamwork and organizational productivity. The purpose of the study was to investigate the contributions of teamwork on organizational productivity. Three specific objectives, research questions and hypotheses were formulated to guide the study. The survey research design was adopted for the study and the population comprises of one hundred and forty (100) respondents. The simple random sampling technique was adopted to achieve to collect information from the respondents. Based on the analysis of the data presentation, the study found out that; there is a significant relationship between esprit de corps and employee job satisfaction; there is a significant relationship between trust and customer satisfaction and there is a significant relationship between recognition and profitability. It was recommended amongst others that; the fact that team spirit will result in better employee job satisfaction and contributes in organizations achieving a common goal, the banking industries should come up with strategies that will motivate individual team leaders which in return increase organizational productivity.

1 INTRODUCTION
Teamwork is the actions of individuals, brought together for a common purpose or goal, which subordinate the needs of individual to the need of the group. In essence, each person on the team put aside his or her individual needs to work towards organizational objectives. The interaction among the members and the work they complete is called teamwork. Effective teamwork is essential to the success of any business. As “no man is an island”, the positive effect of productivity teamwork can energize an entire organization, just as the negative effect of a lack of team work can cripple an organization. An essential ingredient to effective teamwork is attracting and keeping the right team members that would facilitate productivity in an organization. As such most human resources approaches lay so much emphasis on teamwork due to its importance to organizational productivity.

Glassop (2002), described teamwork as an idea of working together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of services (productivity). Marchington, (2000), claimed that employee’s teamwork is seen as constituting a larger group of people than what job position describes, the essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. Gupta, (2008), defined teamwork as a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills. Employees take baby steps toward accomplishing key action items and nothing important is finished. Teamwork is the ability to work together towards a common vision. It is a fuel that allows common people to attain uncommon result Batt (2004). Collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed. Teams enable individuals to empower themselves and to increase benefits from cooperative work engaged on as a group. Getting together with others also can allow individuals to better understand the importance of teamwork and how the organizations operate as well as promote the culture of teamwork success Robbins, & Michael, (2002).

Organization according to Caroline (2016), is a social entity that is goal directed, deliberately structured activity systems with a preamble boundary.
Harley, (2001), claimed that productivity is the rate at which an employer, company or country produces goods, and the amount, produced, compared with how much time, work and money is needed to produce them. This therefore, shows that, this study will concentrate specially on the use of the term ‘teamwork’ which involves reshaping the way work is carried out. This includes organizing employees into teams based on a distinct product, each team performing a particular task. These teams are given a high degree of responsibility and are expected to work with flexibility.

The researcher is interested on this topic in order to understand or know how much organizing employees into teams (teamwork) has contributed to the improved productivity of Commercial Banks in Port Harcourt, and how it will positively contribute to the organizations. Hence, the need to conduct an extended essay on the impact of teamwork or organizational productivity.

1.2 Statement of the Problem

Every organization, either large or small, struggles to acquire productivity so as to achieve success and maintain, a valuable image in this present world of organizational competitions. And it is the wish of organizations to see the input they use (resources) and the output (goods and services produced) they have at end.

The population of workers in an organization may be very large and yet that organization achieving a very low productivity and with no improvement in their products. Could this occur as a result of absence of teamwork in such organizations. And if it is, then, there are other organizations that have teams and yet achieve little or no productivity at all. Therefore, the statement of problems guiding this study are:

Lack of teamwork in the organization that the failure of an organization to coordinate works in works into work group in order to tap from respective human resources the organization possesses; poor leadership styles in the organization that are possibly not favourable to teamwork; these of different poor leadership of the works teams; different work teams may exit, but lacking the person with the team leading acumen to lead them. Also, lack of motivation of workforce, which entertains that the way in which organizational productivity even when their staff work in teams; conditions that hinder growth in an organizations, the conditions permanently occurring in an organization (lack of picking-up of innovative ideas) like the absence of designing motivational programs, educational growth, bonuses, job rotation and the use of old technologies, etc, may be the cause of low organizational productivity. It is on the above challenges which the organizations faces that propelled the study, in order to investigate if proper management of teamwork can affect productivity in organizations.

1.3 Conceptual Framework

The conceptual framework presents the relationship between teamwork (dependent variable) and organizational productivity (independent variable). The dependent variables of teamwork are: Esprit De Corps, Trust and Recognition while the independent variables for organizational productivity are: Employee Job Satisfaction, Customer Satisfaction and profitability.

Fig. 1.1: Relationship between teamwork and organization productivity
1.4 Purpose of the Study
The prime focus of this study was to investigate the contributions of teamwork on organizational productivity. The specific objectives of this study are as listed below:
1. To determine the impact of esprit de corps on employee job satisfaction of commercial banks.
2. To determine the effect of thrust on the customer satisfaction of commercial banks.
3. To determine influence of recognition on profitability of commercial banks.

1.5 Research Questions
For the purpose of this research, the following research questions were formulated to guide this study:
1. To what extent does esprit de corps impact employee job satisfaction of commercial banks?
2. To what extent does trust effect customer satisfaction of commercial banks?
3. To what extent does recognition on profitability of commercial banks?

1.6 Research Hypotheses
Based on the purpose and research questions, the following hypotheses are formulated to guide the study:
H01: There is no significant relationship between esprit de corps and employee job satisfaction.
H02: There is no significant relationship between trust and customer satisfaction.
H03: There is no significant relationship between recognition on profitability.

1.7 Scope of Study
This study was limited to Commercial Banks in Port Harcourt. Through the above mentioned banking industry, the study looked at lack of teamwork in an organization, recognition and rewards in an organization, poor leadership of the teams, lack of motivation of the workforce, and prevailing conditions in organizations.

RESEARCH METHODOLOGY
3.0 INTRODUCTION
3.1 Research Design
The study adopted the survey research design, the research design is fit for this study, because, it seeks the opinion of the staff on Commercial Banks in Port Harcourt.

3.2 Population of the Study
The target population is made up of 100 staff drawn from the commercial banks occupying various and had distinct qualifications. Hence, the four (4) departments included:

<table>
<thead>
<tr>
<th>S/N</th>
<th>DEPARTMENT</th>
<th>NO. OF STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Administrative</td>
<td>25</td>
</tr>
<tr>
<td>2.</td>
<td>Treasury</td>
<td>25</td>
</tr>
<tr>
<td>3.</td>
<td>Finance and accounts</td>
<td>25</td>
</tr>
<tr>
<td>4.</td>
<td>Budget</td>
<td>25</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

3.3 Sample and Sampling Techniques
The sample size was a small group or unit of elements drawn from the population for easy analysis and generalization of the results or findings. In this research, the population of the study as stated above was one hundred respondents from which Eighty (80) respondents were conveniently selected. This Eighty (80) was arrived at by using the Taro Yamane Formula.

Having arrived at a simple size of eighty (80), the researcher then used the stratified random techniques in selecting the sample for the study. This sampling techniques was chosen because the study involved heterogeneous population. The sample therefore was grouped into ten (10) strata in such a way that each stratum was as homogenous as possible. After stratification, the sample for each group was chosen randomly. This method reduces the possibility of one-sidedness as each of the subgroup or stratum must be represented.

3.4 Instrumentation
The data used in this research work were generated through primary and secondary sources. Primary source was a major instrument for data collection which involved: questionnaire and oral interview. Copies of questionnaire were designed in a simplified manner to avoid difficulties the part of the respondents.

The respondents were made to answer based 4 Likert Scale option with Strongly Agree – 4, Agree – 3, Disagree – 2 and Strongly Disagree – 1, were logically employed to quantitatively reflect the order of ranking.

The secondary sources of data include: internet, text books, journals, ideas and findings of previous research work which were relevant to the subject matter.
3.5  **Validity of the Instrument**

In order to achieve this purpose, the research instruments were reviewed to ensure the relevance of the questionnaire items and their relatedness to the work by experts in management before administering to the respondents.

3.6  **Reliability of the Instrument**

To ensure the reliability of the measuring instrument for the purpose of the study, the test retest reliability techniques was used. The consistency in the information generated from the research instrument administered to the respondents at different times showed the reliability of 0.73.

3.7  **Administration of the Instrument**

To ensure the credibility of this study and to achieve its purpose, the researcher administer eighty (80) copies of the questionnaire to the staff (management and marketing) of the commercial banks directly in order to generate first hand information but fifty-five (55) of which was equally retrieved.

3.8  **Method of Data Analysis**

The statistical tool used for testing of the hypotheses was the Pearson product moment correlation coefficient technique stated below:

\[ r = \frac{\sum xy - \frac{\sum x \sum y}{N}}{\sqrt{\left(\frac{\sum x^2 - \frac{(\sum x)^2}{N}\right)\left(\frac{\sum y^2 - \frac{(\sum y)^2}{N}\right)}}} \]

Where
\[ r = \text{Correlation Coefficient} \]
\[ N = \text{Number of Cases (sample)} \]
\[ X \text{ and } Y = \text{Variables under consideration} \]

**t-test of relationship between esprit de corps and employee job satisfaction.**

<table>
<thead>
<tr>
<th>Group</th>
<th>Mean</th>
<th>s.d</th>
<th>N</th>
<th>df</th>
<th>s.e</th>
<th>t_{cal}</th>
<th>t_{tab}</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management staff</td>
<td>3.48</td>
<td>0.0176</td>
<td>5</td>
<td>7</td>
<td>0.0088</td>
<td>38.636</td>
<td>2.365</td>
</tr>
<tr>
<td>Marketers</td>
<td>3.26</td>
<td>0.0242</td>
<td>4</td>
<td>7</td>
<td>0.0088</td>
<td>38.636</td>
<td>2.365</td>
</tr>
</tbody>
</table>

The calculated value of \( t \) (\( t_{cal} \)) is greater than the tabular value, hence the hypothesis, \( H_0 \) is rejected. This means that; there is a significant relationship between esprit de corps and employee job satisfaction.

**Hypothesis Testing Two**

**Means and standard deviation of relationship between trust and customer satisfaction.**

<table>
<thead>
<tr>
<th></th>
<th>Group 1 (Management)</th>
<th>Group 2 (Marketers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean (( \bar{X} ))</td>
<td>3.584</td>
<td>3.308</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>0.155</td>
<td>0.105</td>
</tr>
<tr>
<td>No. of Items</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

The coefficient of Determination (C.O.D) is computed by squaring the correlation coefficient (\( r \)) that must have been previously computed. Thus, coefficient of determination (C.O.D) = \( r^2 \).

**Test of Hypotheses**

\( H_0 \): There is no significant relationship between esprit de corps and employee job satisfaction.

i.e  \( H_0: \bar{X}_1 \neq \bar{X}_2 \) (two-tailed test)

Research Hypothesis (\( H_0 \)): There is a significant relationship between esprit de corps and employee job satisfaction.

i.e  \( H_a: \bar{X}_1 = \bar{X}_2 \)

At a level of significant of 5% (or 0.05) and number of degree of freedom of 7 for a two-tailed test is 2.365 this is presented in a table as:

\[ \text{t-cal} = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s^2_1 + s^2_2}{N}}} \]

\[ d.f = n_1 + n_2 - 2 \]

\[ d.f = 5 + 4 - 2 = 7 \]

Hypothesis Testing Two

**Means and standard deviation of relationship between trust and customer satisfaction.**
Applying student $t$-testing, $t = \frac{\bar{x}_1 - \bar{x}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}}$

Therefore, from appendix D, $t_{cal} = 3.286$

The number of degrees of freedom (df) = $n_1 + n_2 - 2 = 8$

The calculated value of $t$ ($t_{cal}$) is greater than the tabular value, hence the null hypothesis, $H_0$ is rejected. This means that; there is a significant relationship between trust and customer satisfaction.

**Hypothesis Testing Three**

<table>
<thead>
<tr>
<th>Group</th>
<th>Mean</th>
<th>s.d</th>
<th>N</th>
<th>df</th>
<th>s.e</th>
<th>$t_{cal}$</th>
<th>$t_{tab}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management staff</td>
<td>3.584</td>
<td>0.155</td>
<td>5</td>
<td>8</td>
<td>0.084</td>
<td>3.286</td>
<td>2.306</td>
</tr>
<tr>
<td>Marketers</td>
<td>3.308</td>
<td>0.105</td>
<td>5</td>
<td>8</td>
<td>0.084</td>
<td>3.286</td>
<td>2.306</td>
</tr>
</tbody>
</table>

Hence, from appendix E, $t_{cal} = 4.781$.

Number of degrees of freedom (df) = 8

The computed value of $t$ is greater than the tabular value, hence the null hypothesis, $H_0$ is rejected. This means that; there is no significant relationship between recognition and reward on profitability. There are no significant relationship between recognition and reward on profitability. There is no significant relationship between recognition on profitability.

<table>
<thead>
<tr>
<th>Group</th>
<th>Mean</th>
<th>s.d</th>
<th>N</th>
<th>df</th>
<th>s.e</th>
<th>$t_{cal}$</th>
<th>$t_{tab}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management staff</td>
<td>3.67</td>
<td>0.110</td>
<td>5</td>
<td>8</td>
<td>0.084</td>
<td>4.781</td>
<td>2.306</td>
</tr>
<tr>
<td>Marketers</td>
<td>3.27</td>
<td>0.152</td>
<td>5</td>
<td>8</td>
<td>0.084</td>
<td>4.781</td>
<td>2.306</td>
</tr>
</tbody>
</table>

The results show that an increase in teamwork, esprit de corps, team trust, recognition and rewards will contribute to a 70.5% increase organizational productivity and 29.5% may be due to other factors that was not considered in this study. The independent variables thus teamwork, esprit de corps, team trust, recognition and rewards influenced employee performance by 62%, 15.2%, 13.3% and 10.7% respectively. The overall results revealed that teamwork which brings benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity highly contributes to organizational performance by increasing the volume of teamwork and taking action to raise attention to the quantity and type of teamwork offered. Teamwork activity within the organisation is very much beneficial and its effect is directly on employee performance. When an employee acquires adequate opportunities of

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teamwork his/her performance automatically improves and he/she will be satisfied with the job and this could ensure that skills are better utilized. This might reduce the possibility of an employee quitting a job.

**Recommendations**
Based on the findings, the following recommendations are made:
1. The fact that team spirit will result in better employee job satisfaction and contributes in organizations achieving a common goal, the banking industries should come up with strategies that will motivate individual team leaders which in return increase organizational productivity.
2. Team trust has positive effect on customer satisfaction and was also found to be significant and strongly correlated with teamwork in achieving organizational productivity, therefore organizations should improve her teams service in order to satisfy their customers.
3. Recognition as are the main focus of the individuals who are working as a team. Therefore commercial banks should employ give recognition to their employee to enhance organizational productivity.

**REFERENCES**


PART FOUR
EDUCATION/ENTREPRENEURSHIP AND
NATIONAL DEVELOPMENT
Determining the Entrepreneurial Skills Possessed by Business Management Graduates for Successfully Establishing Small Business Ventures

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Abstract
The craving for national development in Nigeria can be achieved through engagement in entrepreneurial activities by assessing financial and various support services provided by government. Opportunities are available to youths and women who are entrepreneurially oriented. Graduates of business management are expected to possess requisite skills and competencies needed for establishing and managing small business enterprises. This study examines the perception and possession of these competencies by business management graduates who participated in the National Youth Service Corps posted to Adamawa State, July 2018. A sample of 120 respondents of business management background was randomly selected out of the 2030 corps members. Data collected on the entrepreneurial competencies of the respondents were analyzed by mean and standard deviation. It was found out that majority of the graduates possess most of the requisite skills and competencies but lack self-motivation for failure management, creativity and innovation. It is recommended that those who aspire to venture into business should be creative, take calculated risks and possess design and failure management skills.

Keywords: Entrepreneurship, Competencies, Small Enterprises, Development

Introduction
Small and Medium Enterprises (SMEs) are actually the bedrock of national development in many countries of the world. In Nigeria, government has provided many outlets for youth and women to engage in entrepreneurial activities to combat the growing unemployment. The basic requirement for starting and successfully operating a small business venture lies with having adequate knowledge of entrepreneurship and small business management. Lack of core entrepreneurial skills such as adequate information, experience, product planning and development constitute the reason why many persons that venture into business could not make it.

Graduates of business management are expected to be successful entrepreneurs by their training. An entrepreneur is one who is able to coordinate the other factors of production, namely land, labour and capital in order to earn a living income. He starts a business, arranges the business deals and evaluates the results for the purpose of making profits. The entrepreneur engages in planning, organizing, staffing, leading and controlling as fundamental functions to ensure smooth running of an enterprise. At the university level one would expect that those who chose business management as a discipline and were adequately trained should possess core entrepreneurial competencies for successfully establishing and running profitable ventures.

However, whether this assumption holds true is a matter of characteristics and attributes exhibited by the graduates. This explains the reason why this study was undertaken to determine the core entrepreneurial competencies possessed by business management graduates who would likely venture into business after their national youth service.

Specially, the study sought to
(i) determine the management skills possessed by business management graduates, required for establishing and operating small business ventures
(ii) determine the marketing skills possessed by business management graduates for operating small business ventures
(iii) assess the accounting skills possessed by business management graduates for running small business ventures profitably
(iv) assess the human relation skills possessed by business management graduates for operating small businesses

These objectives gave rise to the research questions that guided this research. The study is relevant for the fact that it helps to evaluate the entrepreneurial competencies of potential entrepreneurs who passed through rigorous university training.
Contextual Framework
In view of limited employment opportunities in both public and private sectors in Nigeria, many graduates, especially those of business management background tend to take to one form of business or the other after graduation in order to make ends meet. It is commonplace to find them venturing into such enterprises as provision stores, restaurants, barbing and beauty salons, affiliate marketing, among others. An enterprise is any business set up or economic activity undertaken to earn income irrespective of its legal forms (Osuala 2004). Abbott in Ogunbade, Alkali and Ibeoke (2010) describes an enterprise as a business operation undertaken by a body which may be one person, a partnership, a company or cooperative for a particular production or marketing activities. The one who establishes an enterprise prudently and utilizes the business resources through planning, implementation and marketing in order to achieve the desired goals is called an entrepreneur (Price 2004).

Onu (2007) describes an entrepreneur as an investor, innovator and developer of an enterprise. He sees to the overall affairs of the enterprise through his ability to manage human and material resources. According to Ochonorgor and Ohwovoriole (2007), an entrepreneur should have the ability of combining human and material resources effectively to provide goods and services for the benefits of the society. An entrepreneur needs to be skillful in strategic planning, human relations and marketing in order to perform business activities efficiently. Without these skills, operating an enterprise for income generation will remain a mirage.

Skill is the expertise, practiced ability or proficiency displayed in the performance of a task (Osinem 2008). The ability to perform a task is developed through repetition of the operation. Possessing a skill is the demonstration of acting, thinking or behaving in a specific activity in such a way that the process becomes natural to the individual through repetition or practice (Okorie 2000). By implication, a business management graduate is said to have business skills if he is able to perform various activities required of a trade and becomes self-reliant. The possession of these skills by youths with attendant proficiency constitutes entrepreneurial skills.

Entrepreneurial competencies are a list of observable and measurable knowledge, skills, abilities and personal attributes that enable an individual to act efficiently in a job. Daft (2005) describes competency as the capability to apply and use a bundle of relevant knowledge, skills and abilities required to perform successfully in a defined work setting.

Leonikpa (2008) classifies the core skills and competencies required by potential and practicing entrepreneur to include technical, mental, human relation, high achievement drive and creativity. Technical competency is the ability to understand a particular business and possessing the requisite skill to be able to operate it profitably; mental skill is linked to ability to think, understand and develop competitive strategies; human relation is connected with leadership qualities required to command followership; high achievement drive involves communication skills, motivational drive and leadership qualities backed up with passion to achieve, taking responsibility for actions, taking calculated risks, and ensuring feedback; and creativity is about innovation. According to Viitala (2005) and Hogan et al (2007), entrepreneurial competencies can be examined under such classifications as conceptual, opportunity, organizing, strategic, relationship, commitment, venture initiation, enterprise and personal competencies, each of which is very relevant to the success of an enterprise.

In specific terms, Batra (2003) and Parker (2012) list the main entrepreneurial competencies needed by persistent and ambitious entrepreneurs for successful operation to include the following:

a) Managerial skills
Managerial skills include design or abstract thinking, strategy formulation, risk taking, assertiveness and confidence, stress management and failure management. Abstract thinking provides a framework for assessing problems and creating solutions that uniquely address the problems, leading to ingenious products and significant improvements in many areas of the business like marketing, production, branding, among others (Carree and Thurik 2010). Strategy formulation is concerned with drawing a plan of actions or the ability to strategize for achieving long-term goals by breaking down big goals into small, incremental wins that lead to major successes over time. Risk taking is the pedestal on which business is anchored and an entrepreneur must be willing to toe the path. Assertiveness and confidence is the firmness or boldness the entrepreneur must have to take the bull by the horn, showing unalloyed determination to succeed. Stress management deals with frustrations and disappointments so as to re-channel towards a positive outcome. The antidote to failure is to prepare for it and the secret to success is to confront failure.
b) Marketing Skills
The success of an enterprise lies in the ability of the entrepreneur to take the product or service to the final consumers. This includes product formulation, pricing, promotion and distribution. The entrepreneur must create his own brand through professional reputation, circle of influence and trust that appeal to peers, followers, customers, employers and general public (Parker 2011). He must have a listening ear to entertain customer complaints, be willing to learn and adapt to changes and new strategies. Selling of the product is the ultimate that brings in revenue. Empathy, which is the ability to genuinely connect, understand and empathize with customers, is critical to establishing and growing the market. Authenticity, distinction and creativity are very essential weapons that an entrepreneur must not let go.

c) Accounting Skills
A good knowledge of financial management is a must for anyone venturing into a business. Lack of the ability to manage finances exposes the enterprise to risk of becoming unsustainable. Prudence and accountability provide the measure that keeps business on track to profit and value addition (Adejoh and Dauda 2015). Forecasting sales, budgeting operating expenses, preparing income statement, cashflow statement and statement of affairs are all ideal accounting skills required for establishing and successful operation of an enterprise (Henrekson & Sanadaji 2014).

d) Human Relation Skills
Human relation skills are a function of effective communication, relationship building, collaboration, talent sourcing, and persuasion. Effective communication can revolutionize an idea, breathe new life into a product or brand and keep the entrepreneur at a competitive advantage. Relationship building is creating a network of people that brings in opportunities through referrals, endorsements, recommendations, inspiration and moral support (Bridge, Neil and Cromie 2003). Willingness and commitment by an entrepreneur to regularly and effectively share ideas and even challenges with associates is a great catalyst to achieving desired goals. Talent sourcing is the ability to identify and bring in the right hires through selective, smart and methodical searching. Inspiring people to take action is connected with persuasion either verbally or by writing. Infomercials, videos, and excellent writing skills for email marketing, blog posts, on-page copy, and business proposals are great persuasive skills for successful entrepreneurship (Bhatia and Batra 2003).

Methodology
This study was carried out in Adamawa State. Survey research design was adopted for the study. Survey research design is a design in which a group of people or items is studied by collecting and analyzing data from a few people or items considered to be representative of the entire group (Nworgu 2006). The population of the study consisted of the Two thousand, and thirty (2, 030) Batch B Youth Corps members posted to Adamawa State in July, 2018 (Vanguard, 2018). A simple random sampling technique was used to select 120 graduates of Business Administration and Management and related disciplines as the respondents. This was made possible by the assistance of two camp instructors and two NYSC officials who showed their willingness to help collect the questionnaire from the corps members.

A 25 item questionnaire, divided into 4 sections, based on the objectives of the study was designed and directed at business management graduates for data collection. The questions asked bothered on the managerial, marketing, accounting and human relation skills required to be possessed by a successful entrepreneur. The respondents were asked to answer on ranking scale from 5 - 1: Very Much Important – VMI; Very Important - VI; Important – I; Somewhat Important – SI; and Not Important -NI. A total of 104 out of 120 questionnaires were properly completed and returned.

Data collected were analysed by calculating mean deviations to establish the degree of importance attached to each of the indicators by the respondents.

Findings
Data collected on each set of indicators on managerial, marketing, accounting and human relation skills were analyzed and the results are as presented below:
### Table 1: Importance of Managerial Skills for Entrepreneurial success

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assessing problems and creating solutions that uniquely address the problems, leading to ingenious products and significant improvements in many areas of the business.</td>
<td>104</td>
<td>4.73</td>
</tr>
<tr>
<td>2</td>
<td>Drawing a plan of actions to strategize for achieving long-term goals by breaking down big goals into small, incremental wins that lead to major successes over time</td>
<td>104</td>
<td>4.59</td>
</tr>
<tr>
<td>3</td>
<td>Risk taking – willingness to take calculated risk.</td>
<td>104</td>
<td>3.15</td>
</tr>
<tr>
<td>4</td>
<td>Assertiveness - boldness to take the bull by the horn, showing unalloyed determination to succeed.</td>
<td>104</td>
<td>3.81</td>
</tr>
<tr>
<td>5</td>
<td>Dealing with frustrations and disappointments so as to re-channel towards a positive outcome.</td>
<td>104</td>
<td>3.11</td>
</tr>
<tr>
<td>6</td>
<td>Prepare for failure and confront it.</td>
<td>104</td>
<td>2.60</td>
</tr>
<tr>
<td>7</td>
<td>Conducting regular experiments and insightful tests to break new grounds for improvement</td>
<td>104</td>
<td>3.19</td>
</tr>
</tbody>
</table>

Source: Field Survey 2018

### Table 2: Importance of Marketing Skills for Entrepreneurial success

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Entrepreneur must create his own brand through professional reputation, circle of influence and trust that appeal to peers, customers and general public</td>
<td>104</td>
<td>4.79</td>
</tr>
<tr>
<td>2</td>
<td>He must have a listening ear to entertain customer complaints, be willing to learn and adapt to changes and new strategies</td>
<td>104</td>
<td>4.74</td>
</tr>
<tr>
<td>3</td>
<td>He must be able to get or convince the customers to buy the products</td>
<td>104</td>
<td>3.44</td>
</tr>
<tr>
<td>4</td>
<td>He must be able to genuinely connect, understand and empathize with customers to grow the market</td>
<td>104</td>
<td>3.33</td>
</tr>
<tr>
<td>5</td>
<td>He must be authentic, able to create product distinction to achieve excellence</td>
<td>104</td>
<td>3.11</td>
</tr>
<tr>
<td>6</td>
<td>He must be creative and innovative to break barriers</td>
<td>104</td>
<td>2.35</td>
</tr>
<tr>
<td>7</td>
<td>He must always be willing to learn new techniques</td>
<td>104</td>
<td>3.40</td>
</tr>
</tbody>
</table>

Source: Field Survey 2018

### Table 3: Importance of Accounting Skills for Entrepreneurial success

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prudence and accountability</td>
<td>104</td>
<td>4.81</td>
</tr>
<tr>
<td>2</td>
<td>Good knowledge of operating budgets</td>
<td>104</td>
<td>4.14</td>
</tr>
<tr>
<td>3</td>
<td>Ability to forecast sales</td>
<td>104</td>
<td>3.07</td>
</tr>
<tr>
<td>4</td>
<td>Ability to prepare income statement</td>
<td>104</td>
<td>3.34</td>
</tr>
<tr>
<td>5</td>
<td>Adequate knowledge of statement of affairs</td>
<td>104</td>
<td>4.21</td>
</tr>
<tr>
<td>6</td>
<td>Ability to project cash inflows and outflows</td>
<td>104</td>
<td>4.68</td>
</tr>
</tbody>
</table>

Source: Field Survey 2018

### Table 4: Importance of Human Relation Skills for Entrepreneurial success

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Effective communication capable of breathing new life into a product or brand and keeping the entrepreneur at a competitive advantage</td>
<td>104</td>
<td>4.41</td>
</tr>
<tr>
<td>2</td>
<td>Creating a network of people that brings in opportunities through referrals, endorsements, recommendations, inspiration and moral support</td>
<td>104</td>
<td>4.78</td>
</tr>
<tr>
<td>3</td>
<td>Willingness and commitment to regularly and effectively share ideas and challenges with associates to achieve desired goals</td>
<td>104</td>
<td>3.09</td>
</tr>
<tr>
<td>4</td>
<td>Ability to identify the right hires through selective, smart and methodical searching.</td>
<td>104</td>
<td>3.11</td>
</tr>
<tr>
<td>5</td>
<td>Inspiring people to take action through persuasion</td>
<td>104</td>
<td>4.45</td>
</tr>
</tbody>
</table>

Source: Field Survey 2018
Discussions
Table 1 sought to find out how much the graduates value managerial skills as a useful weapon for venturing into business. Design or abstract thinking as well as strategy formulation are considered as Very Much Important possessions for succeeding in an economic activity ($x > 4.5$, $SD < 0.6$). This coincides with Parker (2012). However, for a mean $>2.5$ <3.5, they regard risk taking, stress management, failure management and occasional researches as only important, though they agree that possession of assertiveness and confidence is very important ($x = 3.81$, $SD = 0.396$). Leonikpa (2008) and Batra (2003) emphasize that an entrepreneur must possess these management qualities in order to be able to succeed. Hence, majority of the business management graduates who aspire to own and manage their own businesses imbibe these competencies.

On the importance of marketing skills to entrepreneurial development, the respondents viewed personal branding and listening ability as very much important (Table 2), [$x > 4.7$, $SD = 0.44$]. This position of the graduates lends credence to assertion by Grilo and Thurik (2008) that an entrepreneur must be able to create brand distinction in response to customers’ demand. On the other hand, the business management graduates admit that selling, empathy, authenticity and enthusiasm to learn new techniques are important possessions that should be desired for establishing and operating small entrepreneurship business ($x < 3.5$). Okorie (2000) describes marketing skills as very essential for small business management.

Table 3 analyzed the respondents’ perception about accounting skills in relation to venture creation and management. Prudence, accountability and good knowledge of cash flow management are regarded as very much important possessions for anyone contemplating a business of his own. This is in line with Adejoh and Dauda (2015) who emphasize accounting skills as prerequisites for starting a small or medium sized enterprise ($x < 3.5$). Okorie (2000) describes marketing skills as very important for small business management.

The analysis of human relation skills in Table 4 indicates that the respondents value sharing and collaboration as very much important for successfully running a small business enterprise ($x = 4.78$, $SD = 0.446$). Also, they regard effective communication and persuasion as very important weapons for building a sustainable, dependable market as opined by Onu (2007) and Osinem (2008).

Conclusion
Going into business requires possession of some basic entrepreneurial skills such as managerial, marketing, accounting and human relation competencies. Any person aspiring to establish his own business cannot do without these essentials. Many graduates, especially of business management, seem to venture into self-employment by establishing small or medium sized firms either because of lack of jobs or personal motivation to be independent. In order to be able to do well, such an aspirant must possess entrepreneurial skills. The business management graduates involved in this study value and possess entrepreneurial skills to some extent. Among those considered very much important include abstract thinking, strategy formulation, personal branding, empathy, prudence, accountability, cash flow management, and collaboration while those of less importance to them are failure management, creativity and innovation.

Recommendation
Inasmuch as the business management graduates are desirous of establishing businesses of their own to overcome the pate of unemployment in Nigeria, they are required to possess fundamental entrepreneurial skills and competencies to make them successful eventually.

i. They should be conversant with stress and failure management in order to take calculated risk rather than adventure based on guess work or trial and error. Failing to visualize and providing shock absorbers in business can be very disastrous when unforeseen negative circumstances unfold.

ii. Among other marketing skills, creativity, innovation and product distinction should be considered as very critical to overall long term survival of the business. In the world of teething competition, the ability of an entrepreneur to offer authentic and distinct products or services will amount to a great edge in maintaining ground in saturated market.

iii. Accounting knowledge in business operation is not optional, it is a must. Unless the entrepreneur understands the accounting technicalities involved in for-profit organisations or hire the services of qualified accounting personnel, his effort may remain a mirage.

iv. Finally, an entrepreneur or would-be entrepreneur must imbibe the human relation skills – the ability

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to connect, interact, influence and build a network of credible business associates and customers.

References

Political Entrepreneurship in Nigeria: A Panacea for National Development

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Abstract

The broad objective of this research work was to examine political entrepreneurship in Nigeria: A Panacea for National Development. This study used a combination of descriptive, correlation and cross sectional type of research design. Multistage sampling technique was used in selecting respondents for the study. A total of 210 respondents from the 3 States were chosen for this study and primary data was used for the study. Descriptive statistics were used in the analysis of the data collected, while inferential statistics such as correlation coefficient determination and regression analysis were used to test the four hypotheses. Majority of the respondents (71.4 %) agreed that there is a need to distinguish between actors within the political system and those outside and to study the driving forces and motives behind their actions. A certain percentage (28.6 %) of the respondents strongly agreed to this fact.

The study’s findings also suggest that regression coefficients or slopes of political entrepreneurship variables have significant impacts on national development indices. These findings further support the alternate hypotheses that these regression coefficients or slopes are significantly different from zeros and have predictive powers in estimating national development indices in North Central Nigeria. Political entrepreneurs need to do more in sustaining youth empowerment issues such as reduction of unemployment in the study area. Safety and security of the citizens should be devoid of politics, religion, sectionalism, tribalism, etc. Social infrastructure such as regular electricity supply and pipe borne water should be the primary motive of the political entrepreneur in the study area.

Keywords: Political Entrepreneurship, Development, Infrastructure, Employment, Empowerment, Security

INTRODUCTION

There are a number of different factors behind the renewed interest for national development, such as the globalization and its effects (Karlsson et al., 2010), the climate threat, the need for new infrastructures, new energy sources and new products to meet the environmental problems, the current economic crisis in the traces of the financial crisis and a more general search for new growth mechanisms. However, we must also acknowledge that there has taken place a re-evaluation of the results achieved with earlier experiments with economic policies (Aghion, 2012).

For the political entrepreneurs it is also about what they want to show the citizen/the tax payers that they actually do something concrete to deal with current issues and problems and this is particularly important for the politicians who has powers in government at different levels and would always strive to be re-elected so that they can stay in power.

Development planning in Nigeria can be classified under three eras. These are the Era of Fixed-Term Planning (1962-85), the Era of Rolling Plan (1990-1998), and the New Democratic Dispensation (1999 till date). A critical examination of the different eras of development plans will reveal that much progress was made in terms of employment generation during the era of fixed medium term planning in Nigeria. This can be seen from the little gap between labour force and employment within the period. The policies and programmes that were put in place during this era is the expatriate quota allocation policy, ITF, CMD and ASCON. It can therefore be argued that government employment generation programmes did much in Nigeria within the period. The eras of the rolling plans and the democratic dispensation were the period unemployment became very visible. Other issues of national development concerns include youth empowerment, social infrastructure and safety and security came to the fore.

The real problem was not lack of resources during the oil boom but that of bad leadership which produced bad governance through the instrument and vices of corruption. Nigeria lacked and still lacks good and effective leaders who possess capacity for self-management, strong inner achievement drive, vision,
a high sense of responsibility, ability for group work and personal charm. The absence of an effective leadership is a factor which has robbed Nigeria of its greatness despite enormous resources and abundant potentials. Whereas at independence in 1960, Nigeria was grouped with countries like Brazil, India and many others as former colonies which would within a little time join the front row of the world economy, today it is a different story. Ironically, those who led the nation and pulled it down the ditch of depression are still holding sway in its governance.

According to Nnanna (2011), Nigeria has been wandering in the political and economic wilderness for over fifty years, justifying the saying that when the head is rotten, the body decays. This scenario again captures the centrality of leadership in governance and national development. The leader holds the key and makes all the difference by good leadership (Ojo and Ojo, 2012). By the time the oil boom was over and the Nigerian economy slipped into depression in the 1980s, it was too late to cry. In the recent past, various types and all sort of strategies, projects, programmes and policies were put in place with little or no result. Among these were the Economic Stabilization Measures, the Structural Adjustment Programme (SAP), Vision 2010, National Economic Empowerment and Development (NEEDS), creation of Development Centres and Seven (7)-Point Agenda. Currently, there is a National Transformation Agenda and Vision 2020 in the front burner without any clear-cut approach towards achieving them. No wonder, it is opined and posited that the current results of development efforts in Nigeria so far, are not what development connotes (Lawal and Oluwatoyin, 2011). This is largely due to the qualities of successive leaders who have governed Nigeria, who maybe leaders but certainly not entrepreneurs.

Sheingate (2003) posits that the value of political entrepreneurs and its meaning lies in its distinct description of people who come up with new ways to solve political problems in terms of political philosophy, political technology, political campaigns, and governance. Using this term, we can take a view on what good and bad political entrepreneurship looks like and methodologies of how to measure its impact. It also widens the imagination of people seeking to decide what to do within their civic and professional lives. We saw this with the astronomical rise of social entrepreneurs worldwide. Now we need the same with political entrepreneurs.

Political entrepreneurs are a combination of the two: people who build something from nothing to address societal problems. Yagboyaju (2012) argued that one way of describing politics is “the means of utilising power to make decisions to address societal problems”, but unfortunately the right environment has not been created for political entrepreneurship to thrive in the country. Political parties in most Nigeria operate with similar ideologies. It is therefore the intention of this study to x-ray the relevance of political entrepreneurship in national development in Nigeria. This is centered on three specific objectives; examine the effect of political entrepreneurship on youth empowerment; determine the effect of political entrepreneurship on safety and security; and analyze the effect of political entrepreneurship on social infrastructure.

This study examined issues surrounding politicians and their leadership activities surrounding youth empowerment, social infrastructure, security and safety. The scope of the study was limited to the middle belt region of Nigeria. The study did not pool its respondents to political parties or politicians, but used the electorate in the middle belt of Nigeria to examine the efforts of politicians on national development issues.

LITERATURE REVIEW

Concept of Political Entrepreneurship

In the fast-changing environments of modern economies, a systematic analysis of the appearance and implementation of novelty and innovation becomes a central question of economic analysis. In this context, the concept of entrepreneurship as a driver of innovation has gained increasing prominence and found a host of applications. However, for achieving a fuller analysis of economic change, the perspective cannot and should not be restricted to the purely economic realm. In particular, political systems are increasingly subjected to competitive pressure, raising the question of their openness to institutional innovation and their adaptability to changing environments.

The idea of entrepreneurship in economic theory proper has an analogous function in the sphere of government operations; that is, in the sphere of socially organized, coercive economic exchanges (Dahl, 1961). Put another way, in order to answer the question “What is political entrepreneurship?” we might also ask “Who are the political entrepreneurs?” It appears reasonable to describe “political entrepreneurs” as those individuals who perform the same or similar functions in the political sphere as entrepreneurs perform in the free market economy. It is important though that in the theory of political
entrepreneurship, as in the theory of the market entrepreneur, we deal with an economic function and not an economic personality (Klein, Mahoney, McGahan and Pitelis, 2010).

More specifically, the function of political entrepreneurship consists in the direction of coercively obtained resources by the state toward processes of production which would not otherwise have taken place. For now, we merely wish to clarify the direction of our argument. For now, we wish to point out that political entrepreneurship is capable of yielding profits and losses, based upon the political entrepreneur’s ability to correctly anticipate future market conditions. We call this income stream “quasi-profits,” which captures both its entrepreneurial and non-market character.

The field of political entrepreneurship is diverse and the term is used in many different ways with different meanings. Studies do not distinguish between different types of political entrepreneurship. Political entrepreneurs are individuals within the political system, such as politicians and bureaucrats, as well as people outside the system, as business owners and lobbyists (Meydani, 2008). There are also examples of definitions like Sheingate (2003), which makes no distinction between political entrepreneurs and policy entrepreneurs. In order for research about the political entrepreneurship to move forward and for our knowledge to increase, I mean that there is a need to explore different forms of political entrepreneurship. There is a need to distinguish between actors within the political system and those outside and to study the driving forces and motives behind their actions. The literature draws a distinction between entrepreneurs who act on unexploited opportunities - "entrepreneurship by opportunity" - and those who act according to necessity - "entrepreneurship by necessity."

Turning to the political realm, it is remarkable that neither of the seminal works on economic entrepreneurship explicitly transfers the concept, although Schumpeter’s (1942) elite theory of democratic leadership appears to be foundational to many modern approaches. Schumpeter famously depicted democracy as a system of contested leadership, with political elites being able to influence and mold public opinion. Building on this line of thought, the concept of political entrepreneurship was initiated in the 1960s (Dahl, 1961) and subsequently gained prominence in the political and administrative sciences.

Relating to this, Schneider and Teske (1995) explicitly include the risk-taking element (stemming from the investment of financial as well as reputational and emotional capital) into the key characteristics of political entrepreneurship and thus depart from the Schumpeterian distinction in the economic realm. Finally, Roberts and King (1991) take a certain medium position, giving a detailed account of different entrepreneurial activities in introducing and lobbying for an institutional innovation and defining the implementation of an innovation as entrepreneurial "success".

There are commonalities outlining specific activities in the political entrepreneurial process. These comprises the discovery of political preferences and needs of the electorate as well as of political decision makers (François, 2003); the identification, selection and framing of problems and solutions (Roberts and King, 1991); the dissemination and "brokering" of ideas between different social networks and epistemic communities, e.g. between science and politics (Lopez, 2002); the mobilization of political support and formation of coalitions on different levels (Kuhnert, 2001); the mobilization of the media; the pushing of proposals for institutional innovation on the agenda of political decision makers (Kingdon, 1984); the development of a political strategy (Roberts and King 1991) and the creation and/or recognition of "windows of opportunity" for institutional change (Kingdon, 1984); the implementation and consolidation of innovations into lasting institutional change (Sheingate, 2003). All these categories can in principle be subsumed under the Schumpeterian category of "introducing new combinations", excluding the "invention" stage of ideas for institutional change as such (Kingdon, 1984). Finally, the literature contains somewhat diverging views on the normative assessment of political entrepreneurship. One strand takes a principally positive assessment, stressing the potential of political entrepreneurship to overcome institutional rigidities and institute progressive change, possibly in view of competitive institutional pressures (Sheingate 2003). Others, while in principle acknowledging the positive potential of political entrepreneurship, take a neutral view, partly emphasizing framework conditions and incentives that channel entrepreneurial effort (Kuhnert, 2001; Roberts and King, 1991).

The structural analogy of this simple process to the political realm has been outlined, among others, by Wohlgemuth (2000) and François (2003). The political entrepreneur introduces a new combination into the policy process, e.g. a new political program or
a concrete proposal for institutional reform. Assuming that the political system is democratic (which is taken for granted throughout in the relevant literature), the adaptation criterion / measure of fitness for political innovation are the share of the popular vote in elections. In further analogy, political entrepreneurs are fundamentally ignorant about voter preferences; there is thus a knowledge-creating discovery process of voters' preferences for institutional change.

The political system then grants a temporary monopoly position to the winner of the electoral contest, supposedly allowing him to instigate reform and shield it from reversal; the retention mechanism for political innovation in this context thereby depends on certain institutional features of the democratic political system. Also, the ability to exploit, or create, a "political opportunity" in the sense of discovering political demand will be connected to personal as well as social characteristics of the entrepreneur.

In fact, the problem arises already on the definitional level of entrepreneurship: if we want to carry over Schumpeter's (1934) classic concept (implementation of new combinations into a given system in a discontinuous fashion) to the political realm, it becomes evident that the definitional basis of entrepreneurial activity cannot be the maximization of votes alone, but has to include some reference to the realisation of (discontinuous) institutional change (as most definitions of political entrepreneurship, as outlined, in fact do). Thus, the implicit notion of the political entrepreneur as a creative politician running for office is too narrow insofar as it disregards, first, that electoral success is not synonymous with the achievement of institutional change, and second, that there are important other channels to reach that aim that often are only very remotely connected to the electoral process. Therefore, the analytical basis for economic development due to political entrepreneurship needs to be broadened and generalized.

2.2.2 Concept of National Development

Development can be defined as an encompassing process involving the steady and systematic change in the cultural, economic and political spheres of society in a way that increases production, empowers the people and their communities, protects the environment, strengthens institutions, grows quality of life and promotes good governance. This implies that it is possible to speak of social, cultural, spiritual, institutional, economic and political development. As distinct from growth, development is about people and how their lives and institutions can get better (Igbanef, 2012; Ihonvbere, 2012).

According to Adeyeye (2002), the earliest approach to national development was monolithically and economically biased, however, the social dynamics of society as they affect socio-cultural, economic, political and technological wellbeing of people brought into fore the deficiencies of the monolithic and economic approach. Today the economic development of the society is just a part of societal development and cannot be synonymous with it. No wonder recent development models or paradigms conceptualized by development economists, the World Bank and United States International Development Agency (USAID) do work without other disciplines such as politics, sociology and technology.

It is pertinent to note that, modern approach to development must encourage and accommodate modern values which include foreign aids, politics and technology transfer (Ziai, 2013). In view of this and for the purpose of this paper, development will be defined broadly as a kind of change that is defined in the direction of capacity building towards self-sustenance, growth and self-fulfillment as it affects individuals or institutions in a society. National development therefore can be defined as the overall development or a collective socio-economic, political and technological advancement of a country or nation. This is best achieved through development planning which can be described as the country’s collection of strategies, policies, plans, programmes and projects and others, mapped out by the government (Lawal and Oluwatoyin, 2011).

Development Plans in Nigeria was designed to provide qualitative life for her citizenry. Unfortunately, the objectives of the National Plans were not achieved despite the fact that a greater part of the period (1971 to 1985) fell within the oil boom in Nigeria. However, the truth is that the problem of Nigeria was bad leadership and corruption. The money eventually disappeared into the foreign accounts of the leaders and the entire leadership was pervaded by corruption while the entire citizenry was ravaged by abject poverty. National development can be viewed from these areas of concern;

a) Youth Empowerment

With rapid population growth in Nigeria, unemployment has since become a major issue of concern to successive government in Nigeria since the 1960s. This issue of unemployment has not been
reduced even with the introduction of many youth empowerment programmes by various political leaders. The negative effects of unemployment on Nigerian economy cannot be over emphasized. It results in non-utilization of resources leading to low productivity. It is also a major cause of rural-urban drift which has led to congestion problems in the urban centres with its attendant problems such as urban unemployment, destitution and high rate of criminal activities, among other problems (Sanusi, 2012). Unemployment is a serious impediment to social progress. Apart from representing a colossal waste of a country’s manpower resources, it generates welfare loss in terms of lower output thereby leading to lower income and well-being (Adeyeye, 2002; and Ojo and Ojo, 2012). In the light of the above, successive governments in Nigeria have made several attempts to solve this social menace. One of the major strategies was the mainstreaming of employment creation programmes and policies into the National Development Planning. Consequently, all the post-independence National Development Plans had employment generation and promotion of gainful employment among their cardinal objectives. This paper assesses the accomplishments, challenges and prospects of the various employment promotion schemes as outlined in the various development plans in Nigeria.

b) Safety and security
Safety and security issues entails that building safety may be comprised, road traffic accidents and injuries could increase and the capacity of the criminal justice system be strained (Fasoranti, 2010). Initiatives are also undertaken to promote self-care, and to reduce risk-taking behaviour and encourage a healthy and active lifestyle among youths in Nigeria. However, the significant effect of health on the populace remains to be actualized.

c) Social infrastructure
Social infrastructure, includes schools, hospitals and low-cost housing, are required to support the needs of a very rapidly growing Nigeria population. Without social infrastructure, Nigerians and expatriates will loose their productivity capabilities because of projects delays and denial. Environmental degradation, traffic congestion, urban land scarcity, lack of adequate power and pipe borne water, etc, will continue until infrastructure can be increased to match the needs of the population and behavioural patterns change (Lawal and Oluwatoyon, 2011).

The study by McCaffrey and Salerno (2011) examined a theory of political entrepreneurship. The paper adapts the entrepreneurial theory developed by Richard Cantillon, Frank Knight, and Ludwig von Mises to the theory of “political entrepreneurship.” Political entrepreneurship is an outgrowth of the theory of the market entrepreneur, and derives from extending entrepreneurial theory from the market into the political sphere of action. By applying the theory of the entrepreneur to political behavior, we provide a basis for identifying political entrepreneurs, and for separating them analytically from other government agents. The essence of political entrepreneurship is the redirection of production from the path it would have taken in an unregulated economy. Nevertheless, this production does produce an income stream to political entrepreneurs which closely resembles the profit of market entrepreneurs.

2.3 Review of Related Studies
2.3.1 Political Entrepreneurship
The study by Petridou (2017) examined political entrepreneurship in Swedish, which talked about the Re-theorization of Entrepreneurial Agency Faculty of Human Sciences. According to the study, public policies affect all of us, regardless of whom we are or where we live. The study of public policy-making necessarily entails the study of the entire political system and to this end; researchers employ a multitude of frameworks, theories, and models, which tend to be complementary rather than mutually exclusive. The focus of the dissertation was on political entrepreneurship as an actor-based framework to examine and understand policy change. The dissertation’s main aim is to conceptually enhance entrepreneurship and the entrepreneur in the polis by leveraging them in the Swedish political context.

In the research, political entrepreneurship and the political entrepreneur are examined in the background of the Swedish corporatist policymaking system with its consensual sensibilities. The five (two theoretical and three empirical) papers as well as the cover essay comprising this dissertation attempt to answer the following questions: first, how do contextual factors inform the realization of entrepreneurial agency? Second, how do contextual factors inform the strategies entrepreneurial actors use to affect change? Third, what is the role of political entrepreneurship and the political entrepreneur in macro-level theories and specifically in critical junctures and policy transfer? Contextual factors here are understood to be the general political system; the level of governance; the substantive policy sector, and the stage of the policy process. Predominantly qualitative methods and a variety of analytical tools, ranging from formal
social network analysis (SNA) to process tracing are used to investigate the research questions in the national, regional, and local levels of governance and in the fields of crisis management, risk governance, and economic development respectively.

Findings suggest that overwhelmingly, political entrepreneurs come from the ranks of public officials and thus political entrepreneurship is a feature of the policy implementation stage rather than the agenda setting stage of policymaking. There is no space for the outsider, single issue entrepreneur in the Swedish consensual system, which provides for extensive inclusion, but of actors organized in interest groups. Political entrepreneurs are action-oriented, problem solving doers, characterized by perseverance and resourcefulness and are key in consolidating policy change in the aftermath of a crisis. Though in broad terms the strategies political entrepreneurs use in the Swedish context are concomitant with the ones used in pluralistic contexts, specificities diverge. In the Swedish corporatist consensual system, political entrepreneurship becomes a conduit facilitating interconnections among a multitude of actors; opens up additional channels of communication, while the political entrepreneur is a network maker. Finally, political entrepreneurship is focused on forging a consensus rather than winning the competition: the art of quiet cooperation and collaboration.

METHODOLOGY

3.1 Research Design

This study used a combination of descriptive, correlation and cross sectional type of research design. The study’s population consists of registered electorates that are aware of what is meant by politics, leadership and national development. Benue, Taraba and Nasarawa States were chosen from North Central, Nigeria because of their proximity, political consciousness and dearth of political dividends. Multistage sampling technique was used in selecting respondents for the study. Using stratified sampling method in stage one, Middle Belt was divided into 3 States, namely: Benue, Taraba and Nasarawa States. In stage two, purposive sampling was used in selecting the State Capitals from the 3 mentioned North Central States in Nigeria. In stage three, 70 registered Non-governmental organizations employees who were political and governance watchers were selected via simple random sampling from each of the State capitals. This implies that 210 respondents from each of the 3 States were chosen for this study.

3.4 Validation and Reliability of Instrument

The critical components in this study had content validity because an extensive review of literature was conducted in selecting the measurement items. However, Construct validity was determined using factor analysis. Experts were requested to independently give their adequacy of the variable items with respect to the objectives of the study. Questions of the data collection instrument were scrutinized in terms of how relevant they are to the specific objectives of the study.

Factor analysis indicates that the Kaiser-Meyer-Olkin (KMO) measure for political entrepreneurship and national development variable inputs was 0.770 with Barlett’s Test of Sphericity (BTS) value to be 984.341 at a level of significance, p<0.01. We observed that, 4 factors with Eigenvalue, 4.186; is greater than one (1.000) and accounts for 32.20 percent of the total variance for the study. Our KMO result (0.77) in this analysis surpasses the threshold value of 0.50.

This affirms that the sample and data are adequate for this study. The result obtained also has strong construct validity, because the 19 variable items were tested for correlation and it was found out that there was a high degree of measures between the measures of the same construct, indicating that correlation exists between them. Finally, the 19 measurement variable items have soundness, power and legitimacy to be used in this study.

Cronbach Coefficient Analysis was used to identify the items to be removed before the field study proper. Reliability is the stability, dependability, accuracy and predictability of a measuring instrument. It is also the accuracy or precision of a measuring instrument. The 19 variable items are useful and will not be dropped from the research, because overall Cronbach Alpha (α) will increase to 0.721 for political entrepreneurship, 0.648 for youth empowerment factors, 0.716 for safety and security factors and 0.586 for social infrastructure factors, if the 20 items contained in the variables were to be individually removed from the overall input factor values. However, all variable items for this study appear to be useful and contribute to the overall reliability. Thus, this indicates that the reliability test results are dependable (accurate) and further supports literature – a measuring instrument gives similar, close or the same result when different measures under the same conditions use it.
Primary data was used for the study. Questionnaire was administered to the respondents for data collection. Multiple regression analysis was employed to determine the effect or outcome of the relationship between political entrepreneurship and national development. The multiple regression formula is implicitly represented as follows:

\[ \text{Political Entrepreneurship} = f(\text{National Development}) \]

The explicit forms of the formula above are depicted below:

\[ \text{YE} = \beta_0 + \beta_1 \text{PE}_1 + \beta_2 \text{PE}_2 + \beta_3 \text{PE}_3 + \beta_4 \text{PE}_4 + e \]  \hspace{1cm} \ldots \text{equation 1} \\
\[ \text{SS} = \beta_0 + \beta_1 \text{PE}_1 + \beta_2 \text{PE}_2 + \beta_3 \text{PE}_3 + \beta_4 \text{PE}_4 + e \]  \hspace{1cm} \ldots \text{equation 2} \\
\[ \text{SI} = \beta_0 + \beta_1 \text{PE}_1 + \beta_2 \text{PE}_2 + \beta_3 \text{PE}_3 + \beta_4 \text{PE}_4 + e \]  \hspace{1cm} \ldots \text{equation 3} \\

Where

\[ \beta_0 = \text{Y intercept value of the dependent variable} \]
\[ e = \text{the random error} \]
\[ \beta_1, \beta_2, \beta_3 \ldots = \text{the regression coefficients of the independent variables (They are the parameter estimates); } a \text{ prior expectations are } \beta_1, \beta_2, \beta_3 \ldots > 0. \]
\[ \text{YE} = \text{Youth Empowerment (Likert Scale, 1-5)} \]
\[ \text{SS} = \text{Safety and Security (Likert Scale, 1-5)} \]
\[ \text{SI} = \text{Social Infrastructure (Likert Scale, 1-5)} \]
\[ \text{PE}_1 \text{ to PE}_3 = \text{Political Entrepreneurship Variables (Likert Scale, 1-5)} \]

Descriptive statistics were used in the analysis of the data collected, and include mean, frequency distribution and percentage. Inferential statistics such as correlation coefficient determination and regression analysis were used to test the four hypotheses. However, t-statistics from the multiple regression analysis was formally used to test the effect of individual independent variable on the dependent variable of the study, while F-statistics was formally be used to test if the variables for each of the three hypotheses were significant or not.

RESULTS AND DISCUSSION

4.1 Survey Response
A total of 210 questionnaire were sent out and 146 were retrieved and accepted. A successful response rate of 69.52 % was achieved as 146 of the questionnaires were considered acceptable.

4.2 Demographics of Respondents

4.2.1 Gender distribution
The gender distribution constitutes a very high population for men (86.2 %), while the women made up a percentage of 13.8 %, giving the picture that the study survey is predominantly dominated by the male folks. The ratio of male to female is approximately 6.2:1.

4.2.2 Age group
The largest age group (50.8 %) is respondents who fall between 26-33 years of age. This is followed by, age groups of 34-41 years with 24.2 %, 42-49 years with 17.2%,18-25 years with 4.4 % and those above 50 years with 3.4 %.

4.2.3 Marital status
Majority of the respondents are married (i.e. 51.5 %), while 45.8 % are singles as at the time of this study. A minority (2.7 %) of the respondents are either divorced or separated.

4.2.4 Academic qualification
The majority of respondents are those with secondary schools certificates, which made up the highest distribution of 19.2 %. Respondents in tertiary institutions made up 7.8 % followed by primary school leavers (2.7 %).

Table 4.3: Summary of Respondents’ Demographics

<table>
<thead>
<tr>
<th>Personal Data</th>
<th>Frequency (number)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>126</td>
<td>86.2</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>13.8</td>
</tr>
<tr>
<td>Total</td>
<td>146</td>
<td>100</td>
</tr>
<tr>
<td>Age group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-25</td>
<td>6</td>
<td>4.4</td>
</tr>
<tr>
<td>26-33</td>
<td>74</td>
<td>50.8</td>
</tr>
<tr>
<td>34-41</td>
<td>36</td>
<td>24.2</td>
</tr>
<tr>
<td>42-49</td>
<td>25</td>
<td>17.2</td>
</tr>
<tr>
<td>≥50</td>
<td>5</td>
<td>3.4</td>
</tr>
<tr>
<td>Total</td>
<td>146</td>
<td>100</td>
</tr>
<tr>
<td>Marital status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>75</td>
<td>51.5</td>
</tr>
<tr>
<td>Single</td>
<td>67</td>
<td>45.8</td>
</tr>
<tr>
<td>Divorced/separated</td>
<td>4</td>
<td>2.7</td>
</tr>
<tr>
<td>Total</td>
<td>146</td>
<td>100</td>
</tr>
<tr>
<td>Academic</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OLOTU & CHIKERE. Political Entrepreneurship in Nigeria...

<table>
<thead>
<tr>
<th>qualifications</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary certificate</td>
<td>4</td>
<td>2.7</td>
</tr>
<tr>
<td>Secondary sch. cert.</td>
<td>27</td>
<td>19.2</td>
</tr>
<tr>
<td>Tertiary</td>
<td>115</td>
<td>78.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>146</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Field survey data, 2018

4.3 Presentation and Analysis of Data According to Responses

4.3.1 Political Entrepreneurship

**Table 4.4:** Political Entrepreneurship Dimension (n=146)

<table>
<thead>
<tr>
<th>s/n</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>There is a need to distinguish between actors within the political system and those outside and to study the driving forces and motives behind their actions</td>
<td>41 (28.6)</td>
<td>105 (71.4)</td>
<td>0 (0.0)</td>
<td>0 (0.0)</td>
<td>0 (0.0)</td>
</tr>
<tr>
<td>2</td>
<td>Focus on the political entrepreneur leads our attention to endogenous development which means that actors at the local level can influence development</td>
<td>98 (66.3)</td>
<td>37 (25.6)</td>
<td>4 (3.0)</td>
<td>2 (1.7)</td>
<td>5 (3.4)</td>
</tr>
<tr>
<td>3</td>
<td>Political entrepreneurship relates to innovation and/or innovation in the public sector</td>
<td>50 (34.0)</td>
<td>53 (36.7)</td>
<td>6 (4.0)</td>
<td>2 (1.7)</td>
<td>35 (23.6)</td>
</tr>
<tr>
<td>4</td>
<td>Political entrepreneurs are individuals whose creative acts have transformative effects on politics, policies, or institutions</td>
<td>98 (66.3)</td>
<td>37 (25.6)</td>
<td>4 (3.0)</td>
<td>2 (1.7)</td>
<td>5 (3.4)</td>
</tr>
</tbody>
</table>

**Note:** 1 = SA (strongly Agree), 2 = A (Agree), 3 = N (Neutral), 4 = D (disagree), 5 = SD (strongly disagree).

**Source:** Field Survey Data, 2018

1) There is a need to distinguish between actors within the political system and those outside and to study the driving forces and motives behind their actions

Majority of the respondents (71.4 %) agreed that there is a need to distinguish between actors within the political system and those outside and to study the driving forces and motives behind their actions. A certain percentage (28.6 %) of the respondents strongly agreed to this fact.

4.3.2 National Development

a. Youth Empowerment

1) Unemployment has since become a major issue of concern to successive government in Nigeria since the 1960s

Majority of the respondents (55.2 %) agreed that unemployment has since become a major issue of concern to successive government in Nigeria since the 1960s. A certain percentage (29.6 %) of the respondents disagreed to this fact. An uninspiring percentage (7.4 %) was undecided.
while 4.4 % disagreed. A lesser percentage (3.4 %) of the respondents strongly disagreed with this statement.

Table 4.5: Youth Empowerment Dimension (n=146)

<table>
<thead>
<tr>
<th>s/n</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>b.</td>
<td><strong>Youth Empowerment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>unemployment has since become a major issue of concern to successive government in Nigeria since the 1960s</td>
<td>43 (29.6)</td>
<td>81 (55.2)</td>
<td>11 (7.4)</td>
<td>6 (4.4)</td>
<td>5 (3.4)</td>
</tr>
<tr>
<td>2</td>
<td>This issue of unemployment has not been reduced even with the introduction of many youth empowerment programmes by various political leaders</td>
<td>24 (16.2)</td>
<td>13 (9.1)</td>
<td>4 (2.7)</td>
<td>63 (43.1)</td>
<td>42 (29.0)</td>
</tr>
<tr>
<td>3</td>
<td>The negative effects of unemployment on Nigerian economy cannot be over emphasized</td>
<td>41 (28.6)</td>
<td>105 (71.4)</td>
<td>0 (0.0)</td>
<td>0 (0.0)</td>
<td>0 (0.0)</td>
</tr>
<tr>
<td>4</td>
<td>It results in non-utilization of resources leading to low productivity</td>
<td>12 (8.1)</td>
<td>74 (49.8)</td>
<td>27 (18.2)</td>
<td>28 (19.5)</td>
<td>6 (4.4)</td>
</tr>
<tr>
<td>5</td>
<td>It is also a major cause of rural-urban drift which has led to congestion problems in the urban centres with its attendant problems such as urban unemployment, destitution and high rate of criminal activities, among other problems</td>
<td>24 (16.2)</td>
<td>13 (9.1)</td>
<td>4 (2.7)</td>
<td>63 (43.1)</td>
<td>42 (29.0)</td>
</tr>
</tbody>
</table>

**Note:** 1 = SA (strongly Agree), 2 =A (Agree), 3 = N (Neutral), 4 = D (disagree), 5 = SD (strongly disagree).

**Source:** Field survey data, 2018

2) *This issue of unemployment has not been reduced even with the introduction of many youth empowerment programmes by various political leaders*

Most of the respondents (43.1 %) disagreed that this issue of unemployment has not been reduced even with the introduction of many youth empowerment programmes by various political leaders. A large percentage of 29.0 % of the respondents strongly agreed to this fact, while 16.2 % strongly agreed. A lesser percentage (9.1 %) of the respondents agreed, while, an uninspiring percentage (2.7 %) were undecided.

3) *The negative effects of unemployment on Nigerian economy cannot be over emphasized*

Most of the respondents (71.4 %) agreed that the negative effects of unemployment on Nigerian economy cannot be over emphasized. A certain percentage of 28.6 % of the respondents strongly agreed to this fact.

4) *It results in non-utilization of resources leading to low productivity*

Most of the respondents (49.8 %) agreed that It results in non-utilization of resources leading to low productivity. A certain percentage of 19.8 % of the respondents disagreed to this fact, while 18.2 % were undecided. Lesser percentage (8.1 %) of the respondents strongly agreed, while, an uninspiring percentage (4.4 %) strongly disagreed.

5) *It is also a major cause of rural-urban drift which has led to congestion problems in the urban centres with its attendant problems such as urban unemployment, destitution and high rate of criminal activities, among other problems*

Most of the respondents (43.1 %) disagreed that successful organizational organizing includes organizational structure, organizational resources commitment, and human resources management commitment. A large percentage of 29.0 % of the respondents strongly agreed to this fact, while 16.2 % strongly agreed. A lesser percentage (9.1 %) of the respondents agreed, while, an uninspiring percentage (2.7 %) were undecided.

b. Safety and Security

1) *Safety and security issues entail the building safety standards*

Majority of the respondents (43.8 %) disagreed that safety and security issues entails the building safety standards. Large percentage of 18.5 % of the respondents strongly disagreed to this fact, while 17.5 % strongly disagreed. A lesser percentage (15.2 %) of the respondents agreed, while, an uninspiring percentage (5.1 %) were undecided.
Table 4.6: Safety and Security Dimension (n=146)

<table>
<thead>
<tr>
<th>s/n</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Safety and security issues entails the building safety standards</td>
<td>26 (17.5)</td>
<td>23 (15.2)</td>
<td>7 (5.1)</td>
<td>63 (43.8)</td>
<td>27 (18.5)</td>
</tr>
<tr>
<td>2</td>
<td>Road traffic accidents and injuries are worrisome</td>
<td>41 (28.6)</td>
<td>105 (71.4)</td>
<td>0 (0.0)</td>
<td>0 (0.0)</td>
<td>0 (0.0)</td>
</tr>
<tr>
<td>3</td>
<td>The capacity of the criminal justice system be strained</td>
<td>98 (66.3)</td>
<td>37 (25.6)</td>
<td>4 (3.0)</td>
<td>2 (1.7)</td>
<td>5 (3.4)</td>
</tr>
<tr>
<td>4</td>
<td>Initiatives are also undertaken to promote self-care</td>
<td>50 (34.0)</td>
<td>53 (36.7)</td>
<td>6 (4.0)</td>
<td>2 (1.7)</td>
<td>35 (23.6)</td>
</tr>
<tr>
<td>5</td>
<td>Leaders should encourage against risk-taking behaviour and encourage a healthy and active lifestyle among youths in Nigeria</td>
<td>12 (8.1)</td>
<td>74 (49.8)</td>
<td>27 (18.2)</td>
<td>28 (19.5)</td>
<td>6 (4.4)</td>
</tr>
</tbody>
</table>

Note: 1 = SA (strongly Agree), 2 =A (Agree), 3 = N (Neutral), 4 = D (disagree), 5 = SD (strongly disagree).
Source: Field survey data, 2018

2) Road traffic accidents and injuries are worrisome
   Majority of the respondents (71.4 %) agreed that road traffic accidents and injuries are worrisome.
   A certain percentage (28.6 %) of the respondents strongly agreed to this fact.

3) The capacity of the criminal justice system be strained
   Most of the respondents (66.3 %) strongly agreed that the capacity of the criminal justice system be strained. A certain percentage (25.6 %) of the respondents agreed to this fact, while 3.5% strongly disagreed. A lesser percentage (3.0 %) of the respondents were undecided, while, an uninspiring percentage (1.7 %) disagreed.

4) Initiatives are also undertaken to promote self-care
   Majority of the respondents (36.7 %) agreed that initiatives are also undertaken to promote self-care. A large percentage (34.0 %) of the respondents agreed to this fact, while 23.6 % strongly disagreed. A lesser percentage (4.0 %) of the respondents were undecided, while, an uninspiring percentage (1.7 %) disagreed.

5) Leaders should encourage against risk-taking behaviour and encourage a healthy and active lifestyle among youths in Nigeria
   Most of the respondents (49.8 %) agreed that leaders should encourage against risk-taking behaviour and encourage a healthy and active lifestyle among youths in Nigeria. A certain percentage of 19.8 % of the respondents disagreed to this fact, while 18.2 % were undecided. Lesser percentage (8.1 %) of the respondents strongly agreed, while, an uninspiring percentage (4.4 %) strongly disagreed.

c. Social Infrastructure
1) Social infrastructure, includes schools, hospitals and low-cost housing
   Majority of the respondents (55.2 %) agreed that Social infrastructure, includes schools, hospitals and low-cost housing. A certain percentage (29.6 %) of the respondents disagreed to this fact. An uninspiring percentage (7.4 %) was undecided, while 4.4% disagreed. A lesser percentage (3.4 %) of the respondents strongly disagreed with this statement.

Table 4.7: Social Infrastructure Dimension (n=146)

<table>
<thead>
<tr>
<th>s/n</th>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Social infrastructure, includes schools, hospitals and low-cost housing</td>
<td>43 (29.6)</td>
<td>81 (55.2)</td>
<td>11 (7.4)</td>
<td>6 (4.4)</td>
<td>5 (3.4)</td>
</tr>
<tr>
<td>2</td>
<td>Social infrastructure are required to support the needs of</td>
<td>24 (16.6)</td>
<td>13 (8.9)</td>
<td>4 (2.7)</td>
<td>63 (43.8)</td>
<td>42 (28.6)</td>
</tr>
</tbody>
</table>

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Without social infrastructure, Nigerians and expatriates will lose their productivity capabilities because of project delays and denial. Most of the respondents (71.4%) agreed that without social infrastructure, Nigerians and expatriates will lose their productivity capabilities because of project delays and denial. A certain percentage of 28.6% of the respondents strongly agreed to this fact, while 16.2% strongly agreed. A lesser percentage (9.1%) of the respondents agreed, while, an uninspiring percentage (2.7%) were undecided. Lesser percentage (8.1%) of the respondents strongly agreed, while an uninspiring percentage (4.4%) strongly disagreed.

5) **Lack of adequate power and pipe borne water is prevalent in Nigeria**

Majority of the respondents (36.7%) agreed that lack of adequate power and pipe borne water is prevalent in Nigeria. A large percentage (34.0%) of the respondents agreed to this fact, while 23.6% strongly disagreed. A lesser percentage (4.0%) of the respondents were undecided, while, an uninspiring percentage (1.7%) disagreed.

### Results of Hypotheses Testing

#### 4.5.1 Hypothesis one

The t calculated values showed significant value, for PE₁ because it is greater than the t-tabulated value (1.98). PE₁ has a t value of 2.75, indicating significance at 5% error term. The F calculated value is 4.02, which is greater than the F tabulated value (2.20) indicating significance between variables of hypothesis 1 (Table 4.8). The null hypothesis is rejected while the alternative hypothesis (H₁) is accepted, which states that, “there is significant relationship between political entrepreneurship and youth empowerment”.

### Table 4.8: Political Entrepreneurship and Youth Empowerment

<table>
<thead>
<tr>
<th>YE</th>
<th>coef.</th>
<th>std. err.</th>
<th>t</th>
<th>p &gt;</th>
<th>t</th>
<th>[95% coef. interval]</th>
</tr>
</thead>
<tbody>
<tr>
<td>PE₁</td>
<td>0.1503645</td>
<td>0.0546637</td>
<td>2.75*</td>
<td>0.011</td>
<td>0.037284</td>
<td>0.263445</td>
</tr>
<tr>
<td>PE₂</td>
<td>-0.0090432</td>
<td>0.121268</td>
<td>-0.07</td>
<td>0.941</td>
<td>-0.2599052</td>
<td>0.241888</td>
</tr>
<tr>
<td>PE₃</td>
<td>-0.207949</td>
<td>0.0255053</td>
<td>-0.82</td>
<td>0.423</td>
<td>-0.0735567</td>
<td>0.0319669</td>
</tr>
<tr>
<td>PE₄</td>
<td>0.000000152</td>
<td>0.00000368</td>
<td>0.04</td>
<td>0.968</td>
<td>-0.00000747</td>
<td>0.00000777</td>
</tr>
<tr>
<td>_cons</td>
<td>0.476741</td>
<td>1.19256</td>
<td>0.40</td>
<td>0.693</td>
<td>-1.990257</td>
<td>2.94374</td>
</tr>
</tbody>
</table>

Note: dependent variable = YE; * = significant ‘t’ values; F = 4.0211; R-squared = 0.4510; Adj R-squared = 0.30771; Root MSE = 1.5682

Source: STATA 8
4.5.2 Hypothesis two
The t calculated values are significant for PE2 and PE3 because they are greater than the t tabulated value (1.98). PE2 and PE3 have t values of 2.32 and 2.41, indicating significance at 5% error term. The F calculated value of 3.2 is greater than the F tabulated value (2.20) and shows significance between the dependent and independent variables. The null hypothesis was rejected and the alternative hypothesis \(H1_2\) was accepted, which states that, “there is significant relationship between political entrepreneurship and safety and security”.

Table 4.9: Political Entrepreneurship and Safety and Security

<table>
<thead>
<tr>
<th>SS</th>
<th>coef.</th>
<th>std. err.</th>
<th>t</th>
<th>p &gt;</th>
<th>t</th>
<th>[95% coef. interval]</th>
</tr>
</thead>
<tbody>
<tr>
<td>PE1</td>
<td>-0.1249692</td>
<td>0.3344816</td>
<td>-0.75</td>
<td>0.463</td>
<td>-0.9416199</td>
<td>0.4422359</td>
</tr>
<tr>
<td>PE2</td>
<td>0.2376345</td>
<td>0.7420265</td>
<td>2.32*</td>
<td>0.052</td>
<td>-1.297364</td>
<td>1.772633</td>
</tr>
<tr>
<td>PE3</td>
<td>0.2206129</td>
<td>0.1560644</td>
<td>2.41*</td>
<td>0.071</td>
<td>-0.1022309</td>
<td>0.5434568</td>
</tr>
<tr>
<td>PE4</td>
<td>-0.0000013</td>
<td>0.0000119</td>
<td>-0.05</td>
<td>0.000</td>
<td>-0.000036</td>
<td>0.0000134</td>
</tr>
<tr>
<td>_cons</td>
<td>45.46273</td>
<td>7.297153</td>
<td>6.23</td>
<td>0.000</td>
<td>30.36742</td>
<td>60.55804</td>
</tr>
</tbody>
</table>

Note: dependent variable = SS; * = significant ‘t’ values; F = 3.2700; R-squared = 0.2627; Adj R-squared = 0.0703; Root MSE = 9.5958
Source: STATA 8

4.5.3 Hypothesis three
The t calculated values are significant for PE2 because it is greater than the t tabulated value (1.98). PE2 has t value of 4.96, indicating significance at 5% error term. The F calculated value of 4.10 is greater than the F tabulated value (2.20) and shows significance between the dependent and independent variables. The null hypothesis was rejected and the alternative hypothesis \(H1_3\) was accepted, which states that, “there is significant relationship between political entrepreneurship and social infrastructural development”.

Table 4.10: Political Entrepreneurship and Social Infrastructural Development

<table>
<thead>
<tr>
<th>SID</th>
<th>coef.</th>
<th>std. err.</th>
<th>t</th>
<th>p &gt;</th>
<th>t</th>
<th>[95% coef. interval]</th>
</tr>
</thead>
<tbody>
<tr>
<td>PE1</td>
<td>-6842.415</td>
<td>5557.09</td>
<td>-1.23</td>
<td>0.231</td>
<td>-1833.813</td>
<td>4653.301</td>
</tr>
<tr>
<td>PE2</td>
<td>-10311.45</td>
<td>12328.06</td>
<td>-0.84</td>
<td>0.412</td>
<td>-35813.97</td>
<td>15191.08</td>
</tr>
<tr>
<td>PE3</td>
<td>-238.3646</td>
<td>2592.86</td>
<td>-0.09</td>
<td>0.928</td>
<td>-5602.105</td>
<td>5125.376</td>
</tr>
<tr>
<td>PE4</td>
<td>-0.9826499</td>
<td>0.1980454</td>
<td>-4.96*</td>
<td>0.000</td>
<td>-1.392338</td>
<td>-0.5729619</td>
</tr>
<tr>
<td>_cons</td>
<td>111677.1</td>
<td>121235.2</td>
<td>0.92</td>
<td>0.367</td>
<td>-139117</td>
<td>362471.1</td>
</tr>
</tbody>
</table>

Note: dependent variable = SID; * = significant ‘t’ values; F = 4.1000; R-squared = 0.9128; Adj R-squared = 0.8900; Root MSE = 1.6e+05
Source: STATA 8

4.6 Discussion of the Findings
Testing the regression coefficients using t-tests not only gives researchers some insight into the fit of the regression models, but it also helps in assessing the strength of individual predictor variables in estimating the dependent variable (Hair et al. 1995). The result of the Research Models indicates that regression coefficients or slopes of political entrepreneurship variables have significant impacts on national development indices. These findings further support the alternate hypotheses that these regression coefficients or slopes are significantly different from zeros and have predictive powers in estimating national development indices in North Central Nigeria.

Political entrepreneurs may be individuals within the political system, such as politicians and bureaucrats, as well as people outside the system, as business owners and lobbyists (Meydani, 2008). Political entrepreneurs are trying to change the boundaries of authority within the institution. Focus on the political entrepreneur leads our attention to endogenous development (Sheingate, 2003), which means that actors at the local level can influence development. The political entrepreneur discovers a profit opportunity that she/he is acting on (Holcombe, 2002).

The specific role and activities of political entrepreneurs (given that we cling to this term as the overarching notion) are also described in a quite diverse fashion; several patterns and commonalities, however, can be identified. First, there appears to be a certain differentiation between process- and result-oriented approaches. As examples for the latter,
Sheingate (2003: 185) depicts political entrepreneurs as "individuals whose creative acts have transformative effects on politics, policies, or institutions." Schneider and Teske (1992) define political entrepreneurs as "individuals who change the direction and flow of politics". Authors taking a process oriented approach stress the investment character of political entrepreneurship, such as Weisert (1991: 263), who defines policy entrepreneurs as "persons willing to use their own personal resources of expertise, persistence, and skill to achieve certain policies they favor." Kingdon (1984: 214), who depicts political entrepreneurs as "people willing to invest their resources in return for future policies that they favor" or López (2002), who presents legislators as political entrepreneurs investing in different kinds of political capital that are (at least partly) in a trade-off relationship.

As distinct from growth, development is about people and how their lives and institutions can get better (Igbafen, 2012; Ihonvbere, 2012). According to Adeyeye (2002), the earliest approach to development was monolithic and economically biased, however, the social dynamics of society as they affect socio-cultural, economic, political and technological well being of people brought into fore the deficiencies of the monolithic and economic approach.

**Conclusion**

A total of 210 questionnaire were sent out and 146 were retrieved and accepted. A successful response rate of 69.52 % was achieved as 146 of the questionnaires were considered acceptable. Majority of the respondents (71.4 %) agreed that there is a need to distinguish between actors within the political system and those outside and to study the driving forces and motives behind their actions. A certain percentage (28.6 %) of the respondents strongly agreed to this fact. The study’s finding also suggests that regression coefficients or slopes of political entrepreneurship variables have significant impacts on national development indices. These findings further support the alternate hypotheses that these regression coefficients or slopes are significantly different from zeros and have predictive powers in estimating national development indices in North Central Nigeria. Form the findings, the study thus concludes that:

i. There is significant relationship between political entrepreneurship and youth empowerment;

ii. There is significant relationship between political entrepreneurship and safety and security; and

iii. There is significant relationship between political entrepreneurship and social infrastructural development.

**5.3 Recommendations**

i. Political entrepreneurs need to do more in sustaining youth empowerment issues such as reduction of unemployment in the study area;

ii. Safety and security of the citizens should be devoid of politics, religion, sectionalism, tribalism, etc, should be focused upon by the political entrepreneurs in order to safeguard citizens, first and foremost; and

iii. Social infrastructure such as regular electricity supply and pipe borne water should be the primary motive of the political entrepreneur in the study area.

**REFERENCES**


Investigating the Effect of Entrepreneurial Orientation on the Performance of Small and Medium Enterprises in Federal Capital Territory of Nigeria

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Abstract
This study examines the effect of entrepreneurial orientation on the performance of small and medium enterprises (SMEs) in the Federal Capital Territory (FCT) of Nigeria. The recent debate on entrepreneurial orientation on the performance of SMEs will for a long time remain an interested area of researches. The sample size of the paper consists of 2,236 of SMEs operating in the six area councils of FCT-Abuja in Nigeria. 331 copies of the questionnaire were administered to target respondents. 232 copies of the questionnaire were duly completed and returned. The returned questionnaire was inputted, coded and screened using Statistical Package for the Social Science (SPSS) software. Hence, the final number of 232 valid data was used. The data were analyzed using Partial Least Square Structural Equation Modelling (PLS-SEM). The result showed that entrepreneurial orientation is positively significant to SMEs performance in FCT-Abuja in Nigeria. The paper recommends that government, stakeholders, and policy makers should endeavour to promote entrepreneurial orientation that will improve SMEs’ performance in FCT-Abuja as well as in Nigeria. This paper also suggested that government should make more effort in funding SMEs operators.

Keywords: Small and Medium Enterprises, Entrepreneurial, Orientation and Performance.

1.1 Introduction
In recent terms, it had been argued that, Small and Medium Enterprises (SMEs) performance played a very critical and vital role promoting growth and economic development of many national economies both in developing, developed and emerging economies (Aminu & Mohd Shariff, 2015). Hence, the issue of economic growth and development is very crucial for the survival of any nations. Therefore, the research on the SMEs performance will for a long time remain an interesting area of debate. It has been argued that, for any nation economy, given the realization of the significant driver and contribution of SMEs, attention has been given to entrepreneurial orientation looking at the employment opportunity and unemployed youths in the nation (Aremu & Adeyemi, 2011). SMEs are proficient to provide more growth and development to the global economy (Burli, Kotturshettar & Kalghatgi, 2011). Hence, it has been contended that, SMEs have been playing a prominent role by contributing 65% of employment rate and 55% of Gross Domestic Product (GDP) globally (Aminu, 2015; Egena, Ngovenda, Theresa & Bridget, 2014). SMEs has become a worldwide debate because of its significant contributions to the survival of nation economy through entrepreneurial orientation, job creation, creativity, employment generation and economic growth and development (Aminu, 2015; Aremu & Adeyemi, 2011; Burli et al., 2011).

In Nigerian, SMEs performance has become critical issue debate perhaps, evidences have shown that the practice of SMEs’ have significantly but persistently decreasing over years. Hence, the Nigeria SMEs GDP contribution in 2001 (62.1%), in 2007 (50%), in 2012 (46.54%), in 2013 (48.47%) and in 2014 (10%) (Gbandi & Amissah, 2014; Shehu, 2014; SMEDAN, 2013). Nigeria SMEs’ contribution to economy in 2014 is less than 10% which clearly indicated that the underperformance of the Nigerian SMEs (Gbandi & Amissah 2014). In 2016, Nigerian SMEs contribution to the GDP were also low compared to other emerging economy like South Africa, Ghana, Kenya and Malaysia among others (SMEDAN, 2017).

Hence, the Nigerian government has taken strategized stand in promoting and supporting entrepreneurial orientation through entrepreneurial innovative awareness campaigns, financial support and incentives given to the new entrepreneurs. Again, several researchers argued that inconsistency of government support and policies, orientation poor and poor infrastructures, multiple taxation, technological changes, less income, lack of entrepreneurial knowledge, lack of risk bearing, poor access to capital and among others dilemmas are considered to be

In recent debate, poor entrepreneurial orientation has been identified as the major problems attributed to the major cause of lack of SMEs performance predicaments (Afoboli, 2013; McLarty, Pichanic & Šrpova, 2012; Osmond & Paul 2016; Oyedijo, Idris & Aliu, 2012; Suliyanto & Rahab, 2012). In another stream of debate, contended that entrepreneurial orientation are the key to regenerate SMEs performance (Aliyu, Rogo & Mahmood, 2015; Aminu & Mohd Shariff, 2015; Ferreira, Azevedo, & Ortiz, 2011; Lechner & Gudmundsson, 2014; Mahmood & Hanafi 2013; Nuhu & Ahmed, 2016; Osman, Ahmad, Rashid & Hussain, 2011; Osman, Rashid, Ahmad & Hussain, 2011). Hence, lack of SMEs performance in Nigeria, have renew a called for researchers to investigate on the entrepreneurship characteristics to curtail recent unemployment and improve on economic growth and development (Aliyu & Mahmood, 2014; Eneh, 2011; Nuhu & Ahmed, 2017; Okpara, 2011).

The objective of this paper is to investigate the effect of entrepreneurial orientation matters on the performance of small and medium enterprises (SMEs) in Federal Capital Territory (FCT) of Nigeria. This paper is divided into introduction, literature review, theoretical framework, methodology, discussion, conclusion and recommendations for future research.

2.1 Literature Review
Small and medium-sized enterprises (SMEs, also small and medium enterprises) or small and medium-sized businesses (SMBs) are businesses whose personnel numbers fall below certain limits (World Bank, 2013; United Nations; World Trade Organization). The abbreviation “SME” is used in the European Union and by international organizations such as the World Bank, the United Nations and the World Trade Organization (WTO) (World Bank, 2013; United Nations; World Trade Organization). Small enterprises outnumber large companies by a wide margin and also employ many more people. SMEs are also said to be responsible for driving innovation and competition in many economic sectors (World Bank, 2013; United Nations; World Trade Organization).

In the UK a company is defined as being an SME if it meets two out of three criteria: it has a turnover of less than £25m, it has fewer than 250 employees, and it has gross assets of less than £12.5m (Bouri et al., 2011; Petrakis & Kostis, 2012). Industry Canada defines a small business as one with fewer than 100 paid employees and a medium-sized business as one with at least 100 and fewer than 500 employees. In the United States, the Small Business Administration sets small business criteria based on industry, ownership structure, revenue and number of employees (which in some circumstances may be as high as 1500, although the cap is typically 500) (Bouri et al., 2011; Petrakis & Kostis, 2012). Both the US and the EU generally use the same threshold of fewer than 10 employees for small offices (Bouri et al., 2011; Petrakis & Kostis, 2012). In Australia, a SME has 200 or fewer employees (Petrakis & Kostis, 2012). Australian SMEs make up 97% of all Australian businesses, produced one third of total GDP, and employ 4.7 million people. SMEs represent 90 per cent of all goods exporters and over 60% of services exporters (Bouri et al., 2011; Petrakis & Kostis, 2012). The Central Bank of Nigeria defines small and medium enterprises in Nigeria according to asset base and number of staffs employed. The criteria are an asset base equal or less than N5 million, and a staff strength equal or less than 100 employees (Central Bank of Nigeria, 2011).

SMEs can be defined in the context of the size of a SMEs or organization in relation to the number of the employees working with that organization or the total amount of its assets and capital levels (Merino, Monreal-Pérez, & Sánchez-Marín, 2015; Mohammad, 2012; World Bank, 2013). In another development, Bouri et al., (2011) and World Bank (2013) asserted that, many definitions of the SMEs had banked on the above-mentioned yard stick of SMEs size and total number of employees working with that organisation as well as its total assets value (Bouri et al., 2011).

Performance can be referred to the measurement of financial ability of the SMEs in relation to factors such as the level of investment, profit level with both growth in sales and profit. Similarly, Olosula (2011), defined, organizational performance or performance of SMEs as an entrepreneurial ability to evaluate business opportunities so as to take advantage of gaining some financial benefits for the amount of business resources committed. Thus, a business can achieve success regardless of its size (big or small), once managed efficiently. Therefore, performance of SMEs can also be viewed inform of its organizational objective or goals perspectives more especially, in relation to return on assets, return on equity and volume of sales growth (Shehu, 2014). Contrary to the
previous opinions of the above scholars, performance can be viewed from two perspectives: Financial and non-financial point of views respectively (Minai & Lucky, 2011). According to Zand, Dahim, Shayegh and Soltanieh, (2015), prior researches had preference on the financial performance over the non-financial performance for the purpose of measuring overall organizational success. Hence, this study will be based on financial performance of SMEs in Nigeria.

SMEs has contributed significantly for the economic growth and development worldwide as statistics shown that United Kingdom (U K) SMEs contributed to the economic growth with 50% to GDP and 54.1% to employment; China SMEs contributed 55% to GDP and 75% to the employment; Taiwan SMEs contributed 55% to GDP and 70% to employment (Ghazilla et al. 2015; Osmond & Paul, 2016; SMEDAN, 2013). Hence, prior studies have argued that, SMEs’ have significantly contributed positively to the global Gross Domestic Product (GDP) (Eniola, & Entebang, 2015; Ghazilla, Sakundarini, Abdul-Rashid, Ayub, Olugu & Musa, 2015; Mousiolis, Zaridis, Karamanis, & Rontogianni, 2015). Therefore, several studies related to SMEs’ performance have recommended the used of entrepreneurial orientations to firm performance. Hence, this paper reviewed prior empirical relationship between entrepreneurial orientation and firm performance.

2.2 Entrepreneurial Orientation and Firm Performance

In recent empirical investigation between entrepreneurial orientation and firm performance will for a long time remain an interesting area of debate due to mixed and inconsistency findings (Nasiru & Ooi, 2015; Puppim de Oliveira & Jabbour, 2017). In the study of Freiling and Schelhowe (2014) argues that many studies investigating entrepreneurial orientation are more to explorative omitting the exploitative side. Therefore, these prompted them to examine the exploitative side of entrepreneurial orientation. However, merging the explorative and exploitative sides of entrepreneurial orientation they concluded that, it will enable the SMEs to perform effectively. Thus, both concepts, that is, exploitative and explorative of entrepreneurial orientation are highly significant. Similarly, according to Deh, Asuamah and Agyemang, (2013), their study signified that, entrepreneurial orientation as the willingness to engage in a more innovative, risky as well as uncertain activities in the market place, accurately discover new opportunities before their competitors. Ndubisi and Ifikhar (2012) in their study have examined the relationship amid entrepreneurship, performance quality and also innovation in the Pakistan’ SMEs. Therefore, a sample of one hundred and twenty-four SMEs are used in their study, using questionnaire and hierarchical multiple regression model for the purpose of analyzing the data. Thus, they found that, positive significant relationship exists amid entrepreneurship and SMEs’ quality performance.

Furthermore, Fatoki (2012) considered a survey area as King William’s Town and East London in the Eastern Cape of South Africa. Data was collected through the use of self-administered questionnaires in a survey and the data collected, was analyzed through the use of descriptive statistics, correlation and regression. The results indicate that there is a significant positive relationship between entrepreneurial orientation and access to debt finance and the performance of SMEs. Shehu (2014), in his study, had conceptualized entrepreneurial orientation as the organizational plan making process and styles of SMEs that engage in entrepreneurial activities. Therefore, this involves all activities taken for SMEs to be more proactive, innovative as well as issues relating to risk taking. Similarly, Prato Wee, Syahchari, Tyaznugraha, and Hadiatifitri (2013) examine the mediating role of innovation success on the relationship among entrepreneurial orientation, human capital, societal capital and SMEs’ performance, by means of questionnaire with the use of structural equation modeling in analyzing the data. The sample is drawn from Johor Bahru, Malaysia and Palenband, Indonesia. Thus, it was found that significant positive relationship exist amid entrepreneurial orientation and performance of the SMEs. Dai, Maksimov, Gilbert and Fernhaber, (2014) asserted that most researchers come to an understanding that entrepreneurial orientation is a combination of three dimensions namely: innovativeness, pro-activeness and risk-taking.

In contrast, Alarape, (2013), argued that, competitive aggressiveness to some SMEs may be harmful in attempting to make confrontation to those organisations that are big and strong rivals in the same market. The findings of Anderson (2010) indicated that, negative relationship amid entrepreneurial orientation and SMEs’ performance. Also, the study of Jabeen (2014) showed that entrepreneurial orientation and moderating effect of external environment (EE) to SMEs performance is not significant. Similarly, the study of Aminu and Mohd Shariff (2015) established negative relationship amid entrepreneurial orientation and access to finance among Nigerian SMEs. George and Marino, (2011) in
their study makes a contradictory conclusion to the work of Mintzberg, Raisinghani and Theoret (1976) by concluding that entrepreneurial orientation sole influence on SMEs entails improving financial performance rather than the acclaimed strategic movement towards achieving organizational goals.

Freiling and Schellhowe (2014) argues that many studies investigating entrepreneurial orientation are more to exploratory omitting the exploitative side. Deh, Asuamah and Ayemang, (2013) contended in their study signified that, entrepreneurial orientation as the willingness to engage in a more innovative, risky as well as uncertain activities in the market place, accurately discover new opportunities before their competitors. In line with the above literature reviews with mix and inconsistency findings, the following hypothesis is developed:

There is a significant effect between entrepreneurial orientation and the performance of small and medium enterprises (SMEs) in the Federal Capital Territory (FCT) of Nigeria.

3.1 Theoretical Framework

This paper is guided and rooted by the resource-based view (RBV). RBV has become apparent theory that gave explanation in relation to performance of SMEs, which dealt with the inputs that are heterogeneous. The resource-based view (RBV) theory, is a strategic management theory which opines that, a business firm (SMEs) as a combination of inputs (resources) and outcomes generation (capabilities) (Wernerfelt, 1984). The research framework in this study has shown entrepreneurial orientation as independent variables while SMEs’ performance as dependent variable.

![Figure 1: Research Framework](image)

4.1 Materials and Methods

The population in this study consist of all the SMEs operating in the Federal Capital Territory (FCT) Abuja Nigeria. According to SMEDAN (2013) and World Bank (2013), the total number of SMEs as at 2016 stood at 2,236 (SMEDAN, 2017). Most of the SMEs operators in Nigeria are centred on the densely populated in the Federal Capital Territory (FCT) Abuja, Kano, Lagos and Port Harcourt (SMEDAN, 2013). Again, many Micro and Small Enterprises are operating in the villages all over the country (SMEDAN, 2013). This informed our decision to use the six area councils (Abaji, Bwari, Kwali, Kuje, Gwagwalada and AMAC) of the FCT, Nigeria. The total population now is 2,236. The unit of analysis for this study is individual/Owners. From Krejcie and Morgan’s (1970) sample size table, the sample size for 2,236 is 331. Using Sekaran, & Bougie, (2010) rule of thumb 50% was increase to sample size. Therefore, the final sample will now be 496,5 approximately 497. Hence, this study adapted probability (random) sampling. Probability sampling design help this paper, because of the need to generalize the findings of this study. This paper adopted five - point likert scale (1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree).

The performance scale which uses subjective (non-financial) measures were adapted from the work of Aminu (2015); Shehu and Mahmood (2014); Suliyanto and Rahab (2012). While entrepreneurial orientation is measured by using nine (9) items in a single dimension adapted from Idar and Mahmood (2011).

4.2 Analysis and Results

A total of 497 copies of questionnaires were distributed to the owner/managers of SMEs, located in the Federal Capital Territory (FCT) Abuja Nigeria. Hence, self-administered questionnaire were carryout to the entire respondents together. The response rate had yielded the outcome of 232 returned questionnaires, out of the 497 survey questionnaires distributed to the owner/managers of the SMEs located at Federal Capital Territory (FCT) Abuja Nigeria. Thus, this gave the response rate of 47% based on definition of the term response rate (Jobber, 1989). Therefore, according to Sekaran (2003), a response rate of 30% is sufficient for surveys thus, based on the Sekaran (2003) suggestions, the researcher’s response rate of 47% is adequately enough to be considered for running the analysis of this study.

From the demographic analysis, the majority of the respondents in the sample, that served as the representatives of the main line of the business 147 (46.08%), were manufacturers, 99 (31.03%) were in agricultural sector, while the remaining 73, that are representing 22.88% were in service providers. Besides main line of the respondents’ business,
respondents (owner/managers) were also asked to indicate the location of the business.

This paper, in line with the recent development, the study adopted the used of Partial Least Squares Structural Equation Modeling (PLS-SEM). Hence, with regards to the unsuitability of PLS path modelling when it comes to model validation, this study like any other study, has adopted a two-step process so as to evaluate and at the same time to report the results of PLS-SEM path, as suggested by Henseler, Ringle and Sinkovics (2009). Therefore, this two-step process adopted in this particular study comprises the following: Firstly, the issue of assessment of a measurement model, and secondly, that of assessment of the structural model (Hair et al., 2014; Hair et al., 2012; Henseler et al., 2009).

Analysis of Measurement Model

The issue of measurement model assessment consists of item loading, composite reliability and average variance extracted (Hair et al., 2014; Hair et al., 2011; Henseler et al., 2009).

Table 1
Results of Measurement Model

<table>
<thead>
<tr>
<th>Constructs and Indicators</th>
<th>Loadings</th>
<th>Composite Reliability</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entrepreneurial Orientation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EO1</td>
<td>0.835</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EO2</td>
<td>0.822</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EO3</td>
<td>0.843</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EO4</td>
<td>0.891</td>
<td>0.948</td>
<td>0.721</td>
</tr>
<tr>
<td>EO5</td>
<td>0.886</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EO6</td>
<td>0.867</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EO7</td>
<td>0.807</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SME Performance</strong></td>
<td></td>
<td>0.951</td>
<td>0.864</td>
</tr>
<tr>
<td>FP1</td>
<td>0.952</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FP2</td>
<td>0.934</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FP3</td>
<td>0.901</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From above table, the average variances extracted values range from 0.721 and 0.864. This suggestable acceptable of the values. While all loading are above 0.5 threshold and composite reliability is also above 0.7 as recommended by Hair 2014.
Mohammed & Mohammed. *Investigating the Effect of...

Figure 1: Measurement Model

Analysis of Structural Model
After measurement model, the next step is structural model. This paper applied 5000 bootstrapping standard procedure to assess significance of the path coefficients as recommended (Hair et al., 2014; Hair et al., 2011; Hair et al. 2012; Henseler et al., 2009).

Figure 2: Structural Model

Table 2
Results of Structural Model

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Relationship</th>
<th>Beta</th>
<th>SE</th>
<th>t-value</th>
<th>p-value</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entrepreneurial Orientation &gt; SME Performance</strong></td>
<td></td>
<td>0.763</td>
<td>0.045</td>
<td>17.122</td>
<td>0.00**</td>
<td>Supported</td>
</tr>
<tr>
<td>P. value significant at 1% ** (one tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5.1 Discussion and Recommendations

In line with the objective of this paper, the findings showed that the Hypothesis formulated is line with the expected result. The result of hypothesis supported. This indicated that entrepreneurial orientation is positively significant with the SMEs performance of FCT-Abuja ($\beta = 0.763, t = 17.122, p < 0.00$). This finding is consistent with the prior studies of Covin & Lumpkin, 2011; Covin & Miller, 2014; Wales et al, 2013.

Hence, the study recommended that government, stakeholders, and policy makers should endeavour to promote entrepreneurial orientation that will improve SMEs’ performance in FCT-Abuja as well as in Nigeria. This paper also suggested that government should make more effort in funding SMEs operators. This study suggested the future researchers should either adopt or adapt the use of a moderator and mediated. More also, using new methodological changes and new theoretical approaches.

Reference


Fatoki, O. (2012). The impact of entrepreneurial orientation on access to debt finance and performance of small and medium enterprises in...


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Mohammed & Mohammed. *Investigating the Effect of...


Entrepreneurial Posture and Organizational Resilience of Fast Food and Restaurants in Rivers State

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Abstract

There is no doubt that SMEs play enormous role in the growth and development of any nation. Notwithstanding, this sector operates in a very volatile, uncertain, complex and ambiguous environment which threatens their survival and flourishing. As a result, this study examined the relationship between Entrepreneurial Posture and Organizational Resilience of Fast Food and Restaurants in Rivers State. The population for the study comprised of four hundred and thirty-seven (437) owners of fast food and restaurants in Rivers State. From the Krejcie & Morgan’s table, a sample size of two hundred and three (203) owners of fast food and restaurants were drawn. Two null hypotheses were formulated and regression analysis was carried out on the one hundred and ninety-three (193) copies of the study instrument retrieved. The study showed a significant positive relationship between entrepreneurial posture and organizational resilience. A conclusion was drawn and recommendations made.

Keywords: Entrepreneurial Posture, Organizational Resilience, Innovativeness, Aggressive Competitiveness and Attention-based View Theory.

Introduction

There is no doubt that SMEs play enormous role in the growth and development of any nation. Notwithstanding, this sector operates in a very volatile, uncertain, complex and ambiguous environment which threatens their survival and flourishing. These threats are evident both in the local and international community. Recently, it was reported that of the first 30 firms listed amongst the Fortune 500 firms in 1970, over 19 of them have been delisted from that prestigious level as at today, mostly due to liquidation and/or acquisition (Tengblad & Oudhuis, 2018). Back in Nigeria, the case is not different as the realistic disposition towards entrepreneurship has been far from encouraging. Available records reveal that out of every 4 SME’s only one survive, and only a meager one, out of every ten individual, actually pursue their dream of being entrepreneurs in the country (Eneh, 2005; 2010). Consequently, the need to examine how businesses can bounce back from these uncertainties and thrive becomes very much pertinent.

Cox and Perry (2011) refer to this ability to survive turbulence and bounce back (bounce forward in actual sense) as “resilience”. An inquiry into the dynamics of resilience has become expedient given the myriad of challenges bedeviling SMEs especially in developing climes like Nigeria where the rising cases of natural disaster, economic downturn and advancement in technology are potential threats even as they are possible areas of novel opportunities (Zolli & Healy, 2012). Interestingly, Denyer (2017) had advanced that organizational resilience is indispensable in helping businesses grow and in ensuring they continue as a going concern. This is in line with the general opinion that for an entrepreneur to build a viable venture he/she must develop resilience (Ayala & Manzano, 2014; Bullough, Renko & Myatt, 2014).

On the other hand, scholars have argued that business owners must possess certain skills and attitudes such as being risk-takers, aggressively competitive, innovative and proactive; to drive their firms towards success. They refer to the combination of these skills and attitudes as entrepreneurial posture (Madsen, 2007; Wiklund & Shepherd, 2005). Smart and Vertinsky (as cited in Kickul & Gundry, 2000) opined that entrepreneurial posture is a conscious tactical response to volatile business environment. The Organizational resilience construct has been explored in relation to several other concepts such as tourism, work life balance, terrorism, etc. (Doern, 2016; Lai, Saridakis, Blackburn & Johnstone, 2016; Ngoasong & Kimbu, 2016). However, this paper is concerned about investigating the relationship between entrepreneurial posture and organizational resilience of SMEs in Rivers State.
2.0. Literature Review

2.1. Theoretical framework

The Attention-based View Theory by William Ocasio in 1997, in his work: Towards an Attention-Based View of the Firm. The theory provides an explanation into how firms behave; what entails when, why and how they respond to and envisage possible threats and/or opportunities. Ocasio (1997) argued that understanding why firm choose to be conservative or entrepreneurial is precipitated on how the attention of those who take decisions are distributed and regulated. He categorized an organization’s attention into: Focus of Attention, Situated Attention and Structural Distribution of Attention.

Focus of attention has to do with the twain principles that policy-makers will be picky on the issues they attend to per time and their decision is based on the issues and answers they focus their attention on (Ocasio, 1997). In relation to our study, entrepreneurs whose focus are on setting the pace for others to follow will instinctively be aggressive innovators and competitors.

The situated attention refers to organizations focusing their attention on certain issues due to the situation and context in which they find themselves. This is also in line with our earlier exposition that organizations that find themselves in highly volatile environments must demonstrate high aggressive competitiveness and set the pace in the invention and re-invention of their products and services (Oliviera Jr, 2015).

Lastly, the structural distribution of attention is based on the principle that a firm’s established patterns and procedures tend to provide the premise upon which individuals focus their attention on certain issues. Consequently, a firm with an entrepreneurial outlook will, by its “modus operandi”, provide their workers with the culture of focusing on product market innovation, high propensity to risk taking, proactiveness and aggressive competitiveness. The bottom-line is, an organization’s attention will determine its survival and growth (Ocasio, 1997).
Understanding entrepreneurial posture
To stay competitive organizations must be flexible and adaptive in altering their strategies to repress possible threats as well as take advantage of business opportunities that may arise from the ever turbulent and dynamic environment in which businesses operate (Covin & Lumpkin, 2011). Organizations could be classified as either conservative or entrepreneurial depending on the approach it adopts in staying in business. This competitive behaviour and/or strategy a firm adopts to survive and grow are described as its strategic posture. When a firm is innovative, delves into certain risky ventures and takes the lead in developing novel products/services, it is referred to as having entrepreneurial posture, Limpkin (as cited in Gabriëls, 2007).

Globalization has opened up the global markets and has given rise to competition from international firms seeking access to new markets and products/services. This poses a serious threat to SMEs that may not possess the financial muscle to match their foreign counterparts. As such, scholars have argued that SMEs survival in this scenario is largely dependent on their entrepreneurial posture (Poon, Ainuddin & Junit, 2006; Spicer & Sadler-Smith, 2006).

Dimensions of entrepreneurial posture
Innovativeness
The fierceness of the business world in the 21st century requires firms to provide innovative and economically viable products/services if they must compete favourably and thrive (Rypestol & Aarstad, 2018). Extant literature establishes that innovation impacts positively on an organization’s competitiveness, gaining of competitive advantage, continued survival, effectiveness, reputation, etc. (Khazarchi et al, 2007; Talke et al., 2011). Marinova (2004) revealed that the prime factor that aids the operational effectiveness of SMEs that find themselves in complex and ambiguous environments is innovativeness.

Aggressive Competitiveness
Given the nature of the terrain a business finds itself, an entrepreneur is confronted with the strategy dilemma of choosing to either be conservative or confrontation in the war to out-wit competitors. However, Covin and Slevin (as cited in Oliviera Jr, 2015) asserted that in a fiercely competitive and dynamic environment, only firms that exhibits hyper aggressive competitiveness survive and thrive in their industry, being aggressively competitive implies a firm being confrontational as a new entrant into an industry or strengthening its position with a view to taking the lead in the industry. In other words, aggressive businesses strive to outdo their competitors by being responsive and proactive with enormous vigor (Ferrier et al, 2002).

Understanding organizational resilience
Various studies have examined resilience (Gunderson & Holling, 2002; Simmie & Martin, 2010; Walker, Holling, Carpenter & Kinzig, 2004). It has also been examined from the angle of change readiness or special flexibility (Pádár & Pataki, 2014). It is seen as an adaptation process that aids organizations to survive. Amongst global competition, technological changes and economic crises, one major factor have brought about change in an organizations or have made organizations to evolve is global competition (Conz, Denicolai & Zucchella, 2016). Therefore it is important for organizations to be resilience in order to gain edge over their competitors (Pádár & Pataki, 2014).

Sheffi and Rice, (2005); Teixeira and Werther, (2013) viewed resilience from the transformational approach which represent a strategic tool for the urge to gain competitive advantage. Teixeira and Werther (2013) posit that resilience is revealed in the ability for firms to respond to change. Furthermore, the ability to expect turbulent events and changes and its ability to swiftly respond truly display a resilient spirit.

Theoretical exposition
Innovativeness and organizational resilience
Resilient organizations are flexible and they adapt to change. It is well established in literature that one of the lost relevant characteristics of organizations in modern business world is resilience i.e. the ability to adapt to change (Pádár & Pataki, 2014).

This of course is not unconnected to the fact that businesses must continuously provide quality products/services to their customers in an ever evolving and competitive environment (Conz, Denicolai & Zucchella, 2016). To this end, we have argued that it takes a firm that is highly responsive, resourceful and inventive to effectively and efficiently manage any distressed situation.

H₀₁: There is no significant relationship between innovativeness and organizational resilience.

Aggressive Competitiveness and organizational resilience
The increase in competitiveness within organizations has made organizations create new ways to compete in this uncertain environment. This has made organizations to remain resilience even in the midst of these turbulent, surprising, continuously evolving
environments (Infante, 2005; Lengnick-Hall, Beck & Lengnick-Hall, 2011). Sheffi and Rice (2005) postulated that a firm that inculcates resilience initiatives helps to increase their competitiveness. This resilience can be in form of reduction of vulnerability and increase of flexibility which signifies the ability for that firm to get back on the right track (Mirjana & Muhammad, 2017). Consequently, we hypothesize that:

\[ H_02: \text{There is no significant relationship between competitiveness and organizational resilience.} \]

Methodology
The theoretical population for this study comprised of all the owners of fast food and restaurants in Rivers State as at today; though our accessible population for the study comprised the four hundred and thirty-seven (437) registered fast food and restaurants in Rivers State (Rivers State Yellow Pages, 2013/2014). From the Krejcie and Morgan’s (1970) table a sample size \( (S) \) of two hundred and three (203) was drawn from the population. The simple random sampling technique was employed to afford the owners of each fast food and restaurant an equal chance of being selected. The study adopted Miller’s (1983) seven-item scale for entrepreneurial posture; while Kantur and Iseri-Say’s (2015) twenty-three item scale for organizational resilience, was adopted to test the criterion variable for the study. The internal consistency of the items in relation to the study area was determined via a test re-test approach which yielded satisfactory composite alpha value of .86 (Nunnaly & Bernstein, 1994). Regression analysis carried out on the stated hypotheses. Of the two hundred and three (203) copies of the study instrument distributed, one hundred and nine-three (193) were retrieved and analysed.

Results and Data Analysis

Table 1: Model Summary for Innovativeness and Organizational Resilience

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.905(^a)</td>
<td>.818</td>
<td>.816</td>
<td>.347</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Innovativeness

Source: SPSS Output 2018

The output of the model summary above reports a correlation coefficient value of .905\(^a\) indicating the relationship existing between the variables (innovativeness and organizational resilience) also the adjusted R square of .816 (81.6%); (coefficient of determination) indicating the rate of change in organizational resilience as explained by innovativeness.

Table 2: Model Summary for Aggressive competitiveness and organizational resilience

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.947(^a)</td>
<td>.891</td>
<td>.880</td>
<td>.554</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Aggressive competitiveness

Source: SPSS Output 2018

The output of the model summary above reports a correlation coefficient value of .947\(^a\) indicating the relationship existing between the variables (aggressive competitiveness and organizational resilience) also the adjusted R square of .880 (88.0%); (coefficient of determination) indicating the rate of change in organizational resilience as accounted for by aggressive competitiveness.

Test of Stated Null Hypotheses

Table 3: Regression Analysis of Innovativeness and Organizational Resilience
Table 4: Regression Analysis of Aggressive competitiveness and Organizational Resilience

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-3.148</td>
<td>.365</td>
<td>-8.612</td>
<td>.000</td>
</tr>
<tr>
<td>Aggressive</td>
<td>2.588</td>
<td>.080</td>
<td>.938</td>
<td>32.439</td>
</tr>
</tbody>
</table>

Source: SPSS Output 2018

Decision Rule: Accept the null hypothesis (H0) if the tabulated value is greater than the critical value (P-value) at 0.05 which is the tolerable error of 5%; otherwise accept the alternate hypothesis (Gujarati, 2004).

H0: There is no significant relationship between aggressive competitiveness and organizational resilience

The results from the regression analysis indicated that aggressive competitiveness exhibited a significant positive effect on organizational resilience (β = .856, 0.01) thus yielding a calculated value of .000 which is less than the P-value set at 0.05 (r = .000 < .05) resulting to non-acceptance of the stated null hypothesis (H0) suggesting that there exists significant relationship between aggressive competitiveness and organizational resilience.

Discussions, Conclusion and Recommendations

This study is was prompted by the concerns on the volatile and turbulent environment where these categories of business operate. These concerns were further heightened by the increasing statistics of these businesses that have gone moribund. Hence, this study explored Entrepreneurial Posture and Organizational resilience of fast Food and Restaurants in Rivers State. Two hypotheses were proposed in their null forms, while we adopted a survey design. The sampling framework constituted 437 firms, from which a sample size of 203 was recorded. With a 95.1% response rate, the results were analyzed with the aid of Regression analysis.

The first result supported the H1 which indicated that there is a significant relationship between innovativeness and organizational resilience. This findings corroborates with extant scholarly expositions that for an organization to survive and thrive it should be flexible and adaptive to the unavoidable fluctuations that has characterized contemporary business environment and very useful approach to attaining that is to be given to continuous innovation (Madsen, 2007; Wiklund & Shepherd, 2005)

While the second result provides support for the H2 which stated that there is a significant relationship between aggressive competitiveness and organizational resilience. This output is also in harmony with Covin and Slevin (as cited in Oliviera
Jr, 2015) assertion that in a fiercely competitive and dynamic environment, only firms that exhibit hyper aggressive competitiveness survive and thrive in their industry.

The implication of this study is that Fast food and Restaurants in Rivers State should employ innovativeness and aggressive competitiveness to enable them strive in the present harsh economic/business terrain.

This study is championing a road-map for businesses in this industry and other prospective entrepreneurs that would want to venture into the industry.

We therefore recommend that:

i) Owners of fast food and restaurant businesses should pay more attention on being entrepreneurial rather than being conservative; by focusing on product market innovation and being proactive in seizing opportunities as they present themselves in the industry.

ii) Business owners should adopt a confrontational approach when venturing into new markets while taking the needed steps to ensure that they remain ahead of or surpass their competitors.

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Event Entrepreneurship and Employment Creation: Implications for National Development

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Abstract
The study was aimed at assessing the impact of event entrepreneurship on employment creation in the South-South region of Nigeria, in the quest for national development. 327 copies of questionnaire were used to generate data from respondents. The hypotheses raised was tested using Spearman’s rank correlation coefficient, the results revealed that event entrepreneurship has a positive impact on employment creation. The study therefore asserts that events reduce unemployment and menace in the society, creating employment for most youths and women. Its contribution to national development is laudable to the private and public sectors. The study further recommended that there be collaboration between the government and private sectors to revive dead event festivals and destinations as to yield value to the society and enhance infrastructure.

Keywords: Event Entrepreneurship, Employment Creation, National Development

Introduction
For decades now, Nigeria has been faced with severe economic impingements that have called for transformation in all of the sectors. The oil and gas production however, contributes over 40 percent of West Africa’s Gross Domestic Product (Alasoofi, 2009) while the impact of other mineral resources is partially progressive. Pathetically for the giant of Africa, the economy remains epileptic with crisis on the allocation of the revenue from the ‘national cake’, threats of insurgencies, militancy, corruption, theft, unemployment, poverty, political crisis, bad leadership and other vices are muddles on the stability of the economy. As a significant move on the economy, the ‘Vision 2020’ was launched by the government to be able to consolidate its leadership role in Africa (Alasoofi, 2009; Euromonitor, 2010). Alasoofi (2009) further affirms that this project would move the economy into the league of top economies of the world by the year (2020). In consensus with this development, it becomes very pertinent to take advantage of huge opportunities offered by events market (Alasoofi, 2009).

Events involving travels, tourism, festivals and hospitality have become major sources of economic diversification (Amalu and Ajake, 2012) for many economies. This has not excluded its impact on host destinations (Eja, Out, Yaro and Inyang, 2011), and great growth potentials for the government (Bassey, Vivian, Glory and Emmanuel, 2011; Eja et al 2011; Amadu and Ajake, 2012). This move is anticipated to catapult the economy to first rank of emerging market. Kotler (2010), postulates that it is a mechanism for social change, which engages the poor and unemployed in the locality (Mbanefo, 2013) and involves direct flow of services (Prakash and Ricky, 2010).

Conferences, destinations, exhibitions, artistic performances, festivals etc are ascribed to be promotion and marketing embedded in event entrepreneurship, consumers are offered the possibilities of first hand engagement with brand and its personalities (Prakash et al, 2010; Nnenanya, Ogbuji and Onuoha, 2016). It is subscribed to be a headway for sustainable development of destination zones (Fascinating Nigeria, 2013). It is on this premise, that the three levels of government of Nigeria made some pronouncements to expend huge resources and fund events as a means to create employment for national development. This study therefore seeks to ascertain the claim with emphasis on job creation in Nigeria.

In Nigeria today, the rate of unemployment is relatively high, as more graduates flock around without jobs still desperate to make a living. Poverty and crimes abound pathetically in the society as a result of unemployment taking the serenity of the society. Bribery and corruption acclaimed to be on the pursuit to be pegged of which majority of individuals give the present government a minimal success. Gaining financial access from government and financial institutions for business ventures is reportedly a challenge.

Many economies of the world enthusiastically embrace event entrepreneurship as a means of economic diversification as investigated by several authors because it is purported to be a major...
contributor to national economy (Fascinating Nigeria, 2013) but with heavy funding that absorbs tax payers money. More so, various political leaders have attested to its goodwill, yet, there lies abandoned important destination areas and festivals in certain parts of the country, especially in the Niger Delta. Moreover, many scholars have postulated the impact of events to economic growth but unfortunately, no empirical indications to link events entrepreneurship and employment creation for national development. This study seeks to fill this lacuna.

The study aimed to investigate the impact of events entrepreneurship on employment creation. Also to provide more understanding on the importance of events entrepreneurship on national development. The following research questions will help achieve the aim thus,

i. What is the impact of events entrepreneurship on employment creation?
ii. What is the impact of event product on employment creations?
iii. How does promotion impact on employment creation?
iv. How does place impact on employment creation?

The following hypotheses were developed for the study.

**Ho1:** Is there any significant relationship between Product and employment creation.

**Ho2:** Is there any significant relationship between place and employment creation.

**Ho3:** Is there any significant relationship between promotion and employment creation.

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**Figure 1.0: Operational Framework of Event Entrepreneurship and Employment Creation**

**Source:** Researcher’s conceptualization

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**Literature review**

Event entrepreneurship aligns with Alert theory of entrepreneurship propounded by Kirzner in 1997, he indicated that the key to a successful business is understanding the market (Ranjan, 2013). It becomes a prime source for innovation and competitive advantage (Ayeni and Ebohon, 2012). Kirzner (1973), also indicated that the distribution of information in the society, influences the discovery of business opportunities which emanates to employment opportunities (Amalu et al, 2011; Sule, 2013). Events entrepreneurship gives opportunities for new ventures by taking advantage of innovations, knowledge and business information (Nigeria 360, 2012).

There is no commonly accepted definition of the concept of event entrepreneurship, however, both event entrepreneurship and employment creation will be progressively discussed. Event entrepreneurship falls back on event marketing pioneers, Bill Veeck, Jay Lury and George Preston (Leonard, 2002; EventEducation.com, 2011), who brought in innovations to the marketing of events by engaging the consumers, making marketing activities exciting, educating and entertaining. Consumers of event
products are availed the opportunity of a firsthand experience and interaction with service providers. Information dissemination, vitality of sponsorship, engagement of entrepreneurs and audience is considered as a pertinent factor (Ercan, 2013). Event entrepreneurship may be challenging due to its heterogeneous nature, therefore requires entrepreneurial skillfulness and consumer experience to be able to deliver value and satisfaction to target audience (Wood and Masterman, 2014). To this effect, Wood and Masterman in their work, 'Event Marketing: Measuring an experience?’ gave a guide for effectiveness of an event that would result to newness, surprise and match with the audience’s prior experience. This they ascribed as the 7I’s of event attributes being involvement, interaction, immersion, intensity, individuality, innovation and integrity.

Table 1: Examples of Event Entrepreneurship

<table>
<thead>
<tr>
<th>Incentive/reward</th>
<th>Product</th>
<th>Open days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>Product sampling</td>
<td>Publicity events</td>
</tr>
<tr>
<td>‘Created’ events</td>
<td>Road shows</td>
<td>Press conferences</td>
</tr>
<tr>
<td>Compensations/contests</td>
<td>Exhibitions</td>
<td>Corporate entertainment</td>
</tr>
<tr>
<td>Charity fundraisers</td>
<td>Trade shows</td>
<td>Product visitor attractions</td>
</tr>
</tbody>
</table>

Adopted from Wood and Masterman (2014), Event Marketing: Measuring an experience?

Dimensions have been proposed by several researchers for event marketing, amongst them is Wohfeil et al, (2006), they developed Dregner’s (2003) three dimensional aspect of event marketing, being event marketing involvement, event-object involvement and event-content content. They came up with a forth dimension which is social event interaction. However, this study adopted three dimensions from Alexandru (2013) 4Ps dimensions of sports marketing, they are product, place and promotion. The dimensions would aid the study towards achieving reasonable level of innovation knowledge of event entrepreneurship.

Product in this context refers to all events being marketed for the essence of entrepreneurship (Alexandru, 2013; Business Fundas, 2013). The core product of event as well as the event venue (Joseph, 2013; Ranjan, 2013) that would attract audience and stimulate business ventures to yield employment (Raj and Deepika, 2010; Raymond, William, Dean and Inna, 2008). Place is the point of origin for distributing the event product. Event accessibility is very pertinent to the entrepreneur (Lynn, 2005 and Alaxandru, 2013), as this could either pose an impediment or opportunity (Nnenanya, Ogbuji and Onuoha, 2016). Event promotion envisages the various medium of event’s communication to target audience (Nnenanya, Ogbuji and Onuoha, 2016). Intimate information about event product benefits consumers and individuals (Alexandru, 2013), for entrepreneurial/employment involvement and generation of sales.

Event Entrepreneurship and Employment Opportunities

Event entrepreneurship promotes new products aimed at developing customer awareness and loyalty (Lynn, 2005). Marketing event messages are made consistently, precise and concise to attract and influence event investors. Analysis and evaluation of event marketing effort is pertinent for the participants to take decisions on competitive pressure, customer motivation, timing and purchase action. Essentially, the event entrepreneurship is to trigger employment creation hence its contribution to economic development (Imikan and Ekpo, 2012; Sule, 2013 and Nigeria 360, 2013). The alarming rate of unemployment in the economy has constantly threatened the welfare of the nation (Nigeria 360, 2012).Jyostana, (2007) and Sule, (2013) affirms that this is as a result of low level of event entrepreneurship. They further postulate that, employment opportunities arise if entrepreneurs successfully establish their ventures by taking advantage of innovations, knowledge and information on events entrepreneurship.

Thereby, fostering the development of different sectors of the economy, harnessing the entrepreneurial talent of the society to achieve modern industrial culture (essentials, 1999 and Kayode, 2012).

Methodology

The study covered the six south-south states of Nigeria of which sample size was derived from the entire population sources from the National Population Commission Document/South-South Economic Summit (2012). The sample size was determined using Yamane’s (1968) sample size determination formula. The formal determined the number of questionnaire that was distributed. Hence, the study made use of 384 questionnaires issued to respondents from the region as drawn from the sample size. Also, secondary data such as related literature to the study was used.
Analysis and Discussion

Table 1. Questionnaire Distribution and Retrieval

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not retrieved</td>
<td>23</td>
<td>6</td>
</tr>
<tr>
<td>Useful response</td>
<td>327</td>
<td>85.2</td>
</tr>
<tr>
<td>Retrieved but not used</td>
<td>34</td>
<td>8.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>384</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data 2016.

The table above shows the distribution of questionnaire and retrieval from respondents. The study made analysis from retrieved copies of questionnaire that are correctly filed.

Table 2. Reliability Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Items</th>
<th>Cronbach's Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product</td>
<td>8</td>
<td>0.944</td>
</tr>
<tr>
<td>Place</td>
<td>8</td>
<td>0.77</td>
</tr>
<tr>
<td>Promotion</td>
<td>8</td>
<td>0.719</td>
</tr>
<tr>
<td>Employment</td>
<td>5</td>
<td>0.745</td>
</tr>
</tbody>
</table>

Source: SPSS (Version 20.0) Output

Table 2 above shows the results of reliability analysis using Cronbach’s Alpha. The information in the table above, indicates that the Croubach’s Alpha on all variables were greater than 0.7. The study therefore will make use of the data because the measurement scale is reliable.

Table 3: Descriptive Statistics of Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product</td>
<td>327</td>
<td>3.92</td>
<td>1.2050</td>
</tr>
<tr>
<td>Place</td>
<td>327</td>
<td>4.00</td>
<td>1.1426</td>
</tr>
<tr>
<td>Promotion</td>
<td>327</td>
<td>4.02</td>
<td>1.1736</td>
</tr>
<tr>
<td>Employment creation</td>
<td>327</td>
<td>4.064</td>
<td>1.1750</td>
</tr>
</tbody>
</table>

Source: Data Output 2016.

Data (table 3) indicates a high rate of response on the variables as regards the mean scores and the standard deviation. From the table, this also implies respondents’ approval at event entrepreneurship enhances employment creation.

Table 4: Hypotheses Testing

<table>
<thead>
<tr>
<th>Spearman’s rho</th>
<th>Product</th>
<th>Place</th>
<th>Promotion</th>
<th>Employment creation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>sig. (2 tailed)</td>
<td>.598**</td>
<td>.598**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>Sig. (2 tailed)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>.637**</td>
<td>.637**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>Sig. (2 tailed)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>.862**</td>
<td>.862**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>Sig. (2 tailed)</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

*** correlation is significant at the 0.01 level (2-tailed)

The table above shows that the coefficient ® for product, place, promotion at 2-tailed test are 0.598, 0.637 and 0.862 respectively. The p value (0.000) is less than the alpha (0.01), we accept the alternative hypothesis that product, place and promotion has significant and positive impact on creation.
employment creation in the south-south region of Nigeria.

Discussion of Findings
The study investigated the relationship between event entrepreneurship and employment opportunity for national development in Nigeria, concentrating on the South-South Zone. A total of 327 participants made successful contribution for data generation and analysis out of 3 participants. The result proved a strong relationship between event entrepreneurial and employment creation. The result further reveals that 62% of employment creation in Nigeria can be linked to event entrepreneurship. This is in line with Lynn (2005). They amongst others, affirms that jobs are generated from events entrepreneurship such as hotels, restaurants, eateries, cyber cafes, superstores, shuttles etc. Also, Anyadike et al., (2012) and Fascinating Nigeria (2013) affirms that events reduce unemployment and menace in the society, it creates employment for most youths and women. In the event sector which comprises of ticket sellers, tour wholesalers, security personnel, marketers, online attendants etc (Lynn, 2005), individuals are gainfully employed.

The finding also revealed that product, place and promotion have positive effect on employment creation however promotion has a stronger positive effect. This is in line with Wohfeil and Whelan (2006), Nnenanya et al. (2016), Alexandru (2013) and Ukessay (2013), that event promotion gives entrepreneurs opportunity to showcase and highlight their products. The authors also assert that promotion of events is satisfying to the passing on of information, implying that the quest for employment inspires people to be conscious of information through the media. These indications are in agreement with Lynn (2005), Kotler (2010), Eja et al., (2011), Ayeni et al., (2012), Kayode (2012), Sule (2013) and Alexandru (2013). They established that event entrepreneurship has a positive relationship with economic growth, employment creation and empowerment of the disadvantaged segment of the population.

Conclusion of the Study
In conclusion, the study asserts that event entrepreneurship through its dimensions is an innovative source that instigates new and better ways of business services and products. It is an informative tool for opportunity awareness, influencing the society to discover employment opportunities for national development. Event as a product can be a success if well marketed, yields satisfactory sales growth, enhances market share and infact an economic catalyst with high profit.

Involving marketing activities into event planning would mean positive impact on the development of the locality by helping to gainfully engage the host community in diverse commercial activities. This, essentially is an implication that the development of a nation is dependent on the involvement of the populace, that is, to unanimously build the economy by engaging in investment yielding economic activities such as event entrepreneurship.

Recommendation
Based on the summary and conclusions of the study; the following recommendations are put forward:
1. For event entrepreneurship to be given due attention as a national revenue sector because it is revealed to have positive significant effect on job opportunities.
2. That there be collaboration between the government and private sectors to revive dead tourist destinations to yield value to the society and enhance infrastructure.
3. Government has to corporate with the private sector to improve IT communication that can enhance interaction between event managers, entrepreneurs and customers.
4. That there be continuity of event projects and activities from any succeeding government to enhance the flow of revenue for national development.
5. Nigerian policymakers must sincerely design and implement appropriate public policies in order to manage public expenditure properly.
6. Infrastructural bottlenecks are an impingement on event entrepreneurship, if addressed will encourage both foreign and local investors.
7. Further study should be carried out to measure the past performance of event entrepreneurs in Nigeria as to evaluate the sector to determine future action and improvement.

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PART FIVE
MARKETING, SERVICE QUALITY AND
NATIONAL DEVELOPMENT
Political Marketing: A Vile for Enhancing Leadership and Security towards National Development

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Abstract
The study examined the relationship between political marketing, leadership, and security towards enhancing national development. Political marketing is the concept relating marketing with political activities to buttress democratic system of developing country like Nigeria. Marketing is a discipline that so much believes in creating satisfaction for the society. It is paramount for political parties to knit political marketing into Nigeria democratic system to yield efficient leadership and accurate security towards improvement of national development. The study utilized survey research design and primary data. The population of the study was 168 respondents consist of lecturers from department of marketing selected from institutions across South-West, Nigeria The study utilized simple random sampling technique to select sample of 84 lecturers for the study. 5-point likert scale option of structured questionnaire was used in the study to obtain respondents response. Content validity was used to determine the validity of the instrument and the value of the test of reliability was 0.82 which was calculated using test-retest reliability method. Person moment correlation was used to test the hypothesis. Three hypotheses were tested in line with the objectives of the study and it was revealed that there was significant relationship between fairness, prompt response of government and transparency and leadership, security and national development. The study suggested some recommendations, such as: Nigeria political craving for or assume leadership position should imbibe political marketing in their style of governance in order to exhibit fairness as proxy of political marketing to the society and Insecurity is a deadly problem facing every country in the world. It destroy entire nation. This study educates and mandates every Nigeria political to embrace the best strategy to solve problem of insecurity and inculcate the ethics of prompt response to violence as proxy of political marketing through dialogue and various security agency in the country.

Keywords: politics, marketing, leadership, security, national development

Introduction
Political marketing is a sensitizer to nation building towards attainment of efficient leadership and security. Country cannot experience economic development and growth without good leadership and accurate security to safe guard life, property of both government and society. Political marketing is the concept relating marketing with political activities to buttress democratic system of developing country like Nigeria. Marketing is a discipline that so much believes in creating satisfaction for the society. Marketing is a societal process by which individual and people obtain what they need and want through creating, offering, and freely exchanging products and services of value with others (Kotler, 2014).

Application of marketing to political program can influence good leadership and adequate security that enhances economic development. It is paramount for political parties to knit political marketing into Nigeria democratic system to yield efficient leadership and accurate security towards improvement of national development. Wring (1997) defines political marketing as “the party or candidate’s use of opinion research and environmental analysis to produce and promote a competitive offering which will help realize organizational aims and satisfy groups of electors in exchange for their votes” (Harris and Kolovos:2005). It is argued that if a political party implements the marketing philosophy, it will seek to meet voters needs and wants, thus producing voter satisfaction, and in doing so gain electoral support to meet its own goals (Marshment:2006).

Leadership involves the exercise of social power. Leadership must not only be selfless but also, the leader must be able to utilize judiciously the resources of the state in providing people-oriented and quality services in the state. By this, leadership must be viewed as service to the people. Persuasion and leadership is still very important in democratic system and it is the task of leadership to guide these tradeoffs and articulate the parameters of what is possible. In politics the ability to know the needs and wants of exchange partners is elusive, not least because people seek irreconcilable objectives such as the desire for
welfare benefit (Hennebeg & O’Shaughnessy, 2007).

Issue of insecurity is paramount to government of any country due to its adverse effect on the economy. Beland (2005) defined insecurity as “the state of fear or anxiety stemming from a concrete or alleged lack of protection.” It refers to lack or inadequate freedom from danger. Security seems to be critical in the life of any nation as it attracts and propels development. David (2006) posited that security is the condition or feeling of safety from harm or danger, the defense, protection and the absence of threats to acquire values (cited in Igbuzor, 2011). It is the existence of conditions within which people in a society can go about their normal daily activities without any threats to their lives or properties. Adequate security enhances national development.

Statement of the research problem
In the Nigeria democratic system there is ineptitude in leadership status due to Godfatherism, selfish interest (selfish), corruption and incompetence in management of nation; financial resources among other factors. Presently, there is leadership tussle between Nigeria presidency, both national assembly senate and speaker. Agomuo (2013) pointed out that most of our public office holders are people who are not capable of running their own homes, but have manipulated their ways into high leadership positions through the already corrupt electoral process. Achebe, (1983) stated that the trouble with Nigeria is simply and squarely a failure of leadership. He further opines that there is nothing basically wrong with the Nigerian land or climate or water or air or anything else. The Nigerian problem is the unwillingness or inability of its leaders to rise to the responsibility, and the challenge of personal example which are the hallmarks of true leadership. All this problems keep on lingering as result of lack of awareness of political marketing to buttress and shape leadership style of Nigeria politician towards national development. Political marketing, it is argued, encourages voters to judge politicians in terms of the selfish rewards of consumer purchase (Bauman, 2005); equally it may undermine the courage necessary for political leadership (Klein, 2006).

The economic situation of Nigeria is not palatable due to problem of insecurity across the states in the country. Nigeria has been experiencing a lot of communal clashes among different ethnic group as a result of lack of tolerance of some issue. Okorie (2011); Jega,(2002); Ezeoha (2011); Lewis (2002), have identified several causes of security crisis in Nigeria that pose grave consequences to national development. Chief among them is ethno-religious conflicts that tend to have claim many lives in Nigeria. By ethnic-religious it means a situation in which the relationship between members of one ethnic or religious and another of such group in a multiethnich and multi-religious society is characterized by lack of cordiality, mutual suspicion and fear, and a tendency towards violent confrontation.. Salawu (2010) argued that a major cause of what we now see as ethnic-religious conflicts in Nigeria has to do with the accusation and allegations of neglect, oppression, domination, exploitation, victimization, discrimination, marginalization, nepotism and bigotry. Application of Political marketing in Nigeria democratic system may have the ability to curb insecurity problems due to its vision of meeting the need and wants of the society.

Objectives of the study
The specific objectives of the study are:

- To examine the extent to which fairness as proxy of political marketing influence leadership status in Nigeria.
- To examine the extent to which prompt response of government as proxy of political marketing influence security status in Nigeria.
- To examine the extent to which transparency as a proxy of political marketing influence national development.

Conceptual Framework
This section review various concept related to political marketing, leadership, security and national development.

Meaning of political Marketing
Political marketing is the outcome of the marriage between marketing and politics. It is practical implementation of marketing tools, techniques and methods in political process. Political marketing conceptualises effectively some of the relationships in political and specifically electoral communication, serious conceptual issues arise in the search for a comprehensive and literal application of marketing to politics. Savigny (2011) defines political marketing as the application of marketing principles and practices to the theory and practice of politics. Political marketing is increasingly used in democratic political systems in which mass support is significantly important to sustain power; military rulers also use marketing strategy to build their branded image mix. Salim, (2012). defines political marketing as the political organization's use of environmental analysis and opinion research with the aim of creating and
promoting a competitive offering to satisfy the electorate in exchange for its votes. Political marketing adopted many of the techniques of commercial marketing such as market intelligence (including surveys, focus groups, polls, citizen consultations, receiving informal feedback etc.) and marketing communications (target marketing, direct mail, direct dialogue). Harris and Kolovos (2004) and O’ Cass *1996) affirm that the use of marketing “offers political parties the ability to address diverse voter concerns and needs through marketing analyzes, planning, implementation and control of political and electoral campaigns”. The employment of these tools helps parties to define voters’ preferences, make more informed and responsive political decisions, position themselves and shape their image accordingly. (Abdullaeva, 2017).

**Political marketing and leadership in Nigeria**

Political marketing has a great influence in leadership due to its vision on fairness and satisfaction. For a leader to be commended, such leader must exhibit fairness and be ready to create satisfaction to his or followers. In the developed countries, Leaders governing the affairs of their nation are focusing effective management and utilization of available resources to better the living condition of the people. They ensure that scarce resources both, human and material resources are effectively and efficiently, utilized and sustained to ensure the development of their areas. But in most developing countries including Nigeria reverse is the case. In developing countries leaders crave for it without knowing that it is stewardship. Uveges, (2003) defines leadership as the ability to influence the behaviour of others in a group or organization, set goals, for the group, formulate paths to the goal and create some social norms in the group. Gardner (1990) defines leadership as “the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers.” Okoro (2005), rightly noted “leaders must be able to assist and guide the community to embark on projects that serve the greatest and immediate needs of the people, as well as direct the means of implementing them at minimum cost.

Leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behaviour and attitudes of another person (Ganta, and Manukonda, 2014). In Nigeria most of the people striving to lead has no capacity of leadership but possess insincerity, self interest not societal interest, and do not have the charisma of leadership because of lack marketing ethics which may assist them in their political vision. Bhagwan and Bhushan (2007) rightly posit “get the right man in the leadership job and all your problems will be solved”.

**Political marketing and security in Nigeria**

Effective management of security in a nation enhances economic development. In Nigeria there are several cases of insecurity across state of the federation. Despite the effort of government to curb the situation still it keep on aggravating at time interval in different geographical zones. Political marketing has a role to play in this Nigeria security chaotic situation. Political party implements the marketing philosophy, it seek to meet voters needs and wants, thus producing voter satisfaction, and in doing so gain electoral support to meet its own goals (Marshment, 2006). Its applications in governance have changed from a communication instrument to a coherent way of managing politics, whether it policy making, election canvassing or executing decisions. The rise of political marketing in the recent past has been attributed to the development of an investigative press, declining party loyalty, and changes in the political and electoral systems. Wring (1997) defines political marketing as “the party or candidate’s use of opinion research and environmental analysis to produce and promote a competitive offering which will help realise organizational aims and satisfy groups of electors in exchange for their votes”.

Most of the greedy Nigeria leader heard of security but did not understand the term security that is the reason insecurity situation is alarming in the country. “Security has to do with freedom from danger or with threats to a nation’s ability to protect and develop itself, promote its cherished values and legitimate interests and enhance the well being of its people. Thus, internal security could be seen as the freedom from or the absence of those tendencies which could undermine internal cohesion and the cooperate existence of the nation and its ability to maintain its vital institutions for the promotion of its core values and socio-political and economic objectives, as well as meet the legitimate aspirations of the people. Internal security also implies freedom from danger to life and prosperity” (Imobioghe cited in Oche 2001). Security entails the capacity of a state to defend itself from external threats with all the necessary means at its disposal, and internal threats through overall socio-economic well-being of its citizenry (Absolute Astronomy, 2011). In Nigeria insecurity are course by ineptitude of leader meet the basic needs of the citizen. This lapse is prone to economic problems. These economic problems including poverty, unemployment and inequality, structural politics of
exclusion, and a discriminating social system in which an individual will never realize his potentials without a “godfather” provide the cannon fodder of radicalization, social tension, conflict, violence, and the ultimate break down of law and order as we are presently witnessing in Nigeria (Oyeshola, 2005).

**Political marketing impact on national development**

Most of Nigeria leaders fairly crave for nation building rather than interested in self benefit. It seems they are novice in regards to the value of national development in their agenda. National development therefore can be described as the overall development of a collective socio-economic, political as well as religious advancement of a country or nation. Political marketing can be utilized to enhance national development with aid of marketing principles. Marketing can promote the most effective use of scarce resources, generate valuable information for both the candidate and the voters, and promote greater responsiveness in the political process”.

According to Osakwe (2010) the nature of Nigeria’s development strategy has contributed to the slow pace in achieving poverty and unemployment reduction in the country, as such, the country has not gone through the normal process of structural transformation. This implies that the strategies employed by Nigeria government has not led to the growth of productive capacities and structural transformation which are the pivot for generating any productive employment opportunities and reducing poverty to a minimal level. Thus, the effort made by various governments has not been worthwhile as unemployment, poverty and inequality is still on the increase. Oghator & Okoobo (2000) pointed out that development goes beyond the increase in per-capita income or economic growth, but also includes sustainable improvements in the living standard of the people, which is guaranteed through the provision of gainful employment, coupled with the presence and availability of social and economic infrastructures.

**Model of political marketing**

This conceptual model of political marketing hypothetical analyze the relationship between political marketing, leadership status, security status and national development of developing country like Nigeria. This model measure political marketing by using fairness, prompt response of government and transparency. It was revealed that all these proxy of political marketing play vital role in the country democratic system through effective exhibition and application in governance. In reality, if Nigeria stakeholders adhere and apply this proxy of political marketing value base on empirical findings, issues relating to good leadership, accurate security and national development will be tackle and the image of Nigeria will be protected.

![Diagram](image-url)
Methodology
The study utilized survey research design. Primary data was used in this study. The population of the study was 168 respondents consist of lecturers from department of marketing selected from institutions across South-West, Nigeria. The study utilized simple random sampling technique to select sample of 84 lecturer for the study. 5-point likert scale option of structured questionnaire was used in the study to obtain respondents response. Content validity was used to determine the validity of the instrument and the value of the test of reliability was 0.82 which was calculated using test-retest reliability method. It indicated that there is internal consistency of the instrument. Simple percentage was used to analyze the data and Person moment correlation was used to test the hypothesis.

Analyses and Result

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Fairness as proxy of political marketing</th>
<th>leadership status in Nigeria</th>
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<td>Sig. (2-tailed)</td>
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<th>Correlations</th>
<th>Prompt response of government as proxy of political marketing</th>
<th>Security status in Nigeria</th>
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<td>Sig. (2-tailed)</td>
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Decision rule
Pearson correlation value (r) 0.840** with p-value of 0.000 above shows that the correlation coefficient is significant since p-value figure is less than α = 0.05 level of significance. Therefore, null hypothesis was rejected, which signified that fairness as proxy of political marketing has influence on leadership status in Nigeria.

Research hypothesis Two

H₀: Prompt response of government as proxy of political marketing has no influence on security status in Nigeria.
H₁: Prompt response of government as proxy of political marketing has influence on security status in Nigeria.

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Composition of statistics from field data (2018)
**Decision rule**

Pearson correlation value \((r)\) 0.787** with p-value of \(0.000\) above shows that the correlation coefficient is significant since p-value figure is more than \(\alpha = 0.05\) level of significance. Therefore, null hypothesis was accepted, which signified that prompt response of government as proxy of political marketing has influence on security status in Nigeria.

**Research hypothesis Three**

\(H_0:\) Transparency as proxy of political marketing has no influence national development.

\(H_1:\) Transparency as proxy of political marketing has influence national development.

**Correlations**

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<th>Transparency as proxy of political marketing</th>
<th>Pearson Correlation</th>
<th>National Development</th>
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<td>Significance (2-tailed)</td>
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**Source:** Composition of statistics from field data (2018)

**Decision rule**

Pearson correlation value \((r)\) 0.810** with p-value of \(0.000\) above shows that the correlation coefficient is significant since p-value figure is more than \(\alpha = 0.05\) level of significance. Therefore, null hypothesis was accepted, which signified that transparency as proxy of political marketing has influence national development.

**Discussion of findings**

Hypothesis one revealed that fairness as proxy of political marketing has influence on leadership status in Nigeria. This finding is in line with Bhagwan and Bhushan (2007) rightly posit “get the right man in the leadership job and all your problems will be solved.” The failure of imported western models of leadership to solve the socio-economic and sociopolitical problems of developing countries like Nigeria is increasingly raising questions in the minds of concerned individuals and organizations all over the world about the efficacy and relevance of these models (Muhammad, 2005).

Hypothesis two revealed that prompt response of government as proxy of political marketing has influence on security status in Nigeria. This finding can be justified by Oluwarotimi (2012), who posit that good governance is the panacea for the insecurity challenge in Nigeria. Also stated that the war against insecurity would be won only by raising governance standards by cultivating the culture of good governance where the government is responsible and accountable to the people.

Hypothesis three revealed that that transparency as proxy of political marketing has influence national development. This finding is in line with Oluwa (2012) who pointed out, good governance is a function of effective, visionary, transparent, trustworthy and credible political leadership whose driving force is an improvement in the collective well-being of the citizens through well conceived, effectively implemented economic policies and human development programmes. Nigeria leader has lapses in transparency in government due to corruption which hinders economies development. Corruption hampers economic growth, disproportionately burdens the poor and undermines the effectiveness of investment and aid (Iyare, 2008). The existence of two anti-graft agencies; Independence Corrupt Practices Commission (ICPC) and Economic and Financial Crimes Commission (EFCC) since 1999 appear to have done little in an effort to totally eradicate corrupt practices in Nigeria.

**Conclusion**

From the finding it was revealed that proxy of political marketing such as fairness, prompt response of government and transparency has influence on leadership, security and national development. It can be conclude that political marketing has a great impart on Nigeria democratic system, since marketing
principles focus on the identification of need and wants of consumer.
The application of political marketing in governance can influence Nigeria stakeholders to need and wants of the society in the aspect of standard of living or welfare, managing various security situations and focusing on the best way to enhance national development.

**Recommendations**
The study attracts the following recommendations:

- Nigeria political craving for or assume leadership position should imbibe political marketing in their style of governance in order to exhibit fairness as proxy of political marketing to the society.
- Insecurity is a deadly problem facing every country in the world. It destroys entire nation. This study educates and mandates every Nigeria political to embrace the best strategy to solve problem of insecurity and inculcate the ethics of prompt response to violence as proxy of political marketing through various security agencies in the country.
- Nigeria politician who is occupying one leadership position or the other should exhibit transparency in governance as proxy of political marketing in order to utilize the available limited resources to enhance national development.
- Political marketing principles should be knitted to democratic activities to assist in identify the need and wants of the society in respect of standard of living, marketing concept focus on the desire of individual toer for towards creating satisfaction and make life better for the society.

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Application of Social Marketing Strategies for Overcoming the Incidence of Terrorist Activities in Nigeria: a Theoretical Approach

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ABSTRACT
The impact of terrorist activities in Nigeria in recent years is devastating; many lives have been lost, most of the living are permanently injured, millions of persons displace from their homes and villages, and properties worth billions have been destroyed thus causing government to spent huge sums of money on security. The government has actually taken some measures to curb the menace yet it persists. This menace of terrorism is a threat to the trust on the responsibility the government and its leadership role to the people. Therefore, the aim of this study is to suggest the application of social marketing strategy for curbing terrorist activities in the country. To realize this, the researchers utilized the arms-chair method and reviewed literatures related to terrorism and social marketing. Based on the result of the review, the study recommends five steps for applying social marketing strategy for curbing terrorism as follows: (a) identify the terrorists and the reason(s) for their behavior; (b) identify and develop social marketing tools to curb terrorism; (c) identify and select the change agents; (d) implement the social marketing strategy; and (e) control the strategy.

Keywords: Change agent, Control, Market, Product, Social marketing, Strategy, Target adopters, Teachers, Terrorists

Background of the Study
The incidence of terrorist’s activities in present day Nigeria is alarming. Most worrisome to the extent that hardly would any day pass without the occurrence of terrorist act in the country. This is synonymous with the popular adage by great Chinua Achebe of blessed memories as follows: “turning and turning the widening grey; the falcons can no longer hear the falcons, and the center cannot hold, mere anarchy is loosed upon the world. They have used knife to cut the rope that holds us, all things have fallen apart” (Achebe: 1957). Supporting this philosophy by a great siege, it is recorded that the original plan of God as captured by various sections of the Bible and Quran is for peaceful co-existence among man. God created man to be his brother’s keeper and to share and utilize the good things on earth created by God. Unfortunately, man has developed hatred against his fellow man, and this hatred is attributable to greed and guest for power (Ebeleke: 2018). The results have been attacks and counter attacks by man against man. The effect of the present day attack and counter attack is not as destructive as the attacks and counter attacks by the “early men”. This can be attributed to advancement in technology (Madu 2017). Technology is the application of scientific knowledge for practical purposes, especially in Industry, advances in computer technology and other machineries. A more precise definition of technology is given by Dictionary.com (2017) as the branch of knowledge that deals with the creation and use of technical means and their interaction with life, societies and the environment drawing upon such subjects as industrial arts, engineering, applied sciences and pure sciences. Furthermore, it is the ability to invent new and easier methods of doing things. In modern day Nigeria, terrorist activities are very common and occur almost daily.

Terrorism is a calculated use of violence or threat of violence to inculcate fear, intended to coerce or to intimidate government or societies in the pursuit of goods that are generally political, religious or ideologically (Wikipedia.com: 2018). In Nigeria, many lives are lost almost daily and many permanently injured as a result of almost daily occurrence of terrorism. Basically, a lot have been done by successive governments aimed at curbing the incidences of terrorism, yet the menace persist and lives are lost as a result. Hence the need to apply Social Marketing Strategy. Social marketing is a branch of Marketing aimed at preventing or controlling human behaviors that are inimical to societal wellbeing (Brassington and Pettit: 2007). The objectives of Social Marketing are realized by utilizing Social Marketing tools (Kotler and Roberto:1989). How to use these social marketing tools constitutes strategies for Social Marketing which are the bases for this study.
RESEARCH PROBLEMS

As reported by the Global Terrorism Index (GTI:2015), out of the 162 ranked as worst hit by terrorist attacks in the last ten (10) years, Nigeria is ranked fourth (4th) in the 2014. But in 2015, Nigeria is ranked 3rd and only better than two Islamic countries: Iraq Afghanistan who were ranked 1st and 2nd respectively. Pakistan and Syria were ranked 4th and 5th. The only African country closer to Nigeria in terms of most hit by terrorist attacks are Somalia (8th) and Libya (9th) (Ukpong: 2015). The release by GTI (2015) reveals that terrorist are much more lethal in Nigeria than other countries involved. For instance, of the twenty (20) most fatal terrorist attacks in the world in 2014, nine (9) of the took place in Nigeria and Boko Haram claimed responsibilities for eight (8), while the Fulani Herdsmen/Militants claimed responsibility for one which took place at Galadima where over 200 people were reported killed. The same year, over 122 persons were killed and 270 injured in Kano City as a result of attacks by Boko Haram. It is important to note that the trend of killing in Nigeria as a result of terrorist attacks on the increase till date. This year alone, the incidences of terrorism seem to be more devastating compared with the effect experienced the previous year. Furthermore, Ukpong (2015) repots that terrorist activities is no longer the business of Boko Haram alone, but also involve Fulani Herdsmen. But unlike religious fanatics that drive Boko Haram, Fulani militants/Herdsmen are driven by conflicts over access control of land between the semi nomadic Fulani Herdsmen and Farmers. The resultant effect of these terrorist attacks in Nigeria is increasing loss of lives and properties.

Section 14 (2)(b) of the 1990 constitution of the Federal Republic of Nigeria as amended stated that the security and welfare of the people shall be the primary purpose of government. This means that every responsible Government in Nigeria must provide adequate security for Nigeria otherwise the government no longer worth its salt. This connotes that a high level of insecurity in the country is a serious threat to the credibility of leadership in the country. The most common criminal activities in the present day Nigeria that have almost defied all efforts is terrorism. Every occurrence of terrorist act claims many lives of Nigerians and foreigners resident in Nigeria. Olarenwaju (2018) reports that the incidence of terrorism was align to Nigeria until sometime in 2009 when the terrorist group launched an insurgency against the Nigeria Government in 2009 with the pronounced aim of establishing an Islam caliphate in West Africa. Their main focus was the North – Eastern part of Nigeria but once in a while they attack soft targets in some other Northern States like Abuja, Gombe, Bauchi, Nasarawa, Niger, Kaduna and Kano. Since 2009 till date, terrorist activities have claimed the lives of over 20,000 persons and displaced at least two (2) million persons and families (BBC News 2018). There is no need itemizing the activities of terrorist activities in the country because that would amount to another subversive statement. But in the reports of Mamah, Akinrefon, Kumolu, Omonobi and Ebeleke (2018), the Amnesty International alleges that killings by Herdsmen and terrorists have continued unabated in the country because of the Federal Government’s failure to call the perpetrators to account. The report further states that between January to July, 2018 alone, at least 1,813 people have been killed across 17 States of the country through communal clashes between farmers and herdsmen/motorists, and terror attacks by the Terrorists in order of frequency of attacks are: (i) Military Bases or camps; (ii) Villages; (iii) Towns; (iv) Internally displaced persons (IDPs) camps; (v) Mosques; (vi) Churches; (vii) Markets; (viii) Motor parks/motorists, and (ix) Civilian militia (Onoh and Adinaji: 2018). It is not that the Government is adamant over these deaths as a result of these activities by terrorists in the country. Some of the efforts made by Government to curb this menace according to Wikipedia: 2017 and Solomon: 2012 include: (a) Acquisition of modern military equipments for the military, improved motivation for the military and training and retraining of the military; (b) Development of new strategies by the military for terrorists and insurgents, but these strategies are not for public consumption; (c) Seeking of supports from international community. These supports are in terms of military, financial and diplomatic supports; (d) Increase in the budgetary allocation to security sectors in the country; (e) Improvement on intelligence and Surveillance; (f) Creation of Special Military Task Forces; (g) Imposition of curfews and closing of borders with neighboring countries when security threats are envisaged; (h) Making legislations such as the Anti-terrorism Bill; (i) Collaboration with special security outfits in advanced countries such as United Kingdom and United States of America. This collaboration are mostly in terms of training and capacity building for the military and the Police; (i) Special training for Nigeria Police personnel by FBI on Explosive Ordinance Disposal; (j) Regional integration and...
cooperation for security among West Africa and African countries; and (k) Increase in budgetary allocations for security. Unfortunately, these efforts are yet to prevent or even control the incidences of terrorists activities in Nigeria, hence the need to apply the social marketing strategy. Social marketing according to Kotler and Roberto (1989) is a process and combination of activities including: (a) Understanding the social product; (b) Identifying and understanding the target adopters; and (c) Implementing the social change management process.

OBJECTIVES OF THE STUDY:
From our discussions above, the main objectives of this study include:

a) To identify the actual persons or group of persons responsible for terrorist activities in Nigeria (Target Adopters).
b) To identify the reasons behind the occurrence of terrorist activities in Nigeria (Social product attribute).
c) To identify the individuals, groups or institutions through which the social charge can be applied (Charge agents).
d) To identify the activities that will be executed to realize the social change (Social Change product).
e) To identify how best to implement the social change (Social change implementation and management).

RESEARCH METHODOLOGY
The Desk Research Method was utilized for collecting Data for this study. By so doing, literature related to the definition and meaning of terrorism and their occurrences in Nigeria were reviewed. Also reviewed were the meaning and tools of social marketing. To further explore the depth of empiricism for this study, some reported incidences of terrorists and subversive activities were stated.

TERRORISM
Borrowing from the Freedictionary.com (2017), Terror is the use of extreme fear or violence to coerce people. It is the act of making someone to be afraid or live in fear. Terrorism is a calculated use of unlawful violence or threat of unlawful violence to inculcate fear, intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious or ideological. It is also an instrument of resisting government policies and actions through criminal acts such as bombing and kidnapping. It is a calculated use of violence or the threat of violence against civilians in order to attain goals that are political, religious or ideological in nature. This is normally realized through intimidation, coercion or instilling fear.

TYPES OF TERRORISM
Clauset (2012) and Wikipedia.com (2017) state that some forms of terrorism include:

- Biological Terrorism
- Chemical Terrorism
- Cyber Terrorism
- Domestic Terrorism
- Ecological Terrorism
- International Terrorism
- Narco Terrorism
- Nuclear Terrorism
- State Sponsored Terrorism

These are briefly explained as follows.

BIOLICAL TERRORISM
This is also known as Bioterrorism. It is terrorism using the weapons of biological warfare. It involves the international release or dissemination of biological agents such as bacteria, viruses, fungi or toxins. They cause illness or death in people, animals or plants and can be spread through water, air or food with the aim of polluting the environment. Examples are Anthrax, Smallpox, Monkey pox, Rabbit fever and Viral homorrhagii.

CHEMICAL TERRORISM
This is terrorism using the chemical agents of chemical warfare.

CYBER TERRORISM
This is an assault on electronic communication networks. It is the use of Internet to conduct violent acts, they may result in or threaten loss of lives or bodily harm in order to achieve political gains. These include destruction of Computer Networks through viruses, worms, phishing and other malicious soft wares and hard wares.

DOMESTIC TERRORISM
This is terrorism practiced in ones’ own country against ones’ own people. A good example is Boko – Haram believed to be Muslims, but bombing and destroying mosques and Churches.

ECOLOGICAL TERRORISM
This is violence carried out to further the political or social objectives of the environmentalists. It is the use of or threatened use of violence against innocent citizens or properties by an environmentally-oriented group for environmental or political reason.
INTERNATIONAL TERRORISM
This is terrorism practiced in a foreign country by terrorists who are not natives to that country.

NARCO TERRORISM
The financing of terrorists’ activities by participation in the drug trade. It is an attempt of Narcotic traffickers to influence the policies of government through violence and intimidation. A good example is Pablo Escobbar’s violence in Columbia.

NUCLEAR TERRORISM
The use of a nuclear device by a terrorist organization to cause massive devastation or the use (or threat of use) of fissionable radioactive materials. Also, assault on nuclear power point is one form of nuclear terrorism.

STATE SPONSORED TERRORISM
This is terrorism practiced by a government against its own people or in support of international terrorism.

A cursory look at the various forms of terrorism enumerated and defined above shows that terrorism is common over the world. One major instrument of terrorism is bombing. Bombing is also used for sabotage. This means that apart from being an instrument of war, terrorism is also an instrument for subversion, and sabotage.

MAJOR SOURCES OF FUNDING FOR TERRORIST ACTIVITIES IN NIGERIA
Terrorist activities are capital intensive, therefore, terrorists groups need much money to execute their activities. In Central African Region, some of the major sources of funds as identified by Moris (2015) include:

1. Extortion
2. Robberies and looting
3. Cattle/livestock rustling
4. Donations
5. Abuse of non-profit organizations (npos)
6. Engagement in local business and commercial enterprises
7. Kidnapping for ransom
8. Illicit trafficking

These are explained briefly

1. EXTORTION:
Terrorist groups in the region extort money and other valuables from local people within their areas of influence or dominion. They collect taxes and fees in return for protection and security. They achieve this through threat of violence or attack.

2. ROBBERIES AND LOOTING:
Terrorist group such as the Boko Haram in Nigeria participate in robbery and looting activities to finance their activities, and to obtain the necessities for survival through attacks on vessels, Police stations, Army Barracks, attacking small villages and farms during market days to sell for cash and food items

3. CATTLE/LIVESTOCK RUSTLING:
Terrorist, especially those operating along in the Chad Basin and Borderline between Chad, Cameroon and Nigeria such as the Boko Haram attack farmers and livestock dealers whom they disposables of their cows and other livestocks as source of funding. The techniques of these terrorists to profit from these activities include:
   i. Creating its own markets to sell stolen cattles in the terrorist controlled areas;
   ii. Scattering and selling the cattle in smaller numbers at distant markets to avoid detection by authorities;
   iii. Selling the cattles in small local market; and
   iv. Hiding the cattle in neighboring countries to be sold at a later stage.

4. DONATIONS
This constitutes funding through religions organizations such as Politicians and Political Organizations, Business Organizations, and even individuals for political and other selfish interest. Voluntary donations also come from supporters abroad

5. ABUSE OF NON-PROFIT ORGANIZATIONS (NPOS)
Nonprofit organizations (NPO’s) are exploited by terrorists organizations to collect money and raise funds, spread propaganda, recruit members and secretly execute a number of illegal activities. Religions organizations mostly constitute the nonprofit organizations.

6. ENGAGEMENT IN LOCAL BUSINESS AND COMMERCIAL ENTERPRISES
Terrorist such as the Boko Haram engage in small commercial activities through farming, fishing and livestock products. Most times, the group provide microfinance to small and medium scale businesses, in form of creating an investment network and increasing the organizations financial capacity.

7. KIDNAPPING FOR RANSOM
Terrorist groups have a common protocol for kidnapping. Most times they have organized criminal groups to hold hostage and negotiate their ransom, with percentage of the ransom given to the organized criminal group in return. In some cases, the criminal groups capture hostages and sell to the terrorist group for higher and further negotiations.

8. ILLICIT TRAFFICKING:
Most of the terrorist groups utilize and settle at the border areas of their target countries. By so doing, they create and sustain the opportunity for their designated members to carry out illicit trafficking. These illicit trafficking include money laundering across borders in the hard currencies, Drug trafficking, trafficking on weapons and other banned goods, trafficking in person, oil smuggling, cigarette smuggling, piracy and cybercrime.

**SOME IDENTIFIED CAUSES OF TERRORIST ACTIVITIES IN NIGERIA**

Having identified the desperation associated with terrorist in Nigeria, this stage houses the reasons behind this criminal and societal ill that threatens and destabilizes a nation. Some of these reasons are as follows:

1. **Thirst for political power**: Most of the terrorist leaders were leaders of political parties from where they contested for political positions and lost. These lose where attributed to fraud, electoral malpractices, injustices and deliberate attempts to deny them of their mandate given to them by the majority of the electorates. As defense mechanism, they resort to subversive comments and activities against the ruling Government. These later generate into terrorist activities and sometimes civil war.

2. **Glaring Injustice**: This emanates from being serious and decisive over criminal cases involving person belonging opposition parties, while being conservative over crimes allegedly committed by persons belonging to the ruling party. These attract subversive comments and activities which at the long run graduate to terrorism and terrorist activities.

3. **Religious Extremism**: These manifest on the ground that some set of people belonging to a particular religion believing that their religion is superior to other religion, and at the same time going to the extreme of utilizing violence and subversive comments to coerce both their members and others to accept what they preach. Most times they are not interested in political powers, but they give support to politicians that support their ideology, while they violently attack those that speak against their religious ideology.

4. **Lack of Political will by government to eradicate terrorism**

Most times, Government and their appointees express sympathy for these terrorist groups. The reasons most times includes sharing the same religious belief, using the terrorists as political instruments, having friends and relation in the terrorist groups and to maintain their previous political positions. To realize these, Government develop could feet over eradicating terrorist activities.

5. **Weak financial intelligence and regulatory system**: From our discussion so far, most Africa countries lack the technical competence to monitor monitory transactions within their countries. Terrorists survive through funding as discussed earlier. Therefore porous monitory and fiscal policy is an advantage to terrorist acts.

6. **Weak regional integration**: Existing integration in West Africa are merely for political gains, integration for economic and military is weak, thus giving much impetus for terrorists to operate even outside their original countries with remarkable success. Weak integration among the countries encourages free access to and from terrorist groups. Also, most West African countries have Police and Military group that are not adequately trained and equipped to fight terrorism in their areas. Since military integration is weak in the region, terrorists utilized the advantage to execute terror and violence on their targets.

7. **Ethnic dichotomy**: Like religion, Nigeria is made of many different ethnic groups that formed the country; unfortunately, each ethnic group is strictly in sympathy for their kinsmen. This sympathy affects political and economic activities, and any ethnic group that feel cheated resort to terrorist activities.

8. **Influence and interest of the West**: The ―West‖ means developed countries from Europe and America. The west is highly industrialized and their industries need raw materials to sustain production, yet they don’t have enough raw materials. Fortunately, Africa and mostly Nigeria is endowed with numerous raw materials, but unfortunately Africa countries do not have capacity to utilize their raw materials. Therefore, the Western Nations are attracted to the African countries because of the raw materials. To maintain their interest; the western nations influence subversive and terrorist activities in African countries through sponsorship of terrorist groups and countries that are willing to supply these raw materials. Also the western nations have the capacity and technical competence to produce and stock arms and ammunition. There is the possibility that these arms and ammunition are exchanged for the raw materials.

9. **POVERTY, LACK OF EDUCATION AND EMPLOYMENT AMONG NIGERIA YOUTHS**

High percentage of youths in Nigeria lack adequate education and skill. As a result they are very poor because they don’t have employment. The popular saying that an idle mind is the devils workshop is applicable here. Because most African youths are not educated and poor as a result of unemployment, they are vulnerable to be used as good tools to execute terrorist acts.
SOME SUGGESTED SOLUTIONS
A lot have been said and done with the aim of eradicating terrorist activities in Nigeria, yet the needed outcome is yet to be realized. Some solutions have been suggested. These solutions have been summarized under the following headings.

1. **Education and Enlightenment of the youths:**
   Education is power and the key to every success human endeavor. An uneducated person is like one inside a very dark room, any sign of light becomes an accesses route to escape from darkness. Nigerian leaders should do everything possible to train and educate the youths. An educated youth has hope and future, and so cannot be easily subverted with any means. An educated youth has the value of life and so cannot be convinced to resort to terrorism.

2. **Strong Regional military Integration:**
   The only serious integration in African is politically motivated. Leaders only utilize it when they have political interest to protect. For the purpose of military, some Head of States only make their contributions when their countries are threatened. Even the most pronounced economic integrations have failed to yield fruits because of lack of commitments among some Heads of states. Terrorists and subversive activities exist all over Africa. Some terrorist groups claim to have gone multinational among Africa states as they send terrorist assistance to their friendly group and associates to fight against Governments. They even send monitory and other economic assistance to other terrorists in other countries. The only way to stop these is through strong and committed Regional Integration.

3. **Corrupt-free electoral system:**
   Most of the basis for terrorist activities are premised on corrupt political and electoral process or system. Records show that each presidential election in almost every African country gives rise to emergence of terrorist group who fight against the election. African countries should develop corrupt-free electoral practice so as to reduce the level of agitations against the elections and political activities. Nigeria is not exempted

4. **Corrupt free Judiciary:**
   Judiciary is the last hope of everybody for justice. No electoral process is devoid of complaints. When there are complaints, the best place for arbitration is the Judiciary. Also, when people (including leaders) are accused of committing offences such as corruption, they should be made to face trial with the judiciary. Therefore, if the judiciary is unable to deliver Justices especially as a result of influence by political leaders, the effect will generate to subversive and terrorist acts. Therefore, African leaders should ensure corrupt-free and independence Judiciary.

5. **Reduced influence of the West:**
   African countries and other developing countries that are terrorist-ridden should strive to avoid or reduce the influence of the West. The first step is to utilize and transform their raw materials into finished goods. By so doing, importation from the Western countries will reduce, thus reducing economic dependence on the West. When this is achieved, the influence of the West will reduce.

6. **Use of trained Manager:**
   Trained managers in specific fields should be appointed to head managerial positions in the fields where they are adequately trained and not technocrats.

7. **Punishment for identified terrorists:**
   Those identified or accused of involvement in terrorists’ activities should be exposed and punished.

**DEFINITION AND MEANING OF SOCIAL MARKETING**
Modern marketing practice has proved that not all marketing transactions involve the exchange of money for a product. Belch and Belch (2007) state that non-profit organizations such as various social causes, charities, religious and tertiary institutions, etc, receive allocations and subventions or donations in millions of Naira yearly, but the Donors or Allotters do not expect or receive material benefits.

Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. This revised definition is viewed as being more strategic in nature as well as more reflective of the role marketing plays in the functioning of an organization. It also recognizes the important role marketing plays in the process of building and sustaining relationships with customers and delivering value to them especially when a change in behavior is the aim of the marketing activity. This is why we believe that marketing can be used to eradicate terrorism. The branch of marketing that can realize this social cause is called Social
Marketing. Let us at this juncture explain social marketing and how it could be used to realize a social cause such as eradicating terrorism.

For better understanding of Social Marketing, Lefebvre and Flora (1988) recommend that it is much easier to understand the meaning of “Social change”. In their view, Kotler and Roberto (1989) define a Social change as “an organized effort conducted by one group (the change agent), which intends to persuade others (the target adopters) to accept, modify, or abandon certain ideas, attitudes, practices and behavior”. From this definition, the change agent ultimately seeks to change the target adopter’s behavior, and this change in behavior may occur at the end of a series of intermediate stages fashioned to realize such changes. Kalu (1998) notes that a successful social change campaign depends on a society’s readiness to adopt a particular objective, or change, and this readiness varies at different times.

As a definition, Lee (2008) defines Social Marketing as “a systematic application of marketing along other concepts and techniques to achieve specific behavioral goals for a social good”. On their part, Kotler and Roberto (1989) simply define Social marketing as a strategy for changing behavior. In further explanations, Kotler and Roberto (1989) state that Social marketing combines the best elements of the traditional approaches to Social change in an integrated planning and active framework, and utilizes advances in communication technology and marketing skills. For the purpose of this study, I define Social marketing as:

“The process of initiating and implementing actions aimed at changing behaviors that are inimical to society’s wellbeing”

From the definitions above, it is evidently clear that Social marketing is applicable to realizing the objectives of this study. Terrorist activities in Nigeria is very worrisome and affects the wellbeing of the Nigerian society. This can be curbed through proper implementation of Social marketing. In this case, the Military and the Police are the “Change agents”, the terrorists are the “Target adopters”. Though government have made some efforts in the past to curb terrorism but these efforts have not yielded the needed results. As suggested by McKenzie (2000), the inability of past efforts by government through the military, Police and other security agencies may have not yielded the needed result may be because: (a) the campaigns did not target the appropriate audience; (b) the reform message may not have been sufficiently motivating; (c) the individuals and groups that were targeted were not given the opportunity to respond constructively or positively; and (d) the exercise was not properly funded and re-enforced. Therefore, there is the need to develop a strategy to realize a Social change among terrorists through Social marketing.

STRATEGIES FOR SOCIAL MARKETING

Kotler and Roberto (1989), state that Social marketing comprise of three major activities: these are: (a) Understanding the social product (b) Identifying and understanding the target adopters; and (c) Implementing the social change management process. These steps are briefly discussed below.

A. UNDERSTANDING THE SOCIAL PRODUCT

In Social marketing, product means ideas, expected behaviors and objects used to communicate the idea. These are shown in the figure 2.0 below:

- **Idea** comprises of belief, attitude and value. A **BELIEF** is a perception that is held about a factual matter, it does not include evaluation. For example; “terrorists leads to death. **ATTITUDES** are positive or negative evaluations of people, objects, ideas or events. Examples “devilish is a devilish act”. **VALUES** are overall ideas of what is right and wrong. Example, “terrorists are evil”.

- **Social practice** may be seen as the occurrence of single act patterns of behavior. Examples are
terrorism attract death to the public and even the terrorist.

- **Tangible objects** are objects or tools used to accomplish a social practice (change). They also comprise physical products that may accompany a campaign. A good example is persuading the youths to buy newspapers and magazines that contain anti-terrorism information.

### B. IDENTIFYING AND UNDERSTANDING THE TARGET ADOPTERS

Target Adopters are those individuals or groups (Terrorists) whom the Social products are aimed at. Andersen (1995) states that because of the heterogeneous nature of the market, there is need for the social marketer to segment the market using parameters such as age, social-economic status, family size or geographical location. Targeting a particular adopter group follows after appropriate segmentation. Kotler and Zaltman (1991) opine that since each adopter group has a particular set of belief, attitudes and values, social marketing programs are tailored and structured around the needs of each particular segments of a target population. To achieve this, Harvey (1999) indicates that Social marketing requires knowledge of each Target-adopter group including it’s:

1. Social demographic characteristics (external attributes such as social class, income, education, age, family size, etc);
2. Psychological profile (internal) attributes such as emotions, values, motivation and personality; and
3. Behavioral characteristics such as patterns of behavior and decision making characteristics.

Achumbe (2007) recommends that accurate knowledge of the Target adopters will enable the Social marketer make more accurate predictions which will in turn create the ability to influence outcomes. In addition to segmenting and targeting the Adopters (Adopter Groups), Neiger (2003) suggests that the Social marketers will also identify influence holding groups. Supporting this opinion, Kalu and Awa (2007) define these as persons or groups of people that can affect a program's success. For this study they may include, religious organization, traditional leaders, security agencies, government agencies, legislatures, etc. These groups are categorized by McKenzie (2000) as:

- **Permission-granting groups**: Those whose permission must be sought before the social program is executed. Examples are community leaders, traditional rulers and Security Agencies.
- **Support groups**: Those whose participation or active supports are needed for the delivery of the Social services. Examples are Religious organizations, Military, Police other Security Authorities, Traditional and community Rulers.
- **Opposition groups**: Those whose believes or activities may be affected by the Social services. Examples are leaderships of terrorist groups, opposition political parties.
- **Evaluation group**: Those whose post evaluation may have beneficial or adverse effects on the distribution program. Examples are Legislative arm of government, leaders in terrorists prone communities.

Based on this, Kennedy (2010) notes that an effective Social marketing program requires knowledge of the characteristics of each influence-holding group and addressing the need of each group with an appropriate mega marketing strategy.

### C. IMPLEMENTING THE SOCIAL CHANGE MANAGEMENT PROCESS

Having identified the social products that are capable of realizing the social change in the behavior of Target adopters, the Social marketer needs to prepare for the proper execution of the social change. Again, Kotler and Roberto (1989) recommend that this involves four steps:

- **(a) Defining the product-market fit**
- **(b) Designing the product-market fit**
- **(c) Delivering the product-market fit**
- **(d) Defending the product-market fit**

#### A) Defining the Product-Market Fit:

This simply means understanding the behavior of the Adopter Group who is targeted for a Social change. Factors such as perception, emotions and motivation of the Target-adopter group are relevant. By so doing, Haldeman (2009) states that the appropriate Social product that could cause the social change must be known. This means that the Social marketers must research and know how and why a Target-adopter group views a situation in which a Social marketer wishes to intervene. Supporting this view, Schatsky (2006) states that this is necessary because many social causes and change campaigns fail because their Target-adopter group does not perceive a problem, want or need. This can be executed by emphasizing the consequences of terrorism among terrorists and their likes.

#### B) Designing the product-market Fit

Having identified the adopter group and their need for a social change, the next task for a Social marketer is to present the solution effectively to the Target-adopter group. Hastings (2007) opines that this will involve: (i) Translate the fit into the corresponding
positioning of the social idea or practice; (ii) Dress it up to reinforce the chosen positioning; and then (iii) Develop a reinforcing image for the cause that is consistent with the nature of the cause.

(C) Delivering the Product-Market Fit
This involves bringing the social change ideas to the knowledge of the Target Adopter-group. It requires a personal presentation or demonstration by the change Agent which will be aimed at motivating the Target-adopters to act immediately. Tapp (1998) states that when a campaign requires a presentation/demonstration, three ‘P’ elements must be managed:
(i) the delivery personnel;
(ii) the delivery presentation; and
(ii) the delivery process

(D) Defending the product-market Fit
This is the final step in the social change campaign. It involves monitoring, evaluation and control of the Social change process. Weinreich (2010) adds that this step involves comparing the behavior of the Adopter-group before and after the Social change campaign and making needed adjustments and changes in the marketing plan.

SUGGESTIONS
Based on our discussions above, we hereby suggest the utilization of the model below as a solution.

Figure 3.0: Model for curbing terrorism using social marketing strategies.
SOURCE: Developed by the Authors.

EXPLANATION OF THE MODEL FOR CURBING TERRORISM USING SOCIAL MARKETING STRATEGIES.
The social marketing strategies in the diagram above are in steps.

STEP ONE: IDENTIFY THE TERRORIST AND REASONS FOR BEHAVIOR
In this study, the terrorists are the target adopter. The need for identifying who constitutes this group and why they are into terrorism is premised on the fact seminar to identifying the needs of the market so as to provide the actual products that are capable of satisfying the same needs. Target Adopters terrorists whom the social marketing products are aimed at (Anderson:1995). Study by Anya: 2009 proves that majority of the members of Boko-Haram are the illiterate youths (both boys and girls). They hardly understand or speak English language. They only understand and speak Islamic language; they are core
fanatics of Islamic believe. In the formative stage of the terrorist group, members were mostly used as political thugs and stooges. Then they get richer during political seasons, but get poorer after the seasons. Because of extreme poverty and zero western education, their leaders succeeded in indoctrinating them into Islamizing their environment. Some Islamic scholars and preachers see them as useful tools to preach Islamization of their area against the wish of their political leaders. One of the doctrines of Islamic faith is that an unbeliever cannot rule a believer and whatever a believer loses to maintain his/her faith or even win more faith is not a waste but a path to heaven. By so doing, whoever that against the effort at Islamization is an enemy. Unfortunately Nigeria is a secular state. There is hardly any community that is not having both Christians and Muslims. To realize their objectives, they became militarized so as to counter the efforts by the government. The military strategy by the terrorist will not stop easily because Islam is an established faith and Islamization is seen as a synequanol to Islamic faith.

**STEP TWO: IDENTIFY AND DEVELOP SOCIAL MARKETING TOOLS TO CURB TERRORISM**

Having identified the constituents of the terrorist group and reasons for their terrorist acts, it is easier to develop and offer appropriate social marketing products to satisfy their needs aimed at eradicating or reducing terrorism. For this study, the social marketing products may include:

a. Exhibition of more sophisticated military hardware for public notice, and execution of constant military operation by the military and Police only on identified unrepentant terrorist targets.

b. Provision of compulsory and free western education at least to secondary school level in state where these terrorists are more noticed (eg. Borno, Adamawa, Yobe, Kano and Gombe) using military and Police personnel as Teachers.

c. Employment and utilization of Islamic scholars and or teachers to teach and preach against the believe of the terrorist and their activities.

d. Using promotional tools and media to promote messages aimed at countering the negative believe of these terrorists. These must be consistent and can form in the form of Dramas, Radio commentaries, Press briefing and releases, Bill boards and Social media such as facebook, whatsapp, To-go, Twitters, etc. these messages must properly show the consequences of terrorism.

**STEP THREE: IDENTIFY AND SELECT THE CHANGE AGENTS**

Change agents are those individual and or organizations that will execute the social marketing products. From the social marketing products illustrated above, the appropriate change agents for terrorists as indicated in this study are:

a. Trained military personnel and the police with emphasis on teaching and inter-personal relationship.

b. Islamic scholars and teachers

c. Media owners and practitioners

d. Political leaders and Traditional/Community leaders.

**STEP FOUR: IMPLIMENT THE SOCIAL MARKETING STRATEGY**

Based on the social marketing tools (change agents) outlined above for this study, this stage of implementation will take the following modus.

1. Utilization of only Trained military personnel and the police with emphasis on teaching and inter-personal relationship. Other Security Agencies or non-Para military are not relevant in the fight against terrorism that has grown to the extent of what is currently obtainable in Nigeria. As the military (Army, Air force and Navy) conquers an area from the terrorist, the police (Anti-terrorist and Mobile Police) should take over the recovered area to sustain the military efforts and maintain peace and order. The teaching and non-teaching staff of the schools provided in the terrorist-prone areas as suggested should be made up of Military and Police personnel. This will enable them educate the student on the dangers of becoming terrorist, and how to assist the Military and the Police eradicate or fight terrorism. At the same time, adequate security will be provided for the students and even the communities housing the schools. The teaching and non-teaching curriculum must also be anti-terrorist oriented.

2. Employment of Islamic scholars and teachers to teach in the Mosques, in the school and other worship places or gathering. The scholars and teachers to be selected to teach must be those whose believes are devoid of political, religious and ethnic dichotomies. Their teachings must be rooted to anti-terrorism.

3. Media owners and practitioners must consistently disseminate information aimed at discouraging involvement in terrorism or terrorist related activities. They should not disseminate information that promotes hate speeches.

4. Political leaders and Traditional/Community leaders must preach messages to discourage involvement in terrorist activities. They should stop
using the youths to perpetrate Electoral and political malpractices.

**STEP FIVE: CONTROL THE SOCIAL MARKETING PROCESS**

For this study, control simply means comparing the impact of the social marketing activities on terrorism in the country before the social marketing campaign and after the campaign. This will enable the government identify areas that require amendment. And amendments must be executed immediately. This control must be done periodically (every three months is recommended).

**CONCLUSION**

Security and welfare of the people are the fundamental responsibilities of the government. Any shortfall in this especially in security portrays the government irresponsible. In Nigeria, terrorism have ravaged the country especially in the North-eastern part resulting to loss of thousands of lives, properties worth billions of naira, millions of families displaced with many permanently injured and the government spending billions of naira on security. Furthermore, agricultural, economic and even political activities have disrupted in these terrorists’ ravaged areas. The devastating effect of terrorism in Nigeria is bad that it is beginning to make government leadership role the people questionable. Since measures employed by government have failed to yield the needed results, it the suggestion of the authors to apply the social marketing strategy as outlined by this study.

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Agricultural Marketing as a Tool to Solving Security Challenges Leading to National Development in Nigeria

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Abstract
Nigeria is presently facing serious security challenges and instability that threaten our existence as people of one destiny. This article examines the important roles agriculture can plan in ensuring our national security. Vocational agriculture is a skills acquisition training programme for youth to be self-employed and self-reliance in agricultural production for empowerment. In addition, democratic principles and rule of law must be enshrined in our political life for equity, fairness and justice. The roles of agriculture in ensuring national security are in the areas of reduction in rural-urban migration, youth unemployment and growth in industry.

One major cause of insecurity and instability in a nation is the mass movement of unemployed youths to the urban Centre’s in search of jobs. They easily become available tools for use in promoting insecurity. If these youths are well trained in vocational agriculture, with basic skills acquisition in the various disciplines of agriculture and given the necessary assistance, they can be self-reliant. This will drastically reduce rural-urban migration, thereby creating an enabling environment for effective participation in nation building and development: therefore security is guaranteed. The purpose of this article is to examine how agriculture can be used as a tool in solving the problem of insecurity in Nigeria which can bring about a lasting peace thereby leading to national development. Some of the ways agriculture can help in reducing insecurity challenges can be training the youths in modernized farming, farm produce processing, farm produce systemized storing, farm produce packaging and farm produce distribution. For this to be achieve the government must seriously look into the Fulani herdsmen activity and agricultural policies that are not favorable to the farmers. The SWOT Analysis of agriculture in Nigeria would be used for analyzing and discussing the strength, weakness, opportunities and threat of using agriculture as a tool for solving security challenges in Nigeria.

Keywords: Agricultural marketing activities, transportation, packaging, storage, processing, warehousing, pricing, promotion.

Introduction
Agriculture has been as old as man himself. Before the discovery of cured oil, Nigeria depended on agriculture and was known as giants in the exporting of red oil, redwood, cocoa, groundnuts, rubber, cotton and some more in those days Nigeria experience so much peace and stability in the country. Youths were largely gainfully employed in the agricultural sector. Much money was made from the agricultural sector which was used in the building of so many infrastructure projects, such as good roads, hospitals, markets, airports, railways, universities, museums, packs, industries, refineries just to mention but a few. Food was so much, everywhere and cheap that everybody could always afford food for their selves and their extended family members.

All was well with this country and its citizens until the discovery of cured oil. Because of the kind of money that came with the oil, agriculture was abandon for the aged, Nigeria and Nigerians went after the huge money the oil brought. The discovery of the cured oil has brought so much problems to the citizens of Nigeria. This comes into force in the wake of the increasing terrorism, kidnapping, armed robbery, cultism, political thugery and above all, ethnic, Fulani herdsmen/farmers and religions clashes. The level of insecurity is on the increase despite the huge sums of money budgeted on yearly basis as security vote by the three tiers of government.

Returning back to agriculture is one sure way of reducing the problem of insecurity in our country Nigeria. For this to be achieved our youths must be made to become interested in farming. The youths should be trained in different aspects of agriculture such as practical farming, food processing, food storage, packaging, advertisement and distribution etc. There should be policies made by the government to secure the farmers and their farms. The rural areas should be made safe for the youths as farms can only be cultivated in the rural area which
has enough land for farming. The government should also put the social infrastructures in good and working condition, such as electricity, good road, government hospital, agriculture market etc. There should also be ready market created by the government for exportation of form produce. Knowing that there is a ready market will motivate the youths the more.

Background/problem description
In Nigeria, there are four major sectors that contribute to the country’s economy, which are petroleum/oil, services, manufacturing and agriculture. The agricultural sector is then divided into crop production, forestry, livestock and fishing. The agricultural sector always has been the highest contributor to Nigeria GDP, followed by the petroleum industry. Service and manufacturing. In 2013 agriculture sector contributed about 22% of Nigeria GDP while crude oil 14% telecommunication 9% and manufacturing 7% (US Department of state, 2014) service, telecommunications, finance and construction contributes about 52% of the GDP, and at 2016 the agriculture sector contributed 24.18% of the GDP more than oil and manufacturing combined (CBN, 2016) This shows that agriculture is important and essential to the reviving and development of the Nigeria economy that is not doing well at present which is responsible for insecurity issues, and as well as improving the living standard of the people.

In the 1940s to 1950s over 75% of the Nigeria yearly merchandise export commodities were from the agriculture sector (Okoruwai 2003) During those times, the government was able to carry out important projects with the money earn from the export of the agricultural product. The Nigeria economy was dominated by the agricultural sector and foreign trades of agricultural product have greatly unproved the economy. Agricultural products being exported include rubber, palm oil, cocoa, coffee, groundnut and palm kernel. The exportation of these items played an important role in the development of the economy by providing capital needed for different projects. The reliance on the agriculture sector was the case during and just after the declaration of the Nigeria independence. However, the introduction of the petroleum into the export trade in Nigeria changed everything, the structure and composition of the export trade. The oil sector which was just a moderate contributor to the economy becomes very important in the 1970s. According to (CBN 2011) That Nigeria is over dependent on the oil sector, it provides 95% of the foreign exchange earnings and 65% of the national budget revenues.

Agriculture must be revived so that the poverty and hunger in the rural areas, which is leading to kidnapping, arm rubbing, illegal buckers etc. can be reduce. If the agricultural sector is revisited properly, not only the youths will return to agriculture, but foreign investors will also be attracted back therefore improving the sector and the Nation’s economy.

Statement of the problem
Nigeria has abandon the agricultural sector that was contributing to the growth and development of the nation, both in its economy and manpower. The agricultural sector was abandoned for petroleum. Today that same petroleum has brought about increase in interest in politics; today winning election is now a do or die affair, so most of the unemployed youths have made their selves available for the use of the desperate politicians. This trend has brought this nation to where we are currently. Insecurity is now the order of the day. The research work seeks to find a lasting solution to security challenges in Nigeria using agriculture as a tool.

Aim and objective of study
The objectives of this article are to find a lasting solution to hunger and poverty leading to insecurity. In Nigeria using agricultural marketing as a tool, this will lead to national development. Therefore, this work is aimed at how to
1. Train the youths in agricultural marketing
2. Create job opportunities for the youths using marketing activities

Research question
The following key questions have to be asked about Nigeria Agricultural sector, if it can be used as a tool in solving the problem of insecurity in Nigeria.
1. Can our youths be trained in the agricultural marketing activities?
2. Can job opportunities be created for the youths using agricultural marketing activities, which can lead Nigeria out of insecurity?

Literature review
This section of this article will be looking at different marketing activities that can help in solving the problem of insecurity using agricultural marketing. It will specifically look at
1. Conceptual Review
2. Summary /Conclusion

Conceptual Review
In the discussion of agricultural marketing as a tool to solving the problem of insecurity in Nigeria, the
The following marketing concepts will be reviewed.
1. Transportation of agricultural products
2. Packaging and labeling
3. Storage and warehousing
4. Processing of agricultural products
5. Pricing of agricultural products
6. Advertising of agricultural products

**Concept of Transportation Means in Nigeria in Rural Areas**

The movements of farm produce from the farm to the market need good road and good means of transportation because of the fringe condition of agricultural produce. Ajiboye (2009) in his work looked at the impact of transportation on agricultural production.

The respondents are kolanut farmers, either on full time or part-time basis as some of them produce kolanut along with other crops such as cocoa, cassava, coco yam, maize, melon and yam as well as some vegetable plants. The farmers said that they use motor cycle as a means of transportation since the introduction of motorcycle as a means of transportation in Nigeria especially in the rural areas. In the rural areas where vehicles are found and used, they only ply the roads on the market days and/or the periodic days while on ordinary days traffic is generally very light and the frequency of patronage is often reduced to zero during the rainy season. The distance covered by the kolanut farmers from their farms to the nearest motor able roads and their houses to farm and market were also analyzed on the distance between their farms and the nearest motorable roads, 84% of the respondents have their farms within a radius of 0-3kms and above. The study show that the more the distance the farm is to the motor able road, the fewer the people who empower the farmers as well as having positive impact on productivity, increase income, employment level and reduce poverty level which has led to high level of criminality and problem of insecurity in Nigerian finally, transport is also seen as a facilitating factor in the mobilization of the farmers and other allied workers in the overall national development of the nation.

**Concept of Packaging of Agricultural Products**

Packaging is the wrapping of agricultural products in attractive containers. This is to make it apperaling to buyers, makes it easier to carry and transport. Packaging of agricultural products is a whole lot of job, which has the capacity of employing hundreds of thousands of Nigerian youths in just one sector of agricultural marketing.

Today’s most innovative packaging design focuses on the end-user, with increasingly customizable packaging, convenience and enhanced ergonomics, according to leaders gathered from around the world to serve as packaging innovation. Asked to cite the latest trend in packaging design, the budget reported securing sensitivity to environmental impact and a heightened consumer needs across all economies, improved functionality and smaller portions.

According to Tnau Agritech Portal (2017) Packaging and labeling is a critical part of the packaging process for the produce and agricultural industry. Atlantic can incorporate labelers into your overall packaging system while our designated printing and graphics division can supply customized labels for individual produce items as well as trays, bags, boxes and crates. Labeling machines can significantly impact productivity and efficiency in produce packaging. Labeled produce is in would want such a land to farm and this is in consonance with the finding of Ogundang (1972) and Ajiboye (1994).

**Table 1: Available and Most Used Means of Transportation**

<table>
<thead>
<tr>
<th>Type of trip</th>
<th>Lorries</th>
<th>Public transport</th>
<th>Taxis</th>
<th>Motorcycle</th>
<th>Bicycle</th>
<th>Head porterage</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm to farm</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>7</td>
<td>97</td>
<td>100</td>
</tr>
<tr>
<td>Farm to farmstead</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>7</td>
<td>97</td>
<td>100</td>
</tr>
<tr>
<td>Farm to village</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>12</td>
<td>85</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Farmstead to village</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>15</td>
<td>77</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Village to town</td>
<td>2</td>
<td>5</td>
<td>14</td>
<td>15</td>
<td>59</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Village to town</td>
<td>3</td>
<td>15</td>
<td>20</td>
<td>12</td>
<td>40</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Town to headquarters</td>
<td>1</td>
<td>21</td>
<td>32</td>
<td>10</td>
<td>18</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>42</td>
<td>38</td>
<td>75</td>
<td>74</td>
<td>468</td>
<td>700</td>
</tr>
<tr>
<td>Percentage</td>
<td>1%</td>
<td>6%</td>
<td>5%</td>
<td>11%</td>
<td>10%</td>
<td>67%</td>
<td>100</td>
</tr>
<tr>
<td>Mean</td>
<td>1</td>
<td>6</td>
<td>5</td>
<td>11</td>
<td>10</td>
<td>67</td>
<td></td>
</tr>
</tbody>
</table>

561
From this analysis we can see that Nigeria as a country is facing a serious challenge of poor road condition. This has led to most of the products to remain in the rural areas and not get to the final consumers in the cities, where people who can pay good price for these farm produce. Oni (2013) affirms to this when he stated, that even the few roads that are good in Nigeria crumbles because of lack of maintenance. Agricultural product cannot get to areas where it will be valued and sold at a profiting price without good roads. This is to say that transportation plays a significant role in the structure of food production and marketing and that easy transport to market can make all the difference in the level of rural income. A.O. Ajiboye (2009).

From the analysis, it could be deduced that an improved transportation will encourage farmers to work harder in the rural areas for increased production, add value to their products, reduce spoilage and wastage, high demand from retail equipment can help farmers meet these demands.

If the youths in Nigeria are given the right skills needed for the packaging of agricultural products this will help in occupying the minds of the youths positively. This will greatly help to reduce the issues of insecurity in Nigeria.

**Concepts of storage/ware housing of agricultural products**

Nigeria is vast in land and not just land but fertile land that gives its yield in quality and quantity; but we are seriously lacking behind in storing of the agricultural produce, so as to remain in good condition and quality until they are consumed up. This is another agricultural sector that has the capacity to gainfully employ our youths. If our food is stored using the right fertilities, this will not only reduce unemployment but help keep the produce in the market for a very long time. This will also help bring down food prices in Nigeria.

Tnau Agritech Portal (2017) Stated that storage and warehousing are important marketing functions, which involves holding and preserving goods from the time of production until they are needed for consumption. The storage of goods, therefore, from the time of production to the time of consumption, ensures a continuous flow of goods in the market.

Storage protects the quality of perishable and semi perishable products from deterioration. Some of the goods for example woolen garments, have a seasonal demand. To cope with this demand, production on a continuous basis and storage become necessary. It helps in the stabilization of prices by adjusting demand and supply.

**Storage means**: the phase of the post-harvest system during which the products are kept in such a way as to guarantee food security other than during periods of agricultural production.

**The main objectives of storage can be summed up as follows:**

1. At the food level, To permit deferred use of agricultural products harvested
2. At the agricultural level, to ensure availability of seeds for the crop cycles to come.
3. At the agro-industrial level, to guarantee regular and continuous supplies of raw materials for processing industries
4. At the marketing level to balance the supply and the demand of agricultural products, thereby stabilizing market prices.

In other to attain these general objectives, it is obviously necessary to adopt measures aimed at preserving the quality and quantity of the stored products over time influences of environmental factors. Such as

1. Temperature
2. Moisture
3. Oxygen content.

**Storage methods**

There are basically two methods of storage: in bags and in bulks. Bags can be stored either in the open air or in warehouses; bulk grain is stored in bins or silos of various capacities.

The choice between these methods and the degree of technological sophistication of the storage buildings depend on many technical, economic and social-cultural consideration. Nigeria leaders can use storage of agricultural product as a means of keeping the ever increasing number of youths gainfully employed. Instead of empowering the youths with weapons of political war, let them equip them with gainful skills in storing of farm produce, which can lead to the exportation of well stored and packaged farm produce just as the develop countries are doing. If these youths who are taught to kill all political enemies are rechanneled into exportation of farm produce, then, insecurity will become a thing of the
past, and then. Nigeria will experience rapid development.

Warehouses are scientific storage structure especially constructed for the protection of the quantity and quality of stored products.

Type of warehouse
- Private warehouse
- Public warehouse
- Bonded warehouse
- General warehouse
- Refrigerated warehouse

Concept of processing and preservation of farm produce
To process and preserve fresh produce successfully, the spoilage agents must be destroyed without ruining the nutritional value of palatability of produce itself. Unfortunately, fruit, vegetables and roots crops are the only natural sources of the essential vitamin C in our food. This vitamin is easily destroyed especially where processing makes use of heat. In order to retain the maximum amount of vitamin C in processed food, it:
1. Should be used when freshly harvested
2. Must not be subjected to long soaking or washing
3. Must be processed immediately after preparation
4. Should not be treated in copper, iron or chipped pans
5. The best methods for small-scale processing are: Drying, Chemical, Preservation and heat processing

Drying: All living materials require water for survival. Fresh produce contains up to 95 percent water and thus is sufficiently moist to support both enzyme activity and growth of micro-organisms. The aim in drying is to reduce the water content of the produce to a level insufficient for enzyme activity or the growth of micro-organisms produce can be dried by using solar or artificial heat. Solar (Sun) drying is cheap but not easily controlled as dehydration by more sophisticated means. In some countries, heat from burning agricultural water is used for drying, as in copra driers, which have also been used for drying root crops.

Processing using chemicals: Chemicals used in processing include Sugar, Salt, Vinegar and Chemical preservatives such as sodium metabisulphite.

Concept of pricing of agricultural produce
Pricing is an important and complete element of the marketing Mix and generate the high-test level of external interference. It is a major determinant with volume of goods and service available for the consumer in any economy. Therefore, a firm, especially those in profit business has both external and internal pricing policies and technique which are available to achieve its organization objectives. Adirika Ebue and Nnolim (2001) stated that which producers in the agricultural sector appear to be price takers, the middle men have considerable influence on the price of the product sold to consumers. This is over and above the necessary add-one for services and profit performed and is made possible in dealing with small scattered production units.

Edoga and Ani (2000) noted that price is often used to indicate value when it is paired with the perceived quality of product or service specifically, value can be defined as the ration of perceived quality/price).

The relationship shows that for a given price as perceived quality increases, value increases. Also for a given price, value decreases.

Advertising and promotion concept of agricultural product
With so many different advertising options out there for agricultural buyers and suppliers, we thought to take a look at some of them.
1. Print media
Magazines and newspapers provide a very large often traditional, audience to get your products in front of, with a proven track record. Adverts can give you a huge amount of exposure, and are brilliant for new product launches where there is a concern about brand recognition or for mass marketing.

2. Face to face
You can get your product right in front of the customer. If your products are something that needs to be demonstrated to be understood, this might be the best course of action. This relies on your ability to sell your product and you know immediately if your tactics have worked.

3. Internet
The audience of your internet-based advertising can be as broad or specific as you would like. You can hit every farmer in the UK or just those in your local area. Spend can also be varied depending on your budget sum, no amount of money can be 100 little in regards to internet advertising. It also gives you measurable and quantifiable statistics from which you can learn about the most effective techniques.

4. Radio
Radio is very broad- hitting advertising channel and as a result, is rarely used in UK Agriculture.
Depending on how you spend your money. You could be hitting tens of thousands of people. But if you run a farm shop or petting farm, radio might be the right fit, if lots of people in the local area listen to a regional radio programme etc.

Alex B. (2015), According to Europa news room (2017) this Eu commission or for agriculture and rural development Phd Hogan said the 2016 round of calls has shown that the reformed promotion policy succeeded in opening the doors to new applicants as almost 50% of those programmes which received funding were submitted by applicant who have never benefited from promotion funding in the past. They have also allowed for higher than ever diversification in term of the number of third countries covered. This year’s calls keep the emphasis on promotion outside the Eu, while providing for increased funding of multi programmes.

Zabla (2016) stated that promotion of agricultural products is the priority for the annual work programme which submission process just opened on the 4th of February and will be closing on the forth coming 25th of April 2016. The work programme will be implemented through the publication of the calls for proposals, for simple and multi programmes in early 2016 with the aim to select promotion campaigns for Eu funding.

**Swot analysis of Nigeria agriculture**

In order to develop an effective plan to make the Nigeria agriculture competitive and back to its best, a SWOT analysis was carried out. Therefore, this part of article will be discussing the strengths, weaknesses, opportunities and threats of the Nigeria agriculture. The table below shows the element use in this analysis.

**Table 2: SWOT Analysis of Nigeria Agriculture**

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
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<tbody>
<tr>
<td>Great agro and ecological zones Native farming system Free trade (large domestic and international market)</td>
<td>Too much focus on crude oil Outdated equipment</td>
</tr>
<tr>
<td>Low cost of labour Large numbers of farmer Large numbers of trained manpower in agriculture international organizational support e.g. World bank, FAO</td>
<td>Unstable agricultural policies</td>
</tr>
<tr>
<td></td>
<td>Unstable economic Lack of support</td>
</tr>
<tr>
<td></td>
<td>Large numbers of small farmers (low skilled)</td>
</tr>
<tr>
<td></td>
<td>Poor marketing</td>
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<td></td>
<td>Lack of current information</td>
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<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free trade (large domestic and international market)</td>
<td>Climate change</td>
</tr>
<tr>
<td>Large income from crude oil</td>
<td>Unsustainable agricultural practices</td>
</tr>
<tr>
<td>Good telecommunication system Large numbers of trained manpower in agriculture Plenty of raw material e.g. fertilizer Improved and developed planting material</td>
<td>Pest and disease</td>
</tr>
<tr>
<td></td>
<td>Religious and ethnic conflicts</td>
</tr>
<tr>
<td></td>
<td>Unstable policies Unstable government</td>
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</tbody>
</table>

**Strengths**

One of the main strength of agriculture in Nigeria is the varied agro climate regions like the Niger delta area in the south with lots of rain and therefore has potential for aquatic farming and same goes with most of the southern part of Nigeria and also the northern part of Nigeria which is often dry has a potential for C4 crop production and livestock raring. The raining season in Nigeria last for over 6 months which is good for the cultivation of crops such as rubber, coffee, groundnut and cocoa in exportable quantities and cultivation of staple crops such as yam, rice, and maize can be grown in most areas. The native style of farming in Nigeria is easy and simple, and it’s not capital intensive and is supported by large number of farmers whose main occupation is farming. The cost of farm labour in Nigeria is low since a day’s wage is about $20 (Nuga, B.O et al 2015). The numbers of graduates from the department of agriculture have increase gradually over the years and therefore an increase of trained manpower in the agriculture industry. Nigeria has a free trade relationship with most countries in the world which has high demand for her agricultural produce. Base on the strengths mention above and including others not mention might be a reason why international organizations like the FAO and world bank are interested in Nigeria agriculture.
Weaknesses
Despite a very good natural strengths inherited by the Nigeria agriculture system, its contribution to the Nigeria economy have been hinder by many factors. Many and including the government have stated that the discovery of crude oil in Nigeria is the main reason for the country’s slumbered growth and continue down sliding of the agricultural sector. The attention of the government and the populace was diverted from the agricultural sector by the crude oil industry, because of the quick returns with excess funds gotten from oil trade. Due to the neglect of the agriculture system by the government, there was mass urban migration from the rural area. The oil exploration also came with pollution of the environment; rivers, lakes and agricultural lands. Machete and hoe are the main tools used by the average farmer in Nigeria, in today’s world this is pretty bad as technology is well advance and no country using machete and hoes as main tools can compete effectively in today’s world of agriculture.

Another major constrain in the Nigeria agricultural sector is the unstableness of the government policies as regard industrial development and socio economic. For example, a policy on rice and cassava production was abandoned halfway through and thus left many farmers with unsold product and therefore loss. The lack of infrastructure e.g. bad road, electricity, poor storage system etc. is making things worse for the agricultural system. In regards to marketing, farmers have not been encouraging or supported when it comes to adding value to their product through packaging, quality, marketing and processing, as this is making their product less competitive in the international market.

Opportunities
There are lots of opportunities for Nigeria to make a comeback in the agricultural sector. A few of these opportunities are; the money gotten from crude oil, some of this money can be invested into reviving the agricultural sector. The availability of a large domestic and international market, because of the free trade relationship with other nation, Nigeria has the opportunities to export her by-products like palm oil, rubber, banana and cotton etc. The product from the petro-chemical industries can be used to enhance farm input like fertilizer, therefore bring down the cost of production by bringing down the cost of fertilizer. The telecommunication facilities in Nigeria have greatly improved, like the internet, telephone and TV; this can help the average farmers to get information easily. The above opportunities mention should be worked on and improved as it would help in the rejuvenating of the agricultural sector.

Threats
One threat of agriculture everywhere is climate change, and it threatens the rejuvenating of the Nigeria agricultural sector. The effect is likely to be increase by the lack of good management technique and frequent pest and disease incident. As pointed out in Nuga (1998), the effect of climate change can become more pronounce because of land degrading activities, like the decisions on land to be used which are made without or very little thought of the environment effect and the biophysical status of the soil because economic and political considerations are put first. Oil exploration and other related activities like mining is also a threat to the agricultural sector especially in the south-south region where there is plenty of oil, Rivers and land have been polluted by waste form mining activities. One of the major threat is the frequent change in government policies and administrators, these changes makes it difficult for potential investor to invest in the Nigeria agricultural sector. The northern part of the country has been face with religion and ethnic conflict, which is yet to be fully defused and thus is a threat to development in that region.

Conclusion
Agriculture is the sure way out of security challenges. This means that agriculture has to be given the top most priority in terms of funding and man-power development.

Recommendation
1. The youths who are mostly used for political thugery should be reoriented in to agricultural marketing as there is a very huge profiting/gaining market going on all over the world.
2. The government should take the issue of Fulani herdsmen very serious and bring it to an end as that is capable of throwing this country into unbearable hunger and starvation.
3. The road in the rural areas where we have our farms should be put in good and motor able condition so that farmers can move the produce out of the farm on time and in good condition.
4. The youths should be given skills in agricultural marketing so that they can make huge money without going unto criminality and distortion of life and property as that is the ongoing trend in Nigeria today.

The old good days of agricultural boom can come
back if only all hands will be on dark. And if this happens the problem of insecurity would be over

Contribution of Knowledge to the Society
This research work found out that other articles on using agriculture as a tool in solving the problem of insecurity in Nigeria has not really looked at the Fulani’s herdsment activities and how it is leading to shortfall in agricultural marketing activities.

This research also found out that most articles has not really considered the movement of agricultural products to the cities where the rich who can pay very high are located.

This research work has also found out that, the possibility of the young man going into packaging and exportation of agricultural product has not really been considered by many articles.

And so this article has contributed to knowledge by looking at these important areas of using agricultural marketing as a tool in solving the issue of insecurity in Nigeria.

Transportation of agricultural products
Packaging of agricultural products
Storaging of agricultural product and
Processing of agricultural product by the very young men who are engaged in creating insecurity in Nigeria.

References


Marketing in Good Governance and Leadership: A Panacea for Rapid Economic Transformation and Sustainable National Development in Nigeria

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Abstract
Marketing in good governance and leadership; a panacea for rapid economic transformation and sustainable national development in Nigeria. The concept of government and leadership are intertwined. Good governance and leadership is critical for the achievement of results. It is often said that no country can develop beyond the level of its leadership. The predicament of Nigeria in terms of underdevelopment and corruption and growing insurgency can be abduced to the problem of leadership and governance. Nigeria needs committed leaders who will govern with integrity and influence its human and natural resources towards a future grounded in equitable and sustainable development, which meets the need of current generations without compromising those of the future. Development as a concept is the attainment and qualitative realization of a state of affairs. It looks at factors that contribute to the improvement in the economic, social and scientific well being of an individual, nation or society. Marketing in turn, is a social science discipline that facilitates exchange of value and economic development. Every human activity (business and non business) involve marketing and since government and business activities tends to determine the level of development in a given society marketing therefore becomes an index of development. This paper is descriptive; it looks at the place of marketing in good governance and leadership as a panacea in the actualization of rapid economic growth and sustainable national development in Nigeria. This, it does, by X – raying what marketing is all about, exposing the scope of marketing and goes further to state the role marketing plays in a given nations governance, which translates into rapid economic transformation and sustainable national development in Nigeria. This paper recommends that, good governance should adopt the application and principle in its totality is key. This will enhance political leadership, quality and capacity building, leader’s accountability, free and fair electoral processes, constitutionally amended efficient corruption and punishment practices, effective strategic implementation to drive the vision forward in order to enhance the wellbeing of its citizens and the nation. When leaders strategically works toward the satisfaction of the citizen’s needs and wants, citizens are allowed to choose their leaders who would have a sense of responsibility, they owe the people good governance by yielding to the people’s needs and wants. This enhanced marketing practise brings about a multiplier effect in the nation and concludes that a nation that wants to develop should embrace marketing in all ramifications.

Keywords: Marketing, Governance, Panacea, Economic Transformation, Growth and Sustainable Development.

INTRODUCTION
Good governance and leadership has been widely acknowledged as a potent instrument for the achievement of rapid economic transformation and sustainable national development especially in Nigeria.

Leadership is an important aspect of management. The ability to lead effectively is one of the keys of being an effective manager or marketer. The essence of leadership is followership. In other words, it is the willingness of people (target audience) to follow those whom they perceived as providing means of achieving their own desires, wants and needs, not those who would not provide meaning of achieving their own desires, wants and needs. That is why any country/organization the desires to achieve her objectives must have an effective and efficient marketing knowledge based leadership that knows how to apply all the marketing basic principles needed towards achieving a great height of economic transformation and development. The leader must be on who is willing to work with zeal and confidence. Leadership presupposes fellowship. It presupposes a people who from among themselves have produced a leader, or from among whom a leader had emerged.

Everyone of us find out that we are leaders and or followers in one context or the other. In the 19th century, Nigeria was the World’s largest exporter of
cash crop such a Cocoa, groundnuts, palm-oil and food crops like cassava, yam and sugarcane (Claude 1996) in the late 60s, petroleum was discovered in Nigeria coinciding with the coups and rule. At this time, the military regime hindered economic development in Nigeria by ushering in bribery and corruption, mismanagement, looting of treasury, killing, maimy and nullification of elections (Shobola & Nicholas-Omoregbe 2012).

The discourse of the delicate future of Nigeria is strictly connected to the failure of governance and leadership. The human and infrastructural development curve of Nigeria is on the downward drift, inspite of the increase in one revenue over the past three decades, obviously, the actions of economic and political managers who are highly dependent on oil lease have exposed the Nigerian state to oil resource spell (Iyoha, Gberevbia, Iruonagbe & Egbarevba 2015; Nyeswusira & Nweke 2014). There is an agreement among policy makers, development scholars, and institutions that the wealth of a nation has strong relationships with its type of governance, leadership and social policy framework (Kaufmann 2013; Bardhan 2005).

The hope as well as the ultimate desire of human beings, wherever they find themselves, particularly in their home country is to enjoy certain level of good and quality life. As a result, all nations aspire to achieve or attain the goals of rapid economic transformation and sustainable development that would ensure that citizens enjoy better condition of living in their various communities and organization. The so called developed nations, by most indicators, are close to some of the goals of economic transformation and sustainable development. Better conditions of living for citizens, has been achieved in the developed nations of the world.

Statement of the problem
Unlike most advanced countries, Nigeria has struggled to have a constructive political system that provides freedom from condemnation and imperialism.

In spite of the energy and curiosity, directed towards liberation of the country from decadence and impoverishment; it is evidence that the people of Nigeria are still undergoing or witnessing various kinds of economic and socio-political crises that arises from bad governance/leadership which upon time had jeopardized sustainable development.

To this regards, the problems and causes of poor leadership is specified as follows:
1. Corruption, greed, insensitivity and lack of human face from the leaders
2. Lack of sensitization of our leaders to the importance of marketing principle and practice to leadership/governance.
3. Shortage of skilled personnel in certain key areas
4. Non challant attitude of governance toward the development of science and technology.
5. Poor funding of researches
6. Lack of social amenities

The above mentioned points are the causes of the problems the nation is posed with due to poor marketing oriented leadership and governance, its effects on national development is apparently negative.

The effects (negative) are as follows:
- High rate of poverty, diseases and illiteracy
- Bad road network, inter-tribal and religious conflict.
- Electoral fraud, rigging assault and political upheaval
- Insecurity of lives and investment of both the citizens and foreign investors etc.

Objective of the Study
The objects of this paper amongst others are
(i) To ascertain the place of good governance and leadership as a necessary (solution) to satisfactory development of any society.
(ii) To establish that adoption of marketing concepts (practices) in leadership and governance as a fundamental pre-requisite to the survival and progress of any nation.
(iii) To offer solution to poor governance as well as ineffectual anti-corruption policy in Nigeria.
(iv) To provide/proffer solution for positive change

Scope of the study
This topic “Marketing in leadership and good governance, a panacea for rapid economic transformation and sustainable national development in Nigeria” is a broad subject which can take an intellectual toll on the writer as well as the reader. For our purposes, the scope has been limited to our country Nigeria, using Nigeria as a case study.

Research questions
1. Does the adoption of marketing concepts in leadership and governance practice have effect on rapid economic transformation and national development?
2. Is there any effect of bad leadership on economic transformation and national development?

3. What are the solutions for positive changes?

Significance of the study
This research work is of great relevance to the society at large, this is applicable to the government, the business world the readers of this research work and to the research.

“The customer they say is the king”. “Democracy they say is the government of the people by the people and for the people”

The benefit of this research work to the government is that by the end of the research, the importance of leaders governing to satisfy the need and wants of their people instead of self thereby applying true democracy in nation building, that marketing is applicable and needed in all endeavours of life – a look at how marketing plays various roles to contribute in various facets to rapid economic transformation and national development.

LITERATURE REVIEW
Many writers have shown their differences in literature about marketing, and others about leadership and governance and their importance and degree of its importance to rapid and sustainable national development.

Conceptual Framework
The Concept of Governance
Governance, a concept that is greatly debated, is now inviting greater attention within and amongst countries and as the number of democratic administrations is continuously increasing, good governance has evidently become a key standard to judge a nation’s credibility as well as respect on international scales (Iyoha, et al 2015). Governance refers to several ways by which social life is coordinated. It is a process of social engagement between the rulers and the ruled in the society which implies that governance is predicated on the relationship between the ruling class and the ruled class in the society (Iyoha, et al 2015; Nyewusira 2007). Governance can be referred to as the traditions as well as institutions that define how authority is exercised in a given country (Kaufmann, Kraay & Zoido 2000). Salman (2009) asserts that Governance entails the procedure through which governments are selected, monitored, held accountable, and replaced; it is government’s ability to judiciously manage resources well and formulate, implement as well as enforce good policies and regulations; and the respect of citizens and the state for the institutions that govern economic and social interaction between them (Salman 2009).

According to Kolade (2012), Governance involves participation by both the governor and the governed (i.e. the leader and the follower). He asserted that in order to get the expected governance in Nigeria, there is the need to provide „leadership education that highlights service delivery, quality and accountability; severely curtail the excesses of position holders, encourage the culture whereby position holders vacate office when being investigated for wrong doing; and openly celebrate leaders that excel or perform well. Recently, good governance has been an important subject in economic development discourse because of its connection to information dissemination which, could improve resource allocation, enhance efficiency and increase the prospects of economic growth provided it is made available on time and without being distorted. Ijaya & Ijaya (2004) asserted that this is a vital pre-requisite for the improvement of wellbeing of the citizens. A general agreement has been building throughout Africa that good governance is indispensable for transforming its economy. Certain qualities are connected with good governance, which comprises protecting respect for human rights, justice and rule of law; strengthening democracy through public participation and pluralism; encouraging transparency, accountability, anti-corruption policies and practices and capacity in public administration (UNDP 1998; World Bank 1989). Good governance is indispensable for institutional growth and effectiveness. According to Akanbi (2004), good governance is the capability of a government to sustain social peace, guarantee law and order, promote conditions needed for generating economic growth and ascertain a minimum level of social security. Development will be a mirage where good governance is lacking. Good governance is hinged on the capacity to exercise power and to make sound decisions over a period of time in economic, social and environmental areas (World Bank 2005). Dickson (2011) asserts that if the sectors (power, education, health, manufacturing, etc) in Nigeria are expected to work, then, Nigeria needs good governance so as to be able to actualise its potentials and improve the wellbeing of the citizens and development in geopolitical terms. He said that the word „good” is one fundamental thing that is absent in the governance of Nigeria. Good governance has been perceived as the most significant factor in eradicating poverty, inequality, as well as promoting development (Khan 2007). Many Nigerians are of the opinion that good governance is the only assurance to peace, progress,
stability, free and fair elections; actually, it is seen as the only means to delivering the dividend of democracy. Dickson (2011) said that good governance in relation to a popular democracy ought to be hinged on two basic things; the first is a constitution fit to the distinct needs and circumstances of Nigeria as ethno-religious, multi-dimensional, and political economic structure. Secondly, a leadership fit not only to the pressing needs of Nigeria but the exact needs of its citizens. He reiterated that generally, good governance does not call for ordinary type of leadership but it requires tolerance, breadth of outlook, intellectual comprehension, hard work, selfless devotion, statesmanship, a burning sense of mission, etc. to make a success of leading Nigeria as a nation. Gyimah-Boadi (2005) opines that democracy is not ever a finished project but it is constantly a work-in-progress that could progress, stagnate or retrogress subject to the actions as well as lapses of the government and the governed.

The Concept of leadership

The leadership question is hinged on the interface of structure and behaviours, dialectic of persons and institutions. It connotes actors who create, implement or interpret the laws that are binding on existing social institutions and play the state roles (Dagaci 2009). Leadership is one of the concepts that is difficult to be given a universal definition because it is applicable to every facet of life. Leadership and leading activity is obtainable in the home, at work, religious settings and invariably where there are groups of people, there expects a leadership aura. However, the orthodox meaning of leadership is for an individual within a group to lead and others follow. But over the time, people’s perception of leadership begins to change because of the different roles the leaders have to perform in different places. Consequent upon this, it is often said that some leaders are born while others inherit leadership traits (Shobola & Nicholas-Omoregbe 2012). Leadership is very critical to providing better governance; it advances societal development, as it is a process of influencing the activities of an organized or structured group towards the setting and attainment of goals. Consequently, underscoring the issue of effective leadership in modern societies is the manner in which politics is played as well as what the people who seek power use it for that eventually shapes the outcomes of governance and development in that nation (Iyoha, et al 2015; UNDP 1998; World Bank 1989). Adepoju (1998) examined leadership in twofold ways, viz: (a) as an organizational position as well as (b) as an influence process. He further explained that leadership as an organizational position talks about a person who has been put in a leadership or decision making- role. The second view stresses that a leader inspires others to follow. This gives an idea of the dynamics of leadership as a way of influencing others towards the realization of organizational goals. Ajadi & Adedeji (2009) explained that a leader is seen as the force that initiates action amongst people and guides the activities in a particular direction; maintains the activities and unites efforts towards collective goals. In any case, a leader is one who exercises uncommon influence as well as considerable power. Gardner (1978) describes a leader as someone who understands the challenges that all in the society must face, to assist in the setting of goals and priorities, to work with others in finding paths to those goals chosen, maintaining public morale, and motivation and nurturing a workable level of public unity. This, implies that a leader must possess the power or influence of transforming something common into something valuable. The qualities of good leadership according to Orji and Ekpo (2010) include transparency, accountability, honesty, diplomacy, etc. A leader is someone who leads a group of people in the direction of the accomplishment of set goals. All human organizations and societies have someone or few persons who are charged with the responsibility of encouraging the course of the group action towards realizing its goals. Uchendu (1995) views leadership as the ability to manage, coordinate and motivate others towards the realization of organizational goals. It is critical for the achievement of results. Morphet, John & Reller(1982) describes leadership as influencing the actions, behaviour, beliefs and goals of an actor in a social system by another with the willing support of the actor being influenced. This explanation lays emphasis on social order between the leader and the follower. Amali (1979) opines that a leader is someone who shows the way, and guides another person or group of persons to attain a goal. The leadership process is hinged on the capacity to allocate scarce resources, which determines the locus of power (Dagaci 2009). Effective leadership is central to the attainment of success. Leadership is a privilege to serve and should be viewed as such and not a display of power or opportunity to accumulate wealth (Kolade 2012). The past leadership problems in Nigeria could be linked to questionable personalities of the rulers. Elections were rigged in order to impose self on the people. The political leaders more often than not gain control of state structures so as to access economic rewards. Mamora (2012) pointed out that leadership starts with self, according to him, “if you cannot lead yourself, how can you lead others?” Countries that have leaders that
are accountable are more liable to win the fight against great poverty and disease. Transparent governments that respect civic participation and the rule of law are required to make certain that scarce resources are well spent and investments are made in the poor people.

Kolade (2012) asserted that Nigeria will continue to grope in darkness of maladministration unless it adopts a system that enables people to grow into leadership positions via experience and performance. He added that it is only good leadership that can bring Nigeria out of the brink of collapse and that the essence of leadership is about producing an environment where individuals regularly perform to the best of their capability. He pointed out that most people in positions of authority in Nigeria see themselves as rulers rather than leaders and by so doing “they dispense instructions from a superior position of authoritarian power and they think that they are above the law, whereas a leader sees himself as “a first among the people” and subjects himself to the same rules that binds every other person.

Concept of development

Scholars agree that one of the most consistently misused and abused concept in Social Sciences leading to some serious confusion as to what it really means and stands for, is the concept ‘Development’ (Okpata, 2012). The concept has been deprived of its real meaning and lacks agreement on its meaning and purpose. According to Okpata (2012), it can be seen as an all-encompassing multi-dimensional process, involving man in his political, economic, socio-cultural and psychological relations among others, in his effort to master and subjugate nations and natural forces of his environment to ensure improved living.

Ofoeze (2000) sees development as the attainment and qualitative realization of a state of affairs characterized by adequate and equitable distribution of social services…. the satisfaction of basic needs in an economically, politically and structurally transformed society. Development ordinarily contributes to the improvement in the economic, social and scientific well being of an individual, community or society in general. The concept of development has to do with gradual growth of something so that it becomes more advanced, stronger et cetera (Hornsby, 2000). The online business dictionary sees it as the systematic use of scientific and technical knowledge to meet specific objectives. Development is also seen as a change, advancement, improvement progress or modernization. Whatever the approach, it is often argued that for the concept to be properly understood, it must be pinned down to a specific sphere of life. Development process therefore should ultimately be for the well being, happiness and comfort of a nation. Through development individuals are expected to attain self-reliance; that is to say, that individuals should be enriched materially, culturally and emotionally. All these can come through developments in education, health and medical services, social welfare services, security and a sense of belonging to the society. The individuals in turn, are expected to participate meaningfully in development When development is not geared towards the individuals belonging to the collective whole (community or nation), there is bound to be a problem. This is essentially why development is seen in spheres, a given nation, field of study and the likes.

Unanka (2001) agrees with Rogers (1976), Rodley (1974) and Berger (1976) that development is all about good, growth and desirable modernization. It is on the basis of the fact that development cannot be measured in a vacuum but within a confine of other indices that it is usually broken down into community, nation, region etc as each has its peculiarities and factors. When we talk of a nation, we tend to refer to a country considered as a group of people with the same language, culture, history etc who live in a particular area under one government, that is, independent nation. Development therefore when measured on a range of nation refers to national development which will cut across an entire nation and according to Ibrahim (2008), carries with it the implication or value and positive changes that bring about a better quality of life for the population as a whole. It encompasses the economic, technological, religious, social and political systems of a nation. It is in the light of this that Obasi (2012) sees national development as the social process by which a nation harnesses and mobilizes all resources (human and material) available to it for the purpose of positively transforming its environment and ultimately improving the quality of the social economic and political life of the citizenry. Development is a holistic process involving the collective will and efforts of the generality of the people. A nation or region may look at various factors or indices to measure its level of development. Amongst these development indictors are High productive capacity, High per capita income, Economic buoyancy/prosperity, Increasing quality of social, economic and political life (health situation, standard of living, educational status and the likes), Increasing degree of self-reliance for need satisfaction, High Rate of unemployment, Political stability and high
degree of security of life and property, Social justice, etc. This paper will look at how marketing as a concept and discipline contributes to the attainment of high level of development.

**Sustainable development**

Sustainable development involves meeting the needs of people today, without compromising those of future generations (Todaro and Smith, 2009). This requires governance to rise to new levels of effectiveness and develop new capacities for integrated policy-making around a clear vision for sustainable development. Nigeria has the capacity to design pathways to a future grounded in equitable and sustainable development, which meets the needs of current generations without compromising those of the future.

Globally, there has been unprecedented development progress over the last four decades, leading to the global population as a whole being healthier, wealthier, and better educated than ever before.

Sustainable development must be about enabling countries to accelerate and sustain that progress. It must be about establishing a trajectory of human development which allows all people to exercise their choices and meet their aspirations, both in this generation and those to come. It must also be about enabling the benefits of development to spread to those left behind in the progress made to date. Good governance which drives the achievement of development results must also now rise to the challenge of achieving the equitable and sustainable development which will secure our common future.

Economic and human development progress cannot be sustained if the ecosystems on which they depend are irreparably damaged, and if gross inequity leaves our societies unstable and lacking cohesion. Effective governance is a prerequisite for putting in place the integrated policymaking capacity which is needed to drive sustainable development. A sustainable development response to the complex and interlinked challenges countries face today demands policymaking which views economic growth, poverty reduction, social development, equity, and sustainability not as competing goals to be traded off against each other, but as interconnected objectives which are most effectively pursued together.

**Marketing concept**

Marketing is one activity that knowingly or unknowingly, every human being gets involved in on a daily basis. Marketing is a social science discipline that attempts to identify customer needs and wants and how to satisfy same. It is said to be eclectic and interdisciplinary as it draws from all sphere of knowledge. The word ‘marketing’ has been variously defined by various students and practitioners of marketing. Some scholars have looked at marketing as selling. Some other scholars have also erroneously looked at marketing as a market place. For such scholars or school of thought, as soon as you mention marketing, their minds go to the word “market”; Marketing is much more than selling and market.

Marketing has been defined by the American Marketing Association (1996) as “the performance of the business activities that direct the flow of goods and services from producers to consumers”. It is a business process by which products are matched with markets and through which transfer of ownership are affected.

These definitions have been defaulted by the fact that marketing activity starts much earlier before production. A more modern definition of Marketing looks at it as the set of activities by which demand structure for goods, ideas and services is managed in order to facilitate the exchange process satisfactorily. It is a descriptive science that involves the study of how transactions are created, stimulated facilitated and valued. Agbonifoh in Akalazu and Egu (2012) defines marketing as consisting of individual and organizational activities designed to facilitate and expedite exchanges so as to achieve the goals of the producer or seller by sensing and satisfying consumer’s needs. Marketing does not really enjoy a quiet life. The continuous dynamism in a changing world economic situation has prompted marketers to search for solutions to problems created by those economic changes. In solving such problems, the marketer, government and business operators must take into cognizance corporate objective, customer satisfaction and social responsibility.

An apt way to expose the linkage of marketing to development will be to refer to Onah (2007), who once established that, when we ask the question, why do we always start any business discourse with marketing and sales management? The logical answer that should readily come to mind is that “every business is marketing”. This being the case, it means that every business starts and ends with marketing. When Adam smith (1776) wrote that consumption is the sole and purpose of production, he was talking of marketing concept.
The point therefore becomes clear that it is business activities and its level that determines the level of development in any given community, nation or region at large.

Theoretical Framework

Transformational leadership Theory
This leadership theory believes that the challenges facing the world in contemporary times require a new kind of leadership. Those who believe in this theory view it as consisting of two complementary roles, that is, the mover-and-shaker and the gentle persuader. The mover-and-shaker is seen as someone who achieves transformation in an organisation’s fortunes. While a gentle persuader transforming leader can be viewed as someone who transforms followers into leaders by persuading them to see beyond their own self-centeredness for the good of the whole, he encourages followers to consider long-term rather than immediate needs, and to become more aware of and accepting an organisation’s goals.

Characteristically, transformational leaders accomplish unusual performance via the four leadership factors of charisma, inspirational motivation, individualized consideration and intellectual stimulation. Consequently, transformational leaders use charisma to provide and captivate followers with a clear vision of an anticipated future state, they in still pride and gain the respect and trust of their followers. They inspire the followers in an exciting manner with the idea that they could accomplish great things just with the input of more effort. Additionally, transformational leaders exhibit individualized consideration by paying close attention to differences among followers, serving as mentors to those who need to be tutored and advised, and treating each follower as an individual worthy of respect. Lastly, transformational leaders provide followers with intellectual stimulation they require by encouraging innovative ways of looking at old problems; not maintaining the status quo, seeing difficulties as mere challenges to be met and overcome and laying emphasis on creative thinking. Those who support transformational leadership believe that it could define an organisation’s success and failure. These advocates established that followers under the leadership of transformational leaders are not only more satisfied, but they also do better jobs (Yalokwu 2006).

Contingency Theory of Leadership
Contingency theories of leadership center on specific variables or factors related to the environment that could determine which exact style of leadership is best suitable for the situation (in the Nigerian context, particular variables such as corruption, poverty, etc. call for types of leadership that both transformational and sensitive and accommodating to the multicultural context of ethnicity, focused towards development). This theory asserts that no leadership style is best in all situations. Success hinged on a lot of variables, including the leadership style, qualities of followers and facets of the situation. This appears relevant for the Nigerian context, in which, in the present situation an „eclectic“ approach (what works) is key to transformation.

Impediments to National Development Consequent on Poor Governance and Leadership
Olomola (1996) describes development as the advancement made through progressive and qualitative alterations in social, economic, cultural, technological as well as political conditions of a society, leading to an enhancement in the welfare of citizens. There are diverse impediments to national development with particular reference to Nigeria.

Lack of good governance is a major impediment to national development. The quality of governance is the major determinant of a country’s economic development. Good governance is partly characterized by creation of employment, security of life and properties. Security of lives and properties is fundamental to good governance. Good governance is thus an ingredient that provides a conducive environment for foreign investors which can promote economic growth and development (Bello & Lamidi 2009). The most topical issue in the governance of contemporary Nigerian nation is probably accountability and transparency in the handling of public funds. Accountability is a central part of governance which is characterized by foreseeable, open and enlightened policy making (i.e. transparent process). Transparency is another vital aspect of good governance. Transparency and accountability go hand in hand. Transparent decision making is crucial for public sector in making sound decisions for better performance (Afolabi 2004). Kolade (2012) asserted that the abuse of authority, and privilege of office; the absence of culture of accountability; and the inadequacies of stakeholder’s dynamism could all hinder true/good governance. Another huge hindrance to national development is corruption such as greed among the political leaders largely characterized by embezzlement and misappropriation of public funds, cheating, bribery, forgery, impersonation, rigging, hoarding of voters cards, multiple voters’ registration, etc. which has constituted a huge impediment to development in Nigeria (Dagaci 2009). Corruption is
one of the greatest threats to good governance today (Iyoha, et al 2015). It is a social problem which hampers development and robs people of the chances for any significant economic as well as social advancement (Okeyim, Ejuje, & Ekanem 2013). Corruption slows down economic growth and investment. Economic growth and development in Nigeria for over twenty years has been soiled with misappropriation and embezzlement of funds even with the return of democracy, turning the country’s economy into an underdeveloped nation with least position in international ratings (Abdullahi 2009). The Corruption Perception Index (2013) published by Transparency International shows that Nigeria occupies the 144th position in the world. This plunged downward further from the 137th out of 177 countries surveyed in 2012. However, Nigeria was ranked as the 136th most corrupt country in the world in 2014 bettering the position of 2013 by eight places.

Public policy in Nigeria is focused on the „affluent few” and only pays lip service to the „afflicted majority”. The quick transfer of public wealth to the ruling elites and their allies under the pretense of privatization, the allocation of 25% of the recurrent expenditure of the Federal Government to just 469 members of the National Assembly attest to this fact (Ibeanu 2008). Corruption is wasteful because of the manpower used in monitoring and investigating corruption (Dike 2010). Corruption lessens the ability of the state to carry out its statutory obligations of providing social services such as healthcare, education, good transportation system, water, etc. Once these services are not provided, the consequence would be underdevelopment. Also, corruption has the capability to hamper investments, slow down social, economic, and political development, as well as endanger democratic values and increases distrust among citizen as well as investors. The likelihoods of instability in society are also increased since corrupt political leaders are usually under incessant fear of being overthrown or removed (Okeyim, et al 2013). Corruption is a scourge that is rapidly eating up our national entrails, subverted our national dreams and stunted our growth (Dagaci 2009). Misappropriation and embezzlement is a type of behaviour demonstrated by a public servant whether elected or appointed which includes a deviation from his or her formal duties because of personal gains to himself or herself or to other private persons with whom the public servant is connected (Abdullahi 2009). The effect of corrupt practices by the leaders is the erosion of accountability and transparency and a reduction in the quality of governance (Oshodi 2009, citing Ogwu 2002). The most topical issue in the governance of contemporary Nigerian nation is probably that of transparency and accountability (Afolabi 2004). Governance in Nigeria as correctly observed is about creating affluence for a few and not about eradicating affliction for the many (Ibeanu 2008). That is why it has been argued that the bane of Nigeria’s development is that crucial institutions of government are administered by a ruling class that lacks governance capability and contract management culture (Nyewusira 2007). Corruption hurts the poor extremely and increases income inequality because it allows certain persons or groups of individuals to take advantage of state activities at the cost of the rest of the population. For example, after corruption has led to shoddy public services, the poor have no other choices because they cannot turn to the private sector, like private schools, hospitals, security or garbage collection which is more far expensive (Okeyim, et al 2013). Poverty is another impediment to national development. Nigeria is still ranked amongst the poorest nations in the world (Agu 2013). Jhingan (2001) views poverty as hunger, lack of shelter, not being able to speak out, lack of job, fear of the future, loss of a child to illness (probably caused by unclean water or inability to pay medical bills), lack of representation and freedom, powerlessness, and probably inability to generally pay hospital bills. In spite of the presence of abundant human as well as material resources, many Nigerians are still poor. It is apparent that the wealth of any nation is dependent on efficient government, reasons being that it is the government that helps to maintain the social contract that binds members of the country or state together (Ejuvbe kpokpo 2012). Poverty is an outcome of corrupt practices by the leaders; this is corroborated by Bello & Lamidi (2009) who said that corruption is a social problem that creates a foundation for the existence of poverty because the resources meant for development in the country are being diverted to private uses. The African Peer Review Mechanism Team during their visit corroborated the fact that political or economic corruption increases poverty in Nigeria (Akpe 2008). The income of many citizens is so meager such that it could hardly cater for their basic or philosophical needs as propounded by Abraham Maslow in his Needs hierarchy. Inflation which is prevalent in Nigeria brings about poverty. The aftermath of poverty is social vices such as stealing, armed robbery, abduction, etc. Poverty has torn the moral fabric of the society and it now threatens the existence of the country with violent eruptions and conflicts among different groups.

Violence and crime is an impediment to national development. Violent crimes like armed robbery,
murder, kidnapping, abduction, terrorism are the greatest inhumane crimes that plague Nigeria (Iyoha, et al 2015). Recently, kidnappings for money as well as terrorism have taken over culminating in bloodshed and economic set-backs (Ajaegbu 2012). Socio-economic inequalities as well as the lack of opportunities for social advancement and employment are certain causes of crime and violence (UN-Habitat, 2008). Violence can also be explained by joblessness and intense competition over scarce resources and services in the society (Bello & Lamidi 2009). The Boko Haram insurgency poses a great threat to national development. Boko Haram insurgency has led to heavy loss of human lives and property and it has also displaced 33, 169 persons between 2013 and 2014 (Soyinka 2014). Furthermore, paradoxically, Nigeria as a country which reports strong economic indices such as strong real GDP growth of average 6.5 percent in the past decade still has unemployment rate that is rising annually from 11.9 percent in 2005 to 19.7 percent in 2009, and over 37 percent in 2013 (Aganga2010; Ogunmade 2013; Asaju, Arome & Anyio 2014). Lack of sustainability of projects and programmes is another huge impediment to national development. Many laudable and capital-intensive projects/programmes enacted or started by preceding leaders have been disregarded or neglected by their successors in a bid to be able to assign or approve new or fresh ones due to selfish intentions for financial gains. Many times, good and potentially impactful and viable projects or programmes have been abruptly stopped or neglected by succeeding leaders. Many government projects that have the capacity to reduce poverty in Nigeria were not executed by the corrupt officers and none of these contractors/officers have been prosecuted for non-execution of the contracts, rather, it is the poor that has been deprived of the benefits of such projects that bears the burden of the corrupt officials (Oshiomole 2003; Bello & Lamidi 2009). African countries have never lacked commendable ideas on how to deepen democracy, promote transparent governance, and sustainable development; but the challenge has always been the political commitment to transform the excellent good governance ideas and policies into practicable and sustainable development projects except for implementation issues (Ikubaje 2014). Tribalism is also a great hindrance to national development. Nigeria is made up of many diverse ethnic groups (about 250 ethnic groups) with various languages and customs making it a country of rich ethnic diversity and tribes. This diversity usually leads to nepotism. Leaders tend to favour the group or tribe they belong to which does not augur well for national development. Another great impediment to national development is debt. The heavy debt which was acquired over the years was graciously cleared during the political reign of General Olusegun Obasanjo but has been acquired again during the reign of Late President Yar’adua and President Goodluck Ebele Jonathan. The acquired debt would not and does not augur well for economic and social and social development.

The Interface between Good Governance, Rapid Economic Transformation and Sustainable Development

Good Governance and rapid economic transformation are separate conceptual entities and yet in practice often interact with each other. An old doctrine in the development process as noted by Stiglitz (2000) sees it purely as transformation of the society. A new form of thinking on development and development transformation does not talk only about a move from the old ways of thinking, and of social and economic organisation to new ones, but a change in the way people think and the way societies function. That is, a change in norms, expectation and institutions. Good governance is an essential precondition for rapid economic transformation. Various countries that are quite similar in terms of their natural resources and social structure have shown strictly different performance in improving the welfare of their people.

Much of this is attributable to standards of governance which stifles and impedes development. A nation where there is corruption, poor control of public funds, lack of accountability, indiscipline, among other vices, there can never experienced any meaningful economic transformation. It is good governance that can makes rapid economic transformation possible.

It is governance that provokes and defines the nature of developments. In effect, when there is governance failure, the policies and programmes put together to drive development would remain what they are only on paper. Africa is replete with fantastic developmental policies put together by the best brains, but they have not translated into economic development due to bad governance.

There are extensive econometric studies that show strong correlation between long-term economic performance and good governance. In other words, the quality of governance fundamentally determines long-run developmental outcomes. The World Bank Worldwide Governance Indicators (WGI) project (developed by Kaufmann, Kraay and Mastuzzi) reports aggregate and individual governance
indicators for 215 economies over the period 1996 – 2011, for six dimensions of governance – Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law and Control of Corruption. The authors, as reported by Daron, et al. (2003), conclude that good governance is not only critical to development but also that it is the most important factor in determining whether a country has the capacity to use resources effectively to promote growth and reduce poverty.

In a related development; Fayissa andNsiah (2013) studied the impact of governance on economic growth in Africa. Using fixed and random effects models, they found out that good governance or the lack, contributes to the differences in growth of African countries. Furthermore, these results indicated that without the establishment and maintenance of good governance, achieving the goals of NEPAD eradicating poverty, promoting sustainable growth and development, integrating Africa into the world’s economy, and accelerating the empowerment of women—will be hampered in Africa. As noted by Fayissa andNsiah (2013), sub-Saharan African countries have had a mixed governance record in comparison to other regions of the world as a result of being bogged down with manifestations of bad governance like political instability, government ineffectiveness, the lack of rule of law, and serious problems of corruption. The above traits are also inherent in Nigeria. Hence, there is a clarion on the Nigerian government to tackle the problem of corruption, inefficiency and ineffectiveness in governance, political and party rancour, and enthrone the rule of law.

The crucial role of good governance in development has been the focus of the New Partnership for Africa’s Development (NEPAD), which is a program of the African Union. NEPAD seeks to attract increased investment, capital flows and funding, providing an African-owned framework for development as the foundation for partnership at regional and international levels with its secretariat in Midrand, South Africa. The eight priority areas of NEPAD are political, economic and corporate governance, agriculture, infrastructure, education, health, science and technology, market access and tourism and environment.

Strategic Control of Corruption the Panacea to Good Governance and sustainable development in Nigeria

The underdevelopment witnessed in Nigeria can be attributed to the issue poor governance and corruption. Aluko (2006) has recommended ways through which corruption could be curbed in Nigeria which will bring about good governance and accountability on the part of government. Some of the recommendations will be looked at.

1. Involvement of the Masses in the Activities of Government

In order to promote public awareness of the tasks, policies and priorities of government, transparency is needed at all levels of government. The programmes of government at all levels as well as their expected outcomes should be made clear. Furthermore, any occurrence of corruption at any level of government, as well as the cost to the system, should be exposed. These public enlightenment measures are required as part of an empowerment plan to ensure popular participation. In order to get rid of the pervasive apathy within civil society, Government has to be accountable to the people.

The mechanisms provided for civil society to hold effective consultations with and monitor their elected representatives at all levels need to be publicized and strengthened. Accountability brings about transparency in governance such as transparency in decision making, and policy formulation. The masses and their representatives should hold regular meetings with government representatives where mind bugging questions and issues can be discussed in relation to the development of their communities and the welfare of the people through community or town hall meetings. The representatives are then expected to go and hint the people in government about the demands of the people, what they are aggrieved about and what they are pleased with regarding the governance of the incumbent leader. Additionally, there is also the need to ensure the existence of a regularly reviewed and periodically updated code of ethics to guide the performance of legislative functions at all times. This requires adequate publicity to enable civil society to monitor its enforcement. If government wants the masses to be actively and excitedly involved in the execution of government’s priorities, then they should involve the people in the process of setting them up. The principle of participatory budgeting should also be adopted.

2. Non-Governmental Organisations and the Media Need Capacity Building and Empowerment

There is an urgent need for the media, as the fourth estate of the realm, to strengthen its investigative and...
monitoring capacity and foster greater professionalism and integrity, in the conduct of its affairs. The press should be allowed to discharge its duties freely without fear or favour. The media and nongovernmental organizations (NGOs) should act as the ultimate watchdog institutions by closely monitoring the political process, party financing, the effectiveness of representation, performance of government service delivery agencies and regulatory institutions. The private sector on its own part should support and fund the NGOs. These institutions also need to develop survey techniques as well as advocacy and lobbying skills. They should conduct annual surveys on the nature, incidence and extent of corruption in Nigeria. This effort will go a long way to complement the efforts of government.

3. Reintroduction Of Ethics And Civics Into The Curriculum
The need for a reintroduction of ethics and civics into our educational curriculum right from primary school all through to secondary school is fundamental in the curbing of corruption in Nigeria. “Catch them young” should be the focus in curbing corrupt practices. When the right values, norms, ethics, culture, character, etc. is inculcated early in Nigerian children and youths and well imbibed by them, it would shape their personality and would set a standard for their behaviour later in life. Successively, ethics and civics can also be integrated into the curriculum of higher institutions in form of “General Studies” courses for consolidation of what was learnt at the primary and secondary school levels.

4. Pillars Of Integrity
It is integrity that can make a man or woman incorruptible and the lack of it makes a man or woman corrupt. The religious bodies in particular, the traditional rulers, as well as media should come more alive to their civic responsibilities by consistently/regularly teaching and preaching to Nigerians on the virtue of integrity and the dangers of the lack of it on the community, self and Nigeria as a whole. In other words, the vision and strategy for an effective anti-corruption drive should, in the long run, evolve around particular „pillars“ of integrity such as professional associations, the media, religious bodies, and the systems of traditional rule. They all need to be strengthened.

Role of Marketing in National Development
From both the micro and macro marketing point of view, marketing traverses all human activities and spheres. According to Ozo (2005), the following is the spectrum of what constitute products in marketing. Consumer behavior, Pricing, Purchasing, Sales management, Product management, Marketing communications, Comparative marketing, Social marketing, The efficiency and productivity of marketing systems, The role of marketing in economic –development, Packaging, Retailing, Wholesaling, Channels of distribution, Marketing research, Societal issues of marketing. The social responsibility of marketing, Commodity marketing, Physical distribution et cetera. The scope of marketing is endless as it increases with days and goes to prove that the role of marketing in national development cannot be over-emphasized.

The role of marketing is incomplete without giving adequate attention to the overall field of management. Implementation of good marketing ideas requires good management. All the different facts of the national economic and national growth involve human activities, which intrinsically contain some element of marketing. Whether in the manufacturing or distributive sector, there is need for marketing specialists to make the operations succeed and the target achieved.

Drucker in David (1984) underlined the importance of Marketing in developing countries (like Nigeria) because it is capable of meeting critical needs. It is common knowledge that is most developing countries, the government and its allied public enterprises own a major portion of the productive sector of the economy. Often, government makes polices which prove counterproductive to the marketing efforts of individual firms. It is therefore essential that the government understand marketing and its implications to further their aim at national development. The role of marketing in national development could be looked at from one of the following view points.

a. Marketing as a Tool for Business Success and National Growth
According to Anozie (2003:.), Marketing education and the guided performance of individual businessman make a notable difference in the economy. This will help them satisfy the needs of the consumers creditably and in the aggregate, make the macro-marketing system work to the benefit of the entire nation.

As Mavel in Anozie (2003:) puts it, “Any business is likely to be more successful when a strong marketing view point or philosophy permeates the thinking and
guides the decision and actions of everyone in the business…” Successful business leads to buoyant economy which is the ultimate for national development. In the modern economy, every meaningful organization needs trained marketers for its growth and profitability. For survival, continuity, and advancement, business has to be customer-directed and market-oriented.

b. Marketing and Employment Opportunities
There is no gain saying the fact that a happy nation is one whose citizens are gainfully employed. A nation’s level of employment is an indicator of the state of the nation and people’s standard of living. One can attest to the level of unemployment in Nigeria. If adequate attention is given to marketing, there is the availability of many interesting and rewarding jobs for people with good marketing education because according to Osuala (2003: ), today the total employment in all marketing activities exceeds seventy million people out of the estimated population of one hundred and eighty million in Nigeria. Marketing-oriented activities represent two thirds of total employment in Nigeria.

c. Marketing, the pivot of industrialization/Entrepreneurial Growth
In today’s dynamic world, rapid growth and advancement in the manufacturing sector, viz – industrialization, is one of the key indicators of National development. Research and development is the base of industrialization and the end-result of their activities is innovation and technological growth in the manufacturing sector of the economy. Nigeria is blessed with many industries both foreign-owned and local ones. There are also multinational companies and organizations in the country. There is also need to enhance small business entrepreneurs as done in Japan and United States. All the industries place more emphasis on marketing which in itself, is a stimulus that encourages innovation and growth. No business can exist without sales which is an integral part of marketing. It therefore follows that industrialization will achieve its aims once it is customer-oriented or market based and neglect to marketing obviously leads to stagnation or even extinction.

d. Marketing and Population Control
In Nigeria, despite adoption of the explicit goal of formulating population policies and programmes to accelerate the adjustment of reproductive patterns (and through birth controls or family planning), to changes in survival patterns, the high birth rate has not changed significantly. The population is still escalating. Such failure could have been avoided had the management of family planning programmes used virtually all the technology of marketing. Population programmes face extensive informational problems. This could be easily nipped in the bud by marketing research and information system.

The magnitude of the communication problem is somewhat parallel to the need for intensive distribution of contraceptive devices in order to reach the different sectors of the population. Market research can be used to set up targets for different markets and to test the effectiveness of different administrative and communication programmes.

e. Marketing and Agricultural Development and Farm Productivity:
The issue of low farm productivity of many developing nations like Nigeria is often attributable to factors such as inefficient methods of irrigation, lack of mechanization in farming, inadequate supplies of fertilizer and natural disasters. But one fundamental problem which is not always mentioned is lack of marketing system. Development specialists such as Owens and Shaw in Zahur (2012), rightly pointed out that agricultural development is more a human problem than a technical problem.

If all farmers can be provided with production inputs, the financial system, the market and the agricultural knowledge, they can improve the agriculture. Most of the farmers lack access to market system and thus lack both resources and incentives to modernize their production.

Development of rural market system is of fundamental urgency in bringing about the necessary agricultural revolution. Proper incentives should exist for a subsistence farmer to produce more, and obviously, the most basic incentive is his access to the national market.

f. Marketing in Education and Manpower Training:-
It is understandable that marketing concepts and techniques may have profound impact on meeting the nation’s manpower needs. Developing nations like Nigeria need a wide variety of human skills to bring about economic and social development. To solve this onerous problem, marketing comes in handy. In Nigeria, much of educational thrust is restricted geographically to urban areas. Very little emphasis is placed on non-formal training programmes to increase the productivity of rural labourers, farmers
and the likes. Infact, one can imagine that generally speaking, educational institutions have defined their markets narrowly. Also, students often do not see any relationship between their educational aspirations and job aspirations because of the nation’s employment practices which sometimes does not match employment with educational skill. This vicious circle can be broken to influence people towards job-oriented education.

g. Marketing and Export Promotion
Export promotion is one activity that sustains a given nation. In such a government activity, marketing plays an invaluable role. Trained marketing professionals should be placed abroad to seek export opportunities as well as to conduct necessary research on the nature of the competition that the country is likely to face abroad.

h. Marketing and Tourism
The World Tourism Organization – (WTO, 2009) sees tourism as people traveling to and staying in places outside their usual environment for not more than one consecutive year, for leisure, business and other purposes. Tourism is an aspect of service marketing and given the fact that Nigeria is highly endowed with great tourist attractions, it should be marketed to enhance national growth. According to Njoku, in Egu and Akalazu (2012), “in tourism, one should look at the financial and technical growth and development of the Nigeria economy. A well managed tourist outfit will not only create employment opportunities for Nigeria and enhance shareholders value; it will also pay corporate tax to the government. It also contributes to community social responsibilities“.
To facilitate and encourage travel, a wide variety of tour package should be made available.

i. Marketing and Trade Development
Marketing and trade play vital roles in the economic growth and overall development of a nation.
The major roles of marketing and trade in the nation/al economy can be thought of in terms of specialization in activities of comparative advantage, enhanced resource use and trade advances in marketing with economic growth. Without market facilities, areas must maintain diversified activities to produce their own food, shelter, tools and other needed goods. Specialized activities lead to trade and the gains of trading are enormous. Through specialization arising from trade, a community is better able to utilize its limited resources.

As economic growth proceeds, several changes in marketing take place. With economic development, the activities and tasks of marketing increase and activities such as storage, processing, packaging and retail distribution become more important. Greater activity therefore, moves away from the site of production towards marketing.

j. Marketing and Electoral Politics
It may sound enthralling and also a good one to buttress the all embracing role of marketing in national development to note that it is marketing that sustains the political and electoral system of a give nation. Politics is about power and the struggle for power results in conflict and competition. A participant in this power struggle is called “a politician” whose aim is to be in government and has to market himself and his party's manifesto. He must be able to convince his electorate that his party’s manifesto and programme is more relevant to their needs than those of his competitors.

According to Ohiwerei in Worlu (2012), the political party can be likened to a company, the party ideology to a company’s mission statement, the party manifesto to a company’s marketing strategy/plans, and the party candidate to a brand. It is also known that the success of any company depends on the success of its brands or services. Similarly, the success of a political party in an election depends on the success of candidates. It therefore becomes imperative for the politician to have a close look at what makes a brand successful.

In brand marketing, the key to success is a thorough understanding of the market, the consumer, and the competition, by the help of market research. The logical conclusion following from this thought process in that a political party, if it is to be effective and successful, should operate like a business or a company. Given the above analogy there is no gain saying the relevance of marketing in politics, and if marketing is a vital factor in the electoral and political system of a given nation, one begins to wonder in which sphere of such a nation that it will not be relevant. Alternatively, one even begins to think that it is rather the determiner of other actions because it is from the political seat that policies flow.

This must be essentially why Nimmo (1999) opines that political marketing application have moved from solely a communication tool to an integrated way of managing politics or even governing. O’ Shaughnessy (2003) also emphasized the main developments of applied uses of political marketing. All these further buttress the all embracing role of marketing.
Methodology
This is a framework that is used as a guide in trying to critically evaluate the concept of marketing in good governance and leadership; a panacea for rapid economic development in Nigeria. The researcher made use of primary and secondary data for accurate objectivity. Uses secondary sources of data such as textbooks, journals, magazines, newspapers and the Internet. Conclusion and useful policy recommendations were made based on the above descriptive designs.

The questionnaire was designed and administered to 200 respondent from which 96 representing workers from federal ministry of trade and industry. The questionnaires was divided into three sections representing the Management staff, the senior staff and Junior staff descriptive research.

Analysis and interpretation of data

<table>
<thead>
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<tr>
<td>Women</td>
<td>10 (96)</td>
<td>10%</td>
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</tbody>
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Source: Survey Data 2018

The questionnaire’s respondent information
The table above shows most of the respondents were the men who responded very high on the low level of governance in Nigeria and the women responded at 35 which indicates, there is need for marketing principles in national development.

Conclusions
Marketing has been expounded as a rallying point for national development, therefore no nation should overlook the impact of marketing in its overall national development. The value of and contribution of marketing to national development might be measured in the growth of the Gross National Product (GNP), the size of consumption expenditures, the relative improvement in the general standard of living, the profit to marketing organizations, the number of people employed in its tasks and the strength of the nation’s political, social and economic institutions. Marketing must therefore be brought into focus in policy and decision making of any given nation that wants to either develop or sustain development.

Recommendations
From the foregoing, it is evident that marketing plays a pivotal role in the development of any given nation. It is therefore recommended that for successful development of a given nation (in this case, Nigeria)

1. Marketing principles, rules, operations and practitioners must be brought to the fore.
2. Marketing managers should be involved in the management and policy decisions of the given nation (Nigeria) since marketing activities cut across all the human and economic activities of such nation.
3. Marketing education should be further introduce to the nursery and basic education curriculum as it was introduce to the secondary sector, alongside civic education to bring about positive behavioural change in our future leaders.
4. Training and retraining of civil servants, key directors in the basic principle and practice of marketing enable them function better.
5. Professional marketers should be employed to head and manage key strategic positions to enhance professionalism and results.

References
Corruption, Poverty, Still High in The Marketing of Political 


Peace Marketing in Volatile Parts of Nigeria: A Panacea for National Development

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Abstract
Nigeria as a nation is faced with legion of problems: from poor leadership to insecurity and a muffled national development. These myriads of challenges have negatively impacted on the nation in the form of conflicts, crisis and war. This study attempts to use peace marketing as an antidote to address the volatility in some parts of Nigeria especially the North East, North central and the Niger Delta Region. Peace is a cherished value by mankind. This work is qualitative driven. The author is relying on the underlying reasons and opinions of writers on the subject matter with a view to proffering solutions to the research problem.

Keywords: Leadership, Security, National Development and Peace Marketing.

Introduction
Nigeria as a nation with a population of over 180 million people has been bedevilled since independence in 1960 with myriads of problems ranging from political instability, corruption and unemployment, inflation, poverty, economic sabotage, kidnapping, insurgency, militancy, human trafficking to mention just a few. These teething issues are engendered by leadership failure or bad leadership with its attendant consequences on national security and national development.

Successive governments both military and civilian have not been able to find solution to this twin monster i.e. poor (bad) leadership and insecurity. The end result of this state of affairs is conflict, crisis, war in the form of terrorism, ethno-religious conflict, communal conflict, militancy etc. The resulting gap from all these maladies translates to decline in national development, low standard of living, low GDP, decline in direct foreign investment, dividing foreign exchange reserve, huge debt burden, low economic growth, disruption of business and marketing activities, loss of lives and property, refugee problems, displacement of persons and general insecurity in the country.

Statement of the Problem
The primary responsibility of any government the world over is among other things: protection of lives and property, provision of essential services, maintenance of law and order, provision of conductive environment for individuals to realise their potentials to the fullest. Unfortunately, the Nigerian nation, rather than meet the aforementioned functions is grappling with poor leadership problems, insecurity of lives and property and inability to meet sustainable development goals.

The conflict in the North East of Nigeria orchestrated by Boko Haram activities, the Herdsmen/farmers clashes/crises in the north central and other parts of Nigeria, and the Niger Delta crisis are obvious indicators that there exist a relationship between poor leadership, insecurity and national development. The fall out of the imbalance in the trio concepts have led to unimaginable consequences with the federal, state and local government spending billions of Naira on procurement of arms and ammunition for the prosecution of conflict, crisis and war at the detriment of developing the nation.

As these crises/conflicts continue unabated, marketing activities are affected: free flow of goods and services are disrupted. Consumers/customers who are beneficiaries of marketing activities are either killed, maimed, displaced or become refugees in other countries.

Peace which is the absence of war/conflicts is therefore necessary in order for humans to realise their God given potentials. Peace marketing becomes a panacea to the volatility in certain parts of Nigeria. Peace brings happiness and thus provide a safe haven for economic, political and social cultural development – a situation akin to Jeremy Bentham’s “greatest happiness of the greatest number.” The world and indeed Nigeria would be a better place if peace reigns instead of conflict and warfare. Peace marketing becomes a solution to the conflicts and warfare in Nigeria.
This study is aimed specifically at:

1. Assessing the relationship between poor leadership, insecurity and national development.
2. Finding out the role of conflict/crises/war on marketing activities.
3. Determining the significance of peace marketing in resolving conflict/crises and war in Nigeria.
4. Finding out the contributions of peace marketing to national development.

This work intends to find out how peace marketing could be used to solve the problem of conflict/crises/war in Nigeria. It is also intended that this work would inform government on the need to use peace marketing rather than investment in arms, ammunition and personnel to resolve crisis/conflict/war in volatile parts of Nigeria. Again this work will help in managing post war crises/conflict in order to avoid a reoccurrence.

It would also help authorities, policy makers and belligerents on the need to weigh the option of peace vis-à-vis conflict/war in an attempt to save mankind from the scourge of death, hunger, displacement and expenditure on rebuilding war-torn zones.

Finally, this work would add to the literature on peace marketing: a relatively new concept that need to be explored and developed as a tool for peaceful coexistence of mankind.

It is apt at this juncture to find answers to the following questions in the course of this study:

1. Is there any relationship between poor leadership, insecurity and national development?
2. What impact does conflict/crises/war play on marketing activities?
3. What is the significance of peace marketing in resolving conflict/crises/war in Nigeria?
4. Does peace marketing contribute to national development?
5. Does peace marketing nip early conflict warning signs or is peace marketing relevant to pre conflict situation?

Some conceptual issues

Leadership

Oboma (2016) assert that Nigerian though endowed with abundant resources is greatly bankrupt of vision and selfless leadership. He went further to say that one of the reasons why Nigeria is yet to be ranked among the developed nations of the world is its leadership orientation.

What is Leadership?

Gill (2012) defines leadership as showing the way and helping or inducing others to pursue it. This entails envisioning a desirable future, promoting a clear purpose or mission, supportive values and intelligent strategies and empowering and engaging all those concerned. By this definition Gill gives the impression of leadership as the ability to set the path for a desirable future with vision and carrying along followers or the led in that same direction. The follower are equally empowered and engaged, meaning that they are not hungry and unemployed. Leadership therefore is a collective effort of both the leader and the led with the leader in the forefront, directing and guiding the followers for a purpose. Pierce and Newstrom (2011) sees leaders as individuals who are capable of taking ambiguous situations, interpreting these situations, and framing for the followers an understanding of the situation and what needs to be done to move forward. This explains why individuals take the blame or praise for their leadership role. The leader is thus held accountable for the good, bad and ugly aspect of his/her leadership. Although some people contend that “the people or society get the kind of leaders they deserve”. This is not always the case as Blount (2012) noted thus “as a leader, if your team succeeds, you succeed. If your team fails, you fail. So, it follows that your job is to help your people succeed. Through leading, managing and coaching, you must create an environment in which they can develop their skills, leverage their talents and win. You must remove roadblocks so that they can get the job done. You need them more than they need you ……..” It follows logically that when a leader deviates from its leadership role or position, the consequences would ultimately fall on the followers in the form of conflict, crises, hunger, deprivation, unemployment and even war. A leader is to serve. It is a call to serve. Poor leadership ruins the people. To this end Obama (2016) listed some attributes a leader must possess to be successful. They are good knowledge (i.e. knowing what the people’s problems are and how to solve them), principle, intellectual humility, vision and the ability to communicate the vision, being connected to the people and having the mind to serve. Any leader who lack these attributes can hardly deliver the dividends of good leadership. The quality of leadership a country is endowed with affects its level of development. This no doubt give credence to Achebe (1983), “The trouble with Nigeria is simply and squarely a failure of leadership …… The conflicts, crises and war are a reflection of the kind of leadership in Nigeria.
Leadership and Good Governance
Leadership and good governance are not the same. Leadership may not always deliver good governance to the people i.e. the citizenry. Good governance is about how public institutions carry out public affairs and manage public resources. The UNDP (2002) defines good governance as striving for rule of law, transparency, equity, effectiveness/efficiency, accountability and strategic vision in the exercise of political, economic and administrative authority. Good governance achieves this in a manner that is free from abuse and corruption with special regard for the rule of law.

Ohiomu and Dibie (2014) affirm that good governance is about leadership and people-focused political institutions, working with the people to empower them to reach the highest points of their productive and creative abilities. Good governance is about democratizing politics and economic opportunities, and opening sustainable option and possibilities for peace, harmony, unity, collective work and collective progress. From the foregoing, it follows that good leadership optimizes the potentialities of the people and bringabout peace, harmony and sustainable development. Conversely bad governance would lead to conflict, disharmony and low standard of living. No meaningful economic development/transformation comes from a nation that is replete with corruption, poor control of public funds, lack of accountability and the like. Rapid economic transformation comes with good governance.

Leadership and Bad Governance
Coker and George-Genyi (2014) opined that bad governance tends to frustrate the institutionalization of both peace and security on one hand, and on the other, creates a stunted, rentiers, disarticulated, and grossly underdeveloped Nigerian society. The bane of our nation’s problems ranging from lack of peace to insecurity and eventual lack of sustainable development is to be found in bad governance. Bad governance is the direct opposite of good governance. Bad governance is symptomatic in the form of governance failure (woefully) to meet the needs of the society even with the best of resources. Corruption is evident as one of the symbols of bad governance as attested by Owoye (2006) and Ayittey (2012).

According to Coker and George-Genyi (2014) “whenever there is disjunction between the political, social and economic institutions, systematic failure is bound to set in. in Nigeria, sundry experiences have buttressed that point, hence the unending economic, social and political dislocations that even threaten the peace and unity of the country.” The implication of the above assertion is that peace and unity of Nigeria is threatened by disjointed economic, social and political institutions which play out in the form of conflicts, crises, and war.

Jawondo (2011) capped the ugly scenario perpetuated by bad governance thus “rendered a number of havoc on the national security, be it political, economic, social or religious. In response to oppression, suppression, intimidation, hunger, poverty, unemployment, inequality, engendered by bad governance, the citizens most especially the youth under their patrons have constituted themselves into militant groups who fend for themselves through nefarious means such as oil bunkering, hostage taking, assassination and a host of other embarrassing acts (P. 132).”Leadership failure or the absence of it comes in the form of absence of vision, corruption-laden leadership which creates a situation that lead to insecurity of lives and property which ultimately culminate into our inability to meet national development goals.

There is a direct relationship between poor leadership and insecurity. Poor leadership, bad governance, inept leadership (all are negative attributes of leadership) creates frustration among the populace who vent their perceived grievances on the nation in the form of insecurity of lives of property. Boko Harm, Herdsman-farmer clashes/crisis, and Niger Delta crises – all insurgent groups are products of leadership failure.

Security and Insecurity
The absence of security lead to insecurity. Security, in fact, insecurity is an anti-thesis tosecurity. Insecurity retards national development. Nwanegbo and Odigbo (2013) identified insecurity as one of the major setbacks to development in Nigeria. Vision 202020: Nigeria being, among the twentieth world developed countries in 202020 still remain a mirage with the spate and ferocity of insecurity in Nigeria. This is so because security is important for national cohesion, peace and sustainable development.

In the words of Stan (2004) security refers to the search to avoid, prevent, reduce or resolve violent conflict – whether the threat originates from other states, non-state actors, or structural socio-economic conditions. The search for peace has eluded Nigeria over the years and security of lives and properties...
have tended to be wishful thinking with its adverse implications on national development. Okorie (2011), Jega (2002), Salawu (2010), Onyishie (2011) and a host of other scholars have identified the following as causes of security crises in Nigeria viz: ethno-religious conflicts, youth unemployment, faulty political process (electoral politics) in the choice of leaders and systemic and political corruption. All these put together metamorphose into poor implementation of policies, rising unemployment, hardship, inequality, economic and political stagnation. The stage is thus irrevocably set for the emergence of insurgent groups like Boko Haram, Niger Delta militants, rampaging Herdsmen attacks and other communal crises that reek stupendous havoc on the Nigeria nation.

Ighomereho and Akpor-Robaro (2013) in their contribution to the causes of insecurity in Nigeria identified remote and immediate factors responsible for insecurity in Nigeria. They are:

a) Lack of institutional capacity resulting in government failure.

b) Pervasive and material inequalities and unfairness.

c) Ethno-religious conflicts.

d) Conflict of perceptions between the public and government.

e) Weak security system.

f) Loss of socio-cultural and communal value system

Other immediate and proximate factors include among others

g) Porous borders

h) Rural/urban drift

i) Social irresponsibility of companies

j) Unemployment/poverty

k) Terrorism

By far terrorism is more potent of all the factors mentioned above. It is without doubt the most proximate and fundamental source of insecurity in Nigeria. Terrorism has been defined as “the premeditated use of force or threat of use of violence by an individual or group to cause fear, destruction or death, especially against unarmed targets, property or infrastructure in a state, intended to compel those in authority to respond to the demands and expectations of individual or group behind such violence”, Sampson and Onuoha (2011).

Boko Haram especially in the Northern path of Nigeria has remained the most dominant terrorist group in the country since 2009. More than 1000 lives have been lost to spontaneous bombings, killing, wanton destruction of property and infrastructure. Aside from the factors identified by Ighomereho and Akpor-Robaro (2013), Kofour (2012) added that insecurity in Nigeria is fuelled by political conflicts, unbalanced development that involves horizontal inequalities, religious/ethnic distrust and leadership failure. There is no gain saying the fact that inequality within the country, corruption and leadership failure are inseparable triplet apart from religious fanaticism that made Nigeria a fertile ground for terrorism.

Interface between Leadership Failure, Insecurity and National Development

National development is the ability of a country or countries to improve the social welfare of the people e.g. by providing social amenities like quality education, potable water, transportation, infrastructure, medical care etc.

Krugar, (2009) refers to national development as increases in the standard of living of a nation’s population associated with sustained growth from a simple, low income economy to a modern, high income economy. He went further to add the indicators of national development to include literacy rate, life expectancy and poverty rates, and increasing Gross Domestic Product (GDP) which is reflected by increase in value of goods and services as well as exchanges that add value to lives of the people.

To achieve the goal of national development, the following requirements are proximate: Faithful implementation of development plan, commitment on the part of the leaders and absence of corruption and insecurity. An assessment of Nigeria’s national development indicates a far cry from what the ideal requirements and indicators are when compared to other developed nations. For example the HDI (Human Development Index) rates Nigeria as one on the lowest in the world. HDI measures human development in three basic dimensions- a long and healthy life, knowledge (Education) and a decent standard of living.

In 2014, Nigeria HDI was 0.525 while in 2013, it was 0.521 and Nigeria fell from 152-188 countries with the lowest HDI – source: UNDESA (2015a) and UNESCO institute for statistics (2016).

From the foregoing, it becomes crystal clear that Nigeria lacks the prerequisite for national development because development has to do with the positive and conscious change of a society and its people. World Bank (1994:33) defines development
as not only “improving standards of living over long term” but also listed the following standard indicators i.e. better housing, education, health, transport facilities, infrastructures, industrialization and technology. On the Global Peace Index Ranking (2012), Nigeria ranked 146 as compared to Ghana that ranked 50 and Sierra Leone 52. When compared to Norway whose HDIs 0.949, Malaysia 0.789 and Gabon 0.697. The abysmal failure of Nigeria to meet set goals like vision 202020 is directly linked to poor leadership (leadership failure, bad governance) and insecurity.

Figure 1 depicts the sorry state of our national development that is strangulated by poor leadership and insecurity.

![Diagram of poor leadership and insecurity affecting national development]( Designed by the author)

The impeding centrifugal forces – poor leadership and insecurity are negatively putting pressure on national development, hence the bleeding effect of unemployment, poverty, illiteracy, poor health and loss of lives. The brunt of a shrinking national development is borne by the economy in the form of dwindling business and marketing activities.

Nigeria is indeed a paradox: the largest economy in Africa ($510bn sized economy) with over 112million poor people. In the words of Gaskia (2015), “we have the paradox of producing the richest African, the richest Black woman, but also the largest number of poor people in Africa, and of any black nation in the world.”

**Implications of Poor Leadership and Insecurity on Business and Marketing activities**

The implications of poor leadership and insecurity on business and marketing activities cannot be overstressed. Achumba et al (2013) divided the implications into two categories: effects on potential business and on existing business enterprise.

**Potential business investment:** Potential business investment are hampered because

a) Business investment becomes unattractive
b) Sends bad/negative signal to the international community that Nigeria is not safe for investment
c) Discourages direct foreign investment. 2010 CBN annual report show a steep 78.1% decline in foreign direct investment.

**Existing Business Enterprise**

Production, marketing, finance and human resources can hardly thrive in a volatile environment. Production requires raw materials and if raw materials do not get to the production plant at the right time, in the right quantity and at the right price there will be no production or sub-optimality will occur. In the same vein, marketing suffers when there is no free flow of goods and services. Customers who are to be satisfied may have been dislocated and the marketer or any marketing concern would need a safe macro economicenvironment to operate. The same goes for finance: where a company spends highly on security and security infrastructure, including personnel, the
cost of doing business become prohibitive. A situation where kidnapping reign supreme, human resources would be negatively affected. Skilled labour, business owner’s and the entire workforce is at risk. For instance, Reuters (2009) reported a total of 512 kidnapping case in Nigeria. Associated press reported that more than 200 foreigners have been kidnapped in two years (August 27, 2008). The chibok girls and Dapchi girls kidnapping are cases in point. Insecurity due to poor leadership discourages human resources mobility and could lead to businesses folding up.

Peace Marketing in Volatile Parts of Nigeria: A Panacea For National Development

The North East, North central and the Niger Delta areas are hot bed of hostilities in Nigeria. This hostility is in the form of conflict, crisis and war as we are experiences with the activities of Boko Haram, Fulani Herdsmen and farmer clashes and Niger Delta militants. The panacea to the aforementioned conflict ravaging the Nigerian nation is to be found in peace marketing.

What is Peace Marketing?

Nedelea and Nedelea (2015) define peace marketing as a concept which could be part of the category of the public international marketing. It is, at the same time, a non-profit marketing. They went further to add that we could not speak of peace marketing as we speak of sale activities. And that peace marketing as a new concept could be part of social marketing. “Peace marketing tries to influence social behaviours, to change attitudes, habits, not for the benefit of the person who does the marketing, but to the benefit of the society in general. It implies the development of some programmes destined to impose and sustain some causes and ideas that may lead to the salvation of humanity from self-destruction, being essential to understand that the earth is our home, and that it is our interest to live in peace and harmony on the planet ……” Nedelea and Nedelea (2005).

It would be incorrect to equate peace marketing with other aspect of marketing e.g. product/service marketing. Peace marketing is an idea that is non-profit oriented. We cannot talk of peace marketing as we talk of sales activities and the inherent profit motive (Kotler 2017). It is an aspect of social and humane marketing that is directed towards changing or influencing attitude, habit, social behaviour for the interest of the entire society. This is because peace is a cherished value by mankind. Without peace economic, political and social activities would be stagnated or at best diminish to eternity. The present marketing concept is to identify customers need, want and preferences and satisfying such need and preferences at a profit. Such need of the public is peace. Peace represents a need of mankind, need for security on the same level with protection and order (McLeod, 2016). This assertion had been typified by Abraham Maslow hierarchy of needs (1943).

Marketing seek to find solutions to customer’s problem, and such solution is not product but peace. Peace represent one of the solutions human being is interested in. Some cynics or sceptics may ask why peace marketing in volatile parts of Nigeria? Why don’t we increase our budget on arms and armament to bring the bellicose to their knees? Has increase in arms worked to bring peace? Instead why nations are at war or in conflict situation, hunger, poverty are extending. The environment is deteriorating, resources are depleting, many people do not have access to education, health care facilities and can hardly maintain descent living condition.

Importance of Peace marketing in solving crisis, conflict and war

Since the North East crisis began, Nigerian government has spent whooping amount of dollars (USD) in prosecuting the war. Such money could provide education, health facilities and improve the standard of living of poor Nigerians who at present are living below poverty level of less than one dollar a day!

Recently, Nigerian government approved $1billion ($362billion) for the war on Boko Haram from Excess Crude Account (ECA). According to the ruling party, All Progressive Congress (APC), the fight against Boko Haram insurgents has gulped N32.88billion (USD), Thisday, Sept. 10, 2014.

According to Premium Time of April 21, 2018, Nigeria has spent ₦4.62trillion on national security in five years. In the 2015 national budget, ₦934billion was allocated to the security sector. Between 2011 and 2012, ₦924 and ₦920billions respectively were spent on security. While 11,000 lives were lost in the last five years, kidnapping, crude oil theft, armed robbery and other sundry crimes were wide spread within the same period – Premium Time www.premiumtime.com. When we juxtapose the budget for national security and that for education and health, we can at once see the folly inherent in prosecuting war, conflict and crises as alternative for peace.

Nigeria’s budget for education in 2018 is 7% ($603.8billion) compared to UNESCO benchmark of
26% while the health sector got a meagre 3.96%. In 2017, ₦550billion was spent on education while ₦304billion representing 6% was spent on health. Whereas South Africa with a population of 55million spent $46.6 billion on health between 2014 and 2017. While Nigeria with a population of over 180million spent $3billion within the same period – Business day December 1, 2017.

The above graphic illustration has demonstrated that enormous amount of resources is spent on national security (defence) budget as compared to less resources being spent on health and education. In the absence of conflict/crisis and war, such resources could be channelled to national development to improve the living standards of the people and create happiness among citizens.

The following are some of the benefits of peace to any nation, Nadelea and Nedelea (2015):

a) In a world ravaged by terrorism, conflicts, war and other forms of insecurity, peace and compliance with the right of each citizen to peace become very necessary.

b) Peace is the way to understanding trust, honest friendship between people and condition of happiness on earth.

c) Life flourishes endlessly when there is peace.

d) Peace helps the young generation to actualize their potentials and personality, live their life abundantly, enhance their physical and intellectual capabilities to the progress of humanity and the wellbeing of the society.

e) The ideal of peace means increase prosperity of all because if money is not directed to the production of arms (instrument of death and destruction), then life become more prosperous.

f) Peace according to Chifu (2006) means understanding, harmony between people, happy life on earth without the atrocities of war.

g) Bejan (2017) added his voice to the importance of peace marketing when he stated that “peace marketing promotes not only the idea of quietness, understanding and lack of conflicts, but also sustains education and damage of mentality of the people, next to the battle of survival and the right for life for all the inhabitants of the planet, no matter the religion, gender, race, orientation or ethnicity, urging to tolerance and compassion.”

h) Pop et al (2011) while restating Maslow hierarchy of needs states that “peace is included in the category of the needs for safety and security”.

i) Peace and economic development are two variables which can influence each other (SelaCazacu). Pg 605

j) Yilmaz Bayar (2014) “in the short run, economic growth may generate peace in a country” and on the long run, there could be noticed that peace has a positive impact, on economic growth.

k) Yaskal and Lyudmyla Verbivska (2013) pg 606 “existence of peace influence positively regional process of economic integration e.g. (ECOWAS).”

l) Not only tourism can be influenced by the existence of peace, but the development of commerce. Engine Akmal and Ahmet Yulafci (2016).

m) Education (Dabija et al, 2017) – education gives moral rules and regulation. The behaviour of each individual, as Confucius (2017) said “nature made us look alike, but education differentiates us.” At the micro level, the vision of each individual upon the existence of the safety feeling is influenced by the received education.

n) Vladislav Pavlote (2013) Pg 607 places peace marketing, as it proposes to influence the behaviour of the individual with the purpose to improve the level of living and to offer goods of high quality.

o) Giovanna Giurlanda et al (2017) pg 608 peace marketing intends to influence the social behaviour and to change personal attitudes, its benefits being reflected not only upon the individual or single company, but upon the entire society.

p) Peace and Tourism: Peace marketing has a significance influence upon the economic development of a state “Parikshot Singh Manhas et al(2016) “tourism contributes to the elimination of geographic, cultural, social and linguistic barriers among the citizens of different states. With the help of tourism there are improvement in the interactions between the locals and the visitors, aspect which contributes to the reduction of the potential of conflict appearance. Peace influences tourism directly, especially in the border areas, which are often marked by smouldering tensions and conflicts.” Dr. Haseeb Shabbir (2017) “peace marketing seeks to understand and develop marketing programmes and in sights designed to facilitate conflict resolution. It seeks to build bridges and foster a collaboration of civilization logic.”
Nexus between Peace Marketing, Social Marketing and Non Profit Marketing

This work is qualitative driven. Unlike quantitative which require empirical findings based on primary data, we limited ourselves to underlying reasons and opinions of writers on the subject matter which gave the guide to uncover trends in thought and an insight into the problem of the research topic. Our hypothesis seek to test the relationship between peace marketing as a panacea to the volatility in certain parts of Nigeria and national development. Can peace marketing help to resolve conflicts, crisis and war in Nigeria?

Conclusion

From the foregoing discussion it is a truism that peace marketing could serve as a panacea to the volatility in certain parts of Nigeria: the North East, North Central and Niger-Delta region. The huge amount spent on national security for arms and ammunition should instead be channelled to the wellbeing of the citizenry who are ravaged by hunger, unemployment, poverty, disease, and death. Without peace business activities and indeed marketing activities cannot thrive, we therefore owe ourselves a moral obligation to avert conflict or war and instead strive to promote peace as a necessity essential for our existence on this planet.

Recommendations

Some of the antidotes recommended using Peace marketing to resolving conflicts, crisis and war are as follows:

Peace education

“Given that war begins in people’s mind, also in their mind it is normal to begin the building of the plea for peace” – Nedelea and Nedelea (2015). It has been suggested that quality education is important to establish peace. Quality education offer children hope and opportunities to heal the war traumas. A quality education must be assured before, during and after the end of a conflict, and during the negotiations of peace agreement (Wedge, 2008). Education for peace is all about cultivating some better attitude and training people in order to shun conflicts, and promote constructive dialogue, respect one’s value and aspiration and that of others, respect the differences of situations and life style. At the school level, education for peace should among other things centre on forming a cooperation behaviour which avoid competition that have negative consequences on the relations between pupils who need to learn that it is important and noble to help and support each other.

Education for peace, according to Ognjenovic and Sommardahi (2016) “encourages the establishment of social structures that inculcate democratic values, respect for human rights and for personal autonomy from an early age, which should remain with the individual for life”. The authors went further to state that “if the state provides an adequate infrastructure in terms of education, health care, rule of law, good environment to mention a few key elements, the citizens will be more likely to gain their full potential and thus be able to contribute by way of skills and economy to a peaceful and stable society.”

Education for peace must start with teaching children (and even adults) on how to relate in a non-aggressive manner towards each other. This approach helps to develop in individuals full potential and thus a healthier and richer life, emotionally, financially and intellectually. Proper education helps to channel the potential of each individual whether well talented or well disposed. Being educated result in the willingness on the part of the individual to obey the laws of society which is part of social contract.

Education for peace should be the mastering of values, attitudes, conflict resolution by peaceful means, peace mediation, conduct of dialogue and other social as well as political means for fostering sustainable peace. Solomon (2009, Roth (2009).

Education for peace is therefore anchored on three approaches viz-reformative, transformative and reconstruction.

Communication: (Marketing communication):

Experts have opined that communication play a key role in using peace marketing to resolve conflicts. Language, both foreign and local can be of immense importance in resolving conflicts because language brings trust and understanding. A continuous communication campaign is inevitable in this regard. Giurlandaet al (2017), observed that the benefits of internet have been visible in the area of peace marketing. Social networking have been helpful in allowing communication and ideas spread rapidly. In the case of Nigeria, we can use social networking to spread message of peace more frequently. This also means that apart from the relevance of web pages to peace marketing, it can also help to sell new ideologies and a rebranding process that would better the Nigerian state.

There is a growing recognition among policy makers and conflict management experts that social marketing and social media could be a building block of any comprehensive peace building strategy.
Tourism is a peace catalyst
It promotes understanding, solidarity and cooperation. The relation between peace marketing and tourism is a viable one since both are based on the wish to promote an idea or a destination. Each variable represents an essential condition for the existence of the other one, both of them impelling to understanding, quietness and reducing of conflict. Bejan (2017). Perhaps the most occurring mediator and vector for peace promoting is tourism.

Tourism as a peace building mechanism can also be applied in Nigerian situation especially in the North East and North central. It has been observed that the main vector for the development of peace and wellbeing of a population is tourism. Tourism is an important driver for promoting understanding, trust and goodwill among different people all over the world.

Bejan (2017), Tourism contributes to the elimination of geographical, cultural, social and linguistic barriers among the citizens of different states. Tourism brings improved interaction between the locals and the visitors. This also help in reducing potential conflict. Peace and tourism influences each other.

Gamawa (2017) writing on Boko Haram insurgency and peace building claimed that government expenditure on defence budget increased from 100 billion Naira in 2010 to 927 billion Naira in 2011 and 1trillion Naira in 2012, 2013 and 2014. And that by 2017, Nigerian budget was valued at $1.5 billion (USD). He therefore suggested the following as steps to peace building: (a) ceasing hostilities and violence (b) signing of peace agreements (c) demobilisation, disarmament and reintegration (d) return of refugees and internally displaced persons (IDP) (e) establishing of foundations of a functioning state (f) initiating reconciliation and societal integration (g) commencing economic recovery.

Osisioma (2017) while proffering solution to peace building in Nigeria advised that the Nigeria government must address the root causes of conflict in the polity – build a pluralist democratic state where the right of all citizens are respected, blend power with principle and reconcile authority with freedom, and put a robust peace infrastructure in place to play a preventive and mitigating role. He further advised that historic wrongs and injustice that engender strife and conflict need to be addressed.

The role of women in resolving conflict in Nigeria. Some authors have also suggested that Nigerian government should stop gender discriminating policies and legislation and allow women the chance to be involved in conflict resolution and peace building.Ogege (2009). In this light, a distinguished Nigeria woman is in the forefront of peace building, helping to discuss with Boko Haram insurgents. She is Aisha Wakil (Mama Boko Haram). The founder of Complete Care and Aid Foundation, an NGO that cares for the affected victims of Boko Haram including orphans and displaced persons. She is also intervening in the area of education, health care and psychosocial support. Barrister Aisha Wakil negotiated the return of some chibok girls and Dapchi school girls. She is a member of the Dialogue and Peaceful Resolution of security challenges committee in the northern region, set up during President Goodluck Jonathan’s era. Aisha Wakil is optimistic that the Boko Haram insurgency will soon be over and the insurgent would soon surrender. According to her “All my sons in the bush will come back home and surrender for peace.” She said, she would not stop negotiating for them to be granted amnesty and to be accepted by the society.

References
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Perception of Service Quality in Higher Educational Institutions in Nigeria

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Abstract
While the pressing need for building a stronger socio-economic, political, cultural, and industrial development still permeates in most developing nations, scholars have identified the provision of qualitative and accessible tertiary educational system as bedrock for achieving the transformations required for achieving these needs. However, achieving qualitative educational standard is not just restricted to direct classroom knowledge dissemination but also extends to other areas of on-campus activities. Thus, having knowledge of the services quality that characterized these activities may assist in determining if there is need for improvement, and areas, where such improvement is needed. This study examines the perception of service quality in Higher Educational Institution in Nigeria. By conveniently eliciting survey based data from a total of two hundred and eighty (280) students in two Nigerian higher institutions of learning, and using this as a unit of analysis, the result from the one sample t-test undertaken revealed that while the students are of significant perception that many of these factors meets up with their requirement for service quality, they are however of the view that there is need for improvement in tangibles infrastructures such as hostel infrastructures and teaching/learning-environment infrastructures. In view of these findings, we conclude by recommending a need to upgrade in these infrastructures and also identify the important areas in need of future research.

Keywords: Perception, Service Quality, Students, Higher Institution of Learning.

1 Introduction
In current day’s business environment being characterized by deregulation, lower entry barrier, access to price comparison mechanism, in addition to the constant changes that permeate consumer taste, the satisfaction of customer’s expectation and the achievement of the value maximization motive has become a key strategic issue. However, extant literature has revealed that the achievement of these feats is determined by the delivery of quality services on an efficient platform (Ajao, 2010). Thus, delivering quality service means consistent conformance to customer’s expectations, which may be assessed by probing whether perceived service delivery meets, exceeds or fails to meet these expectations (Cronin & Taylor, 1992).

Accordingly, the Federal Ministry of Education (2004) stated that tertiary education is the education given after secondary education in colleges of education, mono-technics, polytechnics and universities and those institutions offering correspondence courses. Tertiary education is the facilitator, the bed rock, the power house and the driving force for the strong socio-economic, political, cultural, healthy and industrial development of a nation as it serves as a key mechanism that is increasingly recognized as wealth and human capital producing industry (Peretomode, 2007). While reconciling with this view, Yusuf and Oyetayo (2014) noted that those societies characterized by low level of tertiary education rating either in efficiency or effectiveness are often plague by social vices in numerous features: corruption, bribery, ignorance, conservatism, disease, malnutrition, superstitious beliefs, tribalism, nepotism, political instability, unemployment and economic stagnation.

Like other organizations, tertiary educational institutions usually strive for efficiency and transparency in their services and operations (Adagye, 2015). This is due to the fact that the quality of services rendered by these institutions is critical to national competitiveness and development (Asiyai, 2013). Based on their argument, it is only quality educational system that can sharpen the minds of the individual and help transform the society economically, socially and politically. Put in another way, an effectively and efficiently functioning tertiary education system must be such that adopt the concept of quality as a cornerstone across all areas of its operations.
With over one hundred and sixty million people as its current total population (NBC, 2016). There is increasing number of students seeking a higher education degree in Nigeria with a view to use this as a means of participating in a globalized economy which has become knowledge based institution (World Bank, 2004). As outlined by the Federal Ministry of Education (2004) section 8 (59) the aim of tertiary education in Nigeria among others are:

- Contribution to national development through high level manpower training.
- Development and inculcation of proper values for the survival of the individual and the society.
- Development of the intellectual capabilities of the individual to understand and appreciate their local and external environment.
- Acquisition of both physical and intellectual skills which will enable the individual to be self-reliant and useful member of the society.
- Promotion and encouragement of scholarship and community services.
- Fostering national unity and the promotion of national and international understanding, including interaction.

For the achievement of these outlined goals, Asiyai (2013) identified the concept of quality and quality assurance not just in direct classroom knowledge dissemination but also in other areas of university activities reason being that every experience of man automatically counts as knowledge. Hence the nature and quality of services rendered in the different areas of operations in the institutions has become a yardstick through which its contribution to national development can be effectively evaluated. Thus in response to this need for evaluation, this paper will focus on student’s perception of quality (since they are the main customers) towards the varieties of services rendered across the Nigerian tertiary educational institutions. In the subsequent sections, the literature review, paper methodology, discussion, conclusive remarks and recommendations are presented.

2. Literature Review

2.1 The Importance of Tertiary Education to National Development (the Nigeria Case)

In a remark by Dambazau (2015) he admitted that tertiary education plays a necessary and an increasingly important role in human, social and economic development. Based on the analysis of 47 World Education Indicators (WEI) in Europe by WEI Program, UNESCO Institute of Statistics and the Organization for Economic Cooperation and Development (2002), it was found that better educated people are more likely to be in work and, if economically active, less likely to be unemployed. As observed by them, access to and completion of tertiary education is a key determinant in the accumulation of human capital, a prerequisite for human rights and civil liberties, good health, clean environment, and personal safety. Similarly, data from 49 countries of the Asia Pacific region has been used to demonstrate the significant effect of tertiary education on the economic growth of nations in that the result from this data have shown that the larger the stock of population with higher education, the higher the prospects of economic growth (Gigerich, 2011).

According to Gardner and Davies (2013) Tertiary education assists the improvement of the institutional regime through the training of competent and responsible professionals needed for sound macroeconomic and public sector management. Also, the norms, values, attitudes, and ethics that tertiary institutions impart to students are the foundation of the social capital necessary for constructing healthy civil societies and cohesive culture which in turn act as the very bedrock of good governance and democratic political systems (Harrison & Huntington, 2000).

From the year 2010 up till the present moment, the Nigeria nation has been exposed to all kinds of socio political woes and other social vices, which have been reported in some national newspapers and magazines. Among these social vices are cases of insecurity in nooks and crannies of the societies, inter-ethnic wars, land disputes, arson, rape, crude oil bunkering, willful vandalisation of oil pipe-lines, Boko Haram insurgencies, assassination of political opponents, political thuggery, incessant strikes by workers, periodic hike in prices of petroleum products, cultism in educational institutions, examination malpractice, armed robbery, bribery/corruption, and graduate unemployment (Yusuf & Oyetayo, 2014). It was noted that concerted efforts made by the three tiers of Government to alleviate these economic, socio-political problems have proved abortive. Hence, it is inevitable to use the highly cherished tertiary education system as an intervention strategy. However, for the system to live up to these expectations, there is need for availability of adequate services-oriented facilities, backed by efficient personnel and a sound problem solving culture which in most cases are presumably inadequate in the universities, polytechnics, monotechnics and other corresponding institutions (Odiyonje, 2014). In their contention, challenges such as rapid technological, economic, political and socio-cultural transformations
associated with the current phase of globalization calls for a more efficient tertiary educational system whose ability to deliver on key internal services must be such that stands out both at the national and international level. It is thus necessary to effect assessment and quality control in these institutions.

2.2 The Concept of Quality
Based on the conceptualization by Du-Brin (1997), quality is a desirable attribute of a product or service that distinguishes it for the person seeking the attribute. They identified four major attributes for classifying products/services with good quality: conformance to expectation, conformance to requirement, conformance to excellence and value and loss of avoidance. According to Newman (2001) quality is the totality of features and characteristics of a product or services that bear on its ability to satisfy stated needs which implies that a quality product/service must be such that is in conformance with the required standard of the users. In highlighting the importance of quality to any functioning organization, Buzell and Gale (1987) noted that the most important single factor affecting operational performance is the quality of products and services offered, in relative to those of competitors. Hence, it is arguable that the global competitiveness of Nigerian Tertiary Educational Institutions would be best evaluated by focusing on the definition of the nature of quality that characterizes its services offering.

Though, most previous researches in quality evaluation have traditionally focused on product quality giving little or no attention to service offering. However, recent trend in marketing research is beginning to shift towards quality of service delivery (Ajao, 2010). As a result of the intangibility, heterogeneity and inseparability attributes of services which make it difficult for evaluation in terms of quality, Zeithaml et al (1990) have proposed that services evaluation must be done in terms of customer perspective. That is, the extent to which a service meets and or exceeds a customer’s expectations. Although, this customer-based perspectives has been highlighted as one, being characterized by notable limitations (Ajao, 2010). They however admitted that it is a way of definition which shares close similarity with the Japanese philosophy of Total Quality Management (TQM): a business philosophy embodying the belief that management process must focus on integrating the idea of customer-driven quality throughout an organization (Zikmund, 2005). In other words, marketing customer voice has become an expanding part of the quality movement to develop products and services to achieve optimum customer satisfaction (Ajao, 2010). Total quality management TQM as a business strategy is such that focuses first and foremost on consistently satisfying customers and their needs, by delivering superior value to them thereby leaving the competitors behind (Ajao, 2010). The associated benefits of this quality management practice are improved corporate performance, better employee relations, higher productivity, greater customer satisfaction, increased market share and improved profitability (Aluko, Odugbesan, Gbadamosi & Osugun, 1998). Having this in mind, Paraseraman, Zeithaml, and Berry (1985) advocated five major conditions that are universal and fundamental to quality service delivery. Assurance, empathy, reliability, responsiveness and tangible. This was later expanded upon by Paraseraman (1988) to include reliability, responsiveness, competence, accessibility, courtesy, communication, credibility, security, understanding the customers, and tangibles. An overview of these dimensions is presented below.

Reliability: this has to do with the ability of the organization in meeting up with the expectation of the customers in terms of quality (Paraseraman, Zeithaml, & Berry, 1985). For instance, when organizations are consistent in making provisions for quality products/services, such gesture would tend to lead to fulfilling the reliability assumption. According to Iddrisu, Nooni, Finako and Mensah (2015) questions that need to be asked by firms willing to assess itself on reliability are: Does the firm perform the service right at the first time? Does the firm honors it promises? Etc. Thus, Higher Educational Institutions that focus on satisfying the reliability assumption should be able to ensure accuracy in billing, proper record keeping and perform designated academic and non academic services at the designated time.

Responsiveness: according to Paraseraman (1988) this deals with the promptness of the service personnel in attending to customer’s needs. A firm is known to be responsive when it communicates to its customers how long it would take to get answers or have their problems dealt with (Zeithaml et al., 2006). As such, in relation to a Higher Education Institution environment, when requests such as those for university transcript, cafeteria services, security alerts and medical services among others are treated with utmost responsiveness, such gesture is likely to be interpreted as an exhibition of service quality delivery.
Competence: here, an emphasis is placed on the capacity for delivering on the type of services advertised. This is to imply that the ability of the organization in hiring efficient and capable personnel in possession of pre-requisite skill and knowledge in addition to the know-how for job performance is a requirement. Hence, management bodies in Higher Educational Institution are likely to make significant contribution to service quality delivery if it employs the use of round peg in a round hole policies when hunting for strategic human personnel: class room instructors, secretaries, bursary staff, security staff, registry staff, maintenance staff, faculty officers, dean of faculty and head of department.

Accessibility: according to Paraseraman (1988) this has to do with the extent to which customers have access to important information and those personnel in strategic positions. In the case of a tertiary educational system, some of the important questions that may be used to address the issue of accessibility are (1) are there information that adequately answers common questions on the website? (2) Does the school web-site takes care of issues relating to electronic payment of fees, electronic interaction with lecturers, checking of results etc.

Courtesy: this has to do with the nature of politeness, respect, consideration, and friendliness that is exhibited by organizational contact personnel. For instance, it is a well known fact that contact with organizational personnel creates a long lasting impression which actually has direct relationship with the quality of service as perceived by the customer (Ajao, 2010). Thus, it is expected that Higher Educational Institution would likely improve their service quality rating if efforts are made to by the management to concentrate on equipping their front desk staff with potent interpersonal/assertive skills through consistent training and retraining programs.

Communication: this has to do with the effectiveness of service personnel in communicating with customers in languages understandable without extra efforts. This is suffix to say that those organizations that strive in adjusting their language features to suit to the unique requirements of different customer segments patronizing their services may be championing the cause of service quality.

Credibility: as argued by Paraseraman (1988) this has to do with the integrity and trustworthiness of the organization. In relation to the Nigerian Higher Educational Institutions environment, some of the questions that come to bear are: (1) are examination results a reflection of student’s actual scores? (2) Are classroom instructors fair to all students irrespective of their social, political, ethnic, religious and cultural background?

Security: this has to do with the extent to which customers are free from negative externality (Ajao, 2010). In any tertiary educational institution environment, issues such as confidentiality of academic, personal records, absence of cultism, environmental hazards, and ability of students to lodge complaint without any form of molestation are important attributes.

Understanding the Customers: this has to do with having a proper knowledge of different type of customers in relation to their respective needs. For instance, organizations exist to take care of customers with diverse background in terms of culture, education, religion, and economic affiliation. Hence the ability of management in Higher Educational Institutions in making provision for services that suit to the specific wants of these customers should constitute a major element of the quality services delivery process.

Tangibles: according to Paraseraman, Zeithaml, and Berry (1985) this has to do with the quality of physical infrastructures that are situated in the environment where the service was delivered. It has to do with those tangible objects that aids in the overall services delivery process. Thus, facilities such as classrooms, hostels, sports complex, rest-rooms, administrative buildings, and physical appearance of lecturers are notable tangibles that might aid in the evaluation of services rendered in Higher Educational Institutions.

2.3 Theoretical Consideration

In a bid to provide a concrete theoretical background for this study, we employ the theory of service quality by Parasuraman, Zeithaml, and Berry (1985) to argue that the customer versus organizational gaps (differences in customer expectation and organizational offering) constitutes an impediment to quality service delivery in Higher Educational Institutions. Also, it is expected that such impediment can be altered by having an in-depth understanding of these students in terms of their perception regarding quality service specifications (what is needed) in relation to the extent to which it is being provided by the institutions. The main tenet upon which this theory lies is that the intangibility nature of services may make it difficult to understand how consumers
perceive services and services quality thereby making it difficult to reconcile between customer’s expectation and organizations perception of quality service (Ajao, 2010). The five gaps, which may promote difficulty in this reconciliation were originally identified by Parasuraman et al (1985) and later extended to seven by Curry (1999) and Luk and Layton (2002). They are highlighted below.

I. **Difference between Consumer Expectations and Management Perceptions of Consumer Expectations**: this usually takes place as a result of management’s inability in having a clear understanding of customer’s expectation and what is perceived as quality service from the perspective of the customers. As reasoned by this theory, a decrease in this gap would tend to lead to an increase in the service quality rendered. Thus, it can be inferred that if tertiary educational institutions strives to maintain better connectivity to their students, while using the acquired knowledge from such connectivity as a framework to guide service quality management programs, it is likely that such gesture would lead to improved service quality.

II. **Difference between Management Perceptions of Consumer Expectation and Service quality**: Here an emphasis is placed on management perceptions of customer’s expectations and the translation of these perceptions into service quality. Thus, while the organization may have a clear understanding of what constitute quality from the perspective of the customers, the ability to mobilize the necessary organizational resources that is required for translating this knowledge into reality forms an important point of focus in minimizing this gap and improving service quality. By implying from this proposition, we contend that having knowledge of the basic service requirements of students in tertiary institution would not translate into improved services delivery in the absence of necessary infrastructures both tangibles and intangibles that is required for achieving such feat.

III. **Difference between Service Quality Specifications and the Service Actually Delivered**: in the opinion of Parasuraman et al (1985) this gap is created as a result of the disparity that may exist between the quality standard set by the management and what is actually delivered. Thus organizations could close the service quality gap by focusing on the reconciliation of the difference between what is promised and what is actually delivered (Ajao, 2010). The theoretical implication here is that the quality rating of tertiary educational institutions may likely diminish if in contrary to promises made to students during their matriculation ceremony, they end up spending more than the stipulated number of years that is required for graduation due to incessant strikes in addition to unrest associated with Nigerian Higher Educational System.

IV. **Difference between Service Quality Delivery and what is communicated about the Service to Consumer**: as pointed by Parasuraman et al (1985) this gap comes into existence as a result of management inability to properly communicate the quality of their product/services to customers. The assumption here is that an effective communication in this regard will aid in the facilitation of consumer’s feedback, which will consequently helps in reducing the quality gap. Thus, Higher Educational Institutions are likely to derive more benefits from service quality management activities if they focus on acquiring relevant services related feedback from the students and making use of such in developing subsequent offerings.

V. **The Discrepancy between Customer Expectations and their Perceptions of the Service Delivered**: this is as a result of the influences exerted from the customer side and the shortfalls (gaps) on the part of the service provider (Shahin, 2006). In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendations and past service experiences. Thus, reducing this gap may require of Higher Educational Institutions to engage in social-psychological, economic and cultural profiling of both existing and potential student markets to identify their core personal needs, in order to use this as a basis of designing services for offering. Also, efforts could be initiated to ensure that the marketing information disseminated regarding services attributes is an actual reflection of what is in offering in order to avoid an overlap that may arise as a result of discrepancies between actual quality and perceived quality.

VI. **The Discrepancy between Customer Expectations and Employees’ Perceptions**: according to Luk and Layton (2002) this is as a result of the differences in the understanding of customer expectations by front-line service providers. Thus whenever the customer care officials or other front-desk personnel in tertiary educational system fails in their bid to have clear understanding of what is expected by the students in terms of quality services, such services offering
is bound to fail in terms of quality. For instance, training and retraining of these personnel may be able to remedy this situation.

VII. The Discrepancy between Employee’s Perceptions and Management Perceptions: according to Shahin (2006) this is as a result of the differences in the understanding of customer expectations between managers and service. As such, management of Higher Educational Institutions must be aware of the importance of feedback from front-desk officials while these feedbacks must be incorporated as a framework for the initiation and implementation of operational policies.

Below is a figure showing the service quality model by Parasuraman et al. (1985), and later extended by Curry (1999) and Luk and Layton (2002).

![Service Quality Model Diagram](image)

**Figure 1:** The Service Quality Model.  
Source: Parasuraman et al. (1985).
2.4 Research Questions
I. What is the perception of students regarding the delivery of service quality in Nigerian Tertiary educational institutions?
II. What is the perception of students regarding the quality of teaching facilities/learning environment in Nigerian tertiary educational institutions?
III. What is the perception of students regarding the quality of hostel infrastructure in Nigerian tertiary educational institutions?
IV. What is the perception of students regarding the quality of general University environment in Nigerian tertiary educational institutions?
V. What is the perception of students regarding the quality of general University environment in Nigerian tertiary educational institutions?
VI. What is the perception of students regarding the quality of university management in Nigerian tertiary educational institutions?

2.5 Conceptual Framework
In the conceptual framework for this study, the perception of students concerning overall service quality in higher educational institutions is assumed to be determined by the combination of quality of lecturers, teaching facilities/learning environment, hostel infrastructures, non-teaching staff, general university environment, and the University management (See figure 2 below).

![Conceptual Framework](image)

**Figure 2:** Conceptual Framework showing the main factors contributing to Service Quality in Nigerian Higher Educational Institutions of Learning.

**Source:** based on the review of literature by authors

3. Methodology
3.1 Data Collection
The population of this study is the final year students of two Tertiary institutions of learning in Nigeria: Ahmadu Bello University, Zaria and Bayero University, Kano. A cross-sectional survey design was employed in eliciting responses from a total of 291 students: Ahmadu Bello University = 99 students and Bayero University, Kano = 192 students, drawn from various departments and faculties through the convenience sampling method. More specifically, a self administered questionnaire asking questions on demographic characteristics: age, marital status, gender and the perception of students on six tertiary educational infrastructural indices (quality of lecturers: 9 items, teaching facilities/learning environment: 9 items, hostel infrastructures: 9 items, non-teaching staff: 9 items, general university environment: 9 items, university management: 9 items).
environment: 5 items, hostel infrastructures: 6 items, non-teaching staff: 6 items, general University environment: 6 items, and University management: 4 items) was employed in the assessment of student’s perception of service quality in their respective institutions after ensuring that they are modified to be in line with what is considered by Paraseraman, Zeithamil, and Berry (1985) as universal and fundamental in the measurement of quality service delivery. By and large, after all questionnaires were administered in the school premises just immediately after class room activities, they were consequently retrieved with the view of carrying out the necessary statistical analysis.

Regarding the method of data analysis, the descriptive statistics which provide descriptive information (mean, median, standard deviation and frequency distribution) on a set of data (Sekaran, 2008) was utilized to provide information on demographic statistics and the frequency of response to the six indicators of service quality while the inferential statistics, more specifically the one sample t-test, which tests the difference between a sample mean and a known or hypothesized value, while also allowing one to specify the level of confidence for the difference (Norusis, 2004) was used in determining if the mean scores obtained by respondents in these indicators, is such that is significantly higher than the hypothesized value, which is the median of the highest possible score obtainable by the respondents in the indicators. All items in the questionnaire were provided in a close ended format in which respondents rated their perception on a 5-point Likert scale ranging from 1= strongly disagree to 5 = strongly agree.

4 Results and Discussions
First, out of the total number of one hundred and ninety two (291) questionnaires retrieved, a total of 11 were found to be incomplete thereby rendering them un-usable for statistical analysis. Consequently, these copies were discarded leaving a total number of two hundred and eighty (280) which were included in the analysis. Data analysis revealed that 200 students or 71.4% are between 18 and 25 years old, another 74 or 26.4% are between the ages of 26 and 35 years, 2 or .7% are within the age range of 36 and 45 years, 1 or .4% student was found to be within the age range of 46 and 55 years, while a total of 3 or 1.1% students are 56 years and above. Concerning the gender identity of the students, a total of 155 or 55.4% are males while the remaining 125 or 44.6% are females thereby making it safe to conclude that respondents are fairly represented based on gender composition. Furthermore, our analysis revealed that while a total number of 230 students or 82.1% are single, another total number of 46 or 16.4% are married while 4 or 1.4% are separated from their spouse.

Table 1. Descriptive Statistics of Service Quality Indicators

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturers</td>
<td>280</td>
<td>1</td>
<td>5</td>
<td>3.4031</td>
<td>1.02790</td>
<td>-1.831</td>
<td>0.03855</td>
</tr>
<tr>
<td>Teaching Learning</td>
<td>280</td>
<td>1</td>
<td>5</td>
<td>2.8150</td>
<td>1.22786</td>
<td>0.1362</td>
<td>-0.912</td>
</tr>
<tr>
<td>Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hostel Infra</td>
<td>280</td>
<td>1</td>
<td>5</td>
<td>2.6762</td>
<td>1.22908</td>
<td>0.1573</td>
<td>-0.8681</td>
</tr>
<tr>
<td>Non Teaching Staff</td>
<td>280</td>
<td>1</td>
<td>5</td>
<td>3.2208</td>
<td>1.05997</td>
<td>-0.3411</td>
<td>-0.5061</td>
</tr>
<tr>
<td>University Environment</td>
<td>280</td>
<td>1</td>
<td>5</td>
<td>3.0878</td>
<td>1.1582</td>
<td>-0.2254</td>
<td>-0.8036</td>
</tr>
<tr>
<td>University Management</td>
<td>280</td>
<td>1</td>
<td>5</td>
<td>3.1794</td>
<td>1.1060</td>
<td>-0.382</td>
<td>-0.638</td>
</tr>
</tbody>
</table>

Computed From Field Survey Data, 2018
As shown in table 1 above, the highest average mean score across respondents, on perception regarding service quality is 3.4031 and its on the items that measures the ability of lecturers in the delivery of this quality. This is closely followed by non teaching staff, university management, overall university environment, teaching/learning facilities, and hostel infrastructures respectively. More so, the table shows that the statistics for Skewness and Kurtosis are neither tilted to the left nor to the right which is an indication that the scores utilized in the analysis meet the assumption of normality as recommended by Olatunji (2004) whenever there is need for utilizing the one sample t-test in finding out if there is a difference between a sample mean and a known or hypothesized value.

**One Sample T-test of Difference**

To test for any significant difference between the sample mean scores on perception of service quality, and the test values, which is the median of the highest possible score by respondents in each of the service quality indicators, the one sample t-test was carried out. The results this test is displayed below in table 2.

<table>
<thead>
<tr>
<th>Table 2. One Sample T-test of the Perception of Service Quality Delivery among Lecturers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>items</strong></td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Item 1</td>
</tr>
<tr>
<td>Item 2</td>
</tr>
<tr>
<td>Item 3</td>
</tr>
<tr>
<td>Item 4</td>
</tr>
<tr>
<td>Item 5</td>
</tr>
<tr>
<td>Item 6</td>
</tr>
<tr>
<td>Item 7</td>
</tr>
<tr>
<td>Item 8</td>
</tr>
<tr>
<td>Item 9</td>
</tr>
</tbody>
</table>

Computed From Field Survey Data, 2018

As can be observed in table 2 above the confidence intervals for all the items measuring the perception of quality service delivery among lecturers are all lying well above the value of zero, and significant at the 95% confidence level which is an indication that the mean scores for students who agree that lecturers offer quality service delivery, in the nine key areas of quality indices are significantly higher than those who disagree with these notions (Hayes, 1981). Put in another way, the students in this study are of the opinion that lecturers are significantly above average in quality service delivery in these institutions.

<table>
<thead>
<tr>
<th>Table 3. One Sample T-test of the Perception of Service Quality for Teaching Facilities/Learning Environment (Test Value = 2.5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>items</strong></td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Item 1</td>
</tr>
<tr>
<td>Item 2</td>
</tr>
<tr>
<td>Item 3</td>
</tr>
<tr>
<td>Item 4</td>
</tr>
<tr>
<td>Item 5</td>
</tr>
</tbody>
</table>

Computed From Field Survey Data, 2018
Similarly, the confidence intervals for all the items measuring students perception of service quality regarding the teaching facilities/learning environment obtainable in their respective institutions, are all lying well above the value of zero, and significant at the 95% confidence level with the exception of item (5) that seeks to determine if the toilets attached to classrooms are standard and properly kept. Thus, while students are well above average in the perception that classrooms are well ventilated, spacious, well kept, well lighted, they are however of the perception that the toilets in the class rooms does not meet the acceptable standard and cleanliness.

Table 4. One Sample T-test of the Perception of Service Quality for Hostel Infrastructures (Test Value =2.5)

<table>
<thead>
<tr>
<th>items</th>
<th>t</th>
<th>df</th>
<th>sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lower</td>
</tr>
<tr>
<td>Item 1</td>
<td>-3.198</td>
<td>279</td>
<td>.002</td>
<td>-23571</td>
<td>-3.808</td>
</tr>
<tr>
<td>Item 2</td>
<td>-2.511</td>
<td>279</td>
<td>.013</td>
<td>-1.7857</td>
<td>-3.5186</td>
</tr>
<tr>
<td>Item 3</td>
<td>-3.077</td>
<td>279</td>
<td>.002</td>
<td>-2.2500</td>
<td>-3.690</td>
</tr>
<tr>
<td>Item 4</td>
<td>10.965</td>
<td>279</td>
<td>.000</td>
<td>0.78571</td>
<td>0.6447</td>
</tr>
<tr>
<td>Item 5</td>
<td>9.766</td>
<td>279</td>
<td>.000</td>
<td>0.76786</td>
<td>0.6131</td>
</tr>
<tr>
<td>Item 6</td>
<td>1.971</td>
<td>279</td>
<td>.050</td>
<td>0.14286</td>
<td>0.0002</td>
</tr>
</tbody>
</table>

Computed From Field Survey Data, 2018

Based on the output of the analysis displayed in table 4 above, it is clearly shown that the confidence intervals of items 1, 2, and 3 are lying entirely below 0.0 which is a clear indication that the mean scores for respondents in these items are significantly below the median of the highest possible score that can be obtained by a respondent. In other words, the respondents are suggesting that hostel infrastructures quality attributes such as efficient room ventilation, clean and tidy toilet environment and stable water supply are below average in terms of service quality.

On the other hand, based on the fact that the confidence intervals for items 4, 5, and 6 are well above 0.0, it can also be conceded that the average score for these items is significantly higher than the median of the highest possible score for the items thereby making us to conclude that the respondents are of the opinion that: the availability of quality service in terms of adequate supply of electricity, adequate and efficient security system, and adequate recreation facilities are significantly above average.

Table 5. One Sample T-test of the Perception of Service Quality for Non Teaching Staff (Test Value =2.5)

<table>
<thead>
<tr>
<th>items</th>
<th>t</th>
<th>df</th>
<th>sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lower</td>
</tr>
<tr>
<td>Item 1</td>
<td>8.251</td>
<td>279</td>
<td>.000</td>
<td>0.57500</td>
<td>0.4378</td>
</tr>
<tr>
<td>Item 2</td>
<td>12.305</td>
<td>279</td>
<td>.000</td>
<td>0.70000</td>
<td>0.5880</td>
</tr>
<tr>
<td>Item 3</td>
<td>8.413</td>
<td>279</td>
<td>.000</td>
<td>0.55357</td>
<td>0.4241</td>
</tr>
<tr>
<td>Item 4</td>
<td>11.889</td>
<td>279</td>
<td>.000</td>
<td>0.72857</td>
<td>0.6079</td>
</tr>
<tr>
<td>Item 5</td>
<td>11.996</td>
<td>279</td>
<td>.000</td>
<td>0.78571</td>
<td>0.6568</td>
</tr>
<tr>
<td>Item 6</td>
<td>16.122</td>
<td>279</td>
<td>.000</td>
<td>0.98214</td>
<td>0.8622</td>
</tr>
</tbody>
</table>

Computed From Field Survey Data, 2018
Furthermore, as can be observed in Table 5 above, the confidence intervals for all the items measuring the perception of quality service delivery by the non-teaching staff of the universities are all lying well above the value of zero, and significant at the 95% confidence level which indicate that the mean scores for students who agree that these staff offer quality service delivery, in the 6 areas of quality indices are significantly higher than those who disagree with these notions. Put in another way, the students in this study are of the opinion that the non-teaching staff are significantly above average in quality service delivery in their institutions.

Table 6. One Sample T-test of the Perception of Service Quality for University Environment (Test Value =2.5)

<table>
<thead>
<tr>
<th>items</th>
<th>t</th>
<th>df</th>
<th>sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 1</td>
<td>10.987</td>
<td>279</td>
<td>.000</td>
<td>.77857</td>
<td>.6391 - .9181</td>
</tr>
<tr>
<td>Item 2</td>
<td>9.136</td>
<td>279</td>
<td>.000</td>
<td>.57500</td>
<td>.4511 - .6989</td>
</tr>
<tr>
<td>Item 3</td>
<td>6.433</td>
<td>279</td>
<td>.000</td>
<td>.44643</td>
<td>.3098 - .5830</td>
</tr>
<tr>
<td>Item 4</td>
<td>9.295</td>
<td>279</td>
<td>.000</td>
<td>.63929</td>
<td>.5039 - .7747</td>
</tr>
<tr>
<td>Item 5</td>
<td>6.835</td>
<td>279</td>
<td>.000</td>
<td>.50000</td>
<td>.3560 - .6440</td>
</tr>
</tbody>
</table>

Computed From Field Survey Data, 2018

The one-sample t-test of student’s perception of service quality for the general environment of their universities is displayed in Table 6 above. As clearly shown by this table, the confidence intervals for all the 5 items utilized in measuring this construct are above the value of zero, and significant at the 95% confidence level which is an indication that the mean scores by respondents in each of the items are significantly higher than the median of the highest possible score obtainable. Put in another way, the students in this study are significantly of the opinion that the non-teaching staff in the universities are above average in quality service delivery in the institutions.

Table 7. One Sample T-test of the Perception of Service Quality for University Management (Test Value =2.5)

<table>
<thead>
<tr>
<th>items</th>
<th>t</th>
<th>df</th>
<th>sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 1</td>
<td>10.951</td>
<td>279</td>
<td>.000</td>
<td>.71786</td>
<td>.5888 - .8469</td>
</tr>
<tr>
<td>Item 2</td>
<td>5.471</td>
<td>279</td>
<td>.000</td>
<td>.38571</td>
<td>.2469 - .5245</td>
</tr>
<tr>
<td>Item 3</td>
<td>21.195</td>
<td>279</td>
<td>.000</td>
<td>1.18929</td>
<td>1.0788 - 1.2997</td>
</tr>
<tr>
<td>Item 4</td>
<td>5.885</td>
<td>279</td>
<td>.000</td>
<td>.42500</td>
<td>.2828 - .5672</td>
</tr>
</tbody>
</table>

Computed From Field Survey Data, 2018

Finally, as can be observed in Table 7 above the confidence intervals for the 4 items measuring the perception of quality service delivery by the university management are displayed. Thus based on observation, it can be pointed that all confidence interval associated with these items are lying well above the value of zero, and significant at the 95% confidence level which is an indication that the mean scores for students who agree that the university management offer quality service delivery, in these 4 key area of quality indices are significantly higher.
than those who disagree with these notions. Put in another way, the students in this study are of the opinion that the management of these schools are significantly above average in issues dealing with formulating and implementing fair policies, responsiveness to students complains, and concern for enforcement of rules and regulations.

4.2 Discussion of Findings
This study investigated the perception of service quality in two major Nigerian higher institutions of learning. Six major indices: service delivery by lecturers, teaching facilities/learning environment, hostel infrastructures, service delivery by non teaching staff, the general university environment, and the delivery of service by university management were highlighted as a basis of assessing the overall service quality as perceived by the students. From the statistical analysis that was conducted, it was observed that for most of the indices, the students are of the view of what could be considered as satisfying the assumption of an above average quality service.

First, concerning the delivery of quality service by lecturers, key quality factors such as interpersonal communication to students, intellectuality, punctuality, job commitment, accessibility, equal treatment of students, acceptable mode of dressing, positive classroom attitude among others were highlighted by the students as areas where lecturers effectively meet their expectations. In other words, there seems to be lack of any significant gap between what is expected by the students and what is actually delivered by lecturers regarding these key factors. Thus, as may be expected, if lecturers strive to maintain this standard while executing their professional activities, this could go a long way in exercising effect on the performance output of the institutions they represent, and consequently, the of competitiveness of these institutions, in relative to competitors (Buzzell & Gale, 1987).

With the exception of the toilets that are situated beside the classrooms, the students are also of a significant and positive perception that teaching facilities and learning environment obtainable in these institutions meets their expectations. Specifically, while they agreed that services such as lightening and audio visual materials, adequate ventilation, cleanliness and tidiness are adequately provided, they are however of the view that the toilet facilities do not meet the requirement of their expected quality which seem to indicate that there is a service gap in this particular area.

Furthermore, the perception of service quality among students was also assessed from the viewpoint of hostel infrastructures. Thus, based on our observation, the assumption of quality service was only met in key areas such as electricity supply, security system and recreational facilities. This is suffix to say that the students in this study are significantly of the perception that the hostel infrastructures fail to meet their expectation in other areas such as room size, ventilation, and water supply. Hence, in order to enhance competitiveness, the university authority must strive to improve standard in these key areas.

Moreso, we also discovered that the services rendered by the non teaching staff in the institutions are of acceptable quality standard based on the perception of the students. In this regard, students are significantly of the perception that issues such as interpersonal competencies, cautiousness, task effectiveness, and transparency are handled by these staff in ways that meets their expectations. By and large, the non teaching staff in these institutions seems to be comfortably meeting up some of the key conditions for service quality delivery: assurance, reliability, responsiveness, competence, courtesy and communication, as recommended by Paraseramen, Zeithamil, and Berry in 1985.

Regarding the general university environment, respondents were required to express their view on pressing issues such as E-resources, reference materials, periodicals, up to date publications in the library, recreational and sporting facilities, hospitality and catering services, health services and transportation services, being obtainable in their school premises. Based on the response given, it was discovered that they are of a significant perception that the present status of these facilities is such that meet their required standard and expectations. Hence, while it may be stated that the assumptions of service quality is favorably met in these areas, it could also be expected that this perceived quality would tend to lead to customer satisfaction and repurchase intentions (Aluko, Odugbesan, Gbadamosi & Osugun, 1998).

Lastly, the students were also assessed on issues dealing with the delivery of service by the general university management. The key issues raised in this regard are availability of fair and just school policies, clear regulations, effective enforcement of these regulations, and responsiveness to core student’s demands. Thus, based on the questions put forward, and the response elicted, it was clear that these issues are handled by the general management in ways that meets their required standard and expectations. Put in
another way, the students are of the perception of an above average service quality in regards to responsiveness, credibility and reliability as being demonstrated by the university management.

**Conclusion**
From the discussion put forward, it is obvious that in most cases, the students in this study are of a significant and positive perception regarding the services that are offered in their respective higher institutions of learning. Of note in this regard are the demonstrations and appearance put up by the lecturers, the courtesy, competence and reliability of the non teaching staff, the responsiveness and credibility of the university management, and the tangibles that are obtainable in the general university environment: recreation/sporting facilities, catering, health and transportation services, and academic library resources. On the contrary, it seems that other tangibles such as hostel facilities and class room facilities are still well below average in meeting up with the requirements of the students in terms of what could be classified as an acceptable level of quality which is a clear indication that more efforts and deliberations are still needed in these areas.

**Recommendations**
1. There is need for university management to continue focus in ensuring that lecturers who are capable of meeting the requirements of interpersonal competencies, multi-cultural competencies, intellectual competencies, and physical attractiveness are recruited to act as class room facilitators.
2. The university management should continue in placing emphasis on improving the standard of services in its health care facilities, transportation facilities, hospitality and catering facilities and academic library resources.
3. There is need to focus more attention on physical infrastructures such as classrooms and hostels. In this regard, efforts should be made to improve the cleanliness of toilets in classrooms, hostels, and also to reduce the number of students per rooms, in addition to ensuring there is improved adequate supply of water.
4. Overall, it must be noted that what constitutes the term, “quality service” is best conceptualized from the perspective of service users. Hence, university management should engage in a periodic opinion assessment among students with a view to identifying their areas of need, and the required standard for these needs, while also using this as a basis of implementing strategies for developing quality service offering.
5. Lastly, all university employees who are required to have regular interactions with should be made to undergo periodic training and retraining exercise to equip them with the skills required to satisfy the assumption of interpersonal service quality.

**Limitations**
This study should be considered in light of several important limitations. First, the study would have benefitted from the inclusion of students from universities in other geopolitical regions of the country. This is in view of the potential influence that cultural difference may play in what is classified as an acceptable level of service quality. Second, as only final year undergraduate students were included in this study, it would have also benefitted from the inclusion of students from the junior classes such as those in level 1, 2, 3. Moreover, the convenience sampling method employed in this study partially limits its generalization, and the hierarchy of evidence associated with its results. Hence, potential researchers are invited to employ a more rigorous sampling technique for the enhancement of more external validity.

**REFERENCES**


How far can Psychological Capacity Management go in advancing the course of a Salesperson?

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Department of Marketing, University of Port Harcourt enactment

Abstract
Even though much attention has been dedicated to understanding Psychological Capacity, little but vain inquiry had sufficed by mentioning the concept rather than advancing the Psychological Capacity Management. To initiate this pursuit, we developed and explored four dimensions of Psychological Capacity Management model and tested its validity to ensure the suitability of the measurement. Precisely, we carried out a pilot study on a spectrum of 349 Management staff of Insurance Firms in Nigeria and found that: Capacity Identification, Capacity Development, Capacity Deployment and Capacity Engagement explain Psychological Capacity Management, subjecting it to Exploratory Factor Analysis. The implication of this findings show that the psychological capacity management constituents are valid dimensions that could be used in related investigations.

Keywords: Psychological Capacity Management, Identification, Development, deployment, Engagement

1.1 Introduction
In accomplishing certain roles, salespeople are confronted with diversities of tasks that often demoralize their ability to live up to assigned responsibilities (Aremu, Gbadeyan & Aremu, 2016). As a result, sales managers and researchers have risen to the challenge of proffering the best alternative of improving on the mundane owing to the fact that the selling vocation is somewhat jumpy and engrossed with uncertainties (e.g. Dixon, Spiro & Jamil, 2001). Several scholarly works centering on work environment had observed that to survive in an ever-changing business environment, employees need the right attitude and frame of mind to take on more challenging roles (Dean and Snell, 1991). Consequently, these roles come in form of responsibilities and afterward, performance. Performance has however, remained the furthermore discussed variable in the history of psychological capacities (Avey, Reichard, Luthans and Mhatre, 2011). As a result, various resourceful use of it had been explored in a number of study situations (Peterson et al., 2011; Luthans et al., 2007; Hobfoll 2002). Advancing on the development and effectively managing the attitude and the frame of mind of salespeople to take on more challenging roles (Dean and Snell, 1991), Psychological Capacities enhancement is required. Luthans (2002) asserts that, these Psychological Capacities must be characterized by state-like, flexibility to development and management.

It is trite to note that achieving sustainable and viable edge in today’s highly competitive business arena; it requires situation-specific, innovative and rare resources. Luthans, Youssef, Avolio, (2007) suggest that such edge can only be sustained by investing, building and managing psychological capacities. Regardless of the perceived contributions of these Psychological Capacities in business research, just a few scholarly works had passively mentioned its management and how it could be used in achieving performance (Cunningham, 2013; Doherty, 2013) without exploring on its likely constituents. This exploratory study however, seeks to ignite the age long anticipatory solution to managing Psychological Capacity through Capacity Identification, Capacity Development, Capacity Deployment and Capacity Engagement.

2.1 Theoretical Underpinning
Psychological Capacities is considered as resources given that resources are something that a firm possesses which includes physical and financial assets as well as human capacities and organizational processes (e.g. Hart & Dowell, 2010). Resources also have been described as one of the important drivers of firms’ decisions in making moves and counter moves from various market positions (Young et al., 2000 cited in Barney et al., 2011). The resource based theory emphasizes the role of resources and capabilities in forming the basis of competitive advantage (Hart and Dowell, 2010). They added that some resources may be almost entirely firm specific, it follows that organization can actually use its resource to compete effectively in the market place; The resource based approach to strategy is not only peculiar with the deployment of existing resources, but with the development of the firms resource base (Grant, 2011). Human resources should not only be
seen as cost centers but critical asset that requires proper management in order for organization to compete favorably and earn a long lasting economic advantage over competition.

Arthur (1994) argue that ‘the growth potential of any firm however depends on the resource base it develops in a path-dependent process’ whereby resource based theory is concerned with the origin, evolution, and sustainability of firms (Conner, 1991; Peteraf, 1993). Firms aiming the highest growth have added new competencies sequentially, often, over extended period of time (Hall, 1993; Mosakowski, 1993). Although scholars seem to agree that resources are developed in a complex, path-dependent process (Barney and Zajac, 1994), In a changing environment, firms must continuously invent and upgrade their resources and capabilities if they are to maintain competitive advantage and growth (Argyris, 1996).

Luthans, Luthans and Luthans, (2004) Psychological capacity is seen from the conventional economic capital (what you have). Capital is generally believed to be a progression in economic sciences. Though, it has been largely discussed as an investment on commercial alternatives with predictable returns (Lin, 2001). The term is a far-reaching concept specifically to economics science, sociology and management sciences with varied delineations emanating from behavioral science. Several scholars have attempted to categorize capital into four essential items and reflect its ideals to people at work places and in research advancement. Putnam (1993) suggested the social capital (who you know) and human capital (what you know), while Luthans and Youssef, (2004) labeled Psychological capital as (who you are). As other capitals are found in their respective resource hubs so is human capital found in individuals. Whichever resource that is associated with capital is largely contingent on prescribed goal (Sedikides et al., 2008). The broaden-and-build theory strives on positivity, increasing employee’s consciousness and encouraging new, diverse and probing thoughts and actions. This theory is premised on building skills and enhancing resources. Resource theories are critical in describing Psychological Capacities. According to Malhotra (2010) the most critical resource rests in one’s inner-self often unaware of it nevertheless if one eventually discovers it, would appreciate the definite truth of power. In any case, One’s quest to secure and leverage on resources proves to be means to success and an end to wellbeing (Wright and Hobfoll, 2004; Hobfoll, 2002). Fredrickson (2001) broaden-and-build theory, characterized by individual potential, argues that greater levels of positivity in an individual will contribute to performance. This argument is however premised on the contemplation that greater positivity will engender a sales person’s social, intellectual, human and psychological resources, enhancing work balance and aiding in countering difficulties that may arise thereby increasing performance.

Psychological Capacity is a resource that is far afield human capital (understanding, knowledge, expertise and social capital associations base networks but deals with “who you are here now”, and “who you can become” in the proximal future if your psychological resources are developed and nurtured in the workplace (Luthans et al., 2004; Luthans and Youssef, 2004). Moreover, scholars have attempted in time past to deliberate on the concept of psychological capacity relating it as a dimension of human capital in the psychological resource discourse (Fitz-enz, 2000). Fitz-enz, explicated human capital into four autonomous measurements thus psychological capital, instinctual capital, emotional capital and social capital. In all, psychological capital is a resource that permeates both Human and social capital and even beyond. Resource theories have been given a serious thought and commensurate vehemence in Psychological Capacities discourse, categorizing it as a component of human capital in assessing psychological ability of humans at workplace (Fitz-enz, 2000). Hobfoll (2002) appraised psychological resource theories and underlined a common unifying approach to the concept. To observe precision on what constitutes psychological capacity or resource, literature maintains that more focus should be laid on theory and research, state-like, malleable and performance impact (Luthans, 2002a and 2002). Consequently, malleable characteristics of Psychological capacity makes it one of the finest resource in developing employees in work environment afterward, scholars have acknowledged the relevance of psychological capacity hence has been appreciated overtime as a resource that can be progressive and used as the basis for which organization compete at all instances (Luthans and Youssef 2004; Luthans, Youssef, and Avolio 2007).

2.2 Psychological Capacity
Positive psychology has been drawn to its postmodern era and is comprised of the benefits and progressive activities in human behavior (e.g. Wyk, 2013). The emergence of Positive psychology as an area of study is bedeviled with concerted criticisms as a contradiction to the discipline of psychology. Its domain of literature is however inclined to be
Psychology as an area of research had remained within the domain of scholarly discourse for more than a century with major focus on the treatment of mental illness. Scholarly literature however embraced an entirely new approach to psychology thus focusing on the optimality of human functioning. Seligman (1998) promulgated Positive psychology which is a paradigm shift from the routine study of mental ailment to functional mental health, with a refocus on building human strength therefore an entirely new stream of positive psychology emerged. Cameron and colleagues (Cameron and Caza, 2004; Cameron and Lavine, 2006; Cameron and Spreitzer, 2012) originated the Positive Organizational scholarship with organization’s ability to function effectively in turbulent times. It is a movement of organizational science with its focus on producing excellent organizational performance through strength and viability (Cameron and Caza, 2004; Cameron and Lavine, 2006; Aguinis et al, 2016; Wright and Quick, 2009; Cameron and Spreitzer, 2012). This branch of Positive psychology encompasses the positive trait, state, processes, dynamics and outcomes” and does not dismiss the value of negative constructs in its definition. Luthans and Colleagues (Luthans, 2002b, 2002b; Luthans et al., 2007; Nelson & Cooper, 2007; Turner, Barling, & Zaharatos, 2002; Wright, 2003) developed the Positive Organizational Behavior as another branch of positive psychology with its focus on increasing individual positivity in work places (e.g. Broad and Luthans, 2017). These two branches of Positive Psychology have the central aim of shifting from the science of mental illness to building individual and organizational strengths in work places with the assumption that wellness and operational functioning can be achieved. Positive organizational behavior emphasizes capacities (Luthans, 2002) that can be measured, developed and managed with respect to performance improvement.

Luthans and Youssef (2007) provided four distinctive characteristics of psychological capacity as running through a continuum, at the beginning “pure states” that is highly unstable and changes often, the state-like resources that are relatively malleable and developable, along the continuum, the trait-like is seen to being relatively stable while at the end of the continuum is pure trait that is fixed. Psychological Capacities are state-like resources (Luthans, Carolyn and Morgan, 2017) that are relatively malleable and can be applied in several situations (Luthans, Carolyn and Morgan, 2017; Luthans, 2002a, 2002b; Luthans, yousef et al, 2007). Luthans, Youssef, and Avolio (2007) opine that one of the distinguishing factors enhancing a positive psychological response to a chaotic situation in an organization is Psychological Capacity. As such, for any constructs to be considered a positive organizational behavior constituent, such must be based on theory and research with valid dimension, fairly distinctive in organizational behavior discipline, state-like thus open to development, inclined to being managed and having a progressive influence on individual level of performance (Luthans, 2002a, 2002b; Luthans et al., 2007).

The concept of Psychological Capacity has been referred in literature as state-like in the positive psychological literature (Hajloo, 2013; Masten & Reed, 2002; Luthans, 2002a & Bandura, 1997) and seemingly a second order basic constructs (Luthans et al., 2007). The theoretical and empirical evidence have clearly demonstrated that each of these Psychological Capacity constructs of self-efficacy, hope, optimism and resilience has discriminant validity (Luthans and Jensen, 2002; Snyder, 2000). This evidence demonstrated that the conceptual independence of each construct of Psychological Capacities are robust and have been acknowledged in many scholarly works that made the most of its measures (Avey et al., 2011). In the same vein, these four constructs combined have been used as core constructs of Psychological Capacities with its attendant interrelationships (Luthans, et al. 2008) as different from other positive constructs that have been examined (Nelson and Cooper, 2007 and Cameron et al., 2003). Basically, Psychological Capacities are mostly expressed as the positive aspect of human life and similarly conceptualized by Çavuş and Gökçen (2015) as “hope, creativity, courage, wisdom, and responsibility”.

The central idea of Psychological Capacities is the positive aspect of human it emphasizes. Peterson et al (2011) however, lays emphasis on positive attitudes, implications and results, which seem appropriate for human inspiration, cognitive processing, determination to succeed and consequently performance in workplaces. There is however a
Psychological Capacity is built on positive organizational behavior (Luthans & Youssef, 2007) and does not assume the status of positivity in workplaces rather garner support for a fairly exclusive positive, state-like paradigms that impacts on performance (e.g. Luthans, 2002a, 2002b). Further, Luthans observed that to achieve precision in what constitute Psychological Capacities; scholars should focus more on theory and research, its nature and performance impact. Gohel, (2012) avow that Psychological Capacities occasions individual productivity and by extension, canvasses on the usage of positive-based human resource capabilities and psychological aptitudes that can be measured, nurtured, and successfully used for performance enhancement in present-day work environment (Luthans et al., 2007; Luthans, 2002a). Luthans, Avolio, et al., (2007) observed that the necessary theoretical mechanism linking the four components of State-like Psychological Capacities was further described as positive appraisal of situations and likelihood for realization of objectives based on inspired effort and persistence. This however can be further elucidated by verified models. Bandura, (1997) linked Psychological Capacities to the social cognitive theory with its constituents of presumed sense of action, purpose and control, that stimulates affirmative attitude, the option of inspiring goals, and investment on other forms of resources in spite of obstacles.

This investigation seeks to explore psychological capacity management construct by adapting in part the work of Mahroum, (2007). In measuring psychological capacity management we seek to identify, develop and deploy and engage salesperson’s Psychological Capacities within organizational context. Equally, the bounds of Psychological Capacity can be far more enriching given the predictors so identified in this study. Achieving sustainable competitive advantage in today’s highly competitive environment requires having context-specific, renewable and hard-to-imitate resources. As such Luthans, Youssef, Avolio, (2007) recommend that such advantage can only be actualized by evolving, developing and managing psychological resources. Collectively, these four Psychological

broad-spectrum of scholars, even amid the nonconformist (Fineman, 2006) who have argued that our workplaces and the world over are in need of a well-adjusted line of interest that is contemplated on the positive and negative aspects of human characters, mutually leveraging on strengths and improving on weaknesses that are mostly observed amongst individuals or group of persons.

Psychological Capacities have at some point been described in psychological like paradigms that impacts on performance (e.g. Luthans, 2000b; Masten and Reed, 2002; Youssef and Luthans, 2005) are all situation based measurement, open to development and can be managed overtime. These Luthans’ and colleagues’ four Psychological Capacities have at some point been described in extant literature to be measurable, developable and easy to manage through eventuality planning, effectively setting goals, mental preparations on inspiring goals, creating pathways at distinct levels, distributing resources and the needed support at all strata (e.g. Luthans et al. 2015, Youssef-Morgan and Dahms 2016) for effective performance. Jensen further observed that the tactics for managing these state-like capacities can be very necessary in coping with associated problems of sales job and improving on employee performance.

2.3 Psychological Capacity Management

Consequently, scholars have joined in the discourse of managing employees on job related challenges by indirectly requiring Psychological Capacities (Bandura, 2000, Colligan and Higgins, 2006; Seligman, 1998, Snyder, 2000 and Schneider, 2001).

Mahroum (2007) believes that human capacity management can be explicated in three rudimentary modules, which includes the ability to attract, develop and attract talents. Mahroum (2007) in his investigation focused on human capacity management and measured capacity in terms of their ability to attract, develop and attract talent. This research work though closely related to Mahroum human capacities three dimensions, seeks to determine capacities and measures that are associated with psychology capacity management. We are inclined to believe that in expounding on the Psychological Capacity Management construct, it may well lead to anticipated results through the aforementioned positive triggers (Avey et al., 2011). Consequently, bringing into discourse the management of Psychological Capacities at workplaces (Luthans et al., 2006; Luthans, et al., 2008 and Luthans, et al., 2010), our resolved was to offer a preliminary framework with which scholars could have a grasp of and measure Psychological Capacity Management.
capacities so proposed would form the nucleus of managing Salesperson Psychological capacity.

4.1 Methodology
Currently there are 52 Insurance companies registered by the National Insurance Commission and 35 Insurance Brokers registered with the Nigerian Insurance Association, all of them having branches in either Lagos or Port-Harcourt. These companies are further classified into four sub-groups; (1) Life Assurance (2) General Insurance (3) Composite and (4) Insurance Brokers or Agents. The classification is based on the nature and type of insurance services they provide. We largely relied on our judgment to determine the sample size. Specifically, Unit managers and/or supervisors from each of these companies were allowed to participate in the study using non-probability sampling (Haphazard or Accidental Sampling). The purposive sampling method was used to select participants from each insurance company. It was expected that the study elements of the population met a given applied criteria. The thoughtful selection of a study element due to the qualities they possess, this allows us to identify and select managers, supervisors or team leads who are seen to be capable and knowledgeable with the phenomenon of interest whereas the convenience sampling method (on the basis of proximity, easy accessibility, availability of study elements and disposition to participate) was used because of the dispersed nature and the classification of insurance offices and their sales force. This gives a sample size of 303, which we believed was a well representative of the population.

The study empirically developed a model to explore Psychological Capacity Management. Building on the Luthans et al model, we proposed a four factor model of Psychological Capacity Management which may influence Salesperson Job Psyche. The questionnaire developed measures for Psychological Capacity Management (PCM) Capacity Identification, Capacity Development, Capacity Deployment, and Capacity Engagement. A 5-point Likert-type response format was used to measure all items: 1 = ‘strongly disagree’ to 5 = ‘strongly agree’. In addition, all the survey measures had previously been validated and utilized in earlier empirical research. They are Capacity Identification (Luthans et al., 2004), Capacity Development (Ellinger et al.’s (2003), Capacity Deployment (Mponda and Biwot, 2015) and Capacity Engagement (Schaufeli et al., 2006).

<table>
<thead>
<tr>
<th>S/n</th>
<th>Scale Dimension</th>
<th>Alpha (α)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Capacity Identification</td>
<td>0.899</td>
</tr>
<tr>
<td>2</td>
<td>Capacity Development</td>
<td>0.918</td>
</tr>
<tr>
<td>3</td>
<td>Capacity Deployment</td>
<td>0.884</td>
</tr>
<tr>
<td>4</td>
<td>Capacity Engagement</td>
<td>0.916</td>
</tr>
<tr>
<td></td>
<td>Capacity Management Scale</td>
<td>0.831</td>
</tr>
</tbody>
</table>

4.1.1 Descriptive Analysis and Discussion
Test of Normal Distribution for Exploratory Factor Analysis
Table 4.9 shows the Shapiro-Wilk normality test of normal distribution for our data. This test is conducted under the null hypothesis of normal distribution. A rejection of this hypothesis would suggest that the distribution of the data is non-normal.

<table>
<thead>
<tr>
<th>S/n</th>
<th>Statement Items</th>
<th>Statistic</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Salesperson possesses uncommon confidence in taking on complex problems to find solution concerning job</td>
<td>0.784</td>
<td>0.000</td>
</tr>
<tr>
<td>2</td>
<td>Salesperson usually expresses efforts, zeal and passion that drives performance</td>
<td>0.748</td>
<td>0.000</td>
</tr>
<tr>
<td>3</td>
<td>Salesperson is never wanting to make mistakes but increasing on operational resourcefulness</td>
<td>0.763</td>
<td>0.000</td>
</tr>
<tr>
<td>4</td>
<td>Salesperson is always absorbing disturbances and reorganizing self at difficult times</td>
<td>0.722</td>
<td>0.000</td>
</tr>
<tr>
<td>5</td>
<td>Salesperson has the tendencies of exhibiting superior behaviours on assigned tasks</td>
<td>0.729</td>
<td>0.000</td>
</tr>
<tr>
<td>6</td>
<td>Salespeople are groomed to the point where they can seek the best ways of survival when they are faced with challenges of sales</td>
<td>0.76</td>
<td>0.000</td>
</tr>
<tr>
<td>7</td>
<td>Salespeople go through a gradual process of learning the art of completing complex task overtime</td>
<td>0.784</td>
<td>0.000</td>
</tr>
<tr>
<td>8</td>
<td>Sales proficiency built on skills, knowledge and tactics overtime is a rallying point in dealing with complexities</td>
<td>0.791</td>
<td>0.000</td>
</tr>
<tr>
<td>S/n</td>
<td>Statement Items</td>
<td>Statistic</td>
<td>p-value</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>9</td>
<td>The procedure used in training enriches and it is similar to the one found on the job</td>
<td>0.674</td>
<td>0.000</td>
</tr>
<tr>
<td>10</td>
<td>Salespeople advance through eventuality planning and mental preparations on job responsibility</td>
<td>0.789</td>
<td>0.000</td>
</tr>
<tr>
<td>11</td>
<td>My organization is always moving competent human resources to new work stations</td>
<td>0.719</td>
<td>0.000</td>
</tr>
<tr>
<td>12</td>
<td>My organization provides salespeople with enhanced condition and assigns them to entirely new responsibility.</td>
<td>0.822</td>
<td>0.000</td>
</tr>
<tr>
<td>13</td>
<td>Salespersons of lesser focus are moved to a more challenging grounds</td>
<td>0.755</td>
<td>0.000</td>
</tr>
<tr>
<td>14</td>
<td>Salespeople are always open to re-alignments as well as change in mode and physical environment that impact their attitudes</td>
<td>0.823</td>
<td>0.000</td>
</tr>
<tr>
<td>15</td>
<td>My organization places the right people in the right position which allows for the exhibition of behavior</td>
<td>0.77</td>
<td>0.000</td>
</tr>
<tr>
<td>16</td>
<td>Salespersons show interest, contentment and fulfilment at work</td>
<td>0.729</td>
<td>0.000</td>
</tr>
<tr>
<td>17</td>
<td>Salespersons show personal involvement and satisfaction with work</td>
<td>0.74</td>
<td>0.000</td>
</tr>
<tr>
<td>18</td>
<td>Salespersons show commitment to job and not placing personal interest above organization’s objectives</td>
<td>0.7</td>
<td>0.000</td>
</tr>
<tr>
<td>19</td>
<td>Salespersons usually bring in cognitive, emotional and physical compartment at work periods</td>
<td>0.823</td>
<td>0.000</td>
</tr>
<tr>
<td>20</td>
<td>Salespersons show concentration, captivation and commitment to sales responsibilities</td>
<td>0.742</td>
<td>0.000</td>
</tr>
</tbody>
</table>

**Source:** SPSS output

From table 4.9, we can see that the Shapiro-Wilk test statistic is associated with zero probability for all the statement items, indicating that the test is highly significant in all cases. This leads us to strongly reject the normality hypothesis and conclude that our data distribution significantly departs from the theoretical normal distribution. As noted in chapter 3, the non-normality of our variables has serious implication for method of reducing the measured variables (statement items) into a smaller number of factors. According to Fabrigar, Wegener, MacCallum and Strahan (1999) and Osborne (2014), while the maximum likelihood method is appropriate when the data distribution is normal, the principal axis factoring method can be employed when the data distribution is inconsistent with the theoretical normal distribution. The former is consistent with our results, and therefore, the right method of extraction for our exploratory factor analysis or EFA.

### 4.2 Exploratory Factor Analysis

#### 4.2.1 Test of Sample Size Adequacy and Multicollinearity

As it is well known, examining the sample size adequacy and the correlation matrix is the starting point of a good exploratory factor analysis. Table 4.10 reports the popular Kaiser-Meyer-Olkin (KMO) sampling adequacy test and Bartlett’s test of Sphericity. While the KMO test examines the sufficiency of the sample size, the Bartlett’s test is conducted under the null hypothesis that the original correlation matrix is an identity matrix. A rejection of this null and a KMO value of greater than 0.5 would indicate that the data is qualified for a factor analysis.

**Table 4.10: KMO and Bartlett’s test**

<table>
<thead>
<tr>
<th>KMO and Bartlett’s test</th>
</tr>
</thead>
<tbody>
<tr>
<td>KMO statistic</td>
</tr>
<tr>
<td>Bartlett’s statistic</td>
</tr>
<tr>
<td>KMO statistic</td>
</tr>
<tr>
<td>0.835</td>
</tr>
<tr>
<td>Bartlett’s statistic</td>
</tr>
<tr>
<td>4291.995 (0.000)</td>
</tr>
</tbody>
</table>

**Source:** SPSS output; p-value is in bracket

From table 4.10, the value of KMO test statistic (= 0.835) is much higher than the minimum 0.5 criterion, indicating that our sample is sufficient for exploratory factor analysis. For Bartlett’s test of Sphericity, the test statistic has a probability of zero (Statistic = 4291.995, p-value = 0.000), indicating that the test is highly significant. Thus, the correlation matrix is not an identity matrix. We can therefore, proceed with the exploratory factor analysis.

#### 4.2.2 Communalities, Eigenvalues and Factor Extraction

Tables 4.11 and 4.12 show the estimated communalities, unique variances and eigenvalues.
based on principal axis factoring extraction method (PAF). While communality is a measure of the explained variance in a variable, uniqueness is a measure of the unexplained variance in that variable. The initial communality is the proportion of the variance explained by all variables while the extracted communality is the proportion of the variance explained only the extracted factors. Here, the extracted communalities are of interest. The principal axis factoring method is used to extract the common factors because of the normality test results in table 4.9 which clearly show that none of our variables has a normal distribution. The extraction of factors is based Kaiser Criterion, which extracts factors with eigenvalue greater than 1. This criterion is reliable if the average extracted communalities is greater than or equal to 0.60 for a sample that is higher than 250 (Field, 2009). The Factor and Pattern Matrices are presented in tables 4.13 and 4.14 respectively. While factor matrix shows the unrotated factor loadings, pattern matrix shows the rotated factor loadings. Rotation is based on Promax oblique rotation method, which allows for correlation among the extracted factors.

**Table 4.11: Communalities and Unique variances**

<table>
<thead>
<tr>
<th>Variables (Items)</th>
<th>Communality ($h^2$) Initial</th>
<th>Communality ($h^2$) Extracted</th>
<th>Uniqueness($u^2$) $u^2 = 1 - h^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1D1</td>
<td>0.597</td>
<td>0.623</td>
<td>0.377</td>
</tr>
<tr>
<td>C1D2</td>
<td>0.524</td>
<td>0.549</td>
<td>0.451</td>
</tr>
<tr>
<td>C1D3</td>
<td>0.757</td>
<td>0.816</td>
<td>0.185</td>
</tr>
<tr>
<td>C1D4</td>
<td>0.724</td>
<td>0.779</td>
<td>0.222</td>
</tr>
<tr>
<td>C1D5</td>
<td>0.462</td>
<td>0.485</td>
<td>0.514</td>
</tr>
<tr>
<td>CDV1</td>
<td>0.647</td>
<td>0.635</td>
<td>0.365</td>
</tr>
<tr>
<td>CDV2</td>
<td>0.737</td>
<td>0.729</td>
<td>0.271</td>
</tr>
<tr>
<td>CDV3</td>
<td>0.646</td>
<td>0.626</td>
<td>0.374</td>
</tr>
<tr>
<td>CDV4</td>
<td>0.72</td>
<td>0.77</td>
<td>0.230</td>
</tr>
<tr>
<td>CDV5</td>
<td>0.71</td>
<td>0.731</td>
<td>0.269</td>
</tr>
<tr>
<td>CDP1</td>
<td>0.599</td>
<td>0.606</td>
<td>0.393</td>
</tr>
<tr>
<td>CDP2</td>
<td>0.502</td>
<td>0.526</td>
<td>0.474</td>
</tr>
<tr>
<td>CDP3</td>
<td>0.698</td>
<td>0.773</td>
<td>0.227</td>
</tr>
<tr>
<td>CDP4</td>
<td>0.595</td>
<td>0.636</td>
<td>0.363</td>
</tr>
<tr>
<td>CDP5</td>
<td>0.524</td>
<td>0.508</td>
<td>0.492</td>
</tr>
<tr>
<td>CNG1</td>
<td>0.613</td>
<td>0.58</td>
<td>0.420</td>
</tr>
<tr>
<td>CNG2</td>
<td>0.757</td>
<td>0.795</td>
<td>0.205</td>
</tr>
<tr>
<td>CNG3</td>
<td>0.74</td>
<td>0.749</td>
<td>0.250</td>
</tr>
<tr>
<td>CNG4</td>
<td>0.547</td>
<td>0.56</td>
<td>0.440</td>
</tr>
<tr>
<td>CNG5</td>
<td>0.641</td>
<td>0.672</td>
<td>0.328</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>0.637</td>
<td>0.6574</td>
<td>0.3425</td>
</tr>
</tbody>
</table>

Source: SPSS result output

**Table 4.12: Initial and Extracted Eigenvalues**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Initial Eigenvalues</th>
<th>Extracted Eigenvalues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% Variance</td>
</tr>
<tr>
<td>1</td>
<td>4.862</td>
<td>24.312</td>
</tr>
<tr>
<td>2</td>
<td>3.897</td>
<td>19.486</td>
</tr>
<tr>
<td>3</td>
<td>3.002</td>
<td>15.01</td>
</tr>
<tr>
<td>4</td>
<td>2.705</td>
<td>13.523</td>
</tr>
<tr>
<td>5</td>
<td>0.615</td>
<td>3.075</td>
</tr>
<tr>
<td>6</td>
<td>0.557</td>
<td>2.787</td>
</tr>
<tr>
<td>7</td>
<td>0.536</td>
<td>2.68</td>
</tr>
<tr>
<td>8</td>
<td>0.487</td>
<td>2.434</td>
</tr>
</tbody>
</table>
Table 4.13: The Factor Matrix Coefficients (Unrotated Factor Loading)

<table>
<thead>
<tr>
<th>Items (Variables)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1D1</td>
<td>0.436</td>
<td>-0.258</td>
<td>0.571</td>
<td>-0.201</td>
</tr>
<tr>
<td>C1D2</td>
<td>0.484</td>
<td>-0.257</td>
<td>0.488</td>
<td>-0.103</td>
</tr>
<tr>
<td>C1D3</td>
<td>0.556</td>
<td>-0.304</td>
<td>0.603</td>
<td>-0.223</td>
</tr>
<tr>
<td>C1D4</td>
<td>0.529</td>
<td>-0.309</td>
<td>0.613</td>
<td>-0.165</td>
</tr>
<tr>
<td>C1D5</td>
<td>0.462</td>
<td>-0.198</td>
<td>0.477</td>
<td>-0.073</td>
</tr>
<tr>
<td>CDV1</td>
<td>0.154</td>
<td>0.739</td>
<td>0.246</td>
<td>0.065</td>
</tr>
<tr>
<td>CDV2</td>
<td>0.106</td>
<td>0.8</td>
<td>0.238</td>
<td>0.144</td>
</tr>
<tr>
<td>CDV3</td>
<td>0.141</td>
<td>0.732</td>
<td>0.25</td>
<td>0.087</td>
</tr>
<tr>
<td>CDV4</td>
<td>0.178</td>
<td>0.827</td>
<td>0.215</td>
<td>0.089</td>
</tr>
<tr>
<td>CDV5</td>
<td>0.107</td>
<td>0.795</td>
<td>0.258</td>
<td>0.146</td>
</tr>
<tr>
<td>CDP1</td>
<td>0.492</td>
<td>-0.148</td>
<td>-0.129</td>
<td>0.571</td>
</tr>
<tr>
<td>CDP2</td>
<td>0.528</td>
<td>-0.095</td>
<td>-0.077</td>
<td>0.482</td>
</tr>
<tr>
<td>CDP3</td>
<td>0.571</td>
<td>-0.145</td>
<td>-0.256</td>
<td>0.6</td>
</tr>
<tr>
<td>CDP4</td>
<td>0.511</td>
<td>-0.121</td>
<td>-0.128</td>
<td>0.587</td>
</tr>
<tr>
<td>CDP5</td>
<td>0.51</td>
<td>-0.119</td>
<td>-0.122</td>
<td>0.468</td>
</tr>
<tr>
<td>CNG1</td>
<td>0.601</td>
<td>0.082</td>
<td>-0.349</td>
<td>-0.301</td>
</tr>
<tr>
<td>CNG2</td>
<td>0.627</td>
<td>0.231</td>
<td>-0.413</td>
<td>-0.422</td>
</tr>
<tr>
<td>CNG3</td>
<td>0.611</td>
<td>0.176</td>
<td>-0.41</td>
<td>-0.421</td>
</tr>
<tr>
<td>CNG4</td>
<td>0.569</td>
<td>0.143</td>
<td>-0.335</td>
<td>-0.322</td>
</tr>
<tr>
<td>CNG5</td>
<td>0.608</td>
<td>0.119</td>
<td>-0.399</td>
<td>-0.359</td>
</tr>
</tbody>
</table>

Source: SPSS result output

Table 4.14: The Pattern Matrix Coefficients (Rotated Factor Loadings)

<table>
<thead>
<tr>
<th>Items (Variables)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1D1</td>
<td>0</td>
<td>-0.011</td>
<td>0.801</td>
<td>-0.068</td>
</tr>
<tr>
<td>C1D2</td>
<td>-0.006</td>
<td>0.001</td>
<td>0.727</td>
<td>0.06</td>
</tr>
<tr>
<td>C1D3</td>
<td>-0.019</td>
<td>0.042</td>
<td>0.901</td>
<td>-0.033</td>
</tr>
<tr>
<td>C1D4</td>
<td>-0.011</td>
<td>-0.017</td>
<td>0.883</td>
<td>0.005</td>
</tr>
<tr>
<td>C1D5</td>
<td>0.047</td>
<td>-0.014</td>
<td>0.682</td>
<td>0.071</td>
</tr>
<tr>
<td>CDV1</td>
<td>0.794</td>
<td>0.026</td>
<td>0.036</td>
<td>-0.024</td>
</tr>
<tr>
<td>CDV2</td>
<td>0.855</td>
<td>-0.036</td>
<td>-0.031</td>
<td>0.019</td>
</tr>
<tr>
<td>CDV3</td>
<td>0.791</td>
<td>0.002</td>
<td>0.029</td>
<td>-0.01</td>
</tr>
<tr>
<td>CDV4</td>
<td>0.869</td>
<td>0.057</td>
<td>-0.013</td>
<td>0.003</td>
</tr>
<tr>
<td>CDV5</td>
<td>0.858</td>
<td>-0.049</td>
<td>-0.013</td>
<td>0.018</td>
</tr>
<tr>
<td>CDP1</td>
<td>-0.012</td>
<td>-0.044</td>
<td>0.003</td>
<td>0.787</td>
</tr>
</tbody>
</table>
From table 4.11, all the extracted communalities fall within the expected range ($0 < h^2 < 1$) and have values that are sufficiently large (the lowest communality is 0.485). This implies that all our variables (items) are qualified for exploratory factor analysis. The average of the extracted communalities is 0.6574 while the average of the unique variances is 0.3425. This suggests that on average; approximately 65.7% of the variance of a variable is accounted for by the common factors while the remaining 34.3% is unique to that variable. This is clear evidence that the Kaiser method of extraction is correct and appropriate for our data.

From table 4.12, we can see that the number of factors with eigenvalue greater than one is four, hence, four out of the 20 initial factors were extracted from the statement items. Thus, consistent with our earlier view, the observed Pattern of Inter-correlations among the statement items are explained by four underlying factors. We tag these factors capacity identification, capacity development, capacity deployment and capacity engagement. However, subsequent analysis would reveal the relationship between the items and the extracted factors.

Table 4.12 also shows that the four extracted factors explain a total of 65.7% of the total variance in the statement items. For each extracted factor, the proportion of variance explained is obtained by dividing the eigenvalue of that factor by the total number of initial factors and multiplying by 100. Here, the total number of initial factors is 20. Accordingly, the total explained variance explained is 22.5% ($\frac{4.516}{20} \times 100$) for factor 1, 17.9% ($\frac{3.596}{20} \times 100$) for factor 2, 13.3% ($\frac{2.678}{20} \times 100$) for factor 3 and 11.7% ($\frac{2.355}{20} \times 100$) for factor 4.

The unrotated factor loadings for the four extracted factors are shown in table 4.13. Factor loading is a measure of the influence of a factor on a statement item or loosely speaking, the correlation coefficient between the former and the latter, which as usual, ranges between -1 and +1. For a meaningful factor interpretation, each item should load very high on a factor and relatively low on each of the other factors. According to Costello and Osborne (2005), cross loading occurs when an item loads high at up to 0.32 (or -0.32) or higher on two or more than one factors. Expectedly, the loading of the items on the extracted factors is quite unclear as there are many cases of cross loadings, as indicated by the bold marks. For example, items CID1, CID2, CID3, CID4 and CID5 respectively load at 0.436, 0.484, 0.556, 0.526 and 0.426 on factor 1 and 0.571, 0.488, 0.603, 0.613 and 0.477 on factor 3. Similarly, items CDP1, CDP2, CDP3, CDP4 and CDP5 respectively load at 0.492, 0.528, 0.571, 0.511 and 0.51 on factor 1 and 0.571, 0.482, 0.60, 0.587 and 0.468 on factor 4. Similar pattern is also observed for items CNG1, CNG2, CNG3, CNG4 and CNG5, all have high loadings (i.e. loadings are greater than 0.32 or -0.32) on factors 1 and 3. Therefore, there is no optimal simple factor structure in the unrotated factor matrix in table 4.13 which makes its interpretation very difficult. This is typical of an unrotated factor matrix and it is the main motivation for factor rotation or pattern matrix, which defines a unique relationship between an item and a factor, holding other factors constant.

From the pattern matrix in table 4.14, contrary to the unrotated factor loadings in table 4.13, we can see that there is now an optimal factor structure, with each factor clearly having a distinct cluster of interrelated items. In other words, each item now loads very high on a factor but relatively low on the other factors. For example, the first five items, CID1, CID2, CID3, CID4 and CID5, which initially load high on factors 1 and 3, now load highest on only factor 3 at 0.801, 0.727, 0.901, 0.883 and 0.682 respectively. Similarly, CDV1 (beta = 0.794), CDV2 (beta = 0.855), CDV3 (beta = 0.791), CDV4 (beta = 0.869) and CDV5 (beta = 0.858) all maximize their loadings on factor 1, while the loadings for CDP1 (beta = 0.787), CDP2

<table>
<thead>
<tr>
<th>Item</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDP2</td>
<td>0.043</td>
<td>0.011</td>
<td>0.07</td>
<td>0.705</td>
</tr>
<tr>
<td>CDP3</td>
<td>-0.041</td>
<td>0.056</td>
<td>-0.077</td>
<td>0.875</td>
</tr>
<tr>
<td>CDP4</td>
<td>0.018</td>
<td>-0.039</td>
<td>0</td>
<td>0.806</td>
</tr>
<tr>
<td>CDP5</td>
<td>0</td>
<td>0.032</td>
<td>0.036</td>
<td>0.697</td>
</tr>
<tr>
<td>CNG1</td>
<td>-0.039</td>
<td>0.741</td>
<td>0.03</td>
<td>0.063</td>
</tr>
<tr>
<td>CNG2</td>
<td>0.052</td>
<td>0.896</td>
<td>-0.024</td>
<td>-0.042</td>
</tr>
<tr>
<td>CNG3</td>
<td>0.002</td>
<td>0.876</td>
<td>-0.013</td>
<td>-0.041</td>
</tr>
<tr>
<td>CNG4</td>
<td>0.014</td>
<td>0.74</td>
<td>0.015</td>
<td>0.018</td>
</tr>
<tr>
<td>CNG5</td>
<td>-0.034</td>
<td>0.819</td>
<td>-0.005</td>
<td>0.019</td>
</tr>
</tbody>
</table>

Source: SPSS result output
Proceedings of the 12th Annual National Conference of The Academy of Management Nigeria

(beta = 0.705), CDP3 (beta = 0.875), CDP4 (0.806) and CDP5 (beta = 0.697) are all maximized on factor 4. Finally, the loadings are maximized on factor 2 for CNG1 (beta = 0.741), CNG2 (beta = 0.896), CNG3 (beta = 0.876), CNG4 (beta = 0.74) and CNG5 (beta = 0.814). Thus, the factor solution is now easy to interpret as there is no observed case of cross loadings. This has confirmed the common view that rotation minimizes the ambiguity associated with the interpretation of the unrotated factor matrix coefficients, which according to most authors, are primarily not of interest.

Table 4.15: The Structure Matrix

<table>
<thead>
<tr>
<th>Variables (Items)</th>
<th>Factors 1</th>
<th>Factors 2</th>
<th>Factors 3</th>
<th>Factors 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1D1</td>
<td>-0.031</td>
<td>0.098</td>
<td>0.786</td>
<td>0.084</td>
</tr>
<tr>
<td>C1D2</td>
<td>-0.034</td>
<td>0.128</td>
<td>0.739</td>
<td>0.2</td>
</tr>
<tr>
<td>C1D3</td>
<td>-0.049</td>
<td>0.172</td>
<td>0.902</td>
<td>0.15</td>
</tr>
<tr>
<td>C1D4</td>
<td>-0.047</td>
<td>0.12</td>
<td>0.882</td>
<td>0.172</td>
</tr>
<tr>
<td>C1D5</td>
<td>0.019</td>
<td>0.113</td>
<td>0.692</td>
<td>0.199</td>
</tr>
<tr>
<td>C2D1</td>
<td>0.795</td>
<td>0.106</td>
<td>0.005</td>
<td>-0.018</td>
</tr>
<tr>
<td>C2D2</td>
<td>0.852</td>
<td>0.051</td>
<td>-0.066</td>
<td>-0.002</td>
</tr>
<tr>
<td>C2D3</td>
<td>0.791</td>
<td>0.084</td>
<td>-0.003</td>
<td>-0.011</td>
</tr>
<tr>
<td>C2D4</td>
<td>0.876</td>
<td>0.144</td>
<td>-0.036</td>
<td>0.007</td>
</tr>
<tr>
<td>C2D5</td>
<td>0.853</td>
<td>0.04</td>
<td>-0.05</td>
<td>-0.003</td>
</tr>
<tr>
<td>C3D1</td>
<td>-0.023</td>
<td>0.138</td>
<td>0.148</td>
<td>0.777</td>
</tr>
<tr>
<td>C3D2</td>
<td>0.036</td>
<td>0.19</td>
<td>0.206</td>
<td>0.721</td>
</tr>
<tr>
<td>C3D3</td>
<td>-0.04</td>
<td>0.244</td>
<td>0.102</td>
<td>0.874</td>
</tr>
<tr>
<td>C3D4</td>
<td>0.007</td>
<td>0.15</td>
<td>0.148</td>
<td>0.797</td>
</tr>
<tr>
<td>C3D5</td>
<td>-0.004</td>
<td>0.2</td>
<td>0.175</td>
<td>0.711</td>
</tr>
<tr>
<td>C4D1</td>
<td>0.035</td>
<td>0.757</td>
<td>0.159</td>
<td>0.242</td>
</tr>
<tr>
<td>C4D2</td>
<td>0.145</td>
<td>0.888</td>
<td>0.105</td>
<td>0.162</td>
</tr>
<tr>
<td>C4D3</td>
<td>0.092</td>
<td>0.865</td>
<td>0.115</td>
<td>0.16</td>
</tr>
<tr>
<td>C4D4</td>
<td>0.089</td>
<td>0.748</td>
<td>0.133</td>
<td>0.193</td>
</tr>
<tr>
<td>C4D5</td>
<td>0.05</td>
<td>0.819</td>
<td>0.128</td>
<td>0.209</td>
</tr>
</tbody>
</table>

Source: SPSS result output

From table 4.15, the structure matrix coefficients, which show the correlation between each item and a factor, are very similar to those of the pattern matrix in table 414, with factor 3 defining the pattern of inter-correlations among the first five items; C1D1, C1D2, C1D3, C1D 4 and C1D5, and factors 1, 4 and 2 defining the interrelationships among the second five items; CDV1, CDV2, CDV3, CDV4 and CDV5, the third five items; CDP1, CDP2, CDP3, CDP4 and CDP5, and the last five items; CNG1, CNG2, CNG3, CNG4 and CNG5 respectively. Thus, consistent with theory, the two rotated factor matrices; pattern and structure matrices produce similar factor structure or outcomes.

Table 4.16: Factor correlation matrix

<table>
<thead>
<tr>
<th>Factor</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.000</td>
<td>.083</td>
<td>.153</td>
<td>.243</td>
</tr>
<tr>
<td>2</td>
<td>.083</td>
<td>1.000</td>
<td>-.033</td>
<td>-.014</td>
</tr>
<tr>
<td>3</td>
<td>.153</td>
<td>-.033</td>
<td>1.000</td>
<td>.235</td>
</tr>
<tr>
<td>4</td>
<td>.243</td>
<td>-.014</td>
<td>.235</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Source: SPSS result output

The factor correlation matrix, which examines the inter-correlation among the four extracted factors, is shown in table 4.16. From this table, we can see that the extracted factors are indeed interrelated, although, the correlation coefficients are not strong, ranging between -0.14 and 0.243. The correlation between factor 1 and factor 3 is the highest at 0.243, followed by the correlation between factor 3 and factor 4 (r = 0.235), and then by the correlation between factor 1 and factor 3 (r = 0.153). The least correlation occurs between factor 2 and factor 4 (r = -0.014). These results make intuitive sense, hence, justifying the use of oblique rotation method.

4.2.3 Factor Naming

To name the four extracted factors, we use the pattern matrix in table 4.14. Recall that this matrix shows the optimal factor structure which describes each item’s unique relationship with each factor. Thus, factor naming is based on this matrix.
4.2.3.1 Capacity Identification
Consistent with our theoretical position, CID1, CID2, CID3, CID4 and CID5 all have unique relationship with factor 3, loading very high on this factor and very low on all other factors. Since these items are the explicit measures of capacity identification, thus, factor 3 is the unobserved measure of capacity identification.

4.2.3.2 Capacity Development
Consistent with our theoretical position, CDV1, CDV2, CDV3, CDV4 and CDV5 all have unique relationship with factor 1, loading very high on this factor and very low on all other factors. Since these items are the explicit measures of capacity development, thus, factor 1 is the unobserved measure of capacity development.

4.2.3.3 Capacity Deployment
Consistent with our theoretical position, CDP1, CDP2, CDP3, CDP4 and CDP5 all have unique relationship with factor 4, loading very high on this factor and very low on all other factors. Since these items are the explicit measures of capacity deployment, thus, factor 4 is the unobserved measure of capacity deployment.

4.2.3.4 Capacity Engagement
Consistent with our theoretical position, CNG1, CNG2, CNG3, CNG4 and CNG5 all have unique relationship with factor 2, loading very high on this factor and very low on all other factors. Since these items are the explicit measures of capacity engagement, thus, factor 2 is the unobserved measure of capacity deployment.

4.2.4 Summary of Exploratory Factor Analysis
In this study, the exploratory factor analysis (EFA) was conducted to uncover the latent variables underlying the observed pattern of inter-correlations among our statement items. We started by first ensuring that the items are reliable, the correlation matrix is not an identity matrix and our sample size is adequate is adequate, all are preconditions for a good exploratory factor analysis. The reliability of the measures is based on Cronbach Alpha internal reliability method while the sample size adequacy and non-identity of item correlation matrix are based on Kaiser-Meyer-Olkin (KMO) sampling adequacy test and Bartlett’s test of Sphericity respectively.

For the main EFA, we used the principal axis factoring method to estimate the communalities and eigenvalues and based on Kaiser Criterion, all factors with eigenvalue greater than 1 were extracted. This criterion extracted a total of four factors. However, because the items loadings on the extracted factors are not differentiated and unclear, factors were rotated based on oblique method. Specifically, the Promax method, which allows factors to be correlated, is used. After, rotation, the optimal factor structure which defines the uniqueness of the relationship between each item and each factor was uncovered. The inter-correlations among the factors were also computed to justify the use of oblique rotation method. Finally, factors were named as summarized in table 4.17 below.

<table>
<thead>
<tr>
<th>Table 4.17: Optimal Factor Structure/Factor Naming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items (Variables)</td>
</tr>
<tr>
<td>CID1</td>
</tr>
<tr>
<td>CID2</td>
</tr>
<tr>
<td>CID3</td>
</tr>
<tr>
<td>CID4</td>
</tr>
<tr>
<td>CID5</td>
</tr>
<tr>
<td>CDV1</td>
</tr>
<tr>
<td>CDV2</td>
</tr>
<tr>
<td>CDV3</td>
</tr>
<tr>
<td>CDV4</td>
</tr>
<tr>
<td>CDV5</td>
</tr>
<tr>
<td>CDP1</td>
</tr>
<tr>
<td>CDP2</td>
</tr>
<tr>
<td>CDP3</td>
</tr>
<tr>
<td>CDP4</td>
</tr>
<tr>
<td>CDP5</td>
</tr>
</tbody>
</table>
5.1 DISCUSSION AND CONCLUSIONS
From a practical standpoint, the Exploratory Factor Analysis results offer important implications for the development of Psychological Capacity. In today’s competitive environment, creating and managing the right people with the required business psyche have become vital for effective distinction. This study adds to the developing field of business Psychology and the management of psychology of a salesperson by addressing one of the salient gaps in literature so identified in the positive psychology more so, the Luthans et.al (2004) Psychological Capacity or capital Model. This is significant, in that the ever worrisome state of a salesperson and it difficult task requires the management of their psychological capacities and the need to develop an effective measurement scale for managing psychological capacities. This is mostly significant for sales strategies involving problematic and awkward situations. These Psychological Capacity Management activities, whether they are utilized individually or in a corporate sense, they appear critical to the success of a salesperson’s job advancement.

REFERENCES


Towards Closing the Service Delivery Gaps in the Hospitality Industry for National Development: An Xray of the Nigerian Situation

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Department of Marketing, University of Uyo, Uyo

ABSTRACT
The hospitality industry in Nigeria holds high prospects for the country yet it has not achieved much in terms of contribution to national development. This could largely be attributed to service delivery gaps that exist in the sector. It is in this consideration that this paper assesses various service delivery gaps traceable to service delivery in Nigeria’s hospitality industry. The study adopted the exploratory research design, which is a qualitative research method. Specifically, a focus group interview made of twelve (12) participants, who were selected from the three senatorial districts in Akwa Ibom State. The comprised the hospitality service operators and customers. The paper reports from analysis of the focus group discussion that the major setbacks of the country’s hospitality sector are related to service providers who do not offer basically customer-centric and problem solving sensitive services. It is therefore suggested in the paper that hotels could involve expert management and this could be done by establishing a strategic partnership between expert hospitality institutions and the hotels, as the industry had the potential of enhancing our national image and development.

Keywords: Hospitality, Service delivery, Service gaps, National Development.

Introduction
Successive governments in Nigeria have attempted to move the country away from being an oil mono-economic nation, by looking into how other sectors could be developed. One of the sectors of our economy yet to be fully harnessed is the hospitality industry, this sector has the potential of contributing to national development. The United Nations World Tourism organization (UNWTO) confirms that between 70% and 75% of international tourists’ expenditure goes to hospitality services on annual basis (UNWTO, 2006). The hospitality industry is a major sector in the economy and is one of the most rapidly expanding fields in the service industry. In recent times, it has brought tremendous growth to the global economy by providing services such as accommodations to the tourism industry (Oyibo, 2013). The term hospitality conveys the image that reflects the traditions of service and the ways service providers in the industry would like their businesses to be perceived. This forms the basis of this study to assess how service delivery in the hospitality industry can impact on national development.

Although, this study is carried out in Akwa Ibom State, the researchers believe that this research is insightful to all hospitality services in Nigeria, in terms of understanding the practical gaps occurring in service delivery and ways of improving on such deliveries in the hospitality industry for meaningful contributions to national development, taking into consideration views from service providers and users. National development involves all attempts to improve the conditions of human existence in every society (Lawal and Oluwatoyin, 2011). In Nigeria’s 55 years of independence the country is often being hunted by the specifics of development. This has projected the country’s development history to focus more on development strategies and models, making it more of experimental than a realistic notion. Assertions have been made on how the contributions of major service sectors, especially the hospitality industry can boost national development, but this assertion have lived only in blue prints, as a result of performances of this sector. The hospitality service providers in the country are yet to find a balance between what customers’ expectations are, what they providers offer and customers actual service experience or encounter. They are yet to find a means of managing service variability and responses from customers after service encounter. Thus, there is need to look closely at service delivery gaps in the hospitality industry. The big question still remains, does services rendered in the hospitality businesses in Nigeria meet or exceed service expectations, enough to contribute to national development? This forms the focus of the study; to bring up suggestions for reducing the service gaps in the hospitality industry in Nigeria, there by contributing to national development.

The Concept of Hospitality
The hospitality industry can be set within the context of travel and tourism industry, which contains numerous subsectors such as tour operations, travels agents and airlines (Babalola and Oluwatoyin, 2014).
It also includes hotel and restaurant services, and other wide range of businesses like guest houses, bars, fast food outlets, cafes, resorts, ranches and so on (Baker, Huyton and Bradley, 2001; Babalola and Oluwatoyin, 2014). The word hospitality is derived from “hospic”, a medieval word for house of rest for travellers (Latin, 1985; Ofobruku, 2012). Lashley (2000) states that, ‘hospitality is essentially a relationship based on hosts and guests’ and it is the host-guest relationship that is the key distinguishing characteristic of hospitality from which several other dimensions emerge, such as; what is the nature of the service offering? Who is it for? who delivers it? How is it managed? What is the timing? What is the economic function? And so on (Hemmington, 2007).

According to Langhorn (2004) in hospitality, the service provider is “part of the product itself”. For guests to be satisfied, they not only must believe that they have received a valuable service for their dollar, but also feel valued and respected by the workers providing the service (Kernbach & Schutte, 2005; Langhorn, 2004; Varca,2004; Winsted, 2000). Thus, hospitality requires the guest to feel that the host is being hospitable through feelings of generosity, a desire to please and a genuine regard for the guest as an individual (Lashley, 2000).

Although the physical products of hospitality, e.g. food and drink in a restaurant or the actual hotel room, are products that are sold at a price to the guests or customers and are often regarded as the tangible aspects of hospitality. The qualities of staff and the way they deliver the service are often more important than the tangible products in making a hospitality experience satisfactory or unsatisfactory and these are the intangible aspects of hospitality (Sheila, Scott-Halsell, Shane and Huffman, 2008). Hospitality studies thus share a number of key concerns as regards the ways of relating between host and guests (Bell, 2009).

**Service Delivery**

Services are intangible and heterogeneous, at the same time being judged by the performance and the experience of those who use them, with the possibility of interpretation and different judgments, according to the provider and the user in question (Pena, Da-Silva, Tronchin and Melleiro, 2013). Notable scholars have argued that the main aim of a service delivery system is to bridge the gap between customer expectations and customer experience (Lovelock, 1984; Armistead, 1990; Lovelock and Witz, 2011; Kostopoulos, Lodorfos, and Kaminakis, 2015).

In order to assess the effectiveness of service delivery, most researchers measure specific outputs of the system such as the times required for task execution, costs or use proxy variables to assess the effectiveness of its most important determinants. (Haynes and Duvall, 1992; Mandel, 1991; Kostopoulos, Lodorfos and Kaminakis, 2015; Ponsignon, Smart and Maull, 2011). Krostopoulos, Lodorfos & Kaminakis (2015), asserts that the key determinants of service delivery effectiveness are the front line employee’s role performance, their ability to adapt to individual customers’ needs, the effectiveness of their coordination and the effectiveness of the process control. Adetulu, (2010) in an article “courtesy and the Nigerian hospitality industry argue that customers are not placed at the core of service provision, as there are cases where a customer walks into a hotel and the receptionist promptly asks “yes what do you want?” or can I help you?”, in a very patronizing yet rude tone. Thus, suggesting the customer is there at the wrong time. Akparata (2011) puts it that some receptionists who are often the first contact to hospitality service providers, do not show decorum in the way they speak to customers. According to Lovelock and Wirtz (2011) hospitality related services should ideally reflect pleasure at meeting new and old customers by extending warm receptive greetings when they come or when the old ones return. Courtesy and consideration for customers need apply to both face to face encounters and telephone interactions, although finds its fullest expression in face-to face encounters (Lovelock and Wirtz, 2011). In many situations employees, customers and even others in the service environment interact to produce the ultimate service outcome. Customer participation at some level is inevitable in service delivery, this is because they are indispensable to the production process of service organizations and they can actually control or contribute to their own satisfaction (Zeithaml and Bitner, 2003). Customer perceptions can change toward the same service delivery in the light of previous experiences because the new expectations can be created for the same service (Oh, 1999). Unfortunately some hospitality service providers attempt to manage service variability by standardizing service behavior (Kotler, Bowen and Marken (2010).

**Service Delivery Gaps**

In assessing service delivery and performance one should consider the service delivery Gap which according to Lovelock and Wirtz (2011) highlight that the service provider should ensure that performance meets standards. According to Zethaml and Bitner (2003), the key service gaps are:
Gap 1 – The knowledge Gap: This is not knowing what customers expect. It is the difference between customer expectations of service and the provider’s understanding of these expectations. A key factor associated with the provider of the hospitality service in Gap 1 is lack of service recovery. Another deficiency attributed to this gap is the lack of the hospitality service provider to strategize ways to retain customers and strengthen relationships with them. If relationships are strengthened with customers, this gap is less likely to occur or persist.

Gap 2 – The Policy or the Design Gap: This is not selecting the right service design and standard. Some hospitality service providers find it difficult to translate customers’ expectations into service specified for delivery. This gap can occur when those responsible for setting the goals and standard of service delivery believe that the customers expectations are unrealistic and too rigid to meet.

Gap 3 – The Delivery Gap: This is not delivering to service standards. This gap is often a result of disparity between customers driven standards that are established by the provider service performed (Nargunde, 2016). This GAP occurs when standards are not backed by appropriate resources like people, systems and technology. Thus, it is often referred to as the service performance Gap.

Gap 4 – The Communication Gap: This gap is the difference between what the hospitality service provider communicates and promises to offer either explicitly or implicitly and what it actually delivers to customers. According to Zeithaml & Bitner (2003) broken promises can occur for many reasons like over promising in advertising or personal selling, inadequate coordination between operations and marketing and differences in policies and procedures across service outlets.

Gap 5: It is important to note that there are 4 generally accepted service gaps, but Parasuraman (2010); Lovelock and Wirtz (2011) suggests the gap known as the service perception and quality gap. Parasuraman (2010) asserts that, gap 1 – 4 creates gap 5. Gap 5 is centered on the customers perception of the services rendered and it is the foundation on which the service quality is measured and service quality (SERQUAL) model evolved.

According to Kotler, Bowen and Markens (2010), there are 3 phases of involvement of consumers in the delivery of most hospitality products or services.

These phases are: the joining, consumption and detachment stage.

The joining stage: this is when the customer makes the initial inquiry contact. When designing products, we must make it easy for people to learn about the new product.

The consumption Stage: takes place when the service is consumed. Designers of hospitality products must understand how guests will interact with the product. The employees, customers and physical facilities are all part of the product. Physical features, layout and suffrage can also be used to help customers interact with the product.

The detachment phase: is when the customer is through using a product and departs. This stage is characterized by moving out of the service environment with their luggage, settling bills, booking transportation and so on.

National Development
The tremendous growth and economic contributions of the service sector have drawn increasing attention to the issues and problems of service industries worldwide (Zeithaml and Bitner, 2003). A country is classified as developed if it is able to provide qualitative life for her citizenry (Ekundayo, 2015). The earliest approach to development was monolithic and economically biased, however the social dynamics of the society as they affect socio-cultural, economic, political and technological wellbeing of people, was brought into for the deficiencies of the monolithic economic approach (Adeyeye, 2002). Many developing countries have turned to tourism and hospitality industry as a body to acquire resources for national development and enhanced economic status (Hall, 2008; Yukosav & Curcic, 2013). Development as a concept is a victim of definitional pluralism (Lawal & Oluwatoyin, 2011). However, an attempt to define the term is by Gboyega (2003) who describes development as an idea that embodies all attempts to improve the conditions of human existence in all ramifications. Chrisman (1984) defines development as a process of societal advancement, where improvement in the well being of the people are generated through strong partnership between all sectors, corporate bodies and other groups in the society. The definition by Chrisman (1984) embraces the point that development is not economy based only, but it involves all players that make up the socio-economic system where the hospitality industry is a unit.
National development can be defined as the overall development or a collective socio-economic, political and technological advancement of a country or nation (Ekundayo, 2015). Lawal & Oluwatoyin (2011) in their study on the issues, challenges and prospects of National development in Nigeria, suggests that one of the factors that can militate against the influence of hospitality industry on national development is the mono-economic base of the country. The country largely depends on crude oil for her survival to the detriment of other resources and other sectors of the economy (Lawal & Oluwatoyin, 2011). They recommend that there is a need for attitudinal change. Nigerians must as a matter of fact change their pessimistic attitude towards development. The researchers assert that real development is achieved through internal activities rather than from external influence. The hospitality industry has the ability to not only source revenue from customers within the country but also attract outside patronage and investments to enhance national development. The center focus thus remain customers perception of service delivery. hence, to access the expected effects of service delivery on national development, an assessment of the hospitality industry has to be looked at qualitatively.

Methodology
The study adopts the exploratory research design, which is a qualitative research method. A focus group interview made up of 12 participants who were contacted from three senatorial districts in Akwa Ibom State were used to collect information on the subject of service delivery in the Nigerian hospitality industry and its impact on national development. The participants were seven (7) stakeholders of the hospitality industry in Akwa Ibom State, most of whom were hotel owners and hospitality consultants, five (5) were customers who regularly patronized hospitality services both in and out of Akwa Ibom State and had a fair knowledge of the nature of hospitality services as well as customer expectations in service delivery.

The focus group interview questions were inductive and naturalistic thus, issues discussed were categorized into six (6) related areas to include: customer patronage of hospitality businesses in Nigeria, kinds of services rendered, customers complains and feedbacks on service delivered, approaches in correcting failed services, the prospect of the Nigerian hospitality industry and suggestions to better the industry. The series of questions were intended for participants to express both negative and positive views on the subject, as well as allow them express vintage points that could better the industry. To increase participants confidence level. They were asked to introduce themselves at the beginning and it was stated that respondents were free to leave at any time. Discussions were recorded by the moderator on a note pad and on a recording device. Triangulation of responses showed significant similarities among participants view, thus findings were presented in themes.

Discussion of findings
The twelve participants of the focus group showed good knowledge of the six questions under discussion. However, their views were expressed from different angles and a considerable amount of different ideas were generated and contributions according to the specific themes highlighted for discussion were extracted. Content analysis, techniques as prescribed by Krippendorf, 1980; and Webber, 1990; Krueger and Casey (2000) was applied to examine the data collected from the focus group discussion by studying the statements made by the participants based on pattern identification.

Customer patronage of Hospitality business in Nigeria
The participants all acknowledged their patronage of hospitality businesses within and outside the states. They added that they patronized a place that would satisfy not just their accommodation needs but security as well. The participants who were customers expressed that their hospitality experience isn’t just about the lounging, but visiting a place like a five-star hotel that offered a full pack of service offering.

Kinds of Services Rendered
As regards the kinds of services rendered, participants were of the notion that most hospitality businesses in the country had similar service offerings. All participants agreed that hotels were major players in the Nigerian hospitality industry, but in various classes; from the five stars to the three stars hotels, including guest houses, inns and motels. As a whole, there was a consensus among participants that accommodation, restaurant, clubs/lounges, laundry, bar and internet services were major offerings of the hotels. To further augment guest comfort, resort and sports facilities apart from the listed were available.

Customer Complaints and Feedbacks of Service Delivered
Participants who were customers shared the same view based on complains related to check in time. The emphasized that on numerous occasions they had experienced prolonged stay at the reception before
being attended to or checked in. They were of the view that ‘reception’ begins at the gate when guests walk into the hotel premises, although five star hotels and most 4 stars hotels offered good receptions from the gate, as there were available parking spaces, portals were on ground to assist in conveying guest luggage, and staff projected friendliness and customer centric attitude in relating with guests. This was not the same experience in most 3 stars hotels, 2 star and 1 star hotels, guest were said to be often received in a tone that showed “inconvenience than a warm welcome, especially when they arrived at late hours.

All participants expressed their concerns regarding customer complain avenues and treatment of customer complains. Hotel owners indicated that provisions for customer complaints were made in the forms of suggestion boxes and customer care lines, which were reviewed periodically. Customers among the participants were inquisitive on how often these complains were treated without repetition within a short term.

Approaches in correcting failed services
Participants who were hotel owners emphasize that in running hospitality businesses they put a lot of plans to offer their services right from the beginning. While most hotels encourage their customers to complain, in order to better their services, some hotels still find customer complains offensive and don’t do much in taking responsibility and correcting the faults. Customers among the participants added that there were instances where their rooms had to be changed due to faults dictated in the use of a hotel facility, to a better one, but there were also instances where their complains were not acted on quickly or they were told to manage such services. On this, participants agreed it was not encouraging, as this could influence customer dissatisfaction and escalate, giving the business a negative light among customers and prospective customers.

The prospect of the Nigeria hospitality Industry
All participants expressed a positive opinion on the future of the hospitality industry in Nigeria. This they highlighted was evident when a close consideration of the peak periods within the year was done. Within this peak period, hotels were fully booked in most cities in the country as a result of festivities and tourism related activities, often within the last quarter of every year. Hotel owners among the participants also added that, from the time hotels were built to the time of operations, persons were employed thus enhancing the well-being of the people. The sector is also said to be an income/revenue generator, and the service sector is a major contributor to GDP.

Suggestions to better the industry
Participants emphasized that some of the treatments given to customers by hotel staff are as a result of directives from the hotel owners. Hence employee and owners training were suggested. Participants suggested that where necessary, especially four (4) and five (5) star hotels, can move from owner management to expert management, this could be done by establishing a strategic partnership between expert hospitality institutions and the hotels. Hotel management could also consult out-sourcing firms for recruitment, as this would allow them employ specialized staff only.

All participants agreed that it was necessary for most hotels below the five-star status in the country to employ and train the right front-line personnel as they were often the first contacts with customers. The hotel facilities were said to add to guest experiences, thus participants recommended that flexible equipment, system design and service support process be placed as a priority is boosting guest experiences.

Discussion and Conclusion
The study provides an opportunity to closely look at the service delivery gaps in the hospitality industry which could militate against its contribution to national development. As with all researches, strengths and weaknesses are present in the sampling and methodology of this study. The inclusion of both hotel owners and customers in the group discussion provided a unique two-way understanding of the issues faced in the industry. A focus group approach also systematically allowed us gather unbiased responses from the participants on the subject. It appeared to have been an effective method to employ in the study because participants of the focus group who were made or owners and customers had a fair experience of the services offered by the hospitality industry. Most participants cited that restaurants, bars, clubs, sports and games facilities in addition to accommodations were basic units of the hospitality business, but employee interaction with guests was a vital role that added to guess experience. One thing that is visible in all opinion was the fact that employees should be placed at different duties based on employee job-fit.

From the result of the focus, group discussion, it appears that addressing the service delivery gaps in the Nigerian hospitality industry was an important predictor, if it aims at contributing to national
development. Customer feedbacks and service experience forms the source of information that the industry operators could work with to better the industry. Thus, avenues for customer complaints must be made available for them to freely express satisfactions, dissatisfaction and suggestions to better services being rendered.

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Social Security Marketing and National Development: An Appraisal

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Abstract
Bridging the gap between the trodden poor and rich has always posed a perennial challenge and require holistic and social approach marketing for all concerns and governments. Social security has been widely catalytic to the economic and national development of nations of the world. This explains why this aspect of the economy has been subjected to modernization efforts as newer schemes are springing up. Through exploratory, critical review design, this paper examined social security marketing and explored how its practices will enhance national development by improving and balancing the living standard of the poor. Finally, it encourages that adequate and adoption of marketing of social security is a diver for national development.

Keywords: Social security, National Development, Disability scheme

Introduction
One mandate of every government is to provide social security. Several laws, constitutions, Charters and Summit e.g International labour Organization (ILO), Magna Charter, and the World Summit in Copenhagen in 1995 for Social Development, anchored more a social security system as a catalyst and an essential ingredient of equitable social development and the fight against poverty. Social security involves all regulations to secure physical safety and give comprehensive protection, to minimize risks that will effect individuals or group of individuals without relying on external aid (Kasente, 1998). Social security cover mostly the most vulnerable, the poor, handicapped, disabled, children women and pensioner/retiree, aged, widowhood, able but unemployed youths. Social Security is a critical program that promotes income stability and redistribution among households, steady streams of income to replace wages lost due to retirement, disability, and or death thereby fostering standard of living and national development, the theoretical question has always being how effective is the private sector, individual and government at all levels creating and regularly promoting protection against any unexpected external circumstances such as old age, risky political changes, economic shocks, health complication and death(Koptis, 2013).

The solution to and the meaning of the concept of development is multidimensional, as there are varied stages of development in different countries. Generally, development connotes fair, equitable distribution, and access of resources arising from growth. Apart from economic, infrastructural, political developments, we conceptualize here and dwell more on social development as sustainable protection and stream income, and of livelihood of the poor. So this paper addresses development on sustainable standard of living of the poor.

To guarantee development through social security; a formal, sincere and concerted, social data profiling, promotion, distribution and implementation of the various social security package are needed in social security marketing. Social security marketing is the use of marketing theory, skills and practices to achieve social change; its primary goal is achieving social good for the common good as against traditional commercial marketing main primarily financial, but may equally have positive social affects (Diamond, 2006). Social security marketing seeks to develop and integrate marketing concepts with other approaches to social change, modification of attitude and behavior towards, redistribution of common resources and protection of the poor. Social security marketing aims to influence behaviors that benefit individuals and communities for the greater social good; it enables the delivery of competition-sensitive and segmented social change programs that are effective, efficient, equitable and sustainable. Beneficiaries of social security government and private sector includes, persons with disabilities, social insurance, health insurance (including medical care and medical rehabilitation), pension scheme, social rehabilitation, professional rehabilitation along with employment of persons with disabilities, social assistance.

More so, the pride of any government is the attainment of higher value level of development in such a way that its citizens would derive natural attachment to governance (Ogwumike, 2005). Previous studies on social security marketing has been applied to government policies of different kinds of social risks including unemployment, retirement,
health, disability, pension schemes (Butter et al., 2003); however, to date, scarce hardly has considered a newly introduced social security known as n-power. Thus this study made a robust explanatory and theoretical expansion of social security and relate same to national development unlike previous studies. It is on this narrative that this paper seeks to ascertain the connection between social security marketing and national development in Nigeria.

**Fig 1:** Conceptual Framework of Social Security and National Development

**Source:** Desk Research, 2018

**Theoretical Foundation**

**Social Learning Theory**

Rotler (1954), developed the social learning theory and pointed out that in understanding behavior, one must take both the individual (i.e., his or her life history of learning and experience) and the environment (those stimuli that the person is aware of and responds to) into account. Rotler sees behavior as always changeable. This theory is also premised on the fact that people learn new behavior through overt reinforcement or punishment and reward. If people observe positive, desired outcomes in the observed behavior, they are more likely to model, imitate and adopt the behavior themselves. Thus, the citizens must learn and be aware of the social security programs provided by the government, their thinking pattern and right to life should be changed and pursued in order to embrace the reinforcement value therein.

**Social Protection Theory**

Social protection theory also lend credence to safety and protection of workers to hazard and security from all your lost labor. As expanded, ILO Convention social protection encompasses social security policies aimed at protecting workers from social risks. The convention identifies nine areas in which must be included in the provision of social security: medical care, sickness, unemployment, old age, employment injury, family, maternity, invalidity and survivors’ benefits. It also establishes the minimum level of benefits to be provided.

Social protection refers to the public actions taken in response to levels of vulnerability, risk and deprivation which are deemed socially unacceptable within a given society. Lund & Srinivas (2000), social protection has the same encompassing tenor or umbrella sense as social security, its advantage, over social security is that it is being extensively used in both ‘more developed’ and ‘less developed’ parts of...
on fund that - on of regulatory oversight on Health m level. rnment because the ion at large and potentially vulnerable d technological change, but also to the of the nation's pensioner. Social security is also seen as a of individuals or social groups which are below an amelioration, by society, of those standards of living Relevance of Social Security is felt on economic groups against a is the protection, by society, of individuals or social security. (Koptis, 2013). Furthermore, Leliveld (2001) opined, Social security is to ensure a continuous flow of income for the needy, indigent, less privileged and pensioner. Social security is also seen as a mechanism to reduce unemployment and to achieve labor market equilibrium (Alderman et al., 2009).

Social Security
Sighn (2004), posits social security refers to the action programs of an organization intended to promote the welfare of the population through assistance measures guaranteeing access to sufficient resources for food and shelter and to promote health and well-being for the population at large and potentially vulnerable segments such as children, the elderly, the sick and the unemployed. Clearly, the main intention of introducing social security is to ensure a continuous flow of income for the needy, indigent, less privileged and pensioner. Social security is also seen as a mechanism to reduce unemployment and to achieve labor market equilibrium (Alderman et al., 2009).

Many advanced country have new look social security, to create a more positive attitude not just to structural and technological change, but also to the challenges of globalization and to its potential benefits in terms of greater efficiency and higher productivity(Gboyemi, 2003). Countries with relatively open national economies (a high ratio of trade to GDP) and high exposure to external risks (high variability in the relative prices of imports and exports) have been observed to provide high levels of social security. It appears that societies which expose themselves to more external risk demand a higher degree of social protection. Thus there is a symbiotic and mutually reinforcing between globalization and social security (Koptis, 2013).

Furthermore, Leliveld (2001) opined, Social security is the protection, by society, of individuals or social groups against a fall in their standards of living. The Relevance of Social Security is felt on economic development of temporary adversities, and the amelioration, by society, of those standards of living of individuals or social groups which are below an acceptable minimum level. In Nigerian some these social security schemes are worth mentioning

National Health Insurance Scheme (NHIS)
Health insurance is a social security system that guarantees the provision of needed health services to persons on the payment of token contributions at regular intervals. The National Health Insurance Scheme (NHIS) is a body corporate established under Act 35 of 1999 by the Federal Government of Nigeria to improve the health of all Nigerians at an affordable cost. Given the general poor state of the nation's health services and the excessive dependence and pressure on Government owned health facilities, with the dwindling funding of healthcare in the face of rising cost, the Scheme is designed to facilitate fair and joint financing of health care costs through pooling and judicious utilization of financial risk protection and cost-burden sharing for people, against high cost of health care through institution of prepaid mechanism, prior to their falling ill. This is in addition to the provision of regulatory oversight on Health Maintenance Organizations (HMOs) and Health Care Providers (HCPs). Several health insurance schemes exist around the world. The Scheme was officially launched on 6th June 2005 and commencement of services to enrollees started in September 2005. Till date, over 4 million Identity Cards have been issued, 62 HMOs have been accredited and registered. Presently, 5,949 Healthcare Providers, 24 Banks, 5 Insurance Companies and 3 Insurance Brokers have also been accredited and registered. This is worrisome when compared to our population there is urgent need to market and enforce it.

Pension Scheme
Diamond et al., (1993), suggested that social security serves the purpose of private pension plans, but is administered by the government because the government enjoys the greatest economies of scale in administration costs. So, like private pension benefits, social security benefits are earnings tested, not asset tested, increasing in lifetime contributions, and are paid to emigrants and the institutionalized. And like private pension plans, retirement ages have not risen over time. Even with the introduction of pension fund administrator(PFA), how adequately is marketed? Are retiree really getting their money at when due both in public and private sector. Is there trust that people contribution will not be misappropriated? Advocacy marketing and government will is needed here to promote this program
N-Power Scheme
N-Power is linked to the Federal Government’s policies in the economic, employment and social development arenas. N-Power addresses the challenge of youth unemployment by providing a structure for large scale and relevant work skills acquisition and development while linking its core and outcomes to fixing inadequate public services and stimulating the larger economy. It aims at learning a skill for cash. The modular programs under N-Power will ensure that each participant will learn and practice most of what is necessary to find or create work. The N-Power Volunteer Corp involves a massive deployment of 500,000 trained graduates who will assist to improve the inadequacies in our public services in education, health and civic education. Some of these graduates will also help in actualizing Nigeria’s economic and strategic aspirations of achieving food security and self-sufficiency (Stewart, 2009). N-Power is a platform for diversifying the economy. N-Power scheme prepares young Nigerians for a knowledge economy when, equipped with world-class skills and certification, they become innovators and movers in the domestic and global markets. Nigeria will have a pool of software developers, hardware service professionals, animatorsand graphic artists, building services professionals, artisans and others. N-Power also focuses on providing our non-graduates with relevant technical and business skills that enhance their work outlook and livelihood. The question is how reliable and sustainable is the scheme.

Early Retirement Scheme
Retirement is a process that separates an individual from a job role or as termination of a pattern of life and a transition (Holzmann R. et al., 2013). The clauses of the detachment or separation may be due to old age, poor health, social pressure or apathy. Retirement is the point where people stop employment completely.

Martin (1996) proposes that employment should be redistributed from the older generation to the younger generation. Greater employment opportunity for the younger generation will increase the nation productivity. Hence, the package or social security received can be regarded as the price paid to employees who are ready for retirement. An effective social security system can be a fruitful partnership of manpower. Theoretically early retirement is a choice made at a person’s own will after fulfilling the minimum requirement to enable the employee to receive his social security benefit, while the normal retirement is the retirement at the mandatory age (Gruber & Wise 1998). The normal retirement age is the mandatory age where he is ‘forced’ to retire whether he likes it or not.

Disability Scheme
Social protection systems play a key role in meeting the specific needs of persons with disabilities with regard to income security, social health protection and social inclusion. Disability benefits are one of the elements of social protection systems that explicitly address disability-related needs and provide income support to persons with disabilities and their families (Asher et al., 2006). These include both contributory schemes (disability pensions), as well as non-contributory disability benefits. This scheme should be able to remove beggars, the blind, lame, handicap from the street.

In addition, these schemes and programs supports the integration of persons with disabilities into the labor market and facilitate their participation in employment thereby playing a key role in promoting independent living and income security. In this respect, financial support to cover the disability-related costs associated with having a job can help persons with disabilities to avoid falling into poverty traps and facilitate their participation in productive employment (Locke, 2003).

Marketing of Social security.
Most are citizens are not even aware of these available social security programs and their rights and as such are denied these social security even when they exist. There is need to market and promote social security to the various stakeholders. Donovan and Owen (2004), propose the following concepts, principles and features of marketing which apply to the social security: consumer orientation, selectivity and concentration (market segmentation), consumer value (use of the marketing mix) use of market research.

Consumer orientation approach
The basic of enjoying and engaging for social security is consumer orientation social security marketing differ from other frameworks because it need and campaign orientation which are used to achieve social change and social benefits. Weininger (2009), argues that the consumer orientation approach is different from the approach that many public health practitioners take in assuming they know what is best for the public. Utilizing the marketing conceptual framework requires an understanding of the need of (consumers or target audiences) whose behaviors are the focus of social security marketing efforts (Grier & Bryant, 2005). Consumer orientation implies that the
consumer is central to, and an active participant in the social security marketing process (MacFadyen, 1999). Therefore, social marketers must be aware of, and responsive to, consumer social needs and aspirations and he various segment of social security.

Market (customer) segmentation
Market segmentation is a cornerstone of commercial marketing. Marketers divide the total population of interest into lifestyle, demographic or attitudinal segments, then select and concentrate on those segments that the company is best suited to service. Using the principle of segmentation, social security marketers tailor marketing strategies (including the products, prices, promotions and placements) that are most responsive to the needs of the different target audiences (Bryant, 2002). Social security marketers use formative research to gain an insight into wants, needs and aspirations of consumers. Segmentation of the target audience ensures maximum efficiency and effectiveness in the use of scarce resources (Andreasen, 2002) and classify the various social security programs

Use of the marketing mix
The ‘four Ps’ of the ‘marketing mix, includes product, price, place, and promotion. Product in commercial marketing, product considerations are the actual product or service as well as the brand name, reputation, packaging and so on. In social security marketing, the product is the behavior or service and security idea that the campaign planners would like the individuals (i.e. ‘consumers’) to adopt. This product/service has breadth, and width, eg contribution to pension scheme, following health campaign for the aged and disability persons, widowhood and child bearing mothers. The product must be positioned, presented and/or modified in such a way as to maximize benefits and minimize costs.

Price
In commercial marketing, price refers to the naira outlaid for the product or service. However, it also includes other costs associated with ‘buying’ the product, such as transport time and foregone opportunities. In social security marketing, costs can involve sacrifices related to psychological wellbeing (e.g. increased anxiety), sociality, time lag to get payment and registration, trust (e.g. possibility of ostracism), economics (e.g. financial sacrifice) understanding of the price can be used to promote benefits for the consumer

Place
In commercial marketing, place refers to the distribution channels used to make the product available to target audiences. However, in the marketing of social security Place includes locations or channels that provide opportunities to try and practice the behavior or to experience the service/product (Stead, 2005). When the product is a physical item, it must be easily obtainable by consumers. When it is an idea, it must be socially available supported within the consumer's social sphere. Is this scheme well distributed in all states, local government, ward, and is it accessible? The placement of activities for specific ethnic groups is more likely to be received in areas where these groups congregate (e.g. products might be better received in mosque settings for Muslims and in churches for Christians.

Promotion
Promotion encompasses all the marketers’ efforts to ensure that the target audience is aware of the product and its benefits, its price and where it is available. The promotional mix for social security marketing includes publicity, public relations, advertising, sales promotions and sponsorship. These promotional efforts are designed to cultivate positive attitudes and intentions regarding the product that pave the way for positive behavior. It is anticipated that a range of promotional activities (e.g. incentive, community salesforce, community development projects, multimedia information dissemination backed up with training and provider support, developing promotional strategies that enable supportive and responsive gaming policies and environments) are likely to be needed to inform citizens about this social programs.

People
Baker (2006) identifies a fifth ‘p’ People in the marketing mix to reflect services marketing. Many social security products are services delivered by health and other professionals (e.g. immunization, pension workers, n-power, quit smoking courses, nurses, General Practitioners, welfare workers, bureaucrats). The consumer’s experience is dependent on the interaction between the ‘customer’ and the ‘salesperson’. As in a commercial situation, staff should be polite, attentive, friendly, knowledgeable and well-trained to deliver the service, thus ensuring a satisfying experience and hence ‘repeat purchase’ or favorable word of mouth about the government of the day.
Use of marketing Research
Marketing research is the function that links an organization to its market through the gathering of information; here data profiling, analysis, capturing is for all state, local government is generated. This information allows for the monitoring of level of social security marketing performance and improved understanding of the customers (Hair et al, 2000). Through this medium, government can determine the social security needs of its citizens in order to ensure their social well are being. This is where Nigeria lagging and is yet to get a comprehensive data of disability, pension, retiree etc security budget.

National development
Gboyega (2003) posits, development is an idea that embodies all attempts to improve the conditions of human existence in all ramifications. It implies improvement material well-being of all citizens, not the most powerful and rich alone, in a sustainable way. It also demands that poverty and inequality of access to the good things of life be removed or drastically reduced as it seeks to improve personal physical security and livelihoods and expansion of life chances.

Naomi (1995), asserts that national development is usually taken to involve not only economic growth, but also some notion of equitable distribution, provision of health care, education, housing and other essential services all with a view to improving the individual and collective quality of life whole nation. National development therefore can be described as the overall development or a collective socio-economic, political as well as religious advancement of a country or nation. This is best achieved through development planning, which can be described as the country’s collection of strategies mapped out by the government. To develop require a strategic

National Development Plan policy in priorities area of agriculture, industry, transport, manpower, defense, electricity, communication and, education, politics water supply and provision of social services and security (Ogwumike, 1995). Chrisman (2008) views national development as a process of societal advancement, where improvement in the well-being of people are generated through strong partnerships between all sectors, corporate bodies and other groups in the society. It is reasonable to know that national development is not only an economic exercise, but also involves both socio-economic and political issues and pervades all aspects of societal life as well as improving standard of living. National development guides against a worsening of citizen’s living conditions which is brought on by life’s contingencies that cannot be overcome by the individuals themselves (Von Hauff et al., 1997). We agree and posit that social development is as important as economic is more of changes and intellectual and living condition of the poor

Empirical Reviews of social security and national development
Tungazara and Maghimbin (2002) carried out a study on social security systems and national development. The study examines the nature and forms of social security in a historical perspective. It shows that nonconventional social security instruments have failed to promote equitable economic growth and have been heavily biased in favor of the wellass at the expense of the poor. The effectiveness of traditional and informal social security systems has been impaired by changes that have taken place since the colonial period. Formal social security schemes are riddled with problems. The development of formal social security has been gradual and the introduction of structural adjustment programs has led to the decline of formal social security schemes.

Voruba (1998), in his study confirms that social security plays a role in stabilizing economic development because it stabilizes demand for consumer goods by making it constant Connolly and Monro (1999), in their study classified social security as a saving concept, thus compulsory savings provide social protection for individuals not only for retirement pensions, but also for contingencies such as unemployment, disability and health problems. There is a strong evidence that social security influence national development developed countries. However, the implementation is empirical challenge on these; poor research and data profiling and documentation, Lack of coordination among execution authorities, Design fault in various schemes, Corruption and embezzlement, absent of promotional campaign, Inadequate cash or in-kind assistance, Low distribution and coverage, High administrative costs, non regular payment, Program overlap and duplication, Poor or no targeting mechanism, Political interference and bureaucratic malfeasance, Lack of monitoring and supervision (Jamal, 2010; Voruba 1998).

Methods
In study of this nature which is exploratory, we adopted a critical theoretical analysis and review of literature, focus group discussion of two sets of seventeen post graduate students and some lecturers

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in marketing departments. Our choice is as a result of the literacy and knowledge level of our focus group.

**Conclusion and Implication**

This study has shown an exploration as well as an appraisal of the need of social security marketing in relation to national development. Our study through the discussions and has revealed that the economy will improve if social security schemes are in place and functional as well as being adequately marketed to the less privileged and the needy in the society as this would help bridge the widening income gap. More so, the availability and importance of social securities should be well communicated to the citizens. Our study has also made an insight in the significance of marketing to social well-being. It has further reiterated and invoked the need of governments to carry on with their mandate/business of the day which is to provide social protection and security to the citizenry especially the poor. This can be achieved through effective marketing of social security for national development. Everybody should think and act social security marketing, as it is a sure way to national development.

**References**


The Effects of Unethical Marketing Practices on Nigerian Economy and the Quest for National Development

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Abstract

The main objective of the study is to examine the effects of unethical marketing practices on the Nigerian economy. As part of the methodology both primary and secondary sources of data were used. The data were analysed using Descriptive Statistics, Chi – square and Regression Analysis to test the formulated hypotheses which reveals that, “unethical marketing practices affects the country’s economy in the areas of economic growth such as decline in GDP, Increased inflationary activity, decline in patronage leading to closure of factories and plants and subsequently, unemployment, as well as bribery and corruption, poor infrastructure and the lack of innovative entrepreneurship skills”. The findings also, reveal that the socially irresponsible actions of some Nigerian business managers cause environmental degradation of some basic needs in the course of marketing activities through air pollution, land pollution and water pollution resulting to huge waste of solid, liquid and gaseous substance which threaten societal well-being. Among the major recommendations are the need for Federal government to ensure that business regulatory bodies are alive to their responsibilities by ensuring that adequate laws with stiffer penalties on violations of marketing ethics are strengthened to help in combating all the unethical marketing practices bedevilling the Nigerian society. The study concludes that marketers should note that they are responsible for most of the activities necessary to create more customers; they should know that customer’s satisfaction should be the ultimate goal of any marketing activity and this must be achieved through enhancing societal well-being by being ethical and socially responsible in their marketing activities by shunning all those practices that are deceptive, exploitative and dangerous to human life.

Keywords: Marketing Practice, National Development, Nigerian Economy, Unethical Conduct.

1. Introduction

There is a lot of debates and criticisms by scholars on the marketing discipline; marketing has taken the most of the criticisms as compared to other management fields (Kennedy & Lawton, 1993). The social criticism of marketing has been classified into those alleged to hurt individual consumers, society as a whole and other business firms (Kotler, 2003). It has been accused of unethical practices that encourage excessive materialism, environmental pollution and deceptive promotional campaigns, as well as influencing consumers into buying what they don’t really need or want. Other critics (such as Nantel & Weeks, 1996; Malliaris, 2001) were of the view that marketing pollutes the natural environment, results to insufficient social goods, cultural pollution and excessive political power which can impact negatively on any economy.

However, in contrast to the assertions of its opponents, several marketing scholars believed that the core ideology for marketing is customer/consumer satisfaction. If customer satisfaction is the ultimate goal, one would have a hard time questioning its morality (Rao & Singhapakdi, 1997). Thus, there are two points of view, one that criticise marketing as being unethical, and the other that denies the ethicality of marketing arguing that customer satisfaction is marketing’s ultimate goal of any marketing practitioner. But the question is; do the Nigerian marketers provide the much needed satisfaction to their customers/consumers through exchange transaction? This has continued to remain a serious matter of concern owing to the series of complaints on unethical marketing practices in Nigeria.

In Nigeria today, the marketing environment is characterised with lots of unethical marketing practices which has eaten deep into the society (CPC, 2014). Critics of marketing in Nigeria have continued to accuse the Nigerian marketing system of harming consumers through unethical marketing practices related to the marketing mix elements (i.e. product, price, place & promotion). These practices which are deceptive, exploitative and dangerous to human life result to consumer’s dissatisfaction and negatively
affects the Nigerian economy which retards the country’s quest for notational development.

It is in view of this that this study is conducted to examine the effects of various unethical marketing practices on the Nigerian economy. Even though similar studies were conducted by other researchers (Ayozie, 2013) who studied the current ethical challenges in the Nigerian commercial banking sector and Aikaterini, George and Chryssoula (2008) who studied the ethical and unethical dimensions of marketing and Ayuba and Aliyu (2018) who investigated unethical business practices in Nigeria: causes, consequences and control, their studies did not examine the effects of unethical marketing practices on the Nigerian economy against the backdrop of the quest for national development which this study is designed to accomplish.

The study is important as it will be of immense benefits to business organisations, government (business regulatory bodies/stakeholders), customers, students and researchers whom might want to use the findings and recommendations to improve on their ethical standard and general marketing practices in Nigeria.

1.2 Problem Statement
A study conducted by Alexander (2002) shows that unethical marketing practices impact negatively on the economy of any nation where such practices were not curtailed. The spate of unethical marketing practices in Nigeria was such that it has affected all facets of life thereby slowing down the pace of the country’s development particularly in the areas of economic growth, continued consumer dissatisfaction and environmental threats which affect general societal well-being as a result of unethical activities of some marketers such as environmental pollution, faulty implementation of marketing mix decisions and excessive materialism due to the get-rich-quick syndrome resulting to social vices. Relatively, little attention has been given to the study of the effects of unethical marketing practices from Nigeria’s economic perspective, especially focusing on those unwanted societal problems of marketing bedevilling the various sub-sectors of the Nigerian economy. The study will investigate these problems so that policy recommendations will be made at the end of the study towards addressing them.

1.3 Research Questions
Consequent upon the above stated problems, the following research questions were raised:

i. To what extent do unethical marketing practices affect Nigeria’s economic growth?
ii. How do unethical marketing practices in Nigeria affect customer’s/consumer’s satisfaction?
iii. To what extent does the unethical conduct of Nigerian marketers result to environmental pollution?
iv. How does excessive materialism arising from unethical marketing practices result to increased social vices in Nigeria?
v. What are those unethical marketing practices leading to faulty implementation of marketing mix decisions among Nigerian marketers?

1.4 Objectives of the Study
The main objective of the study is to examine the effects of unethical marketing practices on the Nigerian economy in the country’s quest for national development. The specific objectives are to:

i. Examine the extent to which unethical marketing practices affect Nigeria’s economic growth.
ii. Evaluate how unethical marketing practices in Nigeria affect customer’s/consumer’s satisfaction.
iii. Assess the extent to which unethical conduct of Nigerian marketers result to environmental pollution.
iv. Determine how excessive materialism arising from unethical marketing practices result to increased social vices in Nigeria.
v. Appraise those unethical marketing practices leading to faulty implementation of marketing mix decisions among Nigerian marketers.

1.5 Statement of Hypotheses
The following Null hypotheses were formulated and shall be tested in the course of the study:

Ho1: Unethical marketing practices do not have significant effect on Nigeria’s economic growth.

Ho2: Unethical marketing practices do not affect customer’s/consumer’s satisfaction.

Ho3: Unethical conduct of Nigerian marketers do not result to environmental pollution.

Ho4: Excessive materialism arising from unethical marketing practices do not result to increased social vices in Nigeria.

Ho5: Unethical marketing practices do not lead to faulty implementation of marketing mix decisions among Nigerian marketers.
1.6 Scope and Limitations of the Study
This study focused on the effects of unethical marketing practices on the Nigerian Economy and the quest for national development. The study focused on those unethical marketing practices related to the marketing mix elements (i.e. product price, place & promotion). It has been emphasized that marketing executives who take strategic decisions are often faced with ethical conditions and their decisions are related to all sides of the marketing mix elements (Siham, 2013). The study investigated those unwanted marketing activities retarding national development in the areas of economic growth, consumers' satisfaction, environmental pollution, excessive materialism and faulty implementation of marketing mix decisions. The choice for these was in view of the fact that they are the major societal marketing problems that are generated consciously or unconsciously with serious negative consequences on any country's economy (Malliaris, 2001). The study focused on the period 2010 to 2016; the 6-year period that witnessed massive influx of substandard products in the country (CPC, 2014). However, the main limitation of this study is that it only considers customers/consumers perspective and some marketing managers without investigating the unethical activities in Ministries, Departments, Agencies (MDA’s), Commissions and that of other government officials in the strategic sub-sectors of the Nigerian economy.

2. Literature Review
2.1 Conceptual Issues
2.1.1 Marketing
Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others (Kotler, 2003). It has been defined as the whole business seen from the point of view of its final result, customer satisfaction (Drucker, 1973). However, marketing is everything a company does to acquire customers and maintain a relationship with them. Even the small tasks like writing thank-you letters, playing golf with a prospective client, returning calls promptly and meeting with a past client for coffee can be thought of as marketing. There exist as many definitions as contributed by numerous scholars on the subject but the definitions commonly referred to are those of the American Marketing Association (AMA, 2004) who defined marketing as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

2.1.2 Marketing Mix
Marketing mix is considered the most famous phrase used in marketing which has been described as the element of marketing tactics (Kotler & Armstrong, 2009). It is the term used to describe the combination of the four inputs that constitute the core company’s marketing system i.e., Product, Price, Place and Promotion. Some authors have attempted to extend its usefulness by proposing a seven P’s, such as people, process and physical evidence (Jobber, 1998). Marketing mix are set of controllable tactical marketing tools that the firm blends to produce the response it wants in the target market. They are the parameters that the marketing manager can control. All marketing decisions are generally anchored on or fall into these four controllable categories.

2.1.3 Marketing Ethics
Ethics in marketing can be considered as a moral judgment and behaviour standards in marketing practices or moral code or system in marketing area (Siham, 2013). It is concerned with the application of ethical consideration to marketing decision making which involve making honest claims and helping to satisfy the needs of customers. Ethics are embodied in marketing practices in terms of social marketing (Piacentini, Mcfadyen & Eadie, 2000). Social marketing emphasizes achieving balance among business profit, consumer needs and desires, and society’s long-term concerns. The goal of social marketing is the well-being of society, it encourages marketers to embody social and moral issues in their practices (Crane & Desmond, 2002). It can however, be concluded that marketing ethics means acting in ways consistent with what society and individuals typically see as good values.

2.2 Unethical Marketing Practices
Unethical marketing practices can be described as a kind of practice that are deceptive, exploitative and dangerous to human life (Kotler, 2003). It is any behavior within the marketing function that is illegal or morally unacceptable to the larger community (Jones, 1991). It is simply the criticisms of marketing. Unethical behaviour in marketing refers to those actions that don’t conform to the acceptable standard of business operation, doing what is right in every situation. In some cases it may be an individual within a business who is unethical in the cause of his/her job, and other times we are talking about corporate culture, where the whole business is corrupt from the top to down, with disastrous result for the society. Unethical marketing activities, in contrast,
can destroy your business's reputation and possibly lead to legal troubles (Jones, 1991).

2.3 Consumer Satisfaction
Consumer satisfaction is a measure of how products and services supplied by a company meet or surpass consumer expectations. It is defined as "the number of consumers or percentage of total consumers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals" (Chauhan & Limbad, 2013). Satisfied customers are central to optimal performance and financial returns. Placing a high priority on customer satisfaction is critical to improved organizational performance in a global marketplace. Any business is likely to lose market share, customers and investors if it fails to satisfy customers as effectively and efficiently as its competitors are doing; customer satisfaction is customer’s reaction to the state of satisfaction and customer’s judgment of satisfaction level (Anderson, Fornell & Mazvancheryl, 2004).

2.4 Empirical Literature
Empirical findings have shown that there are several studies on consumer’s judgement of unethical behaviour in marketing. Several studies conducted by Singer and Singer (1997) found out that proximity has significant influence on overall ethicality in marketing while Barnett, (2001) and Frey (2000) found out that social consensus and seriousness of consequences are the most influential of the moral intensity variables, and impact positively on consumers judgement of unethical behaviour in marketing.

Other research findings indicate that consumers often evaluate marketplace transactions by considering how equitably each party has contributed to the exchange. Szymanski and Henard (2001) who adopted the use of an equity approach to model exchange evaluation supported by meta-analysis findings show that perceived equity was found to be a strong predictor of customer satisfaction. Further, Oliver and Swan (1989) identified perceived fairness as a dominating mediator variable in consumers’ satisfaction evaluation. Perceived fairness, from the consumer’s point of view, is defined as the perception that the seller and buyer receive roughly proportional maximum outcomes relative to their minimal inputs.

Several studies have shown that perceived fairness impact positively on consumers’ reactions to various activities such as perceived price fairness (e.g., Campbell, 1999 and Oliver & Swan, 1989). Moreover, Singer (1996) in addition found that considerations of fairness are significant predictors of overall ethicality. The study of Ayozie (2013) revealed that society expects reasonable ethical conduct on the part of marketing executives as they make decisions that affect the lives of other people. He emphasized that moral standards are expected from their marketing activities and according to him, it is the greatest social and economic problems in Nigeria and indeed Africa, which must be tackled, is that of breakdown in morals, work ethics, discipline, social responsibility and general civility among its citizens. Ebitu (2014) reported several acts of indiscipline, which had their roots in socio – cultural patterns in the political process, economic system, psychological orientation, family background, leadership behaviour, value system, legal/judicial system, and modernization process, majorly due to management slacks, lack of motivation and lack of commitment to religious tenets. All these had made the attainment of national development goals very difficult to achieve in Nigeria.

Ayozie (2013) argued that ethics are not placed over business and that business itself is an ethics, defined by ethics, and made conceivable by ethics. In Nigeria there is widespread lack of commitment to ethical behaviour concern for excellence and self-reliance in Nigerian Organizations.

2.5 Theoretical Framework and Bases for the study
Most ethical decision-making models, whether implicitly or explicitly, revolve around Rest’s (1986) four basic components: recognition of a moral issue, making a moral judgment, establishing a moral intent, and engaging in moral behaviour. The Rest’s model describe the process of how individuals make ethical judgments, defined as “deciding what is right or wrong in a situation” and then act on the judgment. Although research indicates that the judgment of ethical behavior in marketing is in the eye of the beholder, it is also important to understand how other stakeholders judge marketers’ behaviour (Trevino, 1986). Marketing scholars and practitioners alike have long been interested in consumers’ reactions to product failures, service failures and negative publicity (Ahluwalia, Burnkrant & Unnava, 2000). Yet, only recently have researchers begun to investigate consumer reactions to questionable moral conduct of corporate marketers, which may have a serious adverse impact on a firm’s relationship with its customers (Bejou, Ennew & Palmer, 1998).

Equity theory (Szymanski & Henard, 2001) was used as the theoretical underpinning for this study. Equity theory argues that if one party perceives another party benefiting unfairly, the disadvantaged party views the
situation as inequitable, and attempts to regain balance. Actions may consist of negative word-of-mouth to friends and family, complaints to the company or third party organizations, or no future purchases from the company. The theory postulate that the relationship a company builds with their consumers, whether directly or indirectly, impacts on their ethical judgment of a situation, and in turn the satisfaction and behavioral intentions towards the firm. The model predicts that not only does perceived magnitude of harm impact perceived fairness of the situation, but customer commitment will also influence the relationship between these two variables.

3. Methodology
The study is a survey research design with significant combination of being descriptive, explanatory and exploratory in nature. Firstly, we seek to describe the reality regarding the effects of unethical marketing practices on the Nigerian economy making it descriptive. Secondly, the study seeks to establish the relationship that exists between some specific variables of national development, making it explanatory. Thirdly, in this study we conducted pilot study to test the validity and reliability of our research instruments which makes it exploratory. Furthermore, the study combines the use of both qualitative and quantitative data; the qualitative data were the survey data used to measure the unethical marketing practice variables while the quantitative data was used to measure some aspects of the economic growth variables for national development.

The study targeted a population of 2,480 respondents across various locations within the six geo-political zones of the country. A sample size of 344 was however arrived at using the Taro Yamane from the targeted population. A non-probability purposive sampling technique/ judgmental sampling was used in distributing the questionnaires. Data were collected from primary and secondary sources. The primary data was gathered using questionnaires with five point Likert-scale administered to marketing practitioners (owners, managers/executives & employees) and their customers/consumers of various categories of products (consumers & industrial products) including chains of marketing intermediaries such as wholesalers, retailers, agents, distributors/dealers and some officials of government business regulatory agencies. While in this study, the secondary data were obtained from the Nigeria Economic Recovery and Growth Plan (ERGP, 2017-2020) document and stakeholder organisations such as Consumer Protection Council (CPC), National Agency for Food and Drugs Administration and Control (NAFDAC), Standard Organization of Nigeria (SON) and some text books, internet materials were also consulted in the course of the study. The data were analysed using Descriptive Statistics, Chi-Square and Regression Analysis (Correlation Coefficient) to test the hypotheses of the study in line with the objectives of the study.

Content validity and construct validity were used to validate the structured questionnaire instrument by administering 28 percent of the questionnaires to experts in the field of marketing ethics. All the items measured, indicated high reliability of 0.77 which is above the minimum cut-off thumb mark.

4. Results and Discussion
4.1 Response Rate
Of the 344 questionnaires distributed, 301 were returned completed and 43 were either returned uncompleted or unusable—generally because the respondents did not provide the needed information as enunciated in the objectives of the study. In total, 88% response rate was achieved. It is acknowledged that the response rate is relatively high; this is in view of the respondent’s interest in finding lasting solution to unethical marketing practices characterizing the Nigerian environment.

Table 1 shows the questionnaire responses by respondents who expressed their views on the effects of unethical marketing practices on Nigerian economic growth and the quest for national development. From the table, marketing practitioners (owners, managers/executives & employees) and their customers/consumers of various categories of products (consumers & industrial products) including chains of marketing intermediaries such as wholesalers, retailers, agents, distributors/dealers and some officials of government’s business regulatory agencies which cuts across various locations in the six geo-political zones of the country responded in the study.
Table 1: Response Rate

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Location</th>
<th>No. of Questionnaires Administered</th>
<th>No. of Questionnaires Retrieved</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Practitioners (Business Owners, Managers/Executives &amp; Employees)</td>
<td>Six Geo-political Zones</td>
<td>88</td>
<td>72</td>
<td>23.92</td>
</tr>
<tr>
<td>Customers/Consumers (Industrial &amp; Consumer Products)</td>
<td>Six Geo-political Zones</td>
<td>139</td>
<td>125</td>
<td>41.53</td>
</tr>
<tr>
<td>Marketing Intermediaries (Wholesalers, Retailers, Agents &amp; Distributors/Dealers)</td>
<td>Six Geo-political Zones</td>
<td>97</td>
<td>86</td>
<td>28.57</td>
</tr>
<tr>
<td>Officials of Government’s Regulatory Agencies (CPC, NAFDAC &amp; SON)</td>
<td>Six Geo-political Zones</td>
<td>20</td>
<td>18</td>
<td>5.98</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>344</td>
<td>301</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Survey Data (2017).

The six geo-political zones of the country covered in the study include; the North-Central which comprises Benue, Kogi, Kwara, Nasarawa, Niger, Plateau, and the Federal Capital Territory, Abuja; North-East comprising of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe States and North-West (Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto and Zamfara States). Others include South-South (Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers States) and South-East (Abia, Anambra, Ebonyi, Enugu, and Imo States), as well as the South West (Ekiti, Lagos, Ogun, Ondo, Osun and Oyo States).

The table indicates that customers/consumers, marketing intermediaries and marketing practitioners completed and returned the larger percentages of the questionnaires which accounted for 125 or 41.53%, 86 or 28.57% and 72 or 23.92% of the completed questionnaires, respectively. Officials of government’s business regulatory agencies from CPC, NAFDAC and SON completed the least number of questionnaires with 18 or 5.98% of the total responses. The implication of this findings to the study, is that the right category of respondents who are competent to contribute to the subject matter were targeted in the study thereby providing opportunities for stakeholders to contribute to the discourse.

4.2 Characteristics of Respondents

Table 2 shows the characteristics of respondents. As can be seen, information on five (5) different characteristics of respondents that are relevant to the study were collected and interpreted. Information on respondents’ gender, age, marital status, educational qualification and occupation were collected to help in our analysis. From the table, majority of the respondents (115 or 38.21%) are over 35 years old with those between the ages of 56 and above constituting the lesser percentage (19 or 6.31%). This, no doubt, would further justify our results since most of the responses were presumed to be emanating from those age category with the necessary requirement to contribute to the subject matter in line with the research objectives.

The table also shows that, the females constituted majority of the respondents with 153 or 50.83% while, the males are the least of the respondents constituting 149 or 49.17%. On the same Table 2, the marital status of the respondents indicates that those who are married constituted 157 or 52.16% of the respondents while the singles accounted for 144 or 47.84%. The closeness of the percentage of the analysis shows that unethical marketing practices are not issues for serious concern only amongst couples in Nigeria but even to those that are single.
The education levels as shown in Table 2, were evenly distributed. Virtually all the respondents were educated, with 30.90% having at least a Bachelor’s degree certificate; 20.27% have their Postgraduate degrees. Diploma holders were 18.27% while others with certificates other than the ones mentioned earlier (at least education up to Post-secondary level and those with HND and Doctoral level of education) were 30.56%. These statistics further indicate that most of the respondents had higher education while a relatively small number had at least high school education necessary for the respondents to have an informed knowledge on those unethical marketing issues affecting growth of the Nigerian economy.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Characteristics</th>
<th>Respondents’ Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>26 – 35 years</td>
<td>80</td>
<td>26.57</td>
<td></td>
</tr>
<tr>
<td></td>
<td>36 – 45 years</td>
<td>115</td>
<td>38.21</td>
<td></td>
</tr>
<tr>
<td></td>
<td>46 – 55 years</td>
<td>87</td>
<td>28.90</td>
<td></td>
</tr>
<tr>
<td></td>
<td>56 years and Above</td>
<td>19</td>
<td>6.31</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>301</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>148</td>
<td>49.17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>153</td>
<td>50.83</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>301</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Marital Status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>144</td>
<td>47.84</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>157</td>
<td>52.16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>301</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Educational Qualification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Degree</td>
<td>93</td>
<td>30.90</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post-graduate</td>
<td>61</td>
<td>20.27</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>55</td>
<td>18.27</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>92</td>
<td>30.56</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>301</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Occupation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Civil Servants</td>
<td>71</td>
<td>23.59</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Taxi/Truck Drivers</td>
<td>52</td>
<td>17.28</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Students</td>
<td>63</td>
<td>20.93</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professionals</td>
<td>54</td>
<td>17.94</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>61</td>
<td>20.27</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>301</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2017).

The implication of this finding to the study is that the target respondents are people involved in different kinds of occupations who earn wages and with the required income level to have experienced unethical conducts of Nigerian marketers in their day-to-day purchases of products or services.

4.3 Descriptive Statistics on the Extent to which Unethical Marketing Practices affects Nigeria’s Economic Growth

Table 3 shows a descriptive statistics on the effects of unethical marketing practices on Nigeria’s economic growth.
growth. Each variable under study has Likert-scale of 1 to 5 ranging from strongly disagree to strongly agree. Respondents were asked to describe the extent to which unethical marketing practices affects Nigeria’s economic growth with respect to seven different variables under study namely: decline in Gross Domestic Product (GDP), increase in inflationary activity, decline in patronage and closure of factories and plants. Other variables under study include encouragement of corrupt practices, provision of poor infrastructural facilities and lack of innovation and entrepreneurship skills.

Table 3: Effects of Unethical Marketing Practices on Nigeria’s Economic Growth

<table>
<thead>
<tr>
<th>S/N</th>
<th>Variables Under Study</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Decline in GDP resulting to poor labour utilization and labour inefficiency.</td>
<td>301</td>
<td>1.00</td>
<td>5.00</td>
<td>4.02</td>
<td>1.312</td>
<td>Agree</td>
</tr>
<tr>
<td>2.</td>
<td>Increase in Inflationary activity which affects purchasing power that result in consumer dissatisfaction.</td>
<td>301</td>
<td>1.00</td>
<td>5.00</td>
<td>3.69</td>
<td>1.256</td>
<td>Agree</td>
</tr>
<tr>
<td>3.</td>
<td>Decline in patronage resulting to low income which affects standard of living of Nigerians.</td>
<td>301</td>
<td>1.00</td>
<td>5.00</td>
<td>3.94</td>
<td>1.278</td>
<td>Agree</td>
</tr>
<tr>
<td>4.</td>
<td>Closure of factories and plants leading to massive unemployment.</td>
<td>301</td>
<td>1.00</td>
<td>5.00</td>
<td>3.72</td>
<td>1.372</td>
<td>Agree</td>
</tr>
<tr>
<td>5.</td>
<td>Encouragement of corrupt practices which are retrogressive to the country’s development.</td>
<td>301</td>
<td>1.00</td>
<td>5.00</td>
<td>3.73</td>
<td>1.382</td>
<td>Agree</td>
</tr>
<tr>
<td>6.</td>
<td>Provision of poor infrastructural facilities which retard economic growth and development.</td>
<td>301</td>
<td>1.00</td>
<td>5.00</td>
<td>3.95</td>
<td>1.282</td>
<td>Agree</td>
</tr>
<tr>
<td>7.</td>
<td>Lack of Innovation and entrepreneurship skills.</td>
<td>301</td>
<td>1.00</td>
<td>5.00</td>
<td>3.71</td>
<td>1.265</td>
<td>Agree</td>
</tr>
</tbody>
</table>

Valid N (listwise) 301

Source: Generated by the Author using SPSS (Version 20)

From the table, the minimum and maximum value for the level of agreement on the decline in GDP is 1 to 5 and the Mean and Standard Deviation is 4.02 and 1.31, respectively. The result shows that there was variety of opinion on that variable and the high standard deviation (1.31) signifies that the data are widespread. Statistically, the high standard deviation implies that unethical marketing practices affect Nigeria’s Gross Domestic Product in the areas of poor labour utilization and labour inefficiency which affects issues of wealth creation such as investment opportunities, savings and financial market development due to those unethical marketing practices which affected international trade that constituted serious barriers to foreign exchange earnings for increased economic growth.

Increase in inflationary activity ranges from 1 to 5 and the Mean and Standard Deviation is 3.69 and 1.26, respectively. The result shows that there was variety of opinion on that variable and the high standard deviation (1.26) signifies that the data are widespread. Statistically, the high standard deviation implies that the agreement on the opinion that increase in inflationary activity arising from unethical marketing practices in the foreign exchange markets particularly activities in the parallel markets affects the naira strength and its stability in the market place which results to volatility and decline in the purchasing power of individual buyers that result in consumer dissatisfaction is also very high.

Decline in patronage range from 1 to 5 and the Mean and Standard Deviation is 3.94 and 1.28, respectively. The result shows that there was no variety of opinion on that variable and the high standard deviation (1.28) signifies that most respondents express close opinion. Statistically, the high standard deviation implies that the agreement on decline in patronage as a result of unethical marketing practices such as using pricing dimension to exploit on buyers result to low income and subsequently, decline in demand which affects the standard of living of Nigerians is also very high.

Closure of factories and plants range from 1 to 5 and the Mean and Standard Deviation is 3.72 and 1.37, respectively. The result shows that there was variety of opinion on that variable and the high standard
deviation (1.37) signifies that the data are widespread. Statistically, the high standard deviation implies that the agreement on the opinion that closure of factories and plants lead to massive unemployment is very high.

The results of encouragement of corrupt practices, poor infrastructural facilities and lack of innovation and entrepreneurship as a result of unethical conduct by marketers also shows variety of close opinion with high standard deviation implying that the agreements on unethical marketing practices such as bribery of officials of business regulatory bodies, nepotism, unfair treatment and undue favouritism and lopsidedness in the provision of infrastructure (such as roads, electricity supply, portable drinking water etc.) by government and its poor support towards the development of small and medium scale businesses in Nigeria, as well as lack of development of innovative and entrepreneurial skills which affects R&D activities and patenting of creative works for commercialization are found to be very high.

However, based on the results summary, it is quite obvious from the mean results (Variables 1-7) that all the targeted respondents agreed that unethical marketing practices affect the country’s quest for national development in several areas of economic growth and development which goes against moral values, work ethics, discipline, social responsibility and general civility that affects the country’s economy. These findings are consistent with the research finding of Ayozie (2013) who found that morals, work ethics, discipline, social responsibility and general civility are the greatest social and economic problems caused by unethical conduct among professionals in Nigeria and indeed Africa.

4.4 Descriptive Statistics on how unethical Marketing Practices affect Consumer Satisfaction in Nigeria

Table 4 is descriptive statistics showing extent of the agreement on how unethical marketing practices affect consumer satisfaction in Nigeria using several variables measurement (1-3) as described by different targeted groups of customers/consumers cutting across the six geo-political zones of the country.

As can be seen from the table, all the consumers investigated agreed that they suffered most from the kind of unethical marketing practices that are deceptive, exploitative and dangerous to human life. From the table, the minimum and maximum value for the level of agreement on the exploitation of Nigerian consumers through high prices is 1 to 5 and the Mean and Standard Deviation is 3.70 and 1.25, respectively. The result shows that there was variety of opinion on that variable and the high standard deviation (1.25) signifies that the data are widespread. Statistically, the high standard deviation implies that unethical marketing practices affect consumers through high prices as findings show that consumers are being forced to pay for the cost of distribution, promotion and excessive mark-ups. Prices are inflated by greedy middlemen, mark up the price of products substantially beyond the value of their services leading to monetary loss and total dissatisfaction after purchase.

Table 4: Descriptive Statistics showing how Unethical Marketing Practices affect Consumer Satisfaction in Nigeria

<table>
<thead>
<tr>
<th>S/N</th>
<th>Unethical Marketing Practices</th>
<th>N</th>
<th>Effects on Consumers Satisfaction</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Minimum Mean Std. Dev.</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Exploitation of Nigerian consumers through high prices; as consumers are being forced to pay for the cost of distribution, promotion and excessive mark-ups leading to monetary loss and total dissatisfaction after purchase.</td>
<td>301</td>
<td>1.00 3.70 1.255 Agree</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Through deceptive/misleading promotional campaigns such as misleading advertising, exaggeration, re-branding, refurbishing, pushy sales tactics/high pressure selling and spam influencing consumers into buying what they don’t really need or want believing that they will get more value than they actually do.</td>
<td>301</td>
<td>2.00 4.00 1.302 Agree</td>
<td></td>
</tr>
</tbody>
</table>
The proliferation of shoddy or unsafe products, poor service to the disadvantage of consumers and planned obsolescence endangers the life of Nigerian consumers that might result to death or permanent disabilities.

From the table, the minimum and maximum value for the level of agreement on the effects of unethical marketing practices on consumer’s satisfaction through deceptive/misleading promotional campaigns range is 2-5 and the Mean and Standard Deviation is 4.00 and 1.30, respectively. The result shows that there was variety of opinion on that variable and the high standard deviation (1.30) signifies that the data are widespread; statistically, the high standard deviation implies that unethical marketing practices affect consumers satisfaction through misleading advertising (exaggeration by portraying the product in the kind of image that it doesn’t possess at all), re-branding (some marketers dubiously remove a tag that came with a particular product and replace it with another that is of superior quality), refurbishing (some marketers refurbish a product that should otherwise be discarded and replaced), pushy sales tactics/high pressure selling (salesperson’s being unnecessarily aggressive by convincing customers into buying a product they do not really want) and spam (flooding consumers emails with unsolicited advertisements) believing that they will get more value than they actually do.

Finally, the table shows that proliferation of shoddy or unsafe products range from 1 to 5 and the Mean and Standard Deviation is 3.71 and 1.26, respectively. The result shows that there was variety of opinion on that variable and the high standard deviation (1.26) signifies that the data are widespread; statistically, the high standard deviation implies that the agreement on the views that unethical marketing practices affect Nigerian consumers in the areas of fake and substandard products, poor service to the disadvantaged consumers and planned obsolescence (certain industries cause their products to become obsolete before they actually need replacement) which endangers the life of Nigerian consumers that might result to death or permanent disabilities. These findings are consistent with the findings of Ijewere and Obeki (2011) who reported that unethical marketing practices do not only cause consumers their money but also their lives in several cases in Nigeria. The study is also in line with the findings of Kotler (2003) who found that unethical marketing practices are the kind of activities that are exploitative, deceptive and dangerous to human health.

4.5 Perception on Whether Unethical Conduct of Nigerian Marketers Result to Environmental Pollution

Table 5 presents the perception on whether Unethical Conduct of Nigerian Marketers Result to Environmental Pollution. The table reveals that 117 (38.87%) and 133 (44.19%) strongly agreed and agreed, respectively while, 25 (8.31%) and 05 (1.66%) disagreed and strongly disagreed respectively, while 21 or 6.98% of the respondents percent were uncertain. This shows that majority of the respondents were of the opinion that unethical conduct of Nigerian marketers significantly result to environmental pollution.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
<th>X² Value</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>117</td>
<td>38.87</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>133</td>
<td>44.19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncertain</td>
<td>21</td>
<td>6.98</td>
<td>238.35</td>
<td>Significant</td>
</tr>
<tr>
<td>Disagree</td>
<td>25</td>
<td>8.31</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>05</td>
<td>1.66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>301</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Computed by the Author
The calculated chi-square value of 238.35 was far greater than the table value of 9.49 at df = 4 set at 0.05 level of significance. The null hypothesis was therefore, rejected. The result shows that unethical conduct of some Nigerian marketers leads to serious environmental pollution as a result of managers socially irresponsible actions which cause environmental degradation of some basic needs in the course of marketing activities through air pollution, land pollution and water pollution resulting to huge waste of solid, liquid and gaseous substance which is dangerous to habitant (human and animals) and threaten societal well-being. This is consistent with the research finding of Muralikrisha and Venkata (2006) who found out that increase in unethical conduct in marketing results to environmental degradation arising from emissions of hydrocarbons, carbon monoxide, oxides of nitrogen and some other air toxin and dangerous liquid substances which affects the marketing environment and general societal well-being.

4.6 Perception of How Excessive Materialism arising from Unethical Marketing Practices Result to increased Social Vices in Nigeria.

Table 6 presents the perception on how excessive materialism arising from unethical marketing practices result to increased social vices in Nigeria. The table reveals that 113 (37.54%) and 128 (42.53%) strongly agreed and agreed, respectively while, 23 (7.64%) and 20 (6.64%) disagreed and strongly disagreed respectively, while 17 or 5.65% of the respondents percent were uncertain. This shows that majority of the respondents were of the opinion that excessive materialism arising from unethical marketing practices result to increased social vices in Nigeria.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
<th>X² Value</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>113</td>
<td>37.54</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>128</td>
<td>42.53</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncertain</td>
<td>17</td>
<td>5.65</td>
<td>203.50</td>
<td>Significant</td>
</tr>
<tr>
<td>Disagree</td>
<td>23</td>
<td>7.64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>20</td>
<td>6.64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>301</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Computed by the Author

The calculated chi-square value of 203.50 was far greater than the table value of 9.49 at df = 4 set at 0.05 level of significance. The null hypothesis was therefore, rejected. The result shows that excessive materialism arising from unethical marketing practices result to increased social vices such as excessiveness in individual needs for flashy cars, exotic furniture, expensive homes etc. which results in social vices such as prostitution, armed banditry, advanced fee frauds (419), Cybercrime, bribery and corruption and other economic and financial crimes which are retrogressive to national development. This is consistent with the research findings of Kotler (2000) and Jobber (1998) who found out that unethical marketing practices result to increased social vices due to the urge for better living condition of individuals in the society.


Table 7 is descriptive statistics showing the extent of the agreement on those unethical marketing practices leading to faulty implementation of marketing mix decisions among Nigerian marketers using several variables measurement (1-4) namely; product, price, place and promotion as described by different targeted groups of customers/consumers cutting across the six geo-political zones of the country.

As can be seen from the table, all those investigated agreed that unethical marketing practices result to faulty implementation of marketing mix decisions which are criticised by respondents for hurting the society due to deceptive, exploitative and its dangerous nature arising from those faulty
implementation of marketing mix decisions. From the table, the minimum and maximum value for unethical marketing practices related to the product is 1 to 5 and the Mean and Standard Deviation is 3.73 and 1.38, respectively. The result shows that there was variety of opinion on that variable and the high standard deviation (1.38) signifies that the data are widespread; statistically, the high standard deviation implies that those faulty marketing mix decisions are as a result of unethical product practices such as re-branding, fake and expired goods, deceptive packaging and refurbishing as perpetrated by irresponsible marketers which hurt individual consumers and the society as a whole.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Unethical Marketing Practices Related to Marketing Mix Elements</th>
<th>Faulty Implementation of Marketing Mix Decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Product: Re-Branding, Fake and Expired Goods, Deceptive Packaging, Refurbishing</td>
<td>N 301 Mean 3.73 Std. Dev. 1.38 Agree</td>
</tr>
<tr>
<td>2</td>
<td>Price: Deceptive Pricing Practice, Price Collusion, Discriminatory Pricing, Over-Billing</td>
<td>N 301 Mean 3.95 Std. Dev. 1.28 Agree</td>
</tr>
<tr>
<td>3</td>
<td>Place/Distribution: Hoarding, Diversion, Products (petrol/kerosene) Adulteration</td>
<td>N 301 Mean 3.71 Std. Dev. 1.26 Agree</td>
</tr>
<tr>
<td>4</td>
<td>Promotion: Deceptive Promotion such as Misleading Advertising, Lying, Exaggeration, Spam and Pushy Sales Tactics</td>
<td>N 301 Mean 4.04 Std. Dev. 1.32 Agree</td>
</tr>
</tbody>
</table>

| Valid N (listwise) | 301 |

Finally, Unethical marketing practices related to promotion range between 1 to 5 and the Mean and Standard Deviation of 4.04 and 1.32, respectively. The result shows that there was variety of opinion on that variable and the high standard deviation (1.32) signifies that the data are widespread; statistically, the high standard deviation implies that those faulty marketing mix decisions are as a result of unethical promotional campaigns that are deceptive in nature; such as misleading advertising, lying, exaggeration, spam and pushy sales tactics which influenced consumers into buying what they don’t really need or want.

From these findings, the analysis shows that most of the unethical marketing practices in Nigeria are related to the four elements of the marketing mix which were as a result of the get-rich-quick syndrome by irresponsible marketing managers which affects the implementation of marketing mix strategies and subsequently, the performance of organisations and the country’s quest for national economic development. This is consistent with the research findings of Kotler and Armstrong (2009) who found out that unethical marketing practices lead to faulty implementation of marketing mix decisions which subsequently affects the society.
4.8 Test of Hypotheses

In the testing and analysis of the hypotheses, the statistical test adopted is correlation and regression analysis as can be seen in Table 9 and Table 12.

4.8.1 Pearson Correlation Analysis

The Pearson correlation analysis obtained for the scaled variables are summarized in Table 8. The sample size (N) is 301 and the significant level is 0.01 (p = 0.01). Pearson Correlation Coefficient was used to determine the extent of the effects of Unethical Marketing Practices (UMP) among 5 variables of Nigeria’s economic development namely; Economic Growth (ECG), Customer Satisfaction (CS), Environmental Pollution (EP) and Excessive Materialism (EM) and Faulty Implementation of Marketing Mix Decisions (FIM) as presented.

### Table 8: Pearson Correlation Coefficient

<table>
<thead>
<tr>
<th>Variable</th>
<th>UMP</th>
<th>ECG</th>
<th>CS</th>
<th>EP</th>
<th>EM</th>
<th>FIM</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMP</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ECG</td>
<td>.611**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CS</td>
<td>.358**</td>
<td>.510**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EP</td>
<td>.866**</td>
<td>.589**</td>
<td>.475**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EM</td>
<td>.786**</td>
<td>.520**</td>
<td>.431**</td>
<td>.826**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>FIM</td>
<td>.727**</td>
<td>.510**</td>
<td>.391**</td>
<td>.719**</td>
<td>.681**</td>
<td>1</td>
</tr>
</tbody>
</table>

*Significant at 0.01***, 0.05** and 0.1*

**Source:** Generated by the Author using SPSS (Version 20)

The results reported in Table 8 shows that ECG (r = .611, p < 0.01) is significantly related to unethical marketing practices in the Nigerian society. It means that increase or decrease arising from ECG will bring about a corresponding change in UMP. From the table, CS is also significantly related with UMP (r = .358, p < 0.01). A statistical significant impact was also established between EP and UMP (r = .866, p < 0.01). Similarly, the table shows that EM and FIM are also significantly correlated with UMP at (r = .786, p < 0.01) and (r = .727, p < 0.01), respectively suggesting that EM and FIM have significant impact on UMP.

It is evident from the results summary as reported in Table 9 that a change in any of the studied variables namely: Economic Growth (ECG), Customer Satisfaction (CS), Environmental Pollution (EP) and Excessive Materialism (EM) and Faulty Implementation of Marketing Mix Decisions (FIM) will lead to a resultant change in the level of unethical marketing practices which will have a consequent influence on both the consumers, the business firms and the economy as a whole which subsequently affects the country’s quest for national development.

4.8.2 Regression Result

We performed a regression analysis using SPSS to determine the effects of the dependent variables on the independent variable. The results are presented in Tables 9-11 as follows:

### Table 9: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.897*</td>
<td>.805</td>
<td>.801</td>
<td>.636</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), ECG, CS, EP, EM, FIM*

**Source:** Computed by the Author

### Table 10: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>491.269</td>
<td>4</td>
<td>122.817</td>
<td>304.757</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>119.329</td>
<td>296</td>
<td>.403</td>
<td></td>
</tr>
</tbody>
</table>
The multiple regression model with all five predictors produced $R^2 = .805$, $F (4, 296) = 304.757, p < .001$ (see Tables 9 and 10). As can be seen in Table 11, all the variables had significant positive regression weights, indicating that the aforementioned variables were expected to have higher impact on unethical marketing practices. In other words, these variables considered in the study contributed to the multiple regression model. Specifically, Economic Growth (ECG), Customer Satisfaction (CS), Environmental Pollution (EP) and Excessive Materialism (EM) and Faulty Implementation of Marketing Mix Decisions (FIM) have significant positive weight, $t$ value and $p$ value of $(\beta = .165; t = 5.050; p < .001)$; $(\beta = -.156; t = -4.496; p < .001)$; $(\beta = .627; t = 10.963; p < .001)$; $(\beta = .167; t = 3.731; p < .001)$ and $(\beta = .164; t = 4.403; p < .001)$, respectively. This indicates that all the variables contribute to the multiple regression model.

### 4.9 Major Findings

The study found out that unethical marketing practices affect the country’s quest for national development particularly in the areas of economic growth such as decline in GDP, Increased inflationary activity, decline in patronage and unemployment, as well as bribery and corruption including poor infrastructure and the lack of innovative entrepreneurship skills. The study found out that unethical marketing practices affect Nigeria’s Gross Domestic Product in the areas of poor labour utilization and labour inefficiency which affects issues of wealth creation such as investment opportunities, savings and financial market development which constituted serious barriers to foreign exchange earnings for increased economic growth. Increase in inflationary activity arising from unethical marketing practices in the foreign exchange markets particularly activities in the parallel markets also, affects the naira strength and its stability in the market place which results to volatility and decline in purchasing power of individual buyers that result in consumer dissatisfaction. Also, the economic effects as unravelled in the study include decline in patronage due to hike in prices and exploitation of buyers which result to low income and subsequently, decline in demand which affects the standard of living of Nigerians. Others include unemployment due to closure of factories and plants, bribery of corrupt government officials, particularly among business regulatory bodies, nepotism, unfair treatment and undue favouritism and lop-sidedness in the provision of infrastructure (such as roads, electricity supply, portable drinking water etc.) by government and its poor support towards the development of small and medium scale businesses in Nigeria, as well as lack of development of innovative and entrepreneurial skills which affects R&D activities and patenting of creative works for commercialization, all affect the country’s economic growth.

Other major findings is that consumers are being influenced to pay for the cost of distribution and promotion. Prices are inflated by greedy middlemen, mark up the price of products substantially beyond the value of their services leading to monetary loss and total dissatisfaction after purchase. It was also found
out that misleading advertising (exaggeration, re-branding, refurbishing, pushy sales tactics/high pressure selling and spam have significant effect on consumers satisfaction. So also, the proliferation of fake and substandard products, poor service to the disadvantaged consumers and planned obsolesce which was found to endanger the life of Nigerian consumers leading to death or permanent disabilities.

The findings also show that the socially irresponsible actions of Nigerian business managers cause environmental degradation of some basic needs in the course of marketing activities through air pollution, land pollution and water pollution resulting to huge waste of solid, liquid and gaseous substance which is dangerous to inhabitant (human and animals) and threatens societal well-being.

Furthermore, the result indicates increased social vices such as excessiveness in individual needs for flashy cars, exotic furniture, expensive homes etc. which results in prostitution, armed banditry, advanced fee frauds (419), Cybercrime, bribery and corruption and other economic and financial crimes which are retrogressive to national development.

Finally, the finding reveals that most of the unethical marketing practices in Nigeria are related to the four elements of the marketing mix which were as a result of the get-rich-quick-syndrome by irresponsible marketing managers, this affects the implementation of marketing mix strategies and subsequently, the performance of organizations and the country’s quest for national economic development.

5. Conclusion and Recommendations
5.1 Conclusion

Based on the various findings of this study, it is evident that unethical marketing practices are having serious effects on the marketing system in Nigeria as some marketers in a desperate bid to compel potential and existing customers to buy their products or services, make use of false claims to influence customers into buying what they don’t want. Some even distort facts to mislead or confuse potential buyers; they conceal dark sides or side effects of their products or services, they bad mouth rival products in a bid to turn potential customers towards their own products. The trend was so serious that it has eaten deep into the society thereby resulting to some corrupt practices, ruining the natural environment and encouraging excessive materialism which stalls development and hinders social and economic advancement of the country. Sequel to this, the study concludes that marketers should note that they are responsible for most of the activities necessary to create more customers; they should know that customer satisfaction should be the ultimate goal of any marketing activity and this must be achieved through enhancing societal well-being by being ethical and socially responsible in their exchange relationships by shunning all those practices that are deceptive, exploitative and dangerous to human life.

5.3 Recommendations

In view of meeting the country’s quest for national development, I make the following recommendations:

1. Federal government should ensure that business regulatory bodies are alive to their responsibilities by ensuring that adequate laws with stiffer penalties on violations of marketing ethics and code of conduct are strengthened to help in combating all the unethical marketing practices bedevilling the Nigerian society.

2. The Chinese model of death penalty for dealing with corrupt individuals no matter how highly placed they may be, should be adopted in Nigeria as a recipe for getting rid of all forms of unethical conduct in marketing.

3. Business ethics violation courts should be set up by government to deal with all cases of unethical marketing practices facing the various sectors of the Nigerian economy, as a quick measure to deal with the situation.

4. Nigerian consumers should be encouraged to boycott harmful and sub-standard products or seek legal redress on any ethical violation of their rights.

5. Federal government should embark on massive sensitization campaign of the public on the dangers of unethical marketing practices and its consequences on the overall societal well-being.

6. Price control boards should be revived nationwide and measures should be put in place in making sure that they functioned effectively.

5.4 Contributions to Knowledge

This study had made some unique contributions to the study area. Firstly, the observation that there are not enough studies on the effects of unethical marketing practices on the Nigerian economy against the backdrop of the quest for national development which this study added to the body of knowledge. Secondly, the study identified those specific unethical marketing practices affecting Nigerian economy and those related to the marketing mix elements which can be tackled by government in meeting the country’s quest for national development. Finally, the study encourages moral marketing for a safer and better Nigerian society.
5.5 Suggestions for Further Studies
Following the contributions of marketing to the society, there are still arguments by its proponents on whether marketing is ethical or unethical, researchers are however challenged to continue to investigate the field with a view to finding a lasting solution. Furthermore, study of similar nature should be conducted by researchers to investigate the unethical marketing practices associated with procurement processes in Ministries, Departments, Agencies (MDA’s) and Commissions so as to examine its effects on the Nigerian economy. These clearly are another interesting areas for future research.

References


PART SIX
INFORMATION TECHNOLOGY AND
NATIONAL DEVELOPMENT
National Development through Innovations and Technological Capability on Customer Patronage in Nigeria: Communication Firm in Perspective

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Abstract
This study investigated innovations and technological capability on customer patronage of selected communication firm in Nigeria. The population of the study was 21,600 staff of Mtn in Nigeria. The sample size 243 was obtained using the Freund and Williams sample size determinant of which questionnaire and oral interview was used for the data gathering. A test and re-test was used and thereafter the Crombach alpha correlation coefficient was applied to find the relation between the variables. The finding reveals that Innovation and technological capability had a significant positive effect on customer patronage of selected communication firms in Nigeria (R=0.956, P=0.011). The study recommends that Government should continue to use innovation and technological capability to help encourage customer patronage of the firms;

Keywords: National Development, Innovation, Technological capability, Communication and Firm

Introduction
Innovation and technological capability has led to technological revolution along and national development with the improvement of the internet and communication. This belief assumed that the business aims and objectives are driven by customer satisfactions which give the firm’s high level of dedication and awareness to serving customer’s needs monitored and strategic for the competitive benefit based on the understanding of customer. Therefore, companies’ innovative capability becomes a major issue in building a sustainable competitive advantage in both home and foreign markets (Kafouros, Buckley, Sharp & Wang, 2008). Afuah (2003) asserts that innovation could be identified as incremental or radical depending on the level to which it affects a firm’s capabilities. This is mostly referred to as the organizational way of classifying innovations. In a like manner, innovation can be called radical if the knowledge expected to exploit is not the same from the knowledge that is profitable within the firm. In incremental innovations, the information that is needed to create a product is built on existing knowledge. Jones and Coviello (2005) suggest that the act of making a product suitable for the foreign market can be viewed as either radical or incremental base on the geographic and cultural closeness to the domestic market.

This concept has tried to search how, why and at what rate new knowledge and technologies are spreading. This is also referred to as diffusion that means the process by which information is passed through certain direction over a period among the member of a social system. It is a unique type of information concerned with the spread of messages that are preserved as new ideas. Innovation is a crucial concept that relates to the way and manner in which new ideas are available to an organization to achieve the overall corporate objectives. National development is the ability of a county or countries to improve the social welfare of the people to enable citizens thrive in the ideals of innovation and provision of services. For firms to invest in growing countries may be characterised as a strategy for creating and improving technological assets to maintain company’s international competitiveness, especially like companies in growing countries national development plan.

Statement of the problem
The ability of a service provider to create to a very large extent satisfaction is important for product differentiation and creating a cordial relationship with the firm’s customers. This attitude of the firms makes the customers continue to patronise one service provider or the other. The need to find the relationship between innovation and technological capability has created the gap hence the question of how innovation affects technological capability communication firm in national development of Nigeria. However, there is the problem of finding out the influence of innovations and technological capability on customer patronage with communication firms in perspective.
and such problems like the knowledge technology to adopt, leadership style to implement and the influence of risk seeking on the growth performance of the firms.

**Objective of the study**
The study seeks to identify the influence of innovations and technological capability on customer patronage of selected communication firm in Nigeria.

**Research Question**
Does innovation and technological capability affect customer patronage of selected communication firm in Nigeria?

**Research Hypothesis**
Innovation and technological capability has no significant positive effect on customer patronage of selected communication firm in Nigeria.

**Literature Review**
Hallback & Gabrielson (2013) assert that Innovation is the act of converting an information or discovery of how good or service creates a benefit or for which customers will pay for such idea. If something is to be called innovative, it means that such an idea must be comparable at an economical cost and must fulfill a specific need for which customers must pay for it. It requires a unique approach that is driven by customers focus on a product (Hitt, Hoskisson, and Ireland, 1994; & Moogk, 2012).

Kim, Basu, Naidu & Cavusgil (2011) confirm that the outcome of internationalisation on companies innovation capability as being the result of the following: Companies' allow to more resources, ideas and knowledge, a more in organisational learning, The diversification of scientists, co-operation with local scientists, a reduction in Research and Development Costs; and Research and Development spill over.

Dauda, Maishanu & Mawoli (2013) assert that the adequate satisfaction of customer in term of products and services is seen as the vital element leading toward competitiveness and success. They further opine that customer satisfaction was an index to evaluate the ongoing performance of a firm. Firms are to be more concern about the service quality and charges for reasonable prices to satisfy their customers who in turn are the main stream of the organisation.

**Firm Studied: MTN Nigeria**

This was formed in 1994; MTN Group is championing the recent markets mobile operator which is at the first of the technological changes sweeping the world. The MTN Group invested significantly in advanced communications networks, connecting more than 203. 8 million people in 22 countries across Africa and the Middle East. Just five years ago, their capital spending rose over R100 billion in the countries where they operate. To (or intending to) achieving their vision to lead the delivery of a bold, new digital world to their customers, and their mission to make customers' lives a whole lot brighter, they leverage on the talent of their nearly 27,000 employees to offer innovative products and a quality customer experience. They recognise the benefit of diversity within a group with a solid organisational culture.

MTN is working with integrity; they value their relationships with the environments in which they work, their customers, employees, shareholders, the media, governments, regulators, as well as suppliers, business and industry partners. They value the relevance of these stakeholders, among others, in the sustainability of their business. MTN Group Limited had its corporate offices in Johannesburg and South Africa, where the Group is listed on the exchange operated by the JSE Limited under the share code MTN.

MTN has regional offices in Afghanistan, Benin, Botswana, Cameroon, Ivory Coast , Cyprus, Ghana, Guinea Bissau, Guinea Republic, Iran, Liberia, Nigeria, Republic of Congo (Congo-Brazzaville), Rwanda, South Africa, Sudan, South Sudan, Swaziland, Syria, Uganda, Yemen and Zambia. MTN also has ISP licenses in Namibia and Kenya and a benefit Added Service license in Ethiopia (MTN Nigeria Limited, 2015).

**Theoretical framework**
This paper is anchored on theory of Strategic Behaviour. The theory as propounded by Hamel & Prahalad through firms internationalisation asserts that a firm cannot be seen in isolation; but can only be analysed by understanding the environmental circumstances as well the actual closeness of the firm in question. Bell (1995) using small computer software firms, found that existing internationalisation models did not sufficiently relate to the underlying factors of the internationalisation processes in those firms. He observed that the process was strongly influenced by home and outside client followership, the targeting of a niche market and industry specific distance to export markets. The reason for this is that
the basic competitive model creates the condition of perfect competition, where each firm and individual is a price taker that cannot influence the market price, and with a monopoly, there simply is no competition. When markets are, however, structured in such a way that there exists imperfect competition, strategic behaviour becomes important. With imperfect competition several firms are each aware that their sales depend on the price they charge and possibly other actions they take, such as advertising. There are two special cases where the imperfect competition market structure is relevant to us: oligopoly (when there are sufficiently few firms that each must be concerned with how its rivals will respond to any action it undertakes) and monopolistic competition (when there are sufficiently many firms that each believe that its rivals will not change the price they charge should it lower its own price, and that profits may be driven down to zero). For this paper, this theory seems to have more theoretical support and has appealed to academic and practitioners because firm’s innovation and growth are embraced by both home and foreign clients that form a major part of strategies of the firm. Given this, it is therefore adopted as the avenue upon which this study is carried out.

**Empirical Review**

Gary, Knight and Cavusgil (2004) cited in the journal of “international business studies” (2010) conducted a “study” on the “influence of innovation”, “organizational capabilities”, and the “communication firm”. Tallahassee, Florida, United States of American. The study aimed at investigating “communication firms” as first acceptance of internationalisation – that is, companies that spread into foreign markets and follow the strategic business process and quality performance, from or near their founding. The study highlighted the major role of innovation culture as well as knowledge and capabilities, in this same breed of international, entrepreneurial firm and made adequate recommendations. The study used cross industry field survey to get primary data; survey instrument was used in different stages. Hypotheses were formulated to determine the closeness between the independent and dependent variables.

The study conducted a pilot study among 82 small exporting firms to screen the questionnaire. Firms were identified primarily via two data bases: directory of United States exporters and Corp-tech directory of technology companies were used. The last questionnaire was directed to a random sample of 900 manufacturing firms across the United States, founded in 1980 or later, and exporting at least 25% of total production. The methodology used was correlation analysis; out of the five (5) hypothesis drawn with Cronbach Alpha coefficient reliability of 0.50. The study data was analyzed using the LISREL measurement model on the main data, all standardised coefficients were significant at P<0.01, confirming convergent validity. The data were analyzed in LISRE8, using path analysis. The finding revealed that technological skill is significantly (P<0.01) a function of international entrepreneurial orientation; unique products development and quality focus are both significantly driven by international entrepreneurial orientation; leveraging foreign distributor competencies is a significant function of international marketing orientation and also technological competence, in “communication” firms. These findings established that there was strong effect of innovations and technological capability on the customer patronage of communication firms. Given the problems enumerated above, the research recommended adequate innovation and technological capability towards customer patronage of international markets.

**Research Design**

The research design used for the study was a survey. The population of study is 21,600 while the sample size is 243 using the Freund and Williams formula which is given as:

\[
 n = \frac{Z^2NPQ}{Ne^2 + Z^2PQ}
\]

Where:

- \( n \) = Sample size
- \( N \) = population
- \( P \) = probability of success (80%)
- \( Q \) = probability of failure (20%)
- \( Z \) = Standard Error of the mean (95% at 1.96)
- \( e \) = Level of significance (5% or 0.05)

Sample size for MTN Nigeria Limited

\[
 n = \frac{(1.96)^2 (21,600)(0.8)(0.2)}{21,600 (0.05)^2 + (1.96)^2 (0.8)(0.2)} = 243
\]

In calculating for \( p \) and \( q \), a pilot survey was carried out with 200 respondents at two point interval. The test and re-test method was used, and 160 copies of the questionnaire were returned as against 40 copies of questionnaire unreturned. Therefore, \( p=0.8 \), \( q=0.2 \). However, a convenient method was used to administered the questionnaire.

**Decision Rule**

If the p-value of the standardised Beta coefficient is less than 0.05 (5% level of significance), the null
hypothesis is rejected, and the alternate hypothesis accepted. On the other hand, if the p-value is greater than 0.05 (5% level of significance), the null hypothesis is accepted, and the alternate hypothesis rejected,(Agbadudu,2004).

**Result presentation and Analysis**

A five point Likert scale was used with values assigned ranging from 5(SA) to 1(SD).Table 4.1below give the breakdown of the responses connected with the objected.

**Distribution of Respondents on Innovativeness and Technological Capacity**

<table>
<thead>
<tr>
<th>Innovativeness and Technological capacity Items</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>DA</th>
<th>SD</th>
<th>TS</th>
<th>STD</th>
<th>M</th>
<th>R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical innovation on research results is readily accepted in the supply chain</td>
<td>20</td>
<td>40</td>
<td>15</td>
<td>10</td>
<td>15</td>
<td>340</td>
<td>11.73</td>
<td>3.40</td>
<td>5th</td>
</tr>
<tr>
<td>The companies usually seek innovative ideas for growth performance</td>
<td>35</td>
<td>20</td>
<td>30</td>
<td>10</td>
<td>5</td>
<td>370</td>
<td>12.75</td>
<td>3.70</td>
<td>2nd</td>
</tr>
<tr>
<td>The top management use knowledge intensive technologies to improve existing offerings</td>
<td>35</td>
<td>25</td>
<td>20</td>
<td>10</td>
<td>10</td>
<td>365</td>
<td>10.61</td>
<td>3.65</td>
<td>3rd</td>
</tr>
<tr>
<td>The manager has excellent leadership in product/process innovation</td>
<td>40</td>
<td>45</td>
<td>10</td>
<td>5</td>
<td>0</td>
<td>410</td>
<td>21.91</td>
<td>4.10</td>
<td>1st</td>
</tr>
<tr>
<td>The company engage in innovative, proactive behaviour that crosses national border as developed by their managers</td>
<td>25</td>
<td>35</td>
<td>20</td>
<td>10</td>
<td>10</td>
<td>355</td>
<td>10.61</td>
<td>3.55</td>
<td>4th</td>
</tr>
</tbody>
</table>

Source: Field Survey

Note: SA = Strongly Agreed; A=Agreed; SD=Strongly Disagreed; DA=Disagreed; UD=Undecided; TS=Total Score; STD=Standard Deviation; M=Mean and R=Rank

**Customer patronage and Innovation and Technological Capability**

From the regression outcome in Table 4.2 below, the value of adjusted R squared is 0.886. This means that there was a fluctuation of 88.6% in customer patronage of selected communication firms as a result of innovation and technological capability. This shows that 88.6% changes in customer patronage of selected communication firms was attributed to innovation and technological capability. The correlation coefficient expresses as R (0.956) shows there is a strong positive relationship between customer patronage of selected communication firms and innovation and technological capability.

**Table 4.3: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.956</td>
<td>.915</td>
<td>.886</td>
<td>5.09222</td>
</tr>
</tbody>
</table>

Source: SPSS 22.0 Data Output

**Table 4.4: ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>833.568</td>
<td>1</td>
<td>833.568</td>
<td>32.146</td>
<td>.011*</td>
</tr>
<tr>
<td>Residual</td>
<td>77.792</td>
<td>3</td>
<td>25.931</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>911.360</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: SPSS 22.0 Data Output
The value of significance (p-value) of the data in Table 4.4 is less than 5%, which means that the data are suitable to draw a conclusion on the population parameters. Furthermore, the F-statistic of 32.146 is statistically significant (2% level of significance).

### Table 4.5: Coefficients of Innovation and Technological Capacity

<table>
<thead>
<tr>
<th>Dependent Variable: Customer patronage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Innovation and Technological Capability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th>Beta</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>-3.761</td>
<td>4.770</td>
<td>-.789</td>
<td>.488</td>
<td></td>
</tr>
<tr>
<td>1.200</td>
<td>.212</td>
<td>.956</td>
<td>5.670</td>
<td>.011</td>
</tr>
</tbody>
</table>

**Source: SPSS 22.0 Data Output**

### Test of hypothesis

Does innovation and technological capability affect customer patronage of selected communication firms in Nigeria?

A careful look at Table 4.6, it vivid that 0.011 is less than 0.05 which is the hypothesis decision yardstick, an indication that innovation and technological capability significantly affects customer patronage of selected communication firms in Nigeria. In the light of this, the null hypothesis that innovation and technological capability has no significant positive effect on customer patronage of selected communication firms in Nigeria is rejected while the alternate hypothesis accepted.

### Table 4.6:

<table>
<thead>
<tr>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
</tr>
<tr>
<td>Innovation and Technological Capability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th>Beta</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>-3.761</td>
<td>4.770</td>
<td>-.789</td>
<td>.488</td>
<td></td>
</tr>
<tr>
<td>1.200</td>
<td>.212</td>
<td>.956</td>
<td>5.670</td>
<td>.011</td>
</tr>
</tbody>
</table>

**Source: SPSS 22.0 Data Output**

Bringing the research question four into lime light, the sig. column in Table 4.6 having a value (0.011) less than (0.05) suggests that innovation and technological capability has a significant positive effect on customer patronage of selected communication firms in Nigeria based on the analysis of the respondent’s feedback.

### Discussion of finding

Innovation and technology capacity correlating positively with customer patronage of selected communication firms in Nigeria insinuates that elimination of manual mechanism reduces cost of production which entails improvement in performance. This result agrees with Gary, Knight and Cavusgil (2004) and Adeyeye, Jegede and Akinwale (2013) for USA and Nigerian born global firms. However, it contradicts with the findings of Namusonge, Muturi and Olaniran (2016) that innovation negatively relates with firm performance measured with return on assets and return in equity, an implication that Nigeria innovation is an infancy stage that would propel growth performance of selected firms listed on the Nigerian Communication Commission.

### Summary of finding

Innovation and technological capability had a significant positive effect on customer patronage of selected communication firms in Nigeria (R=0.956, P=0.011).

### Conclusion

That innovation and technological capability had a significant positive effect on customer patronage of selected communication firms in Nigeria had some management implications. As the proper management of such factors like innovation ideas, intensive technology, leadership in product/process innovation and engagement in proactive and risk seeking behaviour that crosses national border increase the extent of which the innovation and technological
capability had on customer patronage of the selected communication firms in Nigeria.

**Recommendation**

1. Continue to use innovation and technological capability to help encourage customer patronage of firms.
2. National development plan should provide the enabling environment for firms to thrive in Nigeria.

**References**


Modulating Leadership and Insecurity Problem in Nigeria through Games Theory

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Abstract

There has been a severe tussle in the Nigeria political space. Politicians who aspire for political position (leaders) use this ambition as a means to an end. When they secure this political office, they loot the nation treasury and sideline their campaign and election promises and change the messianic status they portray. This has left the country in disarray. The followers who vote believing that the voted or chosen leader was going to give them adequate representation are left to feed on the crumbs having been raped of their votes. While justification cannot be interpreted into social vices, the experiential Knowledge is that people go into rapping, murder, kidnapping, political violence, religious violence, arm robbery, prostitution, etc., as a result of poverty. This brings to conflict two contending parties: one seeing the common wealth as the primordial estate; the other seeing it as the common wealth. This leadership problem has caused insecurity and other social vices. This study attempts an examination of how this can be modulated using games theory. Using Kendell tau b and ANOVA to test the hypothesized statement, it was found that if the system is restructured and managed to maximize minimum gain to all and minimized maximum loss as much as it can, the conflict will be resolved.

Key word: Minimax, Maximin, Game theory, Leadership

Introduction

Leadership is every moment event where a group of people exist. Leadership is a practical skill encompassing the ability of an individual or organization to lead or guide other individual, teams or organization. It defines the ability of an individual to influence other to behave in a particular way either good or bad, depending on its intent and outcomes of the process. It requires making sound and sometimes very difficult decisions, create and articulate a clear vision, establishing achievable goals and providing followers with knowledge and tools necessary to achieve these goals – https://searchaid.techtarget.com. It is the “ability to get men (women) to do what they don’t like to do and like it”. – Truman (1972). While this scholarship on leadership especially within this context is not to review or attempt a critique of typologies, qualities or characteristics, one of the nexus of the relativity of politics is the ability to use power effectively and in a responsible manner; the ability to comprehend that human have different motivating forces and at different situation; the ability to inspire; the ability to act in a manner that will develop a climate conducive to respond to and arouse motivation; levelheadedness; fairness and reactivity in times of crisis. Of all these characteristics and ingredients of leadership, the ones that are more apt and succinctly relevant to this scholarship is the last three.

Leaders are elected in a democratic process through the voting system. The whole intent of choices for circumstances like that is for adequate representation. Therefore, without any critique of the political process that produce the leader, a leader or group of leaders (politicians) when elected or chosen should give fair and adequate representation, conscientiously doing those bid that represent a large bulk of the social interest. The tenuous nexus of the divergent alliances to the different platform that produce the leader notwithstanding, visionary altruism that will integrate onerous responsibility of state growth and development should be his focus and overall interest. These are the tenets of good leadership! The experiential knowledge however within the sub Saharan political space is that when politicians get chosen or elected to lead or rule, they either take it all and give nothing to the people, platform or process through which they ascended the throne (zero sum). The farcical and hypocritical self-righteous indignation preached and potent in manifestoes during campaign and electioneering processes are now seen as mere political platitude manufactured for cheap popularism. This litany of lies and repeated elaborate political tapestry that only demonstrate the pecuniary interest of our elect or chosen has caused a distrust amongst the populace. This has generated several bad blood and distrust among the populace and a winner-grab-all syndrome is interpreted into politics and leadership in Nigeria. This has caused severe acrimony and tension to a schizophrenic dimension.
manifested in social vices like rape, arm robbery, murder, kidnapping, prostitution, political violence, religious crisis, poverty, human trafficking, cultism, thuggery and other social vices.

Palliative measures have been offered by different administration under various political guise such as National Agency for the Prohibition of Trafficking in Person (NAPTIP) amnesty, skill acquisition and other empowerment measures. All these concatenated efforts have yielded little benefits. One of the things that have been least explored is resolving this political quagmire through games theory. That is the position of this scholarship. This work therefore, is basically concerned with resolving leadership failure and insecurities in Nigeria through games theory. Game theory also called the theory of game or competitive strategies is a mathematical theory that deals with the general features of competitive situation (Gupta & Hira 2012). It is a body of knowledge which is concerned with the study of decision making in situations where two or more rational opponents are involved under condition of competition and conflicting interest (Vohra 2007). It is basically concerned with the determination of the rules of rational behaviour where the outcome of one depends on the interdependent players given a conflicting or competing situation. It is particularly useful when two or more individual persons or organization with conflict objectives and interests are to make decision since the decision of one person directly affects the decision of the next party and thus the final decision. The central tenet of this principle put forward by J.Von Neumanh is the minimax principle (achieving best of the worst or maximizing minimum gains). Consequent on the official demeanors and calculated farcical messianic posture intended by politicians and leaders to secure vote which has demonstrated and coloured the political space with distrust, insecurity, conflicts and attendant social vices defining our politics today, I intend in this study to examine how these rational groups (leaders and followers) can make decision with conflicting objectives knowing that every decision taken by one group affects the other and that all groups desires to be better off.

Leadership is defined as influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals. Leaders act to help a group attain objectives through the maximum application of its capabilities. They do not stand behind a group to push and prod; they place themselves before the group as they facilitate progress and inspire the group to accomplish organizational goals.

**Ingredients of Leadership**

Leaders envision the future, they inspire organization members and chart the course of the organization. The first ingredient of leadership is power. The second ingredient of leadership is a fundamental understanding of people. The third ingredient of leadership is the rare ability to inspire followers to apply their full capability to a project. The fourth ingredient of leadership has to do with the style of the leader and the organizational climate he or she develops.

John Gabarro and John Kotter added another ingredient: effective leaders/managers must develop a healthy relationship with their boss. It means that this relationship is based on mutual dependence.

**Styles based on use of Authority**

Some earlier explanation of leadership style classified the styles on the basis of how leaders use their authority. Leaders are seen as applying three basic styles. The autocratic leader commands and expects compliance, he is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment. The democratic, or participative leader consults with subordinate on proposed actions and decisions and encourages participation from them. This type of leader ranges from the person who does not take action without subordinates’ concurrence to the one who makes decisions but consults with subordinates before doing so. The free-rein leader uses his or her power very little, if at all, giving subordinates a high degree of independence in their operations. Such leaders depend largely on subordinates to set their own goals and the means of achieving them, and they see their role as one of aiding the operations of followers by furnishing them with information and acting primarily as a contact with the group’s external environment.

**Contingency theory of leadership**

People become leaders not only because of their personality but also because of various situational factors and the interactions between leaders and group members.

**The Path-Goal Approach to leadership effectiveness**

The path-goal theory suggests that the main function of the leader is to clarify and set goals with subordinates, help them find the best path for achieving the goals, and remove obstacles. Proponents
of this approach have studied leadership in a variety of situations; and as stated by Robert House, the theory builds on various motivational and leadership theories of others.

**Path-Goal theory**
The main function of the leader is to clarify and set goals with subordinates, help them find the best path for achieving the goals, and remove obstacles.

**Transactional leaders**
Identify what needs to be done to achieve goals, including clarifying role and tasks, rewarding performance, and proving for the social needs of followers.

**Transformational leaders**
Articulate a vision, inspire and motivate followers, and create a climate favourable for organizational change.

**Games Theory**
In general, the term ‘game’ refers to a situation of conflict and competition in which two or more competitors (or participants) are involved in the decision-making process in anticipation of certain outcomes over a period of time. The competitors are referred to as players. A player may be an individual, individuals, or an organization.

For academic interest, *theory of games* produces a series of mathematical models that may be useful in explaining interactive decision-making concepts, where two or more competitors are involved under conditions of conflict and competition. However, such models provide an opportunity to a competitor to evaluate not only his personal decision alternatives (course of action), but also the evaluation of the competitors’ possible choices in order to win the game. The models in the theory of games can be classified based on the following factors:

**Number of players:** if a game involves only two players (competitors), then it is called a two-person game. However, if the number of players are more, the game is referred to as *n-person game*.

**Sum of gains and losses:** If in a game, the sum of gains to one player is exactly equal to the sum of losses to another player, so that, the sum of the gains and losses equals zero, then the game is said to be a *zero-sum game*. Otherwise it is said to be *non-zero-sum game*.

**Strategy:** The strategy for a player is the list of all possible actions (moves, decision alternatives or courses of action) that are likely to be adopted by him for every payoff (outcome). It is assumed that the players are aware of the rules of the game governing the decision alternative (or strategies). The outcome resulting from a particular strategy is also known to be the players in advance and is expresses in terms of numerical values (e.g. Money, percent of market share or utility).

The particular strategy that optimizes a player’s gains or losses, without knowing the competitors’ strategies, is called *optimal strategy*. The expected outcome, when players use their optimal strategy, is called *value of the game*.

Generally, the following two types of strategies are followed by players in a game:

(a) *pure strategy:* A particular strategy that a player chooses to play again and again regardless of other player’s strategy, is referred as pure strategy. The objective of the players is to maximize their gains or minimize their losses.

(b) *mixed strategy:* A set of strategies that a player chooses on a particular move of the game with some fixed probability are called *mixed strategies*. Thus, there is a probabilistic situation and objective of each player to maximize expected gain or to minimize expected loss by making the choice among pure strategies with fixed probabilities.

Mathematically, if \( p_j \ (j = 1, 2, \ldots, n) \) is the probability associated with a pure strategy \( j \) to be chosen by a player at any point in time during the game, then the set \( S \) of \( n \) non-negative real numbers (probabilities) whose sum is unity associated with pure strategies of the player is written as: \( S = \{P_1, P_2, \ldots, P_n\} \) where \( P_1 + P_2 + \ldots + P_n = 1 \) and \( P_j \geq 0 \) of all \( j \).

**Terms**
A competitive situation is called a game if it has the following properties:

(a) There are finite number of participants called players

(b) Each participant has a finite number of possible course of action

(c) All the courses of action must be known to each participant but must not know which of these will be chosen

(d) A player is said to be played when each of the players chooses a single course of action from the list of courses of action available to him. Here it is assumed that the choices are simultaneous so that no
player knows his opponent’s choice until he has decided his own course of action.
(e) After all participant have chosen a course of action, their respective gains are finite.
(f) The gains of the participants depend on their own actions and those of others.

Two-person zero-sum game
A game with only two players is called a “two-person zero-sum game” if the losses of one player are equivalent to the gains of the other so that the sum of their net gains is zero. The characteristics of such games are:
(a) Only two players take part
(b) Each player has finite number of strategies to use.
(c) Each specific strategy results in a payoff
(d) Total payoff to the two players at the end of each play is zero.

Non-zero sum game: Though we have been considering only 2-person zero-sum game, there are non-zero sum games and infinite games as well. Models in game can be structured based on the following:
i) Number of persons; classification of games is done by the number of persons involved. For two, it is a two person game and for more than two it is classified as n person game.
ii) Sum of payoffs; model is built on whether gain or loss is zero or otherwise known here as non-zero sum game.
iii) Number of strategies; models are built considering if the models or choices are limited called finite or otherwise called infinite.

The display of the model shows that organizational activities leads to conflict that can be resolved using game theory technique. The outcome of which is better performance and industrial harmony. This will provide a good working environment. Interaction in this new environment may also lead to conflict since peace cannot be guaranteed, thus, this again will call for a replay of everything in the model. Consequent on the following analysis I have structured two hypotheses thus:

$HO_1$: The maximization of minimum gains by Leaders and followers does not significantly resolve leadership problem in Nigeria.

$HO_2$: The minimization of maximum loss by Leaders and followers does not significantly resolve security problem in Nigeria.

Methodology
In this investigative research, quasi-experimental design using cross sectional survey was adopted. The study is both at the leadership and followership level. At the leadership level our investigation was on the different leaders at different strata while at the followership level the study units were the populace who have been following the political trend in Nigeria and other sub-sahara African countries. The study area or geographical scope is Niger Delta. The population of study was over 30,000,000 persons including the two groups from the nine states that make up the Niger delta region of Nigeria. From this group, those who are adults is about 19737405. Out of this lot, the literacy level is about 65%. This brings the figure to 12829313 persons. Using Krejcie and Morgan (2013) table, the sample size of 4992 was selected for study, manifestation of the problems of leadership and insecurity examined here are kidnapping, political violence, religious crisis, poverty, prostitution, arm robbery, gangsterism, cultism and thuggery while the measure of game theory were minimax and maximum principles. A five-point likert scale was structured to generate additional data with which to substantiate the position of this study. The Crumbatch Alpha coefficient test of reliable (Nunnaly 1978) was used to establish a benchmark for the reliability of the instrument. The returned values are 0.75. The generated data was analysed using Kendell Tau b correlation knowing that the variables originally were ordinal and nominal (qualitative) with nonparametric attributes, thus, nonparametric test was used for analysis. ANOVA test was also used for effective triangulation.

Data presentation, analysis and findings.
The data here is presented in two sections: descriptive section or descriptive statistics of study variables and analytical section. My descriptive section will only enhance the discussion on the position of the hypotheses and inferences.
Table 2: Aggregate Response on Problem of Leadership and Insecurity

<table>
<thead>
<tr>
<th>S/N</th>
<th>CRISSES MANAGEMENT</th>
<th>YES</th>
<th>%</th>
<th>NO</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is National Leadership problem and conflict healthy to National development?</td>
<td>220</td>
<td>7.3</td>
<td>2780</td>
<td>92.7</td>
</tr>
<tr>
<td>2</td>
<td>Is Insecurity healthy to national development?</td>
<td>220</td>
<td>7.3</td>
<td>2780</td>
<td>92.7</td>
</tr>
<tr>
<td>3</td>
<td>If your response to the questions above is no, define the order of the manifestation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(a) Kidnapping</td>
<td>2780</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(b) Murder</td>
<td>2580</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(c) Religious Crisis</td>
<td>2700</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(d) Political Violence</td>
<td>2780</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(e) Arm Robbery</td>
<td>2500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(f) Poverty</td>
<td>2780</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(g) Prostitution</td>
<td>2200</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(h) Cultism/Gangtarism</td>
<td>2780</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(i) Toggery</td>
<td>2700</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>If the system is structured in such a way that guarantees the maximization of minimum gains from the political process of structure, will it solve the problem of leadership and insecurity in our political space?</td>
<td>3000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>If the system is structured in such a way that guarantees the minimization of maximum loss from the political process of structure, will it solve the problem of leadership and insecurity in our political space?</td>
<td>3000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the above table, 92.7% of the respondents accepted that leadership and conflicts are not healthy to the nation. They subscribe to the different identified social vices as forms of manifestation underscored by leadership problem.

Testing of Hypotheses

HO: The maximization of minimum gains by both leaders and followers in political settings does not significantly resolve problem of leadership and insecurity in Nigeria

Table 3: KENDALL’S TAU_B TESTS OUTPUT

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Crisis Mgt</th>
<th>Max of Min Gains</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kendall's tau_b</td>
<td>Correlation Coefficient</td>
<td>.712**</td>
</tr>
<tr>
<td>Crisis Management</td>
<td>Sig. (2-tailed)</td>
<td>1.000</td>
</tr>
<tr>
<td>N</td>
<td>2780</td>
<td>2780</td>
</tr>
<tr>
<td>Correlation Coefficient</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Max of Min gains</td>
<td>Sig. (2-tailed)</td>
<td>.712**</td>
</tr>
<tr>
<td>N</td>
<td>2780</td>
<td>2780</td>
</tr>
</tbody>
</table>

**: Correlation is significant at the 0.05 level (2-tailed).
From the result of the above table, the correlation coefficient \((r = 0.712)\) between crisis management and maximization of Minimum gains is strong and positive. The coefficient of determination \((r^2 = 0.51)\) indicates that 51\% of efforts to manage crisis in the country can be explained by a guarantee of maximizing minimum gains by all parties involved. The significant value of 0.000 \((p< 0.05)\) reveals a significant relationship. Based on that, the null hypothesis was rejected and alternative accepted. Therefore, I am inclined to concluded here that the promises and processes that guarantees maximization of minimum gains from political process and outcomes by leaders (politicians) and followers (the populace) can significantly resolve problem of leadership and insecurity in Nigeria political space. For triangulation of analysis techniques, I used dummy values to convert the ordinal values to interval and then use ANOVA, a form of parametric statistics to re-run the analysis and thus compare if their result will lead to the same position or findings.

Table 4: ANOVA TABLE

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>1837.500</td>
<td>1</td>
<td>1837.500</td>
<td>5.810</td>
<td>.037</td>
</tr>
<tr>
<td>Within Groups</td>
<td>3162.500</td>
<td>10</td>
<td>316.250</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5000.000</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source**: SPSS version 20.1

From the ANOVA table above, the significant value of 0.037 \((P<0.05)\) indicated a significant effect between crises management and maximization of minimum gains. Based on that, the null \((H_0)\) hypothesis was rejected. Therefore, the application of games’ principle which in this context the maximization of minimum gain by leaders and followers in a political process and settings can significantly resolve conflict arising from the problem of leadership and insecurity in the Nigeria political space.

**HO2**: The minimization of maximum loss by leaders and followers in political settings does not significantly resolve problem of leadership and insecurity in Nigeria.

Table 5: KENDALL'S TAU_B TESTS OUTPUT

<table>
<thead>
<tr>
<th></th>
<th>Correlation Coefficient</th>
<th>Min of Max Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Mgt</td>
<td>1.000</td>
<td>.841</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>2780</td>
<td>2780</td>
</tr>
<tr>
<td>Min of Max Loss</td>
<td>.841*</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.</td>
</tr>
<tr>
<td>N</td>
<td>2780</td>
<td>2780</td>
</tr>
</tbody>
</table>

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

From the result of the above table, the correlation coefficient \((r = 0.841)\) between crisis management and minimization of maximum loss is strong and positive. The coefficient of determination \((r^2 = 0.71)\) indicates that 71\% of effort to resolve crisis in the country can be explained by the guarantee that the effort will minimize of maximum loss to both leaders and followers in Nigeria. The significant value of 0.000 \((p< 0.05)\) reveals a significant relationship. Based on that, the null hypothesis was rejected and alternative accepted. Consequently, I hold here that the minimization of maximum loss in the political process and outcome by leaders (politicians) and followers (the populace) can significantly resolve the problem of leadership and insecurity in Nigeria political space. For triangulation of analysis techniques, I used dummy values to convert the ordinal values to interval and then use ANOVA, a form of parametric statistics to re-run the analysis and thus compare if their result will lead to the same position or findings.
Table 6: ANOVA TABLE

<table>
<thead>
<tr>
<th>Source</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>1409.470</td>
<td>1</td>
<td>1409.470</td>
<td>7.231</td>
<td>.025</td>
</tr>
<tr>
<td>Within Groups</td>
<td>1754.167</td>
<td>10</td>
<td>194.907</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3163.636</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** SPSS version 20.1

From the ANOVA table above, the significant value of 0.025 (p<0.05) indicated that a significant effect exists between crises management and minimization of maximum loss in the political structure. Based on the decision rule, the null (HO) hypothesis was rejected. Consequently, I am inclined to hold that minimization of maximum loss by leaders and followers in political process and settings can significantly resolve crisis in Nigeria political space.

**Discussion, Conclusion and Recommendation**

The Nigerian political space is plaque with myriad of social problems. This is understood by a gross distrust by the population of the politicians. Leadership is obtained through political process. The aim of this ambition of this politician is defected. The primal motive is not to give adequate representation and leadership but purely to make economic gains. That explains why they loot the treasury as if its their primordial estate and indulge in corrupt acts while holding public offices forgetting that those loots are common wealth of the nation. That is the psyche of most Nigerian politician and so they give into looting funds and national wealth that was ab-initio the common wealth of the nation. These acts are at variance with their promises and messianic posture demonstrated during campaigns. This farcical and hypocritical self-righteous indignation preached and potent in manifestoes during campaign and electioneering processes are just political platitude manufactured to enhance cheap popularism. These leaders therefore only seek for political office as a means to an end which is in this context looting and indulging in corrupt acts.
The populace on the other hand haven participated in the political process that produce the leaders without getting the gains of good governance and leadership feel betrayed and used and thus lose confidence and trust in the entire system. Structuring to make even the system undertake social crime without regrets and fear. This results in severe conflict. The position of this paper therefore is an examination of how this conflict burn out of problem associated with leadership and insecurity is resolved using games theory.

The philosophical foundation upon which games theory is anchored is the minimax and the maximin principle. The direction of attention of the work therefore was to see if the guarantee of minimization of maximum loss and maximization of minimum gain in political conflict situation can assist in its resolution.

The result of the hypotheses shows that if conflicting partners are guaranteed of minimization of maximum loss and maximization of minimum gain in circumstances of conflict, it can to a large extent resolve crisis. The findings collaborated the studies of Kellett (2007) and Peter (2011) whose work express same position in the organizational context. The findings further substantiate the works of Markokesti who in addition to this holds that the “…..the strategic mind-set should be to prioritize improving the quality of work life as a way of solving their problem” — http://markokesti.wordpress.com. It is further observed that “ in almost every kind of business, we need to negotiate deals, prepare for further negotiations ……, game theory allows us to deal with these interactions with all interest noted and protected in conflict in clear and often quantitative way” The position of this findings is further given credence by the responses of those interviewed.

Base on that findings, it is recommended that since conflict cannot be completely avoided in life circumstances the resolution of its manifestation should be approached with promises of minimum loss and maximum gains to the parties involved. Politicians and leaders should be committed to their election and campaign promises. Those mostly politicians and leaders who would have acquired wealth through corrupt means should be discredited and stigmatized. A harsh punishment and other punitive measures should be melted out to public officers who convert public wealth to their personal wealth. A guarantee of these will accelerate conflict resolution and management process in Nigerian political space.

Reference

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Effect of Perceived Ease of Use and Perceived Usefulness on Adoption of Automation System in Academic Libraries

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Abstract

High demand for improved service delivery has compelled academic libraries to adopt automation system. Automation system has been found to be a key player that positively changed academic libraries housekeeping operation. In spite of this, it is observed that Nigerian academic libraries have different rates of adopting the automation system for their day to day activities. Consequently, users of libraries expressed worries of the poor information services provision and delivery by some libraries. It is in line with this, that this study aim to assess the effect of perceived ease of use and perceived usefulness of technology acceptance model on the automation system adoption in academic libraries in Bauchi State. A cross sectional survey was adopted in the study and structured questionnaire were administered to the respondents in order to obtain data for the study. A total number of 185 questionnaires were used for data analysis. Mean, standard deviation, t-test statistics, and regression analysis (multiple regressions) were used to conduct the various analysis of the study. The results obtained suggested that perceived ease of use and perceived usefulness have significant effect on automation system adoption by the Bauchi state academic libraries. In line with the findings of the study, it is recommended that management of these libraries should continue to give more priority to the deployment of automation systems that are very easy to use and to articulate the benefits to be derived from the automation adoption. On the other hand, management of these libraries is to look for other factors that could have a connection with the adoption of automation system in their libraries.

Keywords: Technology Acceptance Model (TAM), Perceived Ease of Use (PEOU), Perceived Usefulness (PU), Automation System and Academic Libraries.

Introduction

For centuries, technological and social changes have been influencing a number of professions by making things easier and faster, of which libraries are not in exception. This has been affirmed by Arif & Mahmood(2010) who acknowledge that in the last two decades, libraries have been positively affected by the rapid changes brought by new technologies. The use of computer is applicable to a variety of operations in library services and its application has brought maximum efficiency to service of libraries through extreme minimization of mistakes, increase in convenience, adequate up to date statistical data keeping, monitoring literature growth, labor saving and simplicity in exchange of documentation (Abbas, 2014).

The adoption of automation system in academic libraries has enabled librarians to discharge traditional library housekeeping services such as acquisition, cataloguing, retrieval, dissemination and access to online resources more effectively thereby enhancing their job performance and timely information delivery to users(Oyewumi, Alegbeleye, & Onifade, 2015). The case is more evident in developed countries where automation system is considered to be easy to be adopted and benefits to be derived are highly articulated(Rosenburg, 2015).

In African continent however, Rosenberg (2015) revealed that from a survey of African countries’ libraries, out of 40 libraries surveyed, majority of them (56%) are yet to complete the process. Most libraries began with cataloguing, but have neither finished that nor moved to other process, 13 (21%) are yet to started while 9(15%) considered that they are fully automated. Similarly, Chisenga(2004)in a survey of ICT adoption in public libraries in Botswana, Ghana, Kenya, Malawi, Nigeria, South Africa, Tanzania, Uganda, Zambia and Zimbabwe found limited use of computers and other ICT facilities which seriously brought slowly face of automation of their services.

The situation is more severe in Nigerian context as Omekwu and Echezona(2008) observed that the state of ICT in Nigeria is poor when compared to some Africa countries such as Egypt and South Africa
which has led to the poor automation system adoption in so many academic libraries.

Despite the number of measures taken by federal government such as management information system (MIS) and Nigeria Universities Network (NUNET) projects, Nigerian virtual library project for higher institutions which was sponsored by United Nations Educational Scientific and Cultural Organization (UNESCO) in 2003, automation in libraries are still at crawling stage partly attributed to inadequate technical know-how, difficulties associated with the use of the system and poor foresight of benefits to be derived (Gbajie, 2007).

This has aroused a serious issues concerning the determinants that influence the automation of libraries and hence the need to assess the determinants for the adoption of automation in academic libraries in Bauchi State.

Literature Review

Concept of Academic Library

Academic libraries according to Akpohonor(2005) are libraries that can be found in tertiary institutions of learning such as Universities, Polytechnic Monotechnics, Colleges of Education, and other research institutes. Academic library is being viewed by Yusuf & Iwu(2010) as the nerve center or focal point which scholarship revolves. It is an indispensable instrument for intellectual development, being a store house of information to which users (students as well as lecturers) may turn to for accessing information. According to Nwezeh & Shabi(2011), librarians have dissemination of right information to the right users as their major task. The library has a unique position as a potential educational force in the university community of staff and students of different levels particularly in this ICT era, which can facilitate and allow the libraries capability to reach out to both close and remote right users.

Agboola & Bainigboye (2011) maintained that the educational programs quality and strength of any user depends mostly on the level at which she/he make use of library collections, not the library as a magnificent building. Academic libraries play a vital role of providing information services to the students, lectures and researchers in order to address their teaching, learning and research needs. Singh & Kaur(2009) noted that the main mandate of academic libraries is to preserve and provide access to required knowledge and information, thereby supporting teaching and research which is the mission of their parent institutions.

Professional librarians that work in academic libraries particularly in this information era has always mandate themselves with the searching, gathering, organizing and sharing of information resources to support researches and learning. These information resources are in both print and electronic formats. That is why librarians in the university libraries are always regarded as academic staff (Nwezeh & Shabi, 2011).

Concept of Library Automation

Information technologies have provided an avenue for the revolution of library services from traditional services such as card catalogs, printed books, periodicals, bibliographic instructions and in-person/face-to-face reference to novel services and delivery modes incorporating: electronic resources, such as e-books, e- journals, e- periodicals, e-magazines, databases, virtual references services and other services that are online oriented. Innovation of novel services that are peculiar to the online/web environment is the trend in contemporary modern libraries (Moyo, 2004). Therefore, Library automation is the general term for ICTs that are used to replace manual system in library.

All types of libraries are investing huge amount of money and resources in ICTs. These huge investments bring about deployment of modern gadgets and facilities that are made possible through ICT. As Brindley, Walti and Olaf(2008) asserted, these provided easy access to library and information resources to meet the needs of the clientele. When ICT facilities are effectively utilized in library and information services, the access door to online information resources and services are broadly opened. Aina(2004) agrees that the deployment of ICT in library and information service allows the provision of timely information in the universities which in turn lead to maximal benefit and improve research productivity.

Foster, Heppensta, Lazarz and Broug(2008) and Frankor and Akussah(2012) similarly concluded that if staff and students in developing countries’ Universities particularly in African region will be having access to relevant electronic information resources, there is great tendency to improve the quality of their research and promote increased in research productivity and publications.

The trend of automation in library has a short history in Nigeria; it required proper planning and vigorous implementation. Academic initiated the automation of
their library to cope with the ever changing demand of the staff and student who are regard as the main users of the libraries. The modernization of the library media center equipped the students to become experience information users and lifelong learners.(Nebeolise & Osuchukwu, 2014)

Nebeolise and Osuchukwu (2014) also maintained that library administrators and information staff therefore need to embark on an intensive research on the different types of software being paraded in the Nigerian market before making decision on which one they will go for. Experience has indicated that a lot of librarians in Nigeria fall into one serious problem or the other as a result of wrong choice of software for library automation. For instance, many of the first generation Universities in Nigeria started adopting and using TINLIB software but they have to drop and changed it due to some difficulties in technical maintenance and exorbitant cost of processing and maintain it.

**Technology Acceptance Model**

Technology acceptance model (TAM) is one of the well-known models associated with technology acceptance and use, originally proposed by Davis in 1986 as a foremost model to determine the intention of users to adopt or reject a given technology. TAM has on several occasions tested and proved to be a very reliable theoretical model that aids to explain and predict user’s intention to adopt a given information technology (Legris, Ingham, & Collerette, 2003). TAM has been tried in a number of empirical researches and the tools used with the model have proven to be of good quality and to produce statistically reliable results. Davis, Bagozzi and Warshaw(1989) maintained that TAM has for a long time been endorsed and accepted as a powerful and parsimonious frame work to explain information technology adoption by intendants users.

According to TAM, information system (IS) / information technology (IT) usage is determined by users’ intention to use it, which in turn is determined by users’ beliefs about the system. Perceived usefulness and perceived ease of use of the system are the two cognitive beliefs advanced by TAM. Where perceived usefulness is used to explain the extent to which a user believes that using the system will enhance his/her job performance. Perceived ease of use is used to explain the extent to which a user believes that using the system will be effortless. Although perceived usefulness has a direct effect on user’s intention to adopt a given technology, perceived ease of use has both direct and indirect effect on user’s intention to adopt a given technology through perceived usefulness.

Despite the fact that theory of reason action (TRA) and theory of plan behavior (TPB) are also models developed to predict user’s intention to adopt technology, but TAM has been verified, tested and believed to have more convincing explanatory power than them (Davis, Bagozzi & Warshaw, 1989 and Taylor & Todd, 1995). That is why this empirical study considered TAM as its underpinning theoretical model thereby adapting perceive ease of use and perceive usefulness from it as independent variables aim to predict the dependent variable (automation system adoption).

**Perceived Ease of Use in Relation to Library Automation Adoption**

Davis (1989) defined perceived case of use as the extent to which people believe that using certain system would be effortless. From behavioral decision making point of view, users in most occasions try to minimize effort in their behavior (Igbaria & Livari, 1995). Venkatesh (2000) pointed out that users would form early perceptions of perceived ease of use of a given technology based on their general beliefs with regard to that technology and its usages. Perceived ease of use has been demonstrates by Venkatesh and Morris (2000) as a function of user’s assessment of the involved efforts in the process of adopting and learning new technology. It is believed that perceived ease of use immensely assists in minimizing the uncertainty of innovations, leading individuals to adopt the technology in question (Elliott & Frank, 2008).Porter and Donthu (2006) hypothesize that intendants users will be avoiding any new technology due to perceived difficulty and risk associated with learning that technology. This implied the need for the evaluation of the required efforts to be involved.

Individual users may allocate degree of effort of the various activities for which they are responsible. Therefore, an IT application perceived to be easier to use than another IT application more likely will be accepted by users, given all other factors are equal (Davis, 1989). Consequently in general, if an application system is easy to use, requiring less effort on the part of users, it will have a higher likely hood of adoption. Furthermore, previous researchers have found that perceived ease of use influences IT application usage (Davis 1989) and library automation adoption (Parvez, 2011).

Ajay, Santosh, and Tarseem, (2015) acknowledged that any work which has been done with the help of
automatic machine like computer without any human interface is called automation. The biggest benefit of automation is that it saves labour, however it is also use to saves energy and materials as only very little effort is required, thereby improving quality, accuracy and precision. With regard to library automation, a study confirmed Bhanja and Barik (2009) stressing that automation of the traditional library house-keeping activities make materials easier for patrons to locate as well allowing staff to perform better user services by facilitating a multitude of staff tasks. Consistent with Egunjobi and Awoyemi (2012) their study noted that automation enables easy access; that is users are able to search for materials within the library and from remote locations via search items as author, title, subject, call number and keyword. The study revealed that, filing slips for charging of books were things of the past; books are just scanned during borrowing. Christopher and Richard K (2004) also asserted that library automation responds in no small measure to the needs placed on the academic library by effectively harnessing the power of technology in automating its operations, with an intention to strengthen the intellectual mission of its parent institutions. Kofi and Opare-Adzobu (2010) added that these systems drastically minimize the time and energy of the staff in the overall management of the library systems, operations and services on one hand, and that of the users for accessing information and services on the other hand, at their convenient regardless of location and time of use. Boating, Agyemang and Dzandu (2014) also conducted a study and their finding revealed that borrowing time was short and the online public access catalogue (OPAC) has made library resources accessible from different angles without much difficulty which is the case in traditional library operations.

**$H_1$: Perceived ease of use has a positive effect on automation adoption in academic libraries**

**Perceived Usefulness and Library Automation Adoption**

Perceived usefulness in the TAM model originally referred to job related productivity, performance and effectiveness (Davis, 1989). That is why Davis (1989) defined perceived usefulness as the extent to which a user believes that utilizing a certain system would influence his/her job performance and productivity positively (i.e. providing timely information). From a theoretical perspective, TAM suggests that most of the times, people intent to act before they actually act and perceived usefulness and attitudes towards the information technology are identified as the major determinants of behavioral intention.

A significant body of literature in different academic fields (Legris, Ingham and Collerette, 2003; Davis et al., 1992; Koufaries, 2002; Ong and Lai, 2006) has stressed the importance of perceived usefulness in accepting new technology. Igbaria and Livari (1995) stated that perceived usefulness has an effect on individual’s technology acceptance because of the reinforcement value of outcomes. Users who believe in a positive use performance relationship will lead to the acceptance of technology (Davis, 1989) and will influence behavioral intention to use that technology (Sun, Tsai, Finger, Chen, & Yell, 2008).

The TAM hypothesizes this positive relationship between usage and performance, noting that individuals will use IT applications when they perceive such usage would lead to the desire task performance. Davis (1989) hypothesized that perceived usefulness is an extrinsic factor affecting usage of IT applications. A possible explanation is that individuals will use these applications only if they perceive that such usage would help them to achieve the desire task performance.

In order to improve efficiency of library housekeeping operation, Veer, Kadam and Chavan, (2010) noted that library should be automated in the following manner; automated acquisition system, automated cataloguing system, automated circulation system and automated serial control system. Peyala (2011) asserted that the computerization of acquisition unit enhances funds control, quick checking of approved books devoid of duplication and manages labour intensiveness in the manual system. Above all automation of library brings a lot of benefits that help in improving the general performance and enhance repaid productivity in library operation and service delivery. Delsey (1990) stressed that library automation increased access to relevant materials; users are able to search for materials within the library and from remote locations via search items as author, title, subject call number and keyword. It also ensures that machine readable catalogue can be accessed and displayed in a multitude of ways that simply are not possible with a manual catalogue.

Owed to the automation, circulation is one of the most affected area of library services, which saved a lot of time of users as well as staff; with the help of WEBOPAC, users can search information from anywhere at any time, users can easily do the reservation of library source and it helps to avoid the
Theft of library resources with radio frequency identification (RFID) system (Parvez, 2011). Kadiri (2004) noted that the advantages of library automation includes less drudgery, easy generation of records, space conservation, improvement of information service, and easy retrievals. This can in no small measures increase job performance and productivity in the course of discharging library routines.

H2 Perceived usefulness has a positive effect on automation adoption in academic libraries

Research Framework

![Diagram of Research Framework]

Research Framework for the Study

Population and Sampling

The population of this study comprises of three hundred and ninety six (396) professionals and Para professionals library personnel in the academic libraries of higher institutions of learning in Bauchi state. The researcher obtained the said population of the study from the librarians of the respective institutions from November 2016, - January, 2017.

Considering the fact that the population of this study is drawn from different academic libraries, proportionate stratified random sampling technique is adopted in selecting the samples. The technique involves categorizing the selected elements into different groups then taking an element from each stratum by means of simple random method (Sekaran, 2003). This technique has the advantage of ensuring impartiality and fairness in the process of selecting the sample (Salkind, 2012). The researcher therefore, classified the academic libraries under study as strata with samples drawn based on the population of each academic library.

A sample size of one hundred and ninety nine (199) respondents was drawn to represent the entire population of this study. A Yamane's formula was employed to determine the stated sample size as can be seen below:

\[
n = \frac{N}{1+N \times (e)^2}
\]

Where:  
N = the size of the population  
\(e\)^2 = the error of the five (5) percent limit - error limit  
n = 199

\[
396
= \frac{396}{1+396(0.05)^2} = 199
\]

Instrument and Data

The data collection instrument used in the study was a structure questionnaire. Ali (2006) stated that questionnaires are the most widely means through which data is collected in research study. This is because it provides quick mean of drowning forth, useful and most appropriate information on the respondents’ view or option on a wide range of subject. The questionnaire was designed based on section A and B, where section A asked respondents about their demographic variables such as sex, qualification, year of experience and name of institution. While section B dwelled on three variables (perceived ease of use, perceived usefulness and automation adoption) of the study which were adapted from previous related studies and questions were asked based on five points Liker scale ranging from Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA).

The targeted respondents were reached in their respective libraries and the questionnaires were administered to them after thorough explanation of the purpose of the study and the instrument regarding how to respond to the questionnaires. The researcher tried and has the distribution and collection of the instrument lasted for two months.
Data Analysis
Data collected were statistically analyzed by mean of percentage, mean score, standard deviation and multiple regression with the help of statistical package for social science (SPSS) version 20. The data analysis involved both descriptive and inferential statistics. The descriptive statistics was used to present the distributional properties of the data and explain the respondents’ characteristics through percentage, mean and standard deviation. While inferential statistical tests were conducted to investigate the nature, impact and strength of relationship between the variables by means of multiple regressions.

Results and Discussions
The completed/ticked questionnaires were retrieved back from the respondents within a very reasonable time and only one hundred and eighty eight (188) completed questionnaires were returned with eleven (11) unreturned which represent 94% and 6% respectively. Out of 188 questionnaires retuned, only 185 were found to be useable while the remaining 3 were rejected as invalid which represent 92% and 2% respectively. This response rate of 92% is considered to be adequately enough for this study as Sekaran, (2006) acknowledged that the response rate of 30% is acceptable for surveys.

Questionnaire Distribution and Retrieval

<table>
<thead>
<tr>
<th>Instruments</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributed</td>
<td>199</td>
<td>100</td>
</tr>
<tr>
<td>Questionnaires</td>
<td>188</td>
<td>94</td>
</tr>
<tr>
<td>Returned</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Questionnaires</td>
<td>185</td>
<td>92</td>
</tr>
</tbody>
</table>

When data for this study were collected from the respondents, they were screened and checked for missing values, multivariate outliers, normally, linearity, homoscedasticity, and multicollinearity. This was done to confirm that the key multivariate assumptions are not violated. Pallant(2001) stressed that, before commencing any data analysis, it is essential to check and cross check the collected data with the view to figure out errors (if any).

Descriptive Statistics
This sub-heading illustrated and dwelled on the demographic variable used in the research study. Demographic variables of respondents such as years of experience and qualification were extensively discussed. What this subheading revealed can help the reader to have an insight and clear understanding of the characteristics of the respondents involved in this study.

Respondents’ Demographic Variables
The respondents qualifications variables of this study revealed that degree/HND holders are the majority constituted 80 respondents representing 43.2%; this is followed by diploma/NCE holders who constitute 70 respondents representing 37.8%; then masters holders who constitute 24 respondents representing 13% while other qualifications below Ph.d, masters, degree/HND and diploma/NCE constitute 11 respondents representing 5.9%. This has strengthened that respondents with required qualification of librarianship participated in this research than those respondents with lower qualification. This statistics of respondents’ qualification indicated a reliable response from the respondents since majority of them possessed degree/HND in their librarianship career.

Respondents’ years of experience has indicated the respondents’ working experience in service. This will guide the reader to understand whether the experienced respondents are the majority in participating on the research study and as such it will influence the outcome of the research study. Respondents with 1-5 years experience in service constituted 69 respondents representing 37.3%, which indicated that academic libraries in Bauchi state are employing young graduates with required qualification that improves library performance. 6-10 years experience constituted 49 respondents representing 26.5%, 11-15 years of experience constituted 35 respondents representing 18.9%, 16-19 years of experience constituted 17 respondents representing 9.2% and lastly those with 20 and above years of experience constituted 15 respondents representing 8.1%. Looking at the above statistics, the respondents with high years of experience (6-10,11-15,16-19, 20 and above representing 62.7%) are the majority in this research study which is clearly indicated that the response validity will be high because the respondents are experienced to tick the appropriate answers.
Respondents’ Demographic Profile

<table>
<thead>
<tr>
<th>Demographic factor</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents’ qualification</td>
<td>Masters</td>
<td>24</td>
<td>13.0</td>
</tr>
<tr>
<td></td>
<td>Degree/HND</td>
<td>80</td>
<td>43.3</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>70</td>
<td>37.8</td>
</tr>
<tr>
<td></td>
<td>/NCE</td>
<td>11</td>
<td>5.9</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>185</td>
<td>100</td>
</tr>
</tbody>
</table>

Respondents’ years of experience

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>69</td>
<td>37.3</td>
</tr>
<tr>
<td>6-10</td>
<td>49</td>
<td>26.5</td>
</tr>
<tr>
<td>11-15</td>
<td>35</td>
<td>18.9</td>
</tr>
<tr>
<td>16-19</td>
<td>17</td>
<td>9.2</td>
</tr>
<tr>
<td>20 and above</td>
<td>15</td>
<td>8.1</td>
</tr>
<tr>
<td>Total</td>
<td>185</td>
<td>100</td>
</tr>
</tbody>
</table>

Confirmatory Factor Analysis

For a confirmatory factor analysis (CFA) to be performed, some certain criterion such as Kaiser-Meyer-Olkin’s measure of Sampling Adequacies (KMO), the Bartlett’s Test of Sphericity and anti image correlation results needs to be met. As such, they were all tested and found to have satisfied the required condition as can be seen in the table below:

<table>
<thead>
<tr>
<th>Constructs</th>
<th>KMO</th>
<th>BTS</th>
<th>Range of Anti-Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>PEOU</td>
<td>0.834</td>
<td>0.000</td>
<td>0.781 - 0.902</td>
</tr>
<tr>
<td>PU</td>
<td>0.790</td>
<td>0.000</td>
<td>0.761 - 0.825</td>
</tr>
<tr>
<td>AAD</td>
<td>0.754</td>
<td>0.000</td>
<td>0.725 – 0.799</td>
</tr>
</tbody>
</table>

Having met the requirements for performing CFA, the following results have been obtained from the analysis of confirmatory factor and they all satisfied the needed results of the CFA

Correlation Test

Correlation test was employed to determine linear interrelationship between two or more variables or items (Sekaran, 2003). As such, Pearson’s correlation was employed to conduct correlation test on direct relationship between all the study variables. Pallant (2011) Maintained that a correlation of 0 is indicating absence or no correlation, a correlation of 1.0 is indicating perfect positive correlation, while a correlation of -1 is indicating a perfect negative correlation. Cohen(1988) further provides the following as guidelines: r = 0. 10 to 0.26 as a little or small correction; r = 0.30 to 0.49 as average or medium correlation; and r = 0.50 to 1.0 as high or large correlation.

Pearson’s Correlations between Study Variables Table revealed the various levels and strength of

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relationship between the variables. The results of correlation indicated the existence of little or small correlation; average or medium correlation; and high or large correlation but no absence of correlation between the variables under this study. However, the result of correlation coefficient among the variables revealed that the correlations that exist among the variables are average. This result of correlation helped to revealed that multicollinearity problem does not exist. Field (2005) recommended that to avoid multicollinearity, the value of the correlation coefficient should be less 0.8.

\[ \text{Product-Moment Correlation Coefficient} \]

**Pearson’s Correlations between Study Variables Table**

<table>
<thead>
<tr>
<th>Pearson’s Correlations</th>
<th>PEOU</th>
<th>PU</th>
<th>AAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>PEOU</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PU</td>
<td>0.356*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>AAD</td>
<td>0.459*</td>
<td>0.301*</td>
<td>1</td>
</tr>
</tbody>
</table>

**Multiple Regression Analysis**

**Model Evaluation**

The first table of interest here is model summary table. This table provides the R, R\(^2\), adjusted R\(^2\) and the standard error of the estimate, which can be used to determine how well a regression model fits the data. Model Summary Table indicated that the two independent variables (Perceived Ease of Use and Perceived Usefulness) explained 22.8% of the dependent variable (Automation Adoption); Meaning that the independents variables explained 22.8% \(R^2 = 0.228\) of the variance in automation adoption. Likewise the F change of Anova, indicated a very positive results by having F change = .000

**Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R square</th>
<th>Adjusted R</th>
<th>Std. Error of the Estimate</th>
<th>F Change</th>
<th>Sig. F change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.478*</td>
<td>.228</td>
<td>.220</td>
<td>.45760</td>
<td>26.752</td>
<td>.000</td>
</tr>
</tbody>
</table>

* a. Predictors: (constant), PEOU, PU,
  b. Dependent Variable: Automation Adoption

**Coefficient and Hypothesis Testing**

The independent variables (PEOU and PU) were found to be statistically significant predictors of the dependent variable (automation adoption). This can be seen in Coefficient Table where PEOU has a significant value of 0.000 and PU has 0.032, which implies that their significant values are all less than 0.05 (P< 0.05). Likewise, the column for Standardized Coefficients of Beta for all independent variables indicated how each contributes to the prediction of the dependent variable. The standardized coefficient Beta value for PEOU is 0.398(\(\beta = .398\)) which indicated that it makes the highest contribution of 39.8% to the automation adoption in academic libraries of Bauchi State and PU has the Beta value of 0.153 (\(\beta = .153\)), meaning it makes a contribution of 15.3% to the automation adoption in academic libraries of Bauchi State. With this results therefore, hypotheses 1: \(H_1\): Perceived ease of use has a positive effect on automation adoption in academic libraries; \(H_2\): Perceived usefulness has a positive effect on automation adoption in academic libraries are all accepted.

**Collinearity Statistics**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.674</td>
<td>.443</td>
</tr>
<tr>
<td></td>
<td>PEOU</td>
<td>.385</td>
<td>.068</td>
</tr>
<tr>
<td></td>
<td>PU</td>
<td>.215</td>
<td>.099</td>
</tr>
</tbody>
</table>
Summary of Hypotheses Testing

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Hypotheses statement</th>
<th>P value</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$H_2$. Perceived Ease of Use has a positive effect on automation adoption in academic libraries</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>2</td>
<td>$H_2$. Perceived usefulness has a positive effect on automation adoption in academic libraries</td>
<td>0.032</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Discussion of Findings

Findings of this study suggested that perceived ease of use (PEOU) and perceived usefulness (PU) plays a significant role toward automation system adoption in academic libraries of Bauchi state through the use of theoretical basis derived from technology acceptance model. The above results helped to confirmed that there is statistically positive effect of PEOU and PU on automation system adoption.

Result of effect of PEOU on automation adoption has shown that significant effects do exist. Meaning that librarians found the automation system in their respective libraries to be easy to handle and use, as such they perceived ease of use as a determinant that can enable them adopt automation system in their libraries for good functioning of the libraries and better services delivery. Davis (1989) maintained that, this factor (PEOU) plays an important role as potential people may not accept a system favorably if they find it too difficult to use. In other words, a particular technology could be rejected if potential people believe that the benefits of using it are outweighed by the complexity of the system and the effort to use it. The findings of this study goes in line with the finding of Arif and Mahmood (2012) who examined the extent of the adoption of Web 2.0 technologies (automation software) by Pakistani librarians and found PEOU was a significant factor in the rapid adoption of Web 2.0 in Pakistani libraries. Similarly, Hak(2015)also found significant relationship between library automation adoption and PEOU, where he concluded that users of automation program “Senaya” found automation to be easy to adopt in terms of easy for installations, it required only little training and one can easily understand it within a very short period of time.

However, Bagudu and Sadiq (2013) also conducted a research on students' perception toward digital library services, but found an insignificant effect of PEOU on digital library adoption.

This also coincided with the findings of Alajmi(2013) who explored factors influencing digital library adoption and have insignificant relationship between digital library and PEOU. And library automation is a sub set of digital library.

The result of PU in relation to automation adoption has indicated a statistically significant relationship, which means respondents of this study found automation adoption very useful in their libraries in terms of operation, performance, productivity, effectiveness and energy saving. The finding of this study coincided with that of Hak (2015) who also found a significant relationship between library automation adoption and PU in Senaya libraries, Indonesia. Davis (1989) maintained that when a new system is introduced, the first thing that people do is to evaluate its usefulness, from which they can decide as whether to continue or discontinue to use it, since people will only tend to use an application when they perceived it useful and significant to improve their skills and performance.

Conclusion

Considering the fact that automating of libraries is one of the major focus of libraries globally, it is important to look at the various factors that are related to the automation adoption. Luckily this study successfully assessed some of the determinants for the automation adoption in academic libraries in Bauchi state. From findings of the study, it is evident that perceived ease of use and perceived usefulness are essential to the adoption of automation system in academic libraries, all the independents variables have strong effect on automation adoption in libraries. Evident from this study outcome has concluded that level at which automation system can easily be used and amount of benefit to be derived from it are essential key to full automation adoption in libraries, hence academic libraries in Bauchi State in particular and Nigeria as a whole should pay special attention to these determinants for them to survive among the libraries of 21st century. The researcher further recommended that management of these libraries should continue to give more priority to the deployment of automation systems that are very easy to use and to articulate the benefits to be derived from the automation adoption.
Suggestion for Future Study/Limitation of the Study

It should be noted that the variables in the model explain only 22.8% of the variance of automation adoption in academic libraries of Bauchi State. Another 77.2% of variance remains unexplained, suggesting a need for more studies to incorporate additional variables and samples in the model. Future research should also cover a very wide area such as geo-political zone or even the whole nation and include all types of libraries so as to understand the level at which automation adoption is affected by easiness of the technology deployed and the benefits that are derived from it.

References


Effects of Information and Communication Technology Adoption on the Operations of Modern Retail Outlets in Metropolitan Kano, Nigeria

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Abstract
The retail environment is highly competitive and so, organized retail outlets in Nigeria have had to adopt Information Technology (IT) to enhance their operational efficiency. Thus, this study investigated key determinants of IT adoption in modern retail outlets in Nigeria, and how IT usage has enhanced operational efficiency of these outlets. Cross sectional research design was employed for the study and primary data were collected via self-administered questionnaire on the research variables from 400 respondents selected through a systematic sampling technique. The returned 351 copies of questionnaire which represented 88% response rate were analysed using frequency, percentage, Pearson correlation coefficient and regression model. It was found that the trio of organizational leadership, adopter’s attitude and ease of use are significant predictors of IT adoption among staff of modern retail outlets in Nigeria and that IT adoption significantly explained 57% variations found in operational efficiency of these retail outlets. It was therefore, recommended that operators of organized retail outlets familiarise themselves with various technological innovations in the retail industry with a view to using them so as to add values to their businesses and customers.

Keywords: Information technology, adoption, organized retail outlets, retail operations and ease of use.

1. Introduction
The business world is continuously changing due to advances and developments in Information and Communication Technology (ICT). Information technology is a term that encompasses all forms of technology used to create, capture, manipulate, communicate, exchange, present, and use information in its various forms. As the pressures of global competition and the use of Information and Communication Technologies increase, it is obvious that the institutions and the way they work with people are changing. Institutions such as retail outlets that sell goods and services to the final consumers tend to be more organized as a network and responsive. One of the key factors in achieving an organized and efficient retail operation is the adoption of information and communication technology as an enabler to improving customer satisfaction, operational efficiencies and effectiveness and by extension, profitability especially in a digitalized world.

On the supply side, Carpenter and Moore (2005) have noted the dramatic increase in the new shopping centre format such as malls and supercentres which have resulted into stiffer competition in the retailing industry. In Nigeria, some of these new shopping malls are springing up in major cities and they include The Palms in the Lagos Peninsula, Cedi Plaza in Abuja, Shoprite in Abuja and Kano, Jifatu Stores, country mall in Kano. In effect, there has been an addition to aggregate retail stock in the Nigerian retail industry and saturation of the market which has made the supply-side of the market of great concern to the retailers. Competition in the industry is further heightened by the Internet retailers which constitute very recent innovations in the Nigerian retail landscape.

In contemporary time, the only constant in the retailing industry is change. According to Alqahtani and Wamba (2012) the factors that have made change inevitable in the retailing industry include fluctuations in the economy, changes in consumer demographic and lifestyle and all these have combined together to make the demand side of the market very difficult to capture manually except through modern technology. In such a turbulent environment, only those retailers who can demonstrate unprecedented information technological architecture would prosper. Thus, as identified by Kasiri & Sharda (2011) key operational areas of retailing into which technology could be deployed are merchandise tracking/pricing, supply chain monitoring, day to day selling activities and customer service delivery. The key corresponding technologies that could serve as panacea to these problems include Barcode Scanners, Point of Sales, Transaction Processing System, Office Automation System, Smart Operation System and Radio Frequency Identification (Kasiri & Sharda, 2011).
However, it is doubtful whether or not organized retailers in Nigeria are aware or taking advantage of these technologies to launch themselves into the global market as done by American retail giants namely, Amazon.com and Wal-Mart.

In the marketing literature, Rogers is seen as the most influential author on technological adoption and since he published the first edition of his famous theory on adoption and diffusion of innovations in 1962, the scope of diffusion theories and associated empirical research has broadened. Rogers (1995) synthesized research from over 508 diffusion studies and came out with the ‘diffusion of innovation’ theory for the adoption of innovations among individuals and organization. Later theories of innovation adoption include Theory of Reasoned Action and Planned Behaviour (Ajzen, 1985) Task-technology Fit theory (Goodhue & Thompson, 1995), Unified Theory of Acceptance and Use of Technology (Venkatesh, Morris, Davies & Davies, 2003) and Technology Acceptance Model (Venkatesh & Bala, 2008). Although many researchers have employed variables in these theories to investigate adoption of information and communication technology as it relates to operations of organized retailing from different perspectives (Zhou, 2009, Rekik, Sahin & Dallery, 2009, Verhoef, Reinarte & Krafft, 2010, Liu, White & Sholtages, 2011, Alqahtan & Wamba, 2012, Ying & Colin, 2013 and Lai, 2017), nevertheless, the scope of these studies were narrow as they only concentrated on Radio Frequency Identification (RFID) as a technological tool for enhancing supply chain of modern retail operations; while larger operation issues such as day-to-day selling activities and in-store security have received little or none attention.

Thus, this study has attempted to expand the scope of retail operational activities to include in-store selling activities, inventory management and service delivery as natural outcome of IT adoption by modern retail outlets in Kano metropolis, Nigeria. In order to further expand the frontier of knowledge, variables such as employee attitude, leadership and perceived ease of use were combined in this study and interrelationships among them empirically ascertained with a view of producing a comprehensive IT adoption model for organized retailers. In essence, the aim of this study was to determine factors that enhanced IT adoption and how technology usage has helped organized retailers to achieve operational efficiency. Consequently, this study is an attempt to provide answers to the following research question:

What are the factors that enhanced IT adoption by these modern retail outlets in Kano Metropolis?
How has IT adoption enhanced operational efficiency of modern retail outlets?

Moreover, the above research questions were converted into null hypotheses and tested accordingly as follows:

Employees’ attitude, organizational leadership and perceived ease of use have no significant effects on IT adoption by modern retail outlets
IT adoption has no significant effects on operational efficiency of modern retail outlets.

This paper is organized as follows: this introduction is followed by literature review, research methodology, results, discussion of findings, conclusions and recommendations in that order.

2.0 Literature Review

This section deals with theories that underpinned the concept of adoption of information technology as well as conceptual relationships among variables of interest.

2.1 Information Technology and its Uses in Modern Retail Outlets

Information technology is an umbrella term that includes all technology for the communication of information. The World Bank defines ICTs as the set of activities which facilitate by electronic means the processing, transmission and display of information. This definition overlooked the human aspects of technology and according to Rodriguez and Wilson (2000) Information and Communication Technologies are technologies people use to share, distribute, and gather information and to communicate, through computers and computer networks. Similarly, Schurle and Stroade (2003) define information technology as the modern handling of information by electronic means, which involves its access, storage, processing, transportation or transfer and delivery. Thus, it can be regarded as a form of knowledge concerned with transformation of information inputs into information output or transmission of signal from one form or medium into another.

Darmawan (2001) posits that IT usage in a retailing organization starts when a company begins to realise the need for strategic change and decides to acquire technology in its operations. This would be followed by individual level adoption when technology is utilised. Information and Communication technologies that are specifically relevant for retail operations include Point – of – Sale technology
(POS), Electronic Data Interchange (EDI), Data Mining (DM) and Radio Frequency (RFID).

**Point-of-Sale (POS)** consists of a computer, monitor, cash drawer, receipt printer, customer display and a barcode scanner. It helps in capturing of data and customer payment information at a physical location when goods or services are bought and sold. Thus, it is a comprehensive computerized checkout system that includes a bar-code scanner, receipt printer, cash drawer, credit and debit card scanner, monitor, and inventory management software. A point-of-sale system tracks sales and identifies inventory levels in real time.

**Electronic Data Interchange (EDI)** consists of computer-to-computer transmission of standardised business transactions (Walton & Marucheck, 1997); which has rapidly developed as a technology for information transfer from retailer’s computers to suppliers’ computer throughout the retail supply chain, and is used by retailers to form partnerships with their suppliers. EDI is highly accurate and very efficient at collecting information over the internet and facilitates a company in speeding up their transactions and order processes. By sharing customer sales figures and demand forecasts, EDI can enhance planning and control in order to reduce inventories through the use of timely information (Bamfield, 1994). EDI is mainly used to place electronic purchase orders, generate bills of lading/freight, transmit sales/inventory data, and give advanced shipping notice.

**Radio Frequency Identification (RFID)** identifies items using a tag, which consists of a microchip with a coiled transmitter, the data being read by an antenna. A wide range of product information is transmitted when the tag is read by the reader, including the identification of the product, location details, price, and date of manufacturing/transportation/purchase. According to Singh (2003), RFID technology has the capacity to capture approximately 40 times more information than barcode technology.

At the heart of these technologies is data mining which is the process of extracting or mining knowledge from large amounts of data in such a way as to build predictive models for management decision-making (Han & Kamber, 2006). In general, companies use computers to capture details of business transactions and send all relevant information to a data warehouse where it is examined and analysed to reveal the total business situation (Lee & Siau, 2001). Data mining plays an important role for retailers, especially in customer relationship management (CRM), allowing retailers to gain knowledge and understanding of consumer behavior (Byrom, 2001), and to segment their customer base while tailoring products and services to the needs and purchasing power of individual groups of customers.

### 2.2 Theories of Adoption

Adoption refers to the stage in which a technology is selected for use by an individual or an organization (Rogers, 1995). "Innovation" is similarly used with the nuance of a new or "innovative" technology being adopted. "Diffusion" refers to the stage in which the technology spreads for general use and application. A number of theories have been proposed to explain consumers’ acceptance of new technologies and their intention to use such innovations. These included, but not restricted to, the Theory of Diffusion of Innovations (Rogers, 1995) that started in 1960, the Theory of Reasonable Action (Fishbein & Ajzen, 1985), Theory of Planned Behavior (Ajzen, 1985, 1991), the Technology Acceptance Model (Davies, Bogozzi & Warshaw, 1989), and Unified Theory of Acceptance and Use of Technology, (Venkatesh, Morris, Davies & Davies, 2003). This study has drawn heavily from these theories to isolate key constructs such as organizational leadership, attitude, ease of use, adoption and operational efficiency and explored relationship among these construct with a view of explaining major determinants of IT adoption and effects of IT usage on operations of modern retail outlets in Kano Metropolis, Nigeria.

Rogers (1995) pointed out that diffusion of innovation is an all-encompassing theory and that four factors that influenced innovation adoption are: innovation itself, nature of the society to whom an innovation is introduced, time when an innovation is introduced and communication channels used to spread information about innovation. According to Rogers (1995) individuals would adopt an innovation if they perceive that the innovation has the following attributes. First, the innovation must have some relative advantage over an existing innovation or the status quo. Second, it is important the innovation be compatible with existing values and practices. Third, the innovation should not be too complex to use by the adopter. Fourth, the innovation must have trialability. This means the innovation can be tested for a limited time without adoption. Many potential users like to see the innovation in use by their peers and understand its benefits before they choose to adopt. Fifth, the innovation must offer observable results (Rogers, 1995). According to Rogers (1995)
all exposed individuals must make a decision about whether or not to accept the innovation. The innovation-decision process is defined as the process through which an individual passes from first knowledge of an innovation to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation and use of the new idea, and to confirmation of this decision. It should be noted however, that this theory has been criticized as being individualistic in nature and failed to admit that diffusion and adoption could fail especially when latest technology produces no progress to the adopters.

The Theory of Reasonable Action is about psychological determinants of behavioural intention and these determinants are attitude and belief. Fishbein and Ajzen (1975) defined “attitude” as individual’s evaluation of an object and that “belief” is a link between an object and some attribute, while “behaviour” is a consequence. People form attitudes by systematically deliberating on any information that they have about the behaviour being considered (Parminter & Wilson, 2003). In turn, attitudes result from an individual’s beliefs about the consequences of a particular behaviour and their evaluation of those beliefs. The more individuals expect that a particular behaviour has good consequences for themselves, the more they develop positive attitude towards that behavior. The major drawback of this theory lies in its inability to consider the role of environmental and structural issues in adoption process (Botha & Atkins, 2005)

Closely related to theory of reasoned action is Theory of Planned Behavior. Ajzen (1991) developed Theory of Planned Behavior which is about factors such as attitude, belief and perceived control behaviour that determine intention of a person’s attitudes toward that behavior. The first two factors are the same as in Theory of Reasonable Action (Fishbein and Ajzen, 1975). The third factor, known as the perceived control behaviour is the control which users perceived might limit their behavior. It should be noted that this theory overlooks the fact that adoption may take place in an organizational setting, hence its focus on individual factors. Consequently, Taylor and Todd (1995) modified this theory to arrive at Decomposed Theory of Planned Behaviour which consists three main factors namely, attitude, subjective norms and perceived control by organizational leaders. These factors were assumed to influence behavioural intention and actual adoption.

Technology Acceptance Model (TAM) was introduced by Fred Davies with a view of isolating key determinants of computer acceptance that could be used to explain behaviour among broad range of end-user of computer technologies. The basic TAM model consists two specific factors: Perceived Usefulness (PU) and Perceived Ease of Use (PEU). Perceived Usefulness is the potential user’s subjective likelihood that the use of a certain ICT will improve adopter’s action while Perceived Ease of Use refers to the degree to which the potential user expects the target system to be effortless (Davies, 1989). However, organizational leadership which is crucial for IT usage in a company was omitted in the model.

Venkatesh, Morris, Davies and Davies (2003) reviewed Technology Acceptance Models and the Theory of Planned Behaviour and decided to use elements of each model for a new unified model, called the Unified Theory of Acceptance and Use of Technology (UTAUT). The UTAUT has four predictors of technology users’ behavioral intention and they are performance expectancy, effort expectancy, social influence and facilitating conditions. Performance expectancy relates to the degree to which the technology is expected to improve job performance. The five similar constructs for all the models reviewed namely, perceived usefulness, extrinsic motivation; job-fit, relative advantage and outcome expectations form the performance expectancy in the UTAUT model while effort expectancy captures the notions of perceived ease of use and complexity. Social influence is the degree to which an individual perceives that important others believe he or she should use the new system (Venkatesh et al., 2003). Finally, the construct, facilitating conditions deals with the degree to which a support infrastructure provided by the leader for the use of technology is believed to exist. Fundamentally, these four constructs are modelled to be influenced by four so-called moderators, namely, gender, age, experience and voluntariness.

In order to build technology adoption model for retailing outlets, five constructs namely, ease of use, adopters’ attitude, organization leadership, adoption and perceived usefulness were selected across adoption theories and hypothesized inter - relationship among them were empirically tested and validated in this research.

Organisational Leadership and Adoption of Information Technology
The adoption of technologies in organizations speaks to the broader issue of how the decision process
unfolds in organizations. Despite the similarity to individual-level adoption, Aarons et al. (2011) suggest that individuals in organizations may have difficulty knowing, weighing, or selecting appropriate innovations to solve particular problems, or their decision to adopt is often complicated by organizational factors (e.g., hierarchy, culture, values), thus, organizational leadership comes in to serve as motivating factor in the use of new technology. Decision-makers in organizations are often referred to as leaders/managers and therefore leadership plays an important role in technology usage in companies, retail outlets inclusive. Leaders who possess traits such as open to risk, proactivity, flexibility, creative orientation, aggressiveness, are enthusiastic in nature and are more likely to see the need of adopting and use technology in their firms (Fillis, Johansson & Wagner, 2004). On the other hand, those that fear change or technology, lack drive and imagination, are unwilling to learn new skills and not likely to employ technology within their organisations. Studies have shown some significant relationship between organizational leadership/manager and IT adoption. For example, Faloye (2014) found that non adoption of E – business by small retail businesses in Nigeria was as a result of lack of interest of owner on E-business technology. Also, Joen, Han and Lee (2006) found that the involvement and support of the leader had a significant influence towards the adoption of e-business among Korean retail businesses. Thus, it is hypothesised that organizational leadership has no significant influence on IT adoption.

**Perceived Ease of Use and Adoption of Information Technology**

Perceived ease of use is defined as the degree to which an individual subjectively believes that using technology does not require a great deal of effort (Yaghoubi & Bahmani, 2010). Ohk, Park and Hong (2015) add that the perceived ease of use is interpreted as the level of freedom one enjoys or experiences in using technology. If an employee believes that E-business technology is difficult to use, he or she will have a negative attitude toward the technology. The fact that users perceived information technology to be useful does not automatically result to adoption if such a system requires extra physical effort and tedious mental exercise (Davis, 1989). Most users want a system that gives them less physical stress and little mental exercise while using it as this will determine adoption (Odumeru, 2012). Extant scholars on information system have empirically found perceived ease of use as a major determinant of information technology adoption (Davis, 1989; Liébana-Cabanillas et al., 2013; Pikkarainen et al., 2004) However, Chan and Lu (2004) found a significant indirect relationship between perceived ease of use and the intention to adopt and use new technology. Thus, it may be hypothesized that ease of use has no significant influence of IT adoption.

**Employees’ Attitude and Adoption of Information Technology**

Attitude as an individual’s positive or negative behavior towards innovation adaptation, Triandis(1979) further stated that attitude portrayed the perceptions of usefulness of technology, risk, privacy, and personal preferences. Cranopind and Prislin (2008) see attitude as a three factor concept, namely, cognitive, affective and conative. Cognitive factor is represented by individual’s thoughts, beliefs and ideas about the object of an attitude. The cognitive aspect can be based on gained information, previous experience or simply on social stereotypes. Affective component – often called emotional - consists of feelings or emotions about the object of the attitude, such as joy, fear, hate, love, anxiety. Conative is called behavioural component and it represents individual’s acting in a certain way towards or away from the object of the attitude.

In the retailing sector, the attitude of IT adopters is reinforced by their evaluation of how good or bad technology has helped them to deliver superior performance. Conceptually, consumers’ attitude is argued to have strong, direct, and positive effect on consumers’ intentions to actually use the new technology or system (Hernandez & Mazzon, 2007 and Jaruwachirathanakul & Fink, 2005). It is therefore hypothesized that employees attitude has no significant effect on IT adoption.

**Operational Efficiency of Retail Outlets and Adoption of Information Technology**

Retailing is the set of business activities that adds value to the products and services sold to consumers for their personal or family use (Levy, 2001). Retailing is not limited to selling products and services in the stores only, but also, through many other channels including internet and direct sales. Retailers work as a link between the consumers and manufacturers of products and services. In Nigeria, retailing is essentially an unorganized sector and dominated by counter-stores, convenience store, street vendors as well as traditional market consisting of stalls and shed who sell to a miserly population that barely had the means to make ends meet and never treated shopping as a form of leisure (Thathoo &
According to Thathoo and Kacheria (2007), retailing is the next-step above agriculture for those seeking to climb the ladder of affluence in search of a higher income. They also posit that the sector employs a large number of populations who are uneducated and unskilled but have used consumer proximity and home delivery as their operating ideas to cater to the Nigerian consumers.

Organized retailing in Nigeria is simultaneously a promising and challenging venture as it represents a large untapped market that is likely to witness tremendous growth in the coming years. As urbanization spreads beyond the major cities, it converts the local population from net savers to net spenders. Indeed, Nigerian consumers have undergone a remarkable transformation and as observed by Thathoo and Kacheria (2007), with the emergence of middle-class, access to credit cards, exposure to the shopping culture of the West through internet and the desire to improve their living standard, consumers in developing countries such as Nigeria are spending like never before. Organized retailing such as Country Mall in Kano with their modern décor and variety of products is also fueling their addiction to shopping, which in turn is fueling the growth of modern retailing organisation in Nigeria.

One notable format of organized retail in Nigeria is the supermarket. Supermarket is a large-scale departmentalized retailing institution offering a variety of merchandise (including groceries, meats and dairy products); it operates largely on a self-service basis with a minimum of customer services, and features of a price appeal and usually ample parking space (Carpenter & Moore, 2005). Although, supermarkets were originally devised as food retailing business, increasing number of supermarkets have added such non-food lines as drugs, household utensil, computer hardware, in order to widen their merchandise appeal and increase their profit potentials.

Departmental stores are large retailing institutions that carry a wide variety of product lines including apparel and other soft goods, furniture and home furnishing. Departmental stores are organized into several departments which are separate organizational units in terms of accounting, control and merchandising (Kotler & Keller, 2006). It thus brings together under one roof a range of merchandising offerings comparable to the combined offerings of many stores specializing in single or fewer product lines. Departmental stores and supermarkets reflect the modern concept of retailing in Nigeria and are mostly found in urban centres, Kano inclusive. Although urbanization and increased incomes have been important factors in the rise of these modern outlets, other factors also play important roles. According to Reardon and Gulati (2008) liberalization of retail foreign direct investment and multinationalisation in the retail sector of the economy continue to play crucial role in the spread of supermarkets in the developing economies which of course, constitute the basis for this study.

In his study of benefits associated with IT usage by business organisations, Ferrer (2009) concluded that four basic benefits stand out and they are: reduction of workload through automation, shorter cycle times, and enhancement of self service and prevention of losses. Roh (2009) believes that there are cost savings benefits derivable when companies use technology and they include safety of merchadising via shop lifting, less need for labor and equipment expenses, and transparency in the supply chain. Also, USA Strategies (2005) opines that information technology usage could enhance day to day selling activities such as in - store suggestive selling to customers of additional and complimentary items while they were shopping. Innovations with an unambiguous advantage in cost-effectiveness practice are more likely to be adopted and subsequently impacted on the operations of business organisations (Damanpour & Schneider, 2009). Therefore, it is hereby hypothesized that IT adoption has no significant effects on retail operations.

3 Methodology
Cross sectional research design which involves gathering primary data on the research variables simultaneously from the respondents was adopted for this study. The population of this study was made up of all organised modern retailing outlets in Kano metropolis that are carrying out their operations using the modern technique. In the context of this study, the term ‘modern retail outlets’ was used to refer to organized retailers that have huge selling space, well arranged merchandise with fixed price policy and mostly operate on self-service basis. They are popularly referred to as supermarkets, departmental stores or super stores as well as mega store and shopping malls. Kano metropolis which is the setting of this research consists of six Local government Councils namely Tarauni, Fagge, Nassarawa, Gwale, Dala and Kano Municipal Local Government Areas and parts of Ungogo and Kumbotso Local Governments. Kano metropolis was chosen for this study because it is the commercial nerve centre of...
Northern Nigeria. It was from this population that a sample of 400 respondents who were staff and proprietors of seventy-six (76) modern retailing outlets were chosen through systematic sampling technique. Guided by the list of employees of these stores every third employee on the sample frame was requested to participate.

The research instrument employed was a structured self – administered questionnaire designed for the purpose of collecting primary data that were relevant for the accomplishment of the goal of this study. Specifically, the questionnaire elicited responses from the respondents on the following variables, namely, bio-data of the respondents, employees’ attitude, perceived ease of use; organizational leadership, IT adoption and operational efficiency. Items on the questionnaire were adapted from previous studies conducted by Saade and Bahli (2005) as well as Shukla and Singh (2014). With the exception of bio – data of the respondents, all construct items were measured on a five-point Likert scale that ranged from 1 = “not at all” to 5 = “to a very large extent”, where the larger values represented stronger perceptions of each construct variable. The face validity of the draft copy of the questionnaire was confirmed by three experts in the field of information technology, marketing and sociology who presumably have sufficient knowledge on the subject matter of this study. Their comments were used to effect necessary modifications to the items on the questionnaire.

Explorative Factor Analysis (EFA) was performed on the data in order to reduce the items on the questionnaire to a manageable and meaningful set of factors. The first sets of results from this analysis are Kaiser – Meyer- Olkin (KMO) and Bartlett test of Sphericity which tested adequacy of sample size in the analysis. KMO values for organizational leadership, ease of use, employees’ attitude, IT adoption and retail operational efficiency are 0.794, 0.898, 0.871, 0.947 and 0.962 respective and they are significant as p = > 0.001. Wu (2009) recommended that KMO values should be at least 0.7, and Bartlett’s Sphericity test should be significant where p = < 0.05. Thus, the sample size is big enough for the conduct of factor analysis. Also, all the five constructs satisfied Eigen value of more than 1 and the total variance explain for these five factors ranged from 71.45% for organizational leadership, 61.71% for ease of use, 62.46% for employees’ attitude, 77.82% and 70.47% for IT adoption and retail operational efficiency respectively. Similarly, all items with 0.30 loadings on the factors were included in the data analysis because a factor loading of 0.30 or above was considered to be of practical significance for any social or management science research (Hair, Babin & Anderson, 2010).

Also, the study established the internal consistency which was guided by the computation of coefficient values of Cronbach alpha. The Cronbach Alpha values for the five subscales showed that, individual attitude = 0.874, perceived ease of use = 0.911; organizational leadership= 0.857, IT adoption = 0.964 and operational efficiency = 0.968. The reported reliability indicators are in line with recommendations of Malhotra (2010) who emphasized that the Cronbach alpha coefficient should be at least 0.70.

Descriptive statistics such as frequency and percentage were used to explain the basic features of the respondents while Spearman Correlation Coefficient and Regression analysis were employed to test the two formulated hypotheses at 95% confidence level. Statistical Package for Social Science (SPSS v.21) was used to effect the analysis of data.

The basic formula of multiple regression as presented by Hair et al. (2010), is as below

Regression model

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon \]

Where: \( Y = \) IT adoption, \( \beta_0 = \) Constant Term, \( \beta_1, \beta_2, \beta_3 \) (Coefficients) \( X_1 = \) organizational leadership; \( X_2 = \) ease of use; \( X_3 = \) employee's attitude; \( \varepsilon = \) Error term

4.0 Results/Findings

This section deals with collation, analysis and interpretation of the data collected for this study. It involved the descriptive analysis of the demographic data of the respondents, testing of the formulated hypotheses at 95% confidence level and discussions of findings.

4.1 Characteristics of Respondents

Although a total of 400 copies of the questionnaire were administered to the respondents, only 351 copies (representing 87.8%) were found to be suitable for data analysis. A cursory look at the bio - data of the respondents as presented in table 4.1 showed that 284 of the respondents were male while the remaining 67 were female. This may not be unconnected with the fact that in the northern of Nigeria which was the setting of this study females are mostly restricted to home. It was also found that 182 respondents were singles; 153 were married, 8 were divorcee, 5 were widowed and the remaining 3 have been separated from their spouse. The respondents were dominated by younger people as 144 had their age bracket within

685
18 – 25 years; and another 125 of them had their age bracket falling within 26 – 35 years of age. Also, 62 respondents were within 36 – 45 years age brackets while the remaining 4 were above 56 years. When they were asked to indicate their monthly income; a whopping 245 respondents earned below N30, 000; another 87 earned between N30, 000 and N60, 000; while the remaining 19 earned over N60, 000 per month. As for their educational qualification, it was found that 177 respondents hold SSCE/NECO certificate; 52 hold primary school certificate while 92 others were first degree holders; the remaining 30 hold other certificates such as NCE and Diploma.

They were asked to indicate their job designate, data analysis showed that 142 were store attendants, 101 were cashier; 86 were managers, while the remaining were IT operators and supervisors. Turning to their year of experience, it was found that about 300 of them have spent 1 to 5 years on the job while the remaining have 6 – 10 years job experience. They were asked if they possess personal computer/laptop, 244 answered in affirmative while the remaining 107 depend on their stores to use computers.

### Table 4.1 Summary of Respondents’ Personal Characteristics

<table>
<thead>
<tr>
<th>Demography</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male:</td>
<td>284</td>
<td>80.9%</td>
</tr>
<tr>
<td>Female:</td>
<td>67</td>
<td>19.1%</td>
</tr>
<tr>
<td>Total:</td>
<td>351</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single:</td>
<td>182</td>
<td>51.9%</td>
</tr>
<tr>
<td>Married:</td>
<td>153</td>
<td>43.6%</td>
</tr>
<tr>
<td>Divorce:</td>
<td>8</td>
<td>2.3%</td>
</tr>
<tr>
<td>Widowed:</td>
<td>5</td>
<td>1.4%</td>
</tr>
<tr>
<td>Separated:</td>
<td>3</td>
<td>0.9%</td>
</tr>
<tr>
<td>Total:</td>
<td>351</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 – 25 years:</td>
<td>144</td>
<td>41.0%</td>
</tr>
<tr>
<td>26 – 35 years:</td>
<td>125</td>
<td>38.7%</td>
</tr>
<tr>
<td>36 – 45 years:</td>
<td>62</td>
<td>17.7%</td>
</tr>
<tr>
<td>Above 45 years:</td>
<td>20</td>
<td>2.6%</td>
</tr>
<tr>
<td>Total:</td>
<td>351</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Monthly Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below N30, 000</td>
<td>245</td>
<td>69.8%</td>
</tr>
<tr>
<td>N30, 000 - N60, 000</td>
<td>87</td>
<td>24.8%</td>
</tr>
<tr>
<td>N61, 000 and above</td>
<td>19</td>
<td>5.4%</td>
</tr>
<tr>
<td>Total:</td>
<td>351</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey 2018

The respondents were asked to indicate their ages. Data analysis revealed that 102 which is 30.2% of the respondents are within 18 – 25 years age bracket; 129 or 38.7% are within 26 – 35 years; another 84 or 25.3% are between 36 – 45 years, while the remaining 18 are above 45 years

### 4.2 Determinants of Information Technology Adoption

In order to provide answer to the second research question, a joint model for causal relationship was tested when IT adoption (Y) was regressed on the three independent variables, namely, organizational leadership, adopter’s attitude and ease of IT use. The foundation upon which regression analysis is based is the correlation coefficients between dependent variable and each of the independent variable. The result of data analysis as presented in table 4.2 showed that the relationships between dependent variable and each of the three independent variables is positive and significant at P<0.001.

### Table 4.2: Correlation Matrix and Descriptive Statistics for organisational leadership ease of use, adopter attitude and IT usage/adoption

<table>
<thead>
<tr>
<th>Variables</th>
<th>(1)</th>
<th>(2)</th>
<th>(3)</th>
<th>(4)</th>
<th>Sig. Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Adoption</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisational Leadership</td>
<td>0.514</td>
<td>1.000</td>
<td></td>
<td></td>
<td>P&lt;0.001</td>
</tr>
<tr>
<td>Ease of IT use</td>
<td>0.467</td>
<td>0.763</td>
<td>1.000</td>
<td></td>
<td>P&lt;0.001</td>
</tr>
</tbody>
</table>
Adopter’s Attitude | 0.417 | 0.639 | 0.698 | 1.000 | P>0.001
Mean | 2.9772 | 3.7037 | 3.2934 | 3.308 | 
Standard Deviation | 1.3478 | 1.199 | 1.1720 | 1.182 | 

**Source: Survey, 2018**

All these three independent variables featured in the regression equation, and the resulted F-statistics = 45.610 and degree of freedom = 3 which was significant at P< 0.001 see table 4.3. The resulting F-statistic is an indication that the model is a good predictor of the dependent variable. Thus, the earlier formulated null hypothesis is hereby rejected as there is an implicit relationship between organizational leadership, ease of use and adopter’s attitude on one hand, and IT adoption on the other hand. R square (R^2) is the explained variance and it showed that 28% of variation found in IT adoption has been significantly explained by the three independent variables, namely, organizational leadership, ease of use and adopter attitude.

The multiple regression analysis yielded the following model (see table 4.3)

\[ \text{IT Adoption} = 2.757 + (0.393) \text{organisational leadership} + (0.146) \text{Ease of use} + (0.119) \text{Adopter’s attitude} \]

**Table 4.3: Multiple Regression Results: IT Adoption (Y) and three Explanatory Variables**

<table>
<thead>
<tr>
<th>No of Independent Variable in the regression Equation</th>
<th>b Coefficient</th>
<th>Standard Error of b</th>
<th>t</th>
<th>Level of sig.</th>
<th>R^2</th>
<th>F- statistic</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational leadership</td>
<td>0.393</td>
<td>0.081</td>
<td>4.837</td>
<td>P&lt;0.001</td>
<td>0.284</td>
<td>45.610</td>
<td>P&lt;0.001</td>
</tr>
<tr>
<td>Ease of IT use</td>
<td>0.146</td>
<td>0.089</td>
<td>1.637</td>
<td>P&gt;0.005</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adopter Attitude</td>
<td>0.119</td>
<td>0.074</td>
<td>1.604</td>
<td>P&gt;0.005</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>0.644</td>
<td>0.210</td>
<td>1.604</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Survey, 2018**

**4.3 Effects of Information Technology Adoption on Retail Operations**

Similarly, hypothesis 2 was tested using linear regression analysis. It was found that the correlation coefficients between dependent variable (operational efficiency) and the independent variable (IT adoption) = 0.754 which is positive and significant at P<0.001 (see table 4.4).

**Table 4.4: Correlation Matrix and Descriptive Statistics for Operational efficiency and IT Adoption**

<table>
<thead>
<tr>
<th>Variables</th>
<th>(1)</th>
<th>(2)</th>
<th>Sig. Level</th>
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<tbody>
<tr>
<td>Operational efficiency</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>IT Adoption</td>
<td>0.754</td>
<td>1.000</td>
<td>P&lt;0.001</td>
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<tr>
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<td>2.9772</td>
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<tr>
<td>Standard Deviation</td>
<td>1.3150</td>
<td>1.3478</td>
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</table>

**Source: Survey, 2018**

The result of the linear regression analysis as revealed in table 4.5 showed that Degree of Freedom = 1, F-statistic = 460.164 which was significant as P < 0.001, indicating that IT adoption is a good predictor of operational efficiency of modern retail outlets. Thus, the earlier formulated null hypothesis that IT adoption has no significant effects on operational efficiency of modern retail outlets is hereby rejected.

Additionally, R^2 = 0.569 and it showed that 57% variations found in operational efficiency of modern retail outlets have been significantly explained by IT adoption. The linear regression analysis as shown in table 4.5 yielded the following model

\[ \text{Operational efficiency of modern retail outlets} = 1.035 + (0.736) \text{IT adoption} \]
4.4 Discussions of Findings

In this study, it was established that organizational characteristics (organizational leadership), innovation characteristics (ease of use) and employees’ attitude collectively explained 28% variation found in information technology adoption among employees of modern retail outlets in Kano metropolis. These findings were in conformity with the results obtained by Dubihlela and Kupangwa (2016) who examined the employee perception on the factors that influence e-business adoption and use by small and medium-sized retail enterprises in the Eastern Cape Province, South Africa. They found that leadership, employee attitude, perceived relative advantage, and perceived ease of use have a positive significant influence on IT adoption within the retail sector. Also, the findings of Alqahtani and Wamba (2012) partially supported the results of this investigation. They found that competitive pressure, technology competency and social issues to be key determinants of RFID adoption among Saudi Arabian retail stores while ease of use and organizational leadership/management were not significant predictors of IT adoption. However, findings by other scholars are in sharp contrast with that of this investigation. For example, Plomp, Huiden and Batenburg (2011) found that the most important determinants of technology (POS) adoption among 37 Dutch small, independent retailers were the retailer’s innovativeness and computer literacy.

In addition, the results of the regression analysis revealed significant predictive relationships between IT adoption and operations of retail outlets. The results showed that retail employees viewed technology adoption as vital steps towards achieving operational efficiency. This result concurred with the result obtained by Xie and Allen (2013) who conducted a comparison study of effects of IT deployment in the operations of two UK retailers (Tesco and Asda). It was found that IT adoption would enhance the overall retail supply chain in terms of costreduction, response efficiency and customer satisfaction levels. But Hassan and Parves (2013) empirically confirmed that the main effect of IT adoption by two United Kingdom retail stores (Tesco and Sainsbury) was in the area of customer relation management. Specifically, these two UK giant stores were able to gain a clear understanding of their customers’ shopping patterns with the help of IT usage.

5. Conclusion and Recommendations

The advent of IT offers many opportunities to the retail organisations, and is acknowledged as being useful in improving their performances and optimising business processes. Consequently, in order to predict adoption of IT by employees in an organization, scholars have investigated and replicated variables in each of adoption theories, TAM inclusive. In an attempt to contribute to extant literature on IT adoption, this study incorporated five variables across four theories into a single study. Specifically, employees attitude which is the characteristics of adopter, leadership which is the feature of an organizational, ease of use which is the characteristics of the innovation itself, adoption and natural outcome of IT usage (operational efficiency) were incorporated into a single study and interrelationships among them were explored. It was concluded that employee’s attitude, organization leadership and ease of use are significant predictors of IT adoption among retailers and that IT usage has significant effects on the operational efficiency of modern retail outlets.

It is hereby recommended that business leaders in the retail sector acquaint themselves with appropriate technology that could maximum benefits to retailers and other participants (customer, suppliers among others) in the retail value chain.

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Effect of ‘Webcare’ on Students’ Online Review Intention: Implications for Customers’ Purchase Intention

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Abstract
As consumers increasingly put their faith in online consumer reviews, taking advantage of their right of reply through the production of appropriate response or webcare has become a growing challenge for e-commerce businesses. This study examines the effect of webcare on students’ review intentions and its implications for patronage intention. The study specifically examines the main and interaction effects of webcare strategies (i.e., appreciative, accommodative or no webcare) and review consensus (i.e., high or low) on students review intention based on the theoretical foundation of social learning theory and elaboration likelihood model. The study adopts a 3(appreciative vs. accommodative vs. No webcare) x (2 high vs. low) factorial experimental design and a sample of 82 undergraduate students were randomly assigned to one of the 6 experimental conditions. Four hypotheses were tested using a two-way or factorial ANOVA on SPSS version 15. The results show significant main effect of webcare but not consensus on review intentions. Appreciative webcare was found to increase review intention more than the accommodative webcare when consensus in positively balanced message is low whereas the accommodative webcare influence review intentions more than other webcare strategies when consensus in a negatively balanced review is high. Therefore, it is worthwhile for internet retailers to monitor reviews on their social media and other online platforms for both positive and negative reviews and cautiously appreciate positive feedback while apologizing for service failure and attempting to remedy the situation publicly to motivate reviews that are more favorable.

1 Introduction
Advances in Internet technology has made it possible for consumers to share their consumption experiences about brands, products, services, and companies publicly online, enabling not only close network but also multitude of other people across the world to access it quickly and inexpensively (Ismagilova et al., 2017). These shared experiences, otherwise known as online consumer review have become a great influencers of customers’ decision making (Wu, Mattila, Wang, & Hanks, 2016; Britt, 2017) and very determinative in influencing consumer’s purchase decision (Winer & Fider, 2016). Anecdotal evidence even suggests that consumers who do not consult review before making purchase seldom express dissonance with their choices. Accordingly, firms including internet retailers rather than being passive observers to these conversations are shifting their social media strategy to proactively responding to online reviews by means of ‘webcare’ (Li, Cui & Peng, 2017; Xie et al., 2017). Webcare can be defined as “the act of engaging in online interactions with (complaining) consumers, by actively searching the web to address consumer feedback (e.g., questions, concerns and complaints)” (van Noort & Willemesen, 2011, p. 133). Webcare is also referred to as management response and usually appear as open-ended piece of text permanently displayed beneath the customer reviews it addresses (Xie et al., 2017; Proserpio & Zervas, 2016) and could be more telling than the review itself (Xie et al., 2014). Due to its public nature, webcare gives the impression that a company is emphatic to the needs of its customers and that it provides good service (Sparks et al., 2014). Firms can therefore utilize webcare as a proactive tool for building interactive dialogue with its customers, which reflect their positive or negative feelings on a firm’s products and business processes.

While online reviews have been thoroughly studied in the literature, how and to what extent webcare affect marketing outcomes is sparsely documented (Xie et al., 2014; Proserpio and Zervas, 2016). However, the existing studies in the domain of webcare have produce mixed and inconclusive findings. For instance, Mauri and Minazzi (2013) and Xie et al. (2014) find that providing a response to customers’ reviews online could negatively affect customer perception and purchase intention. In contrast, a number of other studies find webcare to positively relate to marketing outcomes (Lee & Song, 2010; Sparks et al., 2016; Rose & Blodgett, 2016). Furthermore, most of the previous studies investigated the effect of webcare directed at negative reviews with one negative review (Sparks et al., 2016) and a
number of supporting reviews (Lee & Cranage, 2014). Accordingly, Ismagivola et al. (2017) call for further research on the effect of webcare strategies in response to clusters of negative reviews. This study fills this gap and examines consensus information in reviews and its independent and interaction effect with webcare on consumer behavior. This perspective is important given the potential damage clusters of negative reviews can have on a firm.

2 Review of related literature

2.1 Review Consensus

The dimension of consensus refers to the degree of agreement between two or more review provider about a product, a service or a retailer (Khare et al., 2011). Consensus indicates whether majority of consumers’ experiences with a focal brand is positive or negative (Benedicktus et al., 2010). Typically, consumers are easily able to decipher the number of positive and negative comments and thus evaluate the quality of a service quantitatively (Lee & Cranage, 2014) such that a high consensus indicate that a greater proportion of the reviews are positive (or negative), while a low consensus means that some consumers hold contrary opinion about the focal brand. When there is greater conformity in messages, it reduces functional risk associated with a brand (Rosario et al., 2016) and increases message persuasiveness (Khare et al., 2011). But divergent views increases uncertainty about product or retailers’ performance and can adversely affect sales (Rosario et al., 2016).

2.2 Webcare

Webcare has emerged as an important part of online reputation and customer relationship management (Sparks & Bradley, 2014) and a potent strategy for reducing uncertainty about firms’ capabilities and customers’ perceived risk (Rose & Blodget, 2016). Gu and Ye (2014) define Webcare as “… a business’s effort to interact with and respond to customer comments on experiences with the business or its products and services” (p. 570). Typically, webcare are displayed as open-ended text after the complaint it addresses or the recommendations it reinforces (Xie et al., 2017). In general, webcare are expressions of gratitude or apologies (Zhang & Vasquez, 2014) for customers’ recommendation or complaints. When it addresses customers’ recommendation, it is an indication that the firm is listening, expressing appreciation and reinforcing positive WOM (Wei et al., 2013). Thus, such webcare directed at positive reviews can increase engagement intention of potential customers (Schaefers & Schamari, 2015). However, webcare are most often used to address customer complaints in negative reviews (Xie et al., 2014) as a service recovery strategy. The aim of reacting to customers’ negative review is to enhance consumer satisfaction and mitigate the potential damage of the negative review (Willemsen et al., 2013).

2.3 Webcare strategies

Webcare strategies are how a company chooses to respond to positive or negative reviews from a (dis)satisfied customers. (Chuang et al., 2015). Webcare is aimed at positively influencing the perception of the complaining customers or reinforcing the recommendation of satisfied customers and other potential customers who might read the comments (Weitzl & Hutzinger, 2017). A company can choose to respond to complaint using any of accommodative, defensive and no-response strategies and respond to recommendation by showing gratitude and being personal in its response.

Webcare Strategies directed at negative reviews

When consumers post negative reviews, companies can deal with such complaint by using any of accommodative, defensive or no response strategy (Lee & Song, 2010). Companies use accommodative strategy by courteously accepting responsibility for dissatisfying experiences caused by the company and taking necessary actions to assuage the situation (Lee & Song, 2010; Weitzl & Hutzinger, 2017). Accommodative strategies include of any form of apology, compensation and corrective action. Apologies are basic and probably the most essential component of a company’s response to customers’ complaint or service failure (Lee & Cranage, 2014). Apologies signal that the company acknowledges the service failure and accepts responsibility for the negative event (Purnawirawan et al., 2013). Though apologies from a company may be interpreted by potential customers as a confession of guilt, which may negatively affect behavioral intentions towards the company (Weitzl & Hutzinger, 2017) however, they communicate empathy and sincerity (Weitzl & Hutzinger, 2017; Purnawirawan et al., 2015) and are effective in re-establishing trust (Lee & Cranage, 2014). Apologizing can also be considered a form of psychological compensation (van Noort et al., 2014). Compensation refers to solving customers’ problem by repairing, replacing or compensating for a faulty product (van Noort et al., 2014). Lee and Song (2010) add that even partial compensation may be enough to restore consumers’ attitude and enhance repurchase intention.
Not responding or taking no overt action is another strategic decision with regard to webcare directed at negative reviews. By using a “no-action” strategy, a company remains silent and takes no action (Lee & Song, 2010) in order to exonerate itself from the negative events (Lee, 2004). No-action strategy is capable of damaging a company’s reputation by allowing negative information about the company to stand unchallenged (Lee & Song, 2010). Several studies find not responding to have negative impact on consumer behavior (Sparks et al., 2016; van Noort & Willemsen, 2014; Lee & Song, 2010; Weitzl & Hutzinger, 2017). In contrast, providing a response can adversely affect consumer behavior (Mauri & Minazzi, 2013) and firm performance (Xie et al., 2014).

In general, accommodative response strategies have stronger impact on consumer behavior than the no-action or defensive strategy (Lee & Song, 2010; Lee & Cranage, 2014; Weitzl & Hutzinger, 2017; Purnawirawan et al., 2015). Specifically, combining an apology, a compensation and corrective action increases positive brand-related outcomes (Lee & Song, 2010; Weitzl & Hutzinger, 2017) depending on the information and message consensus (Purnawirawan et al., 2015; Lee & Cranage, 2014). For the purpose of this present study, we focus on the “no-action” strategy and accommodative strategy following a preliminary investigation of the response strategy mostly adopted by internet retailers in the context of this study.

**Webcare strategies directed at positive reviews**

Most of the literature on webcare considered webcare as a tool for managing and mitigating the potential harmful effect of negative reviews (van Noort et al., 2014; Lee & Song, 2010). Recently, some studies have shown that webcare directed at positive reviews could also provide some beneficial (Schamari & Schaefers, 2015; Wei et al., 2013) or detrimental effects (Crijins et al., 2017; Demmers et al., 2014) on marketing outcomes. These effects are subject to the response strategy of the firm. For instance, Schamari & Schaefers (2015) and Crijins et al. (2017) identified personalization as a response strategy to positive reviews with mixed findings howbeit in different context. Further, the literature also identify appreciation as a frequent response strategy though common to both positive and negative reviews but more prominent in positive reviews. Corroborating the use of appreciation as a webcare strategy to positive review, Wei et al. (2013) report that “…potential customers interpret hotels’ management responses as an appreciation for their customers” (p. 324). Appreciation is mostly used as a form of acknowledgement in negative reviews (Sparks & Bradley, 2014; Zhang & Vasquez, 2014), but as expression of gratitude for a kind gesture in positive review (Wei et al., 2013) and it is usually affect laden.

The concept of appreciation is well rooted in the psychology literature (Adler & Fagey, 2005, 2012; Wood, Froh & Geraghty, 2010; Emmons & McCullough, 2003). From a psychological perspective, appreciation or gratitude refers to the “tendency to recognize and respond with grateful emotion to the roles of other peoples’ benevolence” (McCullough et al., 2002, p.112). According to Grant and Gino (2010) gratitude is a feeling of thankfulness directed towards others that emerges through social exchange between helpers and beneficiaries. Beneficiaries such as companies usually express gratitude by thanking helpers (in this case, customer) for their contribution or patronage. Though, such expression of gratitude especially towards customers is commonplace in marketing, but is scantily documented (Ragio et al., 2014). In eWOM environment, customers post positive reviews out of altruistic or self-enhancement motivation. Therefore, when firms expresses gratitude to customers’ for positive review, customers are intrinsically motivated through the feeling of self-worth to provide such help again and also help others (Gino & Grant, 2010).

### 2.4 Hypotheses Development and Conceptual schema

Recent studies suggest that it his beneficial for firms to engage in interactive communication with customers (Schamari & Schaefers, 2015; Gu & Ye, 2014; Crijins et al., 2017). Although a number of studies report negative effect of webcare on marketing outcomes, majority argue for a positive impact. For instance, Mauri and Minazzi (2013) find a negative impact of webcare on purchase intention and Xie et al. (2016) report a negative effect of webcare on hotel performance. In contrast, Lee and Song (2010) show that webcare has positive impact on brand evaluation than not responding. Sparks et al. (2016) also report that webcare enhances customer’s trust and inference. In addition, evidence suggests that the overall ratings of firms increased after they started responding to reviews (Proserpio & Zervas, 2016). Therefore, by responding, firms can enhance consumer perceptions, increase positive word-of-mouth intention and patronage intention (Schamari & Schaefers, 2015). Accordingly, it is expected that webcare will positively impact customers’ reviews intentions.
Furthermore, Proserpio & Zervas, (2016) observed an increase in the overall rating of firms after they started responding to reviews. Moreover, a number of recent studies find response to negative reviews to be more effective in generating favorable marketing outcomes than positive reviews (Rim & Song, 2016; Wei et al., 2013; Crijins et al., 2017). However, webcare directed at positive reviews is likely to magnify the positive reviews and reinforce positive feelings (Xie et al., 2014). Also, customers who post positive reviewer see webcare as an incentive to leave reviews (Proserpio & Zervas, 2016). Schamari & Schaefers (2015) recently show that webcare directed at positive reviews increases customers’ engagement intention. Hence, we argued that webcare will affect customers’ reviews intentions but that the effect will be stronger for accommodative webcare than other webcare strategies. Accordingly, we hypothesize that: 

H1: Webcare strategies will significantly affect customer review intention but the impact will be stronger for accommodative webcare than other webcare strategies.

Previous research show that the consensus in WOM messages influence customer’s evaluation of a brand (Lee & Cranage, 2014; Kim et al., 2016; Khare et al., 2011). When most reviews are negative, customers brand preference reduces. However, it is unlikely that mostly positive reviews will increase customers brand preference. Evidence suggests that reviews that are extremely polarized in the positive direction are not helpful (Mudambi & Schuff, 2010) because they appear to be too good to be true (Maslowka et al., 2017) and that moderate reviews are more helpful (Mudambi & Schuff, 2010). Khare et al. (2011) demonstrate that low level agreement among WOM providers in negative WOM environment reduces the loss attributed to high volume WOM while low consensus reduces the preference gained by high volume in positive WOM environment. Therefore it is conceivable to presume that consensus will influence customers’ reviews intentions such that low consensus will have stronger impact on customers’ reviews intentions in positive WOM environment whereas high consensus will have stronger impact on customers’ reviews intentions in negative WOM environment. Accordingly, we hypothesize the following:

H2: Review consensus will have a significant effect on customer review intention such that low consensus will have stronger impact on customer review intention in positive WOM environment whereas high consensus will have a stronger impact on customer review intention when the reviews are mostly negative.

How and when firms should respond to negative online consumer review has been the subject of recent webcare studies. A number of scholars argue that potential customers who read negative reviews and the corresponding webcare associated webcare with guilt and evaluated the firm negatively (Kim et al., 2016). However, the consensus across reviewers has been shown to affect how potential customers evaluate the reviewer-firm dialogue (Lee & Cranage, 2014). Previous studies show that when consensus is low (i.e., relatively balanced), customers may suspect the few negative reviewers to actually be the cause of the problem in which case a no response strategy might just be appropriate. But when the consensus is high, providing an accommodative response such as an apology and a remedy will lead to favorable brand evaluation (Weitzl & Hutzinger, 2017; Lee & Cranage, 2014; Lee & Song, 2010). Based on the above reasoning, we argue that when consensus in negative reviews is high, providing an accommodative strategy should be more impactful on customers’ reviews intentions than other response strategies whereas when consensus is low, providing no response should provide more favorable impact. Thus:

H3: When consensus is high, accommodative response will impact customer review intention stronger than other response strategies whereas when consensus is low, no response will impact customer review intention stronger than other response strategies.

The literature also suggests that webcare directed at positive reviews reinforces favorable outcomes (Schamari & Schaefers, 2015; Kim, 2015). Since customers interpret management response as appreciation for their customers, it is logical to assume based on social learning theory that appreciative response will impact positively on customers review intention. Furthermore, the uniformity in opinion has been shown to moderate the relationship between webcare and customer evaluation of firms. Howbeit, the effect have been not been investigated in the positive reviews environment. Therefore, we expect consensus to moderate the effect of webcare on customers’ reviews intentions in positive reviews environment also, such that when consensus is low, an appreciative response will impact stronger on customer review intention than other response strategies whereas when consensus is high not responding will have the most significant impact on review intention in positive reviews environment. Thus:
When consensus is low, appreciative webcare will impact customer reviews intention stronger than other response strategies whereas when consensus is high, no response will impact customer reviews intention stronger than other response strategies.

Based on the foregoing literature review, the conceptual schema shown below will guide this study.

**Conceptual schema**
*Source: Authors’ own*

### 3 Research Method

The study adopts an experimental research design. Specifically, the study adopts a randomized between-group experiment consisting of 3 × 2 factorial designs. Thus, the study employed a 3 × 2 factorial design. Experimental research use manipulation and controlled testing to understand causal process whereby one or more variables are manipulated to determine their effect on a dependent variable (Blakstad, 2008). Though experiments typically include treatments and control groups, experimental design with only experimental groups is possible (Kothari, 2011). Experimental research design has long been applied in the pharmaceutical sciences, natural sciences, manufacturing and psychology. However, the design is not entirely new in investigating marketing phenomena, though only few marketing researchers and executives apply the design (Almquist & Wyner, 2001). Almquist and Wyner (2001) argue that experimental research makes it possible for marketing researchers to analyzed how various combination of marketing stimuli affect consumer behavior and specifically isolate the factor(s) that drives behavior.

**3.1 Stimulus Material**

To ensure effective manipulation of the independent variables, a professional computer scientist was consulted to simulate webpage for a fictitious online store to reduce confounding effects of familiarity (Wei et al., 2013). The simulated webpage contained a link to Facebook review page simulated after the Facebook review page of an online store. The materials were developed using reviews and webcare extracted and modified from Facebook review page of an online retailer. The simulated webpage contained a fictitious name of an online store betashop.com.ng, including a picture of a laptop, seller’s information, price and other standard elements such search panel, shipping policy, payment security, and shopping cart and help button which were held constant across all the conditions. The webpage, reviews and webcare were based on real webpage entries to achieve high ecological validity. For webcare, the webpage will contain appreciative response condition, an accommodative response condition and no response condition. Appreciative response contained responses that suggest gratitude from the retailer. Because firms typically appreciate customers when they write reviews whether positive or negative, appreciation for positive response was manipulated to suggest positive affect.

On the other hand, accommodative response contained webcare apologizing to customers for service failure or dissatisfying experiences and an attempt to remedy the failure. Both the appreciative response and accommodative response appeared immediately after the reviews they correspond to. No response contained only reviews - positive or negative without a response from the retailer. Finally, depending on whether the review set is positively
balanced or negatively balanced, the level of consensus varied according to the following: High consensus condition contained 7 positive (or negative) and 1 negative (or positive) when the reviews are positively (or negatively) balanced while the low consensus condition consists of 4 positive (or negative), 3 negative (or positive) and 1 neutral review when the review set is positively (or negatively) balanced.

3.2 Procedure

Pretest
First, a pretest is conducted to determine the product category and number of reviews based on average number of reviews consumers typically read. For the product category, a list of product categories including phones, cameras, laptop and clothes were presented to respondents. The respondents were then asked to rate the “extent they will search for information online before purchase” (1 = to a very large extent” to “7 = to a very small extent) and “the likelihood to read online reviews before purchase from (1 = very unlikely, 7= very likely). Based on the pretest a Laptop was selected. In addition, respondents were presented with collection of reviews ranging from 5 to 14 reviews about on online retailer including positive and negative reviews. Then we asked respondents to indicate the average number of reviews they read. On average respondents read 8 reviews. The tests result was used to develop a shopping task and design the experimental conditions for the consensus and webcare conditions.

A second pretest was conducted based on a 3(webcare: appreciative vs. accommodative vs. no response) x 2(consensus: high vs. low) between-subject factorial design with a convenience sample 30 undergraduate students. The participants were assigned upon arrival to a computer in a university computer lab in sessions of 15 subjects. The study was described as an online shopping task, based on review information provided by others. Specifically, the participants were informed that the task involves shopping for a laptop they will use for their undergraduate theses from an online store. Then, participants reported their age, gender and online shopping experience. Afterwards, the participants were randomly assigned to one of the six experimental conditions. Thus, participants were exposed to an appreciative response, or an accommodative response, or no response in a high or low review consensus condition. The reviews and subsequent webcare varied according to each of the condition while all other information such as dates, name of reviewers and webpage graphics were held constant across all six conditions. The webpage contained a graphical display of a not very popular brand of the selected Laptop - Lenovo, the price, shipping information, and link to social media and a radio button that prompted participants to click to read reviews and webcare directed at the reviews. All the reviews and the webcare were retrieved from an online retailer’s Facebook review page (https://web.facebook.com/pg/jumia.com.ng) and modified to suit the purpose of this study. The webpage was created following contents from online retailers’ website and contains reviews and webcare extracted and modified from the Facebook review links from the site. Different webpage was created for each of the six conditions. Though, the first page of the website was the same for all conditions with a cover story describing the task and incentive for completing the task (see appendix A). Subsequent pages varied according to the experimental conditions. After reading the review and corresponding webcare, participants then completed the questionnaire designed to check the effectiveness of the manipulations and the dependent variable. Finally, participants were be thanked and debriefed.

Main experiment
The main experiment used a 3(webcare: appreciative vs. accommodative vs. no response) × 2(consensus: high vs. low) between-subject factorial design. 82 participants were recruited from the Department of Marketing and Department of Entrepreneurship, Nnamdi Azikiwe University, Awka. As in the pretest, the participants were told the task involves shopping for a laptop online. A fictitious retailer was used in this study but the reviews and corresponding webcare was be retrieved from the Facebook review platform of a real retailer. After reading the scenario, the participants were then randomly assigned to one of the six experimental conditions. Thus, participants were exposed to an appreciative or an accommodative or no response to online customer reviews with a high or low consensus. The webcare were identical in all conditions but varied in the low and high consensus conditions. The negative review valence will contain identical reviews with the positive review but mirrored to reflect the positive conditions (or vice versa). Participants will then proceeded to the manipulation check, dependent variables and demographic information questions.

3.3 Measures

Independent variables
Webcare. To ensure effective manipulation, webcare was operationalize as the extent the response from the
retailer is perceived as appreciative or accommodative of the reviews. A number of manipulation checks were performed to ensure the respondents interpreted the webcare as intended. Only those assigned to the appreciative or accommodative response condition were given the manipulation check questions while those in the no response condition were prompted to proceed to the dependent variable items. The respondents first indicated whether the retailer responded to the reviews. Then, they were asked to indicate their levels of agreement or disagreement (1 = strongly disagree, 7 = strongly agree) with the following statements: “The retailer was very thankful for the comments,” “The retailer was very grateful for the comments,” and “The retailer was very appreciative of the comments” and “The retailer apologized to customers for the complaints” and “The retailer admitted responsibility for the complaint” and “The retailer offered a remedy for the complaint”. The scale items were adapted from Palmatier et al., (2009), Lee & Cranage, (2014) and modified to reflect the context of online retailing. To ascertain the success of the manipulations, the items were averaged such that participants in the appreciative (vs. accommodative) condition gave higher (vs. lower) ratings on the first three items but lower (vs. higher) ratings on the latter three items. All items were recoded into categorical variables such that 1 equal accommodative response and 2 equals appreciative response.

**Review Consensus.** Consensus was operationalized as the extent most of the reviews are in similar direction whether positive or negative and was manipulated by the proportion of reviews that are in the same direction. To assess the efficacy of the manipulation, consensus was measured with 5 items “There is a unanimity of opinion about the characteristics of this retailer,” “I believe all the reviews indicate a consensus about this retailer,” and “the level of agreement in the reviews about this retailer is high” anchored on 7-point Likert scale from 1= strongly disagree to 7 = strongly agree. The items were adapted from Khare et al. (2011) and modified to fit the online retail context.

**Dependent variable**

The dependent variable measures customers’ review posting intention. Three items measured customers’ review posting intention. The items for patronage intentions includes: “I would recommend this retailer to anyone on social media”, “I would speak favorably about this retailer for others to see online”, “I am likely to say positive things about this for others to see online”, “I would not hesitate to refer people to this retailer” (Schamari & Schaefers, 2015). All items were measured using seven-point Likert scales. As with the manipulations of the independent variables, the items were averaged such that a high score mean indicates a more favorable customer review intentions.

4 Results

4.1 Administration of Instruments

206 respondents participated in the study but 80 responses were used in the final analysis. About 60 percent of the responses were excluded for incomplete responses and incorrect checking of attention check items. As an example while the brand of Laptop displayed was a Lenovo, some of the respondents filled HP. Table 4.1 below presents a summary of the questionnaire administration.

<table>
<thead>
<tr>
<th>Table 4.1 Questionnaire Administration and Collection</th>
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</tr>
<tr>
<td>Number Issued</td>
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<tr>
<td>Number of valid responses</td>
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<td>Number of invalid responses</td>
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4.2 Respondents Profile

The demographic profile of the respondents’ show that the participants were split with 39% male and 61% female mostly between 18 to 25 years of age (86%). Majority (68%) has internet shopping experience but most of them (72%) do not read reviews when shopping online.

4.3 Manipulation Check

To assess the success of the manipulations, an independent sample t-test was performed. The result shows a significant effect for the consensus condition t (1, 25) = -31.61, p < .001, with participants in the high consensus condition providing higher ratings (M = 5.36, S.D = 0.94) for the review consensus than participants in the low consensus condition (M = 3.49, S.D = 0.73). The manipulation for the webcare strategy was also successful with participants in the appreciative condition providing higher ratings for the appreciative webcare than participants in the accommodative conditions provided higher ratings for the accommodative response items than participants in the appreciative webcare conditions (Mappreciative = 4.82, S.D = 0.97 vs. Mappreciative =
3.92, S.D = 1.01; t [1, 25] = 7.44, p < .05). In other words, the manipulations for the review consensus and webcare strategy were successful.

4.4 Hypotheses Testing
The hypotheses were tested via a 3 × 2 full-factorial ANOVA. Cell sizes ranged from 16 to 24. To test H1 and H2, the main effects of review consensus and webcare strategy were examined. To test H3 and H4, the appropriate interactions were examined. The result demonstrate a statistically significant main effect of webcare strategy (F[1,72] = 66.58, p< .01) on customer review intention. A follow-up simple effect analysis show that the respondents exposed to webcare – appreciative (Mappreciative = 4.54) or accommodative (Maccommodative = 4.55) - differ significantly from those in the no webcare strategy on customer review intention (Mcontrol = 4.13; F(1, 72) = 4.50, p<.05). Therefore, H1 is supported. However, in contrast to our expectation, the main effect of review consensus was not significant (F[1, 72] = 0.62, p =.38). Thus, H2 is not supported.

Table 4.2 Analysis of Variance Table for customer review intention

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<th>Source</th>
<th>Type III Sum Square</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>p – value</th>
</tr>
</thead>
<tbody>
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<td>7</td>
<td>38.091</td>
<td>16.005</td>
<td>.000</td>
</tr>
<tr>
<td>Intercept</td>
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<td>947.187</td>
<td>397.978</td>
<td>.000</td>
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<tr>
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<td>2</td>
<td>158.453</td>
<td>66.577</td>
<td>.000</td>
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<tr>
<td>Consensus</td>
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<td>1</td>
<td>8.550</td>
<td>3.592</td>
<td>.062</td>
</tr>
<tr>
<td>webcare × consensus</td>
<td>1.864</td>
<td>2</td>
<td>57.864</td>
<td>11.783</td>
<td>.003</td>
</tr>
<tr>
<td>Error</td>
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<td>72</td>
<td>2.380</td>
<td></td>
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<tr>
<td>Total</td>
<td>1718.000</td>
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<td></td>
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<tr>
<td>Corrected Total</td>
<td>438.000</td>
<td>79</td>
<td></td>
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</tbody>
</table>

a. R² = .572 (Adjusted R² = .547)

In line with H3, the interaction of webcare strategies and review consensus shows a statistically significant effect on customer review intention (F[1, 72] = 57.86, p < .05). A follow-up planned contrast indicate that appreciative webcare (M = 4.13; t [80] = 2.82, p < .01) increased customer review intention than the accommodative webcare (M = 3.97; t [80] = 2.10, p < .05) and no webcare conditions (M = 3.45) when consensus in positively balanced review is low. However, in high consensus conditions both accommodative responses (M = 3.85) and no response (M = 3.46) were more effective than appreciative webcare (M = 2.96) in influencing customers review intentions, t(80) = 2.24, p < .05. H3 is also supported.

Finally, as predicted in H4, accommodative webcare (M = 4.29) show higher significant effect on customer review intentions than the appreciative webcare (M = 5.42) and no webcare (M = 3.39) condition when consensus in negatively balanced review is high (t[80] = .55, p = .95). In contrast, when consensus is low, there is no significant difference in the webcare strategies (t = -.14, p = .86). Put differently, when a greater proportion of the reviews are negative, providing an apology and a remedy to the customer complaints will increase potential customers review intentions more than an appreciation to customers and not responding at all. Whereas, when the proportion of positive and negative reviews is balanced, the firms’ response does not have any effect on customer review intention. Thus, H4 is partially supported. The summary of the ANOVA table is presented in Table 4.2 above.

4.5 Discussions
As online customer reviews becomes prevalent and companies begin to take advantage of the ‘right of apply’ on social media platforms, deciding when and how to respond is important in engendering positive brand evaluation. While webcare directed at negative review is found to mitigate the deleterious effect of negative review, the effect of webcare strategies directed at positive reviews has been largely undereexplored. This study examines the effect of webcare strategies of appreciative, accommodative and no-action on customer review intentions. The results from the study demonstrate the positive effect of webcare strategies on customer review intention. The finding lends supports to Schamari & Schaefers (2015) and Dens et al. (2015) but contradicts Mauri and Minazzi (2013) and Xie et al. (2016). In addition, the finding confirms the positive relationship between appreciation and prosocial behavior (Emmons & Tsang, 2004; McCullogh et al., 2001; Ragio & Fose,
customers perceive firms should apply caution in selecting the reviews in customers' heads potential customers to respond to customer reviews whether positive or negative provide advocacy benefits than not responding. The non-significant main effect of consensus indicates that the majority of opinion does not explain customer review intention alone but interacts with webcare strategy to affect customer's behavior.

Furthermore, the effectiveness of the webcare strategy is contingent on the consensus among reviewers. Such that when consensus in a positively balanced review is high, appreciating the many positive reviewers may raise skepticism among potential customers (Crijins et al., 2016) thus, a no response or an accommodative webcare in mitigating the few negative reviews could be more effective in engendering review posting intentions of potential customers. This finding supports Dens et al. (2015) and Lee and Cranage (2014) and partially supports Weitz and Hutzinger (2017). The consensus in reviews in a positively balanced review environment might explain the non-significant effect of webcare on engagement intention in Schamari and Schaefers (2015) found in brand-generated platform. In contrast, when consensus is low, an appreciative webcare strategy targeted at positive review would increase customer review intentions of potential customers more than the accommodative or no response strategy. Low consensus creates feelings of uncertainty amongst potential customers and leads potential customers to discount the validity of the reviews. Therefore, by responding, retailers can provide additional information to potential customers for further elaboration and reduce skepticism.

When there are much more negative reviews than positive reviews, an accommodative webcare is a more effective strategy than the appreciative strategy or the no-action strategy in stimulating customers review intentions. This finding confirms Dens et al. (2015), Lee & Cranage (2014) but contradicts Crijins et al. (2017), Rim and Song (2016) and Wei et al. (2013). However, when there is a balance in the number of positive and negative reviews, there are no differences in whether retailers respond to customers’ reviews or not with regards to potential customers’ review intention. This contradicts Lee and Cranage (2014). The finding is surprising since low consensus suggest that customers are divided in their opinion and a response from the retailer could have provided further elaboration depending of the direction of the reviews for potential customers. Nevertheless, a plausible explanation is that customers are strict with their recommendations (Dens et al., 2015) thus, doubt the reliability of the webcare and find it not rewarding enough to spur their review intention.

Conclusion and Managerial Implications

Given that consumers now put their faith in online customer reviews, firms seeks to understand how best and when to respond to customers online. This study examines the effect of webcare on customer review intention. From the findings, we conclude that webcare generally affects customer review intentions. The extent webcare affects customer intentions is moderated by the consensus in review information. Appreciative webcare is a more effective strategy in stimulating customer review intention than the accommodative webcare or no webcare strategy when the level of agreement in a positively balanced message is low. A no-action webcare strategy and accommodative webcare is better response strategy than the appreciative webcare strategy when the level of agreement among reviewers is high. However, in situations when the reviews are negatively balanced and the level of agreement among reviewers is high, an apologizing and remedying the cause of failure is more effective than saying thank you to customers or not saying anything at all. However, the webcare strategies do not affect customers’ intention to write reviews differently when the level of agreement is low. In sum, customers are talking; companies should pay attention and respond appropriately.

The findings hold a number of implication for management. First, Previous research demonstrates the need for marketers to motivate customers in order to write reviews. The findings from this study provide evidence that by responding to reviews, marketers can motivate potential customers to post reviews. Although, marketers rarely respond to reviews, and when they do, they focus on negative reviews only. It is important that marketers monitor social media for positive reviews such as comments, recommendations, praise etc as well as negative reviews and respond appropriately by thanking customers who provide the reviews and interacting with them. This will motivate potential customers who read these interactions to want to write reviews themselves. Second, Marketers should apply caution when responding to positive reviews. When there is more positive review than negative in a review set and the level of agreement is high, it is worthwhile to use
a no-action strategy in such situations. However, when the level of agreement is low, marketers should publicly express gratitude to customers who write these reviews and by so doing motivate potential customers to rite reviews themselves and by implication patronize the retailer. Third, Marketers should reiterate positive reviews about their businesses to potential customers and mention efforts to upgrade its services and other related services they wish to share with potential customers. Marketers should vary the responses to customer reviews and avoid standard responses. It is also worthwhile to request customers to post reviews. Finally, marketers should attempt to address customers’ complaints by apologizing and remedying the customer complaints publicly for potential customers to see especially when there are much more negative reviews than positive reviews. This will motivate potential customers to evaluate the firm positively.

5.4 Limitations and Suggestions for Further Studies
Several limitations of the study need to be addressed. First, the study is based on the webcare strategy and consensus among reviewers. Several other factors such as emoticons used in responses, (im) personal nature of the webcare, comments of other users which might affect how consumers evaluate the firms’ response were not investigated in the present study. Future studies could be conducted to include these factors. Second, the study involved experimentation using simulated environment. Accordingly, some common biases in experimentation such as ecological validity, interferences may have affected the outcome of the study. For instance, some of the links which may affect how consumers evaluate the firms’ response were not investigated in the present study. Future studies may use online laboratory in conducting similar experiments. Third, the sample size was relative small and involved student samples. This may affect the generalizability of the result. Although students are future markets for most business, they are not reliable representative of online shoppers due to their limited income. Future studies may examine internet shoppers.

References
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Impact of Information and Communication Technology on the Performance of Deposit Money Banks in Nigeria

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Abstract

This study was carried out with the purpose of determining if the use of information and communication technology such as ATM, POS, MM, WP and IBT in the Nigerian banking system has had a significant impact on the performance of deposit money banks in Nigeria and to analyze whether ICT usage can sustain performance of deposit money banks in the long run. Return on equity is good proxy for measuring bank performance. The ordinary least square (OLS) multiple regression model was used to estimate the variables, the scatter diagram was plotted to determine whether the structural model is linear or non-linear. The log-linear regression model was used to test the impact of various forms of information and communication technology on the banks return on equity (ROE), the computation of the result was done using the econometric computer software package, e-view version 7.0. The result shows that the adoption of various forms of information and communication technology has greatly influenced the quality of banking operations, performance and has specifically increased banks return on equity and communication technology usage can sustain returns on equity of deposit money banks in the long run. The study recommends that investment in information and communication technology should form an important component in the overall strategy of banking operation, as these will make Nigerian banks to be efficient, profitable, and competitive, the banks should therefore give emphasis to efficient utilization of the information and communication technology enabled services, and should also partner with the government to make internet connectivity cheap and accessible.

Keywords: Automated Teller Machine, Point of sale, Mobile money, web payment, Interbank transfer, information and Communication technology, Bank return on equity

INTRODUCTION

The quest for survival, global relevance, maintenance of existing market share and sustainable development has made exploitation of the many advantages of ICT through the use of automated devices imperative in the industry (Alawode & Kaka, 2008). Before the coming of information technology, the transaction of businesses especially in the financial sector was difficult and stressful; hence, the low performance level of banks in Nigeria. Technology has indeed influenced the performance of all Nigerian Banks in the last decade. This period has been associated with the provision of dynamic customer focused banking services, improved regulation and high profitability.

This development is underscored by contemporary advancements engineered by the knowledge economy. It is also important to state that modern banking in Nigeria is driven by the outputs from robust local and global research and development.

It is in an effort to establish the prevailing trend in the adoption of ICTs in the operations of Nigerian commercial banks that the researcher has chosen this topic for a critical study with a view to establishing the link between the adoption of selected ICT tools and their impact on the performance of commercial banks in Nigeria. This work intends to know if the uses of ATM, POS, MM, WP and IBT in financial institutions have long run equilibrium and lead to a significant impact on ROE of commercial banks in Nigeria.

The main objective of this research is to evaluate the impact of Information and Communication Technology on the performance of commercial banks in Nigeria. The study contributes to the literature on the use of technology in Nigerian banks, as the study uses an empirical study of the trend across banks. The study also contributes to the knowledge of customers who use ICT tools for their operation. It informs the customers of the most effective and efficient technology in the banks that may be attractive to them. The study makes available to the Government and policy makers alike empirical facts and figures crucial for identifying the best ICT tools that can be promoted so as to enhance the return on shareholders’
investment in Nigerian banks. The scope of this research specifically, covers quarterly periods of 2006-2015.

Concept of Commercial Banks
In a bit to conceptualize the commercial banks, the concept of the banking industry in general has to be taken into consideration. The financial institution in Nigeria is categorized into two namely, the depository bank and non-depository banks. The commercial bank basically falls under the depository banks or the deposit money banks, though its performance various functions as the opening of account where depositors (surplus unit) make payment into their account for safe keeping and this deposit is given out as loans to interested customers (deficit unit) who seek for such loans for investment purposes. A financial institution licensed by the regulatory authority to mobilize deposits from the surplus unit and channel the funds through loans to the deficit unit and performs other financial services activities. According to investopedia (2017) commercial bank is a financial institution that provides various financial service, such as accepting deposits and issuing loans. Commercial bank customers can take advantage of a range of investment products that commercial banks offer like savings accounts and certificates of deposit. The loans a commercial bank issues can vary from business loans and auto loans to mortgages.

Jhingan (2006) and sayers (1967) further reiterates that commercial banking business in an economy consisting of changing cash for bank deposit and bank deposit for cash transferring same from one person or corporation to another, giving bank deposit in exchange for bill of exchange, government bonds, the secured or unsecured promise of business to repay. This concept of banking portrays the underlying fact that bank as an organization principally is concerned with the accumulation of temporarily idle money of the general public purposely for advancing same to others for expenditure.

The study captures basically the deposit aspect of the commercial banks and interbank transaction with the aid of the ICT tools.

Concept of Information and Communication Technology
Information and communication technology simply refers to as the gathering, storing, manipulating and transferring information. It is the automation of the process, controls and information production using computers, telecommunication, software and ancillary equipment such as Automated Teller Machine and Debit Cards. It is a term that generally covers the harnessing of electronic technology for the information needs of a business at all levels. Laudon D. and Laudon J. (2001), assert that Information and Communication Technology deals with the physical devices and software that link various computer hardware components and transfer data from one physical location to another. Harold and Jeff (1995), contend that financial service providers should modify their traditional operating practices to remain viable in the 1990s and decades that follow. They claimed that most significant shortcomings in the banking industry today is a wide spread failure on the part of senior management in banks to grasp the improvement of technology and incorporate it into their strategic plans.

THEORETICAL FRAMEWORK
Contingency Theory
Contingency theory suggests that an information system should be designed in a flexible manner so as to consider the environment and organizational structure confronting an organization. Information systems also need to be adapting to the specific decisions being considered. In other words, information systems need to be designed within an adaptive framework. Review of accounting information system literature also indicates that most AIS studies have incorporated contingency factors such as organizational structure, business strategy, and environmental condition in their research model but have neglected the influence of IT on AIS design. Furthermore, the few studies that have examined the relationship between AIS design and IT have defined IT from a narrow perspective (Ismail, 2004). Similar to IT researches, these studies viewed IT from the technological perspective only but failed to incorporate other perspectives of IT sophistication such as informational, functional and managerial. Hunton and Flowers (1997) suggested that a more comprehensive AIS study is needed to explain the relationship between IT and accounting and its subsequent impact on the organization in general and accounting/accountants in particular. Furthermore, most of previous IT/AIS studies were conducted in developed countries (Ismail and King, 2005). Very few of such studies have been carried out in developing countries especially in the Middle East. Due to the continuous flow of considerable amount of empirical studies which investigate the contingency factors and accounting and/or IS and indicates the importance and vitality of this theory, this study is theoretically and empirically constituted upon contingency theory which has long been applied in both accounting and information system disciplines.
The contingency theory suggests that an organization's structure is based on contextual factors such as environmental conditions, business strategy, organizational structure, production technology, and management style (Ismail and King, 2005).

**EMPirical Literature**

Agboola et al (2002) discussed the dimensions in which automation in the banking industry manifest in Nigeria. They include: Bankers Automated Clearing Services: Automated Payment Systems, Automated Delivery Channels. Ovia (2001), concluded that banking in Nigeria has increasingly depended on the deployment of Information Technology and that the IT budget for banking is by far larger than that of any other industry in Nigeria.

Ovia (2005) opined that the revolution in ICT has made the banking sector to change from the traditional mode of operations to presumably better ways with technological innovation that improves efficiency. According to (Agboola, 2006), he showed that a positive correlation exists between ICT and banks profitability in Nigeria. (Woherem 2000) claimed that only banks that overhaul the whole of their payment and delivery systems and apply ICT to their operations are likely to survive and prosper in the new millennium. (Brucher, Schernegg et al. 2003) opined that ICT adoption will improve three critical domains of banking operations which are efficiency, quality, and transparency.

Furthermore, Matthew and Ibikunle (2012), in their work, “The impact of ICTs on banks: A Case study of the Nigerian Banking Industry”, collected data via questionnaires from customers in the selected banks. Guaranty Trust Bank plc, First Bank of Nigeria plc, Zenith Bank international and United Bank for Africa (UBA). The response were measured with a 5 pointer likert - type rating, where strongly agree (SA) = 5; Agree (A) = 4; Neutral (N) = 3; Disagree = 2; Strongly Disagree = 1. The results of the research indicated that investment in the ICT system and infrastructures has become a key element in productivity and growth in the banking industry (Weil, 2003) (Boot and Schmeits, 2005). Return on assets (ROA) is a comprehensive measure of overall bank performance from an accounting perspective. Sinkey Jr (1992) It is a primary indicator of managerial efficiency. It indicates how capable the management of the bank has been converting the bank’s assets into net earnings. ROE measures accounting profitability from the shareholder’s perspective. It approximates the net benefit that the stockholders have received from investing their capital (Rose & Hudgins, 2006). The traditional structural approach usually to bank performance measurement relies on the economics of cost minimization or profit maximization, where the performance equation denotes a cost function or a profit function. Hughes, et al. (1996, 1999, 2000) adapt Almost the Ideal Demand System to derive a utility-maximizing profit equation and its associated input demand equations.

The non-structural approach to bank performance measurement usually focuses on achieved performance and measures performance in the equation by a variety of financial ratios, e.g., return-on-asset, return on equity, or the ratio of fixed costs to total costs. According to (Armstrong 2009) Performance Management is seen as a systematic process for improving organisational performance by developing the performance of individuals and teams. Armstrong (2009), also defines performance appraisal as the formal assessment and rating of individuals by their managers at or after a review meeting.

**IMPACT OF INFORMATION TECHNOLOGY IN NIGERIA BANKS**

Information technology has become a key element in economic development of Nigeria and indeed the banking industry in general. Developing countries are increasingly being faced with the challenges of technological advancement and the constant proliferation of technologies. As part of the developmental process IT driven businesses, globally are growing in leaps and bounds for example the e-commerce, e-communication, e-banking etc. Information and Communication Technology have contributed to the distribution channels and networking of Nigerian Banks. The electronic delivery channels are collectively referred to as Electronic banking. E-banking is really not one technology but an attempt to merge several different technologies.

According to Laudon & Laudon ( 2001) ICTs can be described as a complex varied set of goods, applications and services used for producing, distributing, processing, transforming information (including) telecoms, TV and Radio broadcasting, hardware and software, computer services and electronic media.

Information Technology affects financial institutions by easing enquiry, saving time and improving service delivery. In recent decades, investment in IT by commercial banks has served to streamline operations, improve competitiveness and increase the
variety and quality of services provided. According to Yasuharu (2003) implementation of information technology and communication network has brought revolution in the functioning of the banks and the financial institutions.

Many commercial banks are making huge investments in technology to maintain and upgrade their infrastructure, in order not only to provide new electronic information-based service, but also to take timely advantage of new off-the-shelf electronic services such as online retail banking which is making it possible for very small institutions to take advantage of new technologies at quite reasonable costs. These developments may ultimately change the competitive landscape in the financial services market.

Information and Communication Technology (ICT) facilitate the networking of commercial bank branches and to other banks within and outside the nation. Computerization and inter-connection of geographically scattered stand-alone bank branches and other banks at national and global levels into one unified system in the form of a wide area network (WAN) or enterprise network (EN); for the creating and sharing of consolidated customer information or records. It offers a quicker rate of inter-branch transactions as the consequence of distance and time are eliminated. Hence, there is more productivity per time period. Also, with the several networked branches serving the customer populace as one system, there is a simulated division of labour among bank branches with its associated positive impact on productivity among the branches. Furthermore, the information sharing infrastructure put in place by the banks curtails customers travel distance to bank branches thereby providing more time for customers’ productive activities.

Technological innovation such as the use of computer automation and electronic banking influences speed of banking service delivery enhances management decision making and saves time (Alu 2002). Information and communication technology has provided self-service facilities (automated customer service machines) from where prospective bank customers can complete their account opening documents directly online.

It assists the customer to validate their account numbers and receive instruction on when and how to receive their cheque books, credit and debit cards (Agboola, 2001).

The Global System Mobile (GSM), The mobile banking service basically allows customers to operate their accounts online. It offers retail banking services to customers at their offices/homes as an alternative to going to the bank branch/ATM. This saves customers time, and gives more convenience for higher productivity.

The Automated Teller Machine (ATM) is a combination of a computer terminals, record keeping system and cash vault in one unit, permitting customers to enter the bank’s book keeping system with a plastic card containing a Personal Identification Number (PIN). The ATM work for 24 hrs. The bank monitors and loads cash when it is out of cash. Apart from serving cash withdrawal purposes, the same ATM can also accept deposits. ATMs are a cost–efficient way of yielding higher productivity as they achieve higher productivity per period of time than human Tellers; it saves customer’s time in terms of service delivery as an alternative to queuing in bank halls.

Electronic Funds Transfer is an on-line system that allows customers to transfer funds instantaneously from their bank accounts to merchant accounts when making purchases (at purchase point). A POS uses a debit card to activate an Electronic Fund transfer process (Chorafas, 1988). Increased banking productivity results from the use of EFT PoS to service customers shopping payment requirements instead of clerical duties in handling cheques and cash withdrawals during banking hours, hence continual productivity and accrual to the bank even after banking hours. It saves customers invaluable time and energy in getting to bank branches or ATMs for cash withdrawals and this can be harnessed into other productive activities. Information technology has afforded customers and service providers the opportunity of paying bills and performing transactions of any kind electronically. Electronic payment can be credited and debited the same day customers can also make payments for goods and services without necessarily having physical contact with the cash. The Banks can send customer’s statement of account, enquiries, promos, the request of any kind is carried out via the electronic mailing facility.

III. RESEARCH METHODOLOGY

Data used for this study were collected basically from secondary sources such as Nigeria Bureau of Statistics CBN annual report and Statistical Bulletin, for the quarters of 2006 – 2015. In this study, data on ATM, POS, MM, WP and IBT were used to examine the
impact of ICT on the commercial bank performance, measured by ROE.

Data and Model Specification
For the purpose of this research, the researcher uses ordinary least square (OLS) multiple regression model to estimate the variables. This involves estimation of the model in order to examine the impact of ICT (proxies by ATM, POS, MM, WP, and IBT usages) on ROE in Nigeria. According to (Rose & Hudgins 2006) found ROE as a better proxy for measuring bank performance.

The log-linear regression model was used to test the impact of ATM, POS, MM, WP and IBT were used to examine the effect of ICT on the commercial bank performance, ROE. The conversion of parameters into logarithm aims at achieving unique parameter estimates that would enable us to interpret the regression coefficients in terms of elasticity and consequently give a slightly better fit. To capture both the long-run and the short-run dynamics of ATM, POS, MM, WP and IBT on ROE, an error correction model (ECM) using the (Johansen & Juselius 1990) multivariate co-integration techniques were also employed. The computation of the result was done using the econometric computer software package, Eviews version 8.0.

The research design adopted for this work is the experimental research design. The reason is that experimental research design combines the theoretical consideration with empirical observation. Return on equity (ROE) is the dependent Variable. This study used return on equity as a proxy on bank performance. This is because; Rose & Hudgins (2006) found ROE as a better proxy for measuring bank performance. Independent Variables includes Automated Teller Machine (ATM), Point of sale (POS), Mobile money (MM) Web payment (WP) and Interbank transfer

The Structural Regression Model
This section is preoccupied with the formulation of an appropriate model, which theoretically establishes the relationships between our ICT variables and commercial bank performance. For this purpose, the equation below have been formulated and simultaneously analyzed:

\[ ROE = f(\text{ATM}, \text{POS}, \text{MM}, \text{WP}, \text{IBT}) \]  

\[ \text{ROE}_t = \beta_0 + \beta_1 \text{ATM}_t + \beta_2 \text{POS}_t + \beta_3 \text{MM}_t + \beta_4 \text{WP}_t + \beta_5 \text{IBT}_t + \epsilon_t \]  

\[ H1:\beta_1, \beta_2, \beta_3, \beta_4 \text{ and } \beta_5 \text{ are slopes of ATM, POS, MM, WP, IBT, respectively} \]

The coefficients \( \beta_1, \beta_2, \beta_3, \beta_4 \text{and } \beta_5 \) can be directly estimated by applying log-linear regression techniques via logarithmic transformation; and those coefficients will be the elasticities. Logarithmic transformations are a convenient means of transforming a highly skewed variable into one that is more approximately normal. (In fact, there is a distribution called the log-normal distribution defined as a distribution whose logarithm is normally distributed – but whose untransformed scale is skewed.). The reason for applying Log in the study is due to the different distribution of data used for the analysis. Some are thousand while some are in million. Therefore, taking their log to remove the skewness. Taking natural logs of both sides of the equation, we have:

\[ \log \text{ROE}_t = \beta_0 + \beta_1 \log \text{ATM}_t + \beta_2 \log \text{POS}_t + \beta_3 \log \text{MM}_t + \beta_4 \log \text{WP}_t + \beta_5 \log \text{IBT}_t + \epsilon_t \]  

However If the variables under consideration are cointegrated, there will need to estimate an error-correction model. co-integration provides the theoretical underpinning for the error-correction model.

Expected Results
On apriori basis \( \beta_0 > 0 \)
\[ \beta_1 > 0, \beta_2 > 0, \beta_3 > 0, \beta_4 > 0 \text{ and } \beta_5 > 0 \]

In other words it implies a significance relationship between the dependent variables ATM, POS, MM, WP, IBT, and the independent variable ROE.

Hypothesis One
H0: The use of ATM, POS, MM, WP and IBT in financial institutions has no significant impact on the ROE of commercial bank.
H1: The use of ATM, POS, MM, WP and IBT in financial institutions has significant impact on the ROE of commercial banks.

Hypothesis Two
H0: There is no long term equilibrium relationship between the ICT variables and Commercial banks performance in Nigeria.
H1: There is long term equilibrium relationship between the ICT variables and commercial bank performance in Nigeria.
Table 1: Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>ROE</th>
<th>ATM</th>
<th>POS</th>
<th>MM</th>
<th>WP</th>
<th>IBT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td>3430101.0</td>
<td>34786452</td>
<td>299794.3</td>
<td>436133.3</td>
<td>346138.8</td>
<td>55111.58</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>1098196.0</td>
<td>20589334</td>
<td>1183394.0</td>
<td>362059.5</td>
<td>342453.5</td>
<td>49219.00</td>
</tr>
<tr>
<td><strong>Maximum</strong></td>
<td>1752285.0</td>
<td>1.02E+08</td>
<td>1183394.0</td>
<td>723755.0</td>
<td>149945.0</td>
<td>13387.00</td>
</tr>
<tr>
<td><strong>Minimum</strong></td>
<td>47198.40</td>
<td>1633957.0</td>
<td>5138.000</td>
<td>10844.00</td>
<td>49219.00</td>
<td>13387.00</td>
</tr>
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<td><strong>Std. Dev.</strong></td>
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<tr>
<td><strong>Probability</strong></td>
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<td>0.000012</td>
<td>0.000713</td>
<td>0.009461</td>
<td>0.004596</td>
</tr>
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</table>

Source: Authors Computation, 2017 (Eview-8.0)

Table 2: Results of Johansen Multivariate Cointegration Test

Sample (adjusted): 2006Q3 2015Q4
Included observations: 26 after adjustments
Trend assumption: Linear deterministic trend
Series: ROE ATM POS MM WP IBT
Lags interval (in first differences): 1 to 1
Unrestricted Cointegration Rank Test (Trace)

<table>
<thead>
<tr>
<th>Hypothesized No. of CE(s)</th>
<th>Eigenvalue</th>
<th>Trace Statistic</th>
<th>0.05 Critical Value</th>
<th>Prob.**</th>
</tr>
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<tbody>
<tr>
<td>None *</td>
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<tr>
<td>At most 2 *</td>
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<tr>
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<tr>
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<td>8.540360</td>
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<td>0.4096</td>
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<tr>
<td>At most 5</td>
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<td>1.299835</td>
<td>3.841466</td>
<td>0.2542</td>
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</tbody>
</table>

Trace test indicates 3 cointegrating eqn(s) at the 0.05 level
* denotes rejection of the hypothesis at the 0.05 level
**MacKinnon-Haug-Michelis (1999) p-values

Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

<table>
<thead>
<tr>
<th>Hypothesized No. CE(s)</th>
<th>Eigenvalue</th>
<th>Max-Eigen Statistic</th>
<th>0.05 Critical Value</th>
<th>Prob.**</th>
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Max-eigenvalue test indicates 3 cointegrating eqn(s) at the 0.05 level
* denotes rejection of the hypothesis at the 0.05 level
**MacKinnon-Haug-Michelis (1999) p-values

Source: Authors Computation, 2017 (Eview-8.0)
Table 3: Parsimonious Error-Correction Model of ROE
Dependent Variable: Δ(ROE)
Method: Least Squares

Sample (adjusted): 2006Q2 2013Q4
Included observations: 27 after adjustments

<table>
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<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
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<th>Prob.</th>
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<td>Δ(POS)</td>
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<td>Δ(MM)</td>
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<td>1.479576</td>
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<td>Δ(WP)</td>
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<td>3.882570</td>
<td>-2.870802</td>
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<tr>
<td>Δ(IBT)</td>
<td>98.86152</td>
<td>35.34348</td>
<td>2.797164</td>
<td>0.0111</td>
</tr>
<tr>
<td>ECM(-1)</td>
<td>-0.797127</td>
<td>0.203382</td>
<td>3.919350</td>
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R-squared          | 0.903172    | Mean dependent var | 3555394. |
Adjusted R-squared | 0.874424    | S.D. dependent var  | 5401196. |
S.E. of regression | 1916294.    | Akaike info criterion | 31.9881   |
Sum squared resid  | 7.34E+13    | Schwarz criterion   | 32.3240   |
Log likelihood     | -424.8393   | Hanan-Quinn criter. | 32.0880   |
F-statistic        | 31.09198    | Durbin-Watson stat  | 2.052941  |
Prob(F-statistic)  | 0.000000    |                      |          |

Source: Authors Computation, 2017 (Eview-8.0)

PRE-ESTIMATION DIAGNOSTICS TESTS

Descriptive Statistics
The summary statistics for the variables: ROE, ATM, POS, MM, WP and IBT are as shown in Table 1. The means for ROE, ATM, POS, MM, WP and IBT are different. This indicates that the variables exhibit significant variations in terms of magnitude, suggesting that estimation in levels will not introduce some bias in the results. The Jarque-Bera statistic for all the variables is significant; hence we reject the null hypothesis and conclude that the series is normally distributed (or have a normal distribution).

Co-integration Test
The co-integration tests in Table 2 are undertaken based on the (Johansen & Juselius 1990) maximum likelihood framework. The essence is to establish whether long-run relationships exist among the variables of interest. If two or more time series are not stationary, it is important to test whether there is a linear combination amongst them (Koutsoyiannis 1999). Variables are co-integrated if they have a long term or equilibrium relationship between them. It is a pre-test to avoid spurious regression situations. The results show that the trace statistics test rejected the null hypothesis of no co-integration among the variables at the 5 percent level of significance. The co-integration test results are therefore uninformative about the number of co-integrating relations among the variables. Max- eigen test indicates 3 co-integrating equations at the 5 percent level co-integrating equation.

The co-integration result as captured in the analysis thus rejects the second null hypothesis (H02), and accept the second alternative hypothesis (H12), which state that there is a long term equilibrium relationship between the ICT variables and commercial bank performance in Nigeria.

Model Estimation and Interpretation
After the iteration process was conducted, a preferred parsimonious regression model was obtained. The parsimonious error correction model result in table 3 indicates that the $R^2$ (R-squared) approximately 90.31 percent, and this shows a better goodness of fit, meaning that there is a strong relationship between the variables used. Thus, it shows that 90.31 percent (90.31%) changes or variation in ROE are explained by ATM, POS MM, WP and IBT, leaving 9.6 percent (9.6%) changes or variations in ROE to the (white noise) error term. The goodness of fit result thus shows that there is a strong positive impact of ICT on commercial bank performance. The researcher thus rejects the first null hypothesis (H01) and accept the
first alternative hypothesis (H1). The Durbin-Watson (DW) statistics of 2.05 denotes the absence of serial correlation (autocorrelation) in the residuals.

The Error Correction Model parameter (ECM) is negative, less than unity as expected and significant. The ECM is an error correction term that guides the variables (ATM, POS, MM, WP and IBT) of the system to restore back equilibrium, and validates that there exist a long run equilibrium relationship among the variables (ATM, POS, MM, WP and IBT). Thus, the value of the ECM approximately gave 79.71%, meaning that the commercial bank's system corrects (or adjusts to) its previous dis-equilibrium period at speed of 79.71 percent quarterly, and thereby gives the validity that ATM, POS, MM, WP and IBT have long-run equilibrium relationship among them.

The F-statistics which measures the overall significance of the model shows that we cannot reject the alternative hypothesis. The F-statistics shows that the model is statistically significant, and as such, the researcher rejects the First null hypothesis (H0) and accept the First alternative (H1) which state that ICT has a significant impact on the commercial bank's performance in Nigeria.

**Discussion of Research Findings**

The coefficient (-0.035721) for ATM’s usability shows a negative influence on the ROE and is also not statistically significant. This could be attributed to the fact that ATM commission on every withdrawal made with it has been dropped by the CBN. This finding indicates that the use of ATM’s does not influence commercial bank’s performance in Nigeria.

The POS usage variable shows a positive and significant influence on ROE. The POS usage has greatly improved transaction activities, and has also greatly increased the commercial bank's returns. However, the mobile money usages (MM) had a negative influence on ROE and were found also to be statistically insignificant with ROE. The reason could be deduced from the fact that most Nigerians do not use their telephone lines for transaction activities due to network out of order problems. This product has also experienced low patronage due to inadequate awareness and education of the customer on how to maximally use their phones to transact simple banking operations, and as a result has not contributed immensely to commercial banks performances.

The coefficient (-3.380950) related to various Web payment usages (WP) provided by commercial banks is negatively related to ROE and not statistically significant. The finding indicates that an increase in investments in those banking services does not significantly influence bank performance. Interbank transfer (IBT) usage variable was found to be positively related to ROE of commercial banks and was also found to be statistically significant. This is attributable to the fact that all the commercial banks in Nigeria had adopted the ICT usages in transactions, thus making the transfer of funds from one bank to another very easy and accessible.

**IV. SUMMARY AND CONCLUSIONS,**

Technological development particularly in the area of information and communication technology is revolutionising the way commercial banks operate and do business in Nigeria. This has resulted in changes in the volume of trade, the interconnection between firms and increased business transactions from the national to international market places and this has also set in motion a revolution in the banking sector. Commercial banks are now required to invest in ICT for the provision of a transaction and payment system that is compatible with the demands of the electronically interconnected global market place. The adoption of various forms of ICT has greatly influenced the content and quality of banking operations and performance. The findings reveal that ICT (technology innovation) has influenced Nigerian banking industry performance. ICT has specifically increased banks Return on Equity. The research has shown that there has been a remarkable relationship between the increased volume of interbank transfers, use of POS on the one hand and ROE on the other hand. This means that the Nigerian banking sector made more profit from interbank transfers and the use of POS than any other form of ICT enabled services such as ATM, WP and MM respectively.

In addition, this research has shown that through information and communication technology payment for goods and services and every other kind of transactions has been made easy via self-service facilities (automated customer service machines) from where prospective bank customers can complete their account opening documents directly online. It has assisted customers to validate their account numbers and receive instruction on when and how to receive their cheque books, credit and debit cards and POS services. The study recommends that investment in ICT should form an important component in the overall strategy of banking operation. It is imperative for bank management to intensify investment in ICT products to facilitate speed, convenience, and accurate services. These will make Nigerian banks to be efficient, profitable, and competitive and to cope with
the changes and challenges that are the outcome of the ICT controlled the globalised economy.

**Recommendations**

On the basis of the finding of this study, the following recommendations were made:

- **Investment in ICT** has been proven to enhance the performance of Nigerian commercial banks. The banks should therefore give emphasis to efficient utilization of the ICT enabled services such as credit and electronic cards to pay at retail outlets, points of sales (POS), phone banking, electronic payment debit, Automated Teller Machines (ATM), home banking, internet banking, mobile banking, personal digital assistant banking.

- The study recommends that every bank in Nigeria should not only invest heavily on ICT especially the POS, but should distribute same to business outlets where business owners and customers will have access to smooth and hassle free transactions. It is therefore necessary for the government to emphasize the need for more policies that will boost the efficiency in utilization of ICT equipment by reducing the cost of acquiring them so as to reduce cost and boost the growth of the economy.

- The banks should embark on aggressive campaign and re-orientation of clients to create awareness for the customers to patronize the facilities especially in the area of use of POS, mobile banking and so on. Acceptance of these facilities will consolidate the gains from investing in them. In achieving this, every bank should partner with the government to make internet connectivity cheap and accessible, especially in the rural areas.

- The government should emphasize the need for more policies that will boost the use of ATM, POS, MM, WP and IBT hence long run equilibrium relationship with commercial banks performance.

- Government and Banks should encourage consistent use of ATM, POS, MM, WP and IBT. These will sustain the ROE of commercial banks in the long run.

**References**


Proceedings of the 12th Annual National Conference of The Academy of Management Nigeria


**APPENDIX**

Table 4: ATM usages, IBT usages, MM usages, POS usages, WP usages and ROE, 2006(Quarter)-2015(Quarter)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Quarters</th>
<th>ATM Usages Volume (in number of people)</th>
<th>Interbank transfer Volume (in number of people)</th>
<th>Mobile Money(MM) Usages Volume(in number of people)</th>
<th>Point of Sale POS Volume (in number of people)</th>
<th>Web based transactions WP Volume (in number of people)</th>
<th>Return on Equity (ROE) (in Billions)</th>
</tr>
</thead>
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<td>1,974,065.00</td>
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<td>39,733.00</td>
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PART SEVEN
CONFLICT MANAGEMENT AND
NATIONAL DEVELOPMENT
Conflict Management Strategies and Stakeholders’ Satisfaction in Oil Services Firms in Bayelsa State, Nigeria

Emelah Gentle E. & B. C. Onuoha
University of Port Harcourt

Abstract
This paper empirically examined the extent to which conflict management strategies affect stakeholders’ satisfaction within oil servicing firms in Bayelsa State. Two hundred copies of questionnaire were distributed to four local government areas in Bayelsa State namely: Ekeremor, Sagbama, Ogbia and Southern Ijaw LGAs. Out of the two hundred copies that were randomly distributed, 198 copies were retrieved and used for data analyses. Our hypotheses were tested with multiple regression and our findings show that compromising has more effect on stakeholders’ satisfaction than accommodating and collaborating. The study further recommends that there is no best strategy to handling conflict in the world as the best practice in a given location may be the worst in another location.

Keywords: conflict, management, strategy, stakeholders’ satisfaction, Bayelsa

Introduction
According to Clarkson (1991), stakeholders can be described as an individual, group of individuals or institutions who are affected (favorably or unfavorably), by the daily operations of an organization. This is to say that such persons, group of persons or institutions have a stake in the organization (Onuoha, 2008). In considering the opinion of Freeman (1984), stakeholders can be categorized for instrumental reasons and normative reasons. Instrumental reasons were borne out of the fact that not all individuals, groups or institutions who can affect an organization can be affected by the firm achieving its objectives and secondly there are those individuals, groups or institutions that have a stake in the organization (Onuoha, 2008). In considering the opinion of Freeman (1984), stakeholders can be categorized for instrumental reasons and normative reasons. Instrumental reasons were borne out of the fact that not all individuals, groups or institutions who can affect an organization can be affected by the firm achieving its objectives and secondly there are those individuals, groups or institutions that can affect and are often affected by the firm’s achievement of its objectives. Consequently, the normative reason is born out of the fact that not all individuals, groups or institutions who are often affected by the firm achieving its objectives can affect the organization (Freeman, 1984). The definition by Clarkson (1991), viewed stakeholders as those individuals, groups or institutions who are linked to the organization through explicit contract (such as employees and investors), implicit contracts (such as customers) as well as those who have neither explicit or implicit contracts. This third group of stakeholders are often unaware of their relationship with organizations until they are faced with either a favorable or unfavorable situation.

Conflict can be defined as a situation where there are incompatible goals, emotion or cognition between or within two or more individuals, groups or institutions which would lead to opposition (Uya, 1992). From this definition, we can deduce three fundamental elements surrounding conflict and they are situation whereby the desired outcomes are not compatible between groups, cognitive component and affective components. Cognitive aspects deal with conflict related to incompatibility of ideas while affective component deals with incompatibility in emotions. Conflict in itself can have a positive or negative effect depending on how effectively they have been managed. According to Adeyemi & Ademilua (2002), Conflict management can be defined as an attempt to regulate/control through several means. It can also be defined as the art and science of planning, organizing and controlling as well as anticipating conflict in such a way that its outcome is beneficial to the organization. Conflict management strategies are internal mechanism used by organizations to resolve conflict. Managing conflict through effective conflict management strategies creates a cooperative atmosphere which promotes opportunities and movement directed towards non-violent responses and reduced conflict of interest (Uchendu, Anijaobi & Odigwe, 2013).

Statement of problem
One of the greatest crises between oil servicing companies and members of host communities can be traced to 1978 when the Obasanjo administration established land use act which conferred on the federal government, all right of the people to livelihood (Falode, Ogedengbe & Bickersteth, 2006). The compensation for loss of communal land has also increased the rate of conflict arising from these host communities. Members of these communities who are basically farmers and fishermen have no other source of livelihood. Even the few pieces of land available for farming and available rivers became contaminated because of oil spillage. It
is quite unfortunate that successive governments in Nigeria have not had the interests of rural development where these oil service activities are going on as well as environmental conservation. They have interest on the revenue derived from crude oil more than any other thing. In over fifty years of oil exploration in Bayelsa, its communities have witnessed a lot of social dislocation neglect and environmental degradation even though it was the very first location where crude oil was discovered in 1956. A recent crisis occurred between Amatu II and Iduwini Communities in Ekeremor Local Government Area during the election of members of the community Trust of Shell Petroleum Development Company (SPDC). According to Idio (2018), the clash was because of one of the handpicked candidate was losing the election. This is not far from reports received in 2014 from the people of Okoroba community in Nembe Local Government Area who accused the Nigerian Oil Company (NAOC) of fueling crisis between them and Agrisaba community (Premium Times, 2014). This was because NAOC used divide and rule functions in solving issues related to oil spill which occurred along BRASS/OGODA pipeline. The crude oil that should be a blessing to citizens in Nigeria has turned out in recent times to become a source of death and sorrow. It is on this foundation that this study examines the extent to which conflict management strategies would affect stakeholder’s satisfaction in oil servicing firm in Bayelsa State.

Objectives of the Study
i. To examine the extent to which collaborating influence stakeholders’ satisfaction
ii. To examine the extent to which compromising influence stakeholders’ satisfaction
iii. To examine the extent to which accommodating influence stakeholders’ satisfaction

Fig. 1. Operational Framework

| Conflict Management Strategies | Collaborating | Compromising | Accommodating |

Hypothesis
Ho₁: Collaborating does not influence stakeholders’ satisfaction
Ho₂: Compromising does not influence stakeholders’ satisfaction
Ho₃: Accommodating does not influence stakeholders’ satisfaction

Theoretical Framework
This work is anchored on Situational Theory and Stakeholders Theory.

Situational theory was proposed by Gruning and Hunt (1984). It believes people can be characterized or defined according to the volume of awareness they have towards their problems and the degree to which they seek the most suitable solution (Baskin, Aronoff & Littimore, 1997). Gruning & Hunt (1984) further described active public as one which seeks well processed information concerning an issue of interest or an organization. Three factors make up an active society or public and they are; problem recognition, constraint recognition as well as level of involvement. The Niger Delta people in general as well as Beyelsa State have recognized their problems in physical economic and ecological dimensions. They have further identified that both the government and oil companies are the obstacles and they believe that they can overcome only through violence. Lastly, the way they have carried out their violence and protest show clearly how much they care about the problem.

The second theory considered is stakeholder theory as developed and championed by Freeman & Reid (1983) as well as Freeman (1984). This theory believes every organization consist of individuals or group of individuals who benefit from or are harmed by organizational activities. According to Dougherty (1992) and Ray (1999), stakeholders can be grouped into four parts namely normative public, functional publics, enabling publics as well as diffused public. Normative republic consists of professional bodies, trade union etc., functional public consists of suppliers employees and customers, enabling public...
refer to those who provide leadership for organizations such as board of directors, shareholders, etc. Finally, diffused public are those stakeholders who emerged as a result of external consequences for organizational activities example media, residents, community, environmentalist, etc. According to Donald & Preston (1995), stakeholder theory is descriptive, instrumental, formatively normative and managerial. Hence, it is useful for the study.

**Conflict Management Strategy**

Where there are two or more individuals interacting among themselves, conflict is bound. Conflict can be defined as a form of struggle over power, scarce resources, values, etc., in which the aim of opponents are to injure, neutralize or eliminate the rivals (Coser, 1956). Conflicts are unavoidable concomitant of decision and choices as well as the expression of the basic facts of human interdependence (Zartman, 1991). Some of the sources of conflict can be inconsistencies in goals, usurpation by another component of the society, competition over goals and objectives, increased desire for authority and autonomy, scarcity, breakdown in communication (Folarin, 1998). The history of conflict in Nigeria can be traced to the pre-colonial era where people (locals) agitated for trade terms that were fair to their communities. It was manifested in ways of misunderstanding between the people of the Niger Delta and the Europeans. Such crises were led by King Jaja of Opobo, King Koko of Nembe, Nana Olomu of Itsekiri, etc.

Conflict management refers to the process whereby negative aspects of conflict are minimized while maximizing the positive effects (Lawrence & Lorsch, 1967). When conflicts are effectively managed, they bring about improved group activities. When they are not properly managed, they bring about crisis. Conflict management strategies according to Thompson (1992) and Robinson (2006) includes accommodating, avoiding, collaborating, compromising, and competing. By accommodating, there is a willingness on the part of one party to place his opponent’s interest above his own. By avoiding, there is the willingness of one party to withdraw from a conflict. By collaborating, there is a desire to satisfy all parties involved, by compromising; we see a process whereby parties involved in conflict are willing to give up something while competing has to do with a desire to satisfy one’s interest regardless of what the other party feels.

**Stakeholders’ Satisfaction**

According to Gray (2009), stakeholder can be defined as an individual or group that can be influenced by organization activities and can on its own influence the actions of an organization. This definition is in line with the definition proffered by Freeman (1984) and Clarkson (1991). However, while Freeman (1984) emphasized the achievement of organizational objectives as a catalyst for stakeholder relationship, Gray (2009) considers the action organization as a necessary factor which can trigger organization-stakeholder relationship. The striking similarity between these definitions lie in the fact that there is an acknowledgement of both legitimate stakeholders as well as those stakeholders who are strong enough to affect the activities of the firm. Therefore, there is a consciousness towards the instrumental and normative justification for considering them in the process of decision making.

Oil servicing companies cannot do well within their host communities when relevant stakeholders are not satisfied. Satisfaction could be drawn from ecological factors which relates to how well these companies clean up oil fields after exploration activities. It could be attributed to how much scholarship indigenes from host communities have benefited, it can also come in the form of provision of good road, electricity, employment as well as part of corporate social responsibilities. According to Onuoha (2012), business owe responsibilities to its stakeholders such as its owners, investors, employees, suppliers, customers, competitors, government as well as towards the society. Satisfaction from these stakeholders could go a long way to reduce militancy in the Niger Delta which has been a great concern to both the government the companies and host communities.

**Methodology**

This study was conducted in four local governments in Bayelsa state. 50 copies each were randomly distributed to each of these LGAs. Quasi-experimental research design was adopted and since we are looking at cause-effect relationship, multiple regression was used in testing our null hypotheses.
Data Analyses

Table 1.  Copies of questionnaire distributed and returned

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>EKEREMOR</td>
<td>50</td>
<td>25.3</td>
<td>25.3</td>
</tr>
<tr>
<td></td>
<td>SAGBAMA</td>
<td>50</td>
<td>25.3</td>
<td>50.6</td>
</tr>
<tr>
<td></td>
<td>OGBIA</td>
<td>49</td>
<td>24.7</td>
<td>75.3</td>
</tr>
<tr>
<td></td>
<td>SOUTHERN_IJAW</td>
<td>49</td>
<td>24.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>198</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Out of the 200 copies that were randomly distributed to each of the LGAs, 50 copies each were retrieved from both Ekeremor LGA and Sagbama LGA while 49 copies each were retrieved from Ogbia and Southern Ijaw LGA which makes it a total of 198 copies used for data analyses.

Table 2.  Model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.543(^a)</td>
<td>0.294</td>
<td>0.284</td>
<td>1.915</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Collaborating, Accomodating, Compromising

Our model summary shows a coefficient of determinant (R Square) of 0.294 which implies that 29.4% of the outcome of our dependent variable (stakeholders satisfaction) is accounted for by our predictor variables (collaborating, accommodating and compromising) the other 70.6% are accounted for by other variables not included in this study.

Table 3.  Anova table

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>297.072</td>
<td>3</td>
<td>99.024</td>
<td>20.989</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>711.801</td>
<td>194</td>
<td>3.669</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>1008.874</td>
<td>197</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Stakeholders_Satisfaction

\(^b\) Predictors: (Constant), Collaborating, Accomodating, Compromising

Anova table shows a p-value of 0.000 which is less than alpha of 0.05. this implies that both collaborating, accommodating and compromising affects stakeholders’ satisfaction.

Table 4.  Coefficients table for test of hypotheses

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>8.952</td>
</tr>
<tr>
<td></td>
<td>Accomodating</td>
<td>-1.186</td>
</tr>
<tr>
<td></td>
<td>Compromising</td>
<td>.375</td>
</tr>
<tr>
<td></td>
<td>Collaborating</td>
<td>.066</td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Stakeholders_Satisfaction
Our first hypothesis shows that there is a weak coefficient \((-0.306)\) between accommodating and stakeholders satisfaction. However, there was a significant p-value of 0.000 which is less than alpha level of 0.05. we therefore reject the stated null hypothesis.

Our second hypothesis shows the strongest coefficient \((0.579)\) between compromising and stakeholders satisfaction. It also shows a p-value of 0.000 which is also less than 0.05. we would also reject the stated null hypothesis.

Finally, collaborating also has a significant effect on stakeholders’ satisfaction with a coefficient of 0.128 and a p-value of 0.012 which is also less than alpha of 0.05. The null hypothesis is also rejected.

Summary of Findings
This study revealed that over 29.4\% of the outcome of stakeholders’ satisfaction is predicted by conflict management strategies. It also revealed that compromising had the strongest effect on stakeholders’ satisfaction while accommodating had the weakest effect. It further revealed that all the cause-effect-relationships had p-values less than 0.05 which shows that a relationship truly exists amongst them.

Conclusion
This study revealed that conflict management strategies significantly accounts for stakeholder satisfaction in Bayelsa State. It further revealed that the strongest effect comes from compromising. Oil servicing companies often let go some of their rights to favour host communities just because they want to avoid some sort of problems that could arise from non-compliance. They are aware of significant damages caused by militants and sea pirates and they do not let it hinder their operations. Issues such as pipeline vandalism have been a recurring decimal. However, these firms must settle down for a compromise to remain in their operations. Accommodating remains the weakest with a negative coefficient. This implies that the more oil servicing firms accommodate pirates and militants, they incur more loss, jobs are lost, and operations get terminated. Collaborating had a significant effect as well as a higher p-value. However, the p-value was still less than 0.05. Cumulatively, this study revealed that conflict management strategies are very important to stakeholders satisfaction.

Recommendations
i. Oil servicing companies should understand that the extent to which accommodation works may create more losses which could affect the satisfaction of stakeholders. What they ought to do is what is right in terms of maintaining the recommended operational standard through ensuring that gas flaring and ecological degradation through pollution is reduced. When the right things are done, there would be relative peace and stakeholders would be satisfied.

ii. At some point, oil servicing firms should understand that it is not always a win-win situation. Sometimes, firms must let some issues go to remain in business. There is no need fighting sea pirates or militants with organisational resources. Rather, they can partner with government and security personnel for safety of lives and properties.

iii. Government should ensure that there is safety in operational areas. There should also be collaboration between the government, host communities and oil servicing firms in terms of strengths, weakness, opportunities and threats. Government should understand the security needs of firms and provide them with the required military personnel for effective security. Government should also ensure they meet international operational standard to avoid conflict of interest between the host communities and oil and gas firms.

iv. Oil servicing firms should understand that there is no best conflict strategy in the world. The best strategy in one location may be the worst in another location. Therefore, there is need to apply each strategy based on situational requirements.

References


Master Plan for Sustainable Peace and Development in the Niger Delta Region of Nigeria

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Abstract
The heightening tensions and insecurity in the Niger Delta region of Nigeria have been linked to the cumulative negative impact of oil and gas exploration in the region. It is, therefore, imperative that a long-term conflict management policy framework be structured, installed and operated efficiently to forestall the negative consequences of volatile conditions of the region. In view of the foregoing, this paper articulates a fundamental immediate and long-term master plan that would address comprehensively the issues raised by stakeholders in the area. It stresses the twin action programme of participative development and institutional economic independence under an umbrella of a legal fabric that recognizes and guarantees rights, responsibilities, privileges and authority relations in such a manner that the deplorable condition of the region could possibly be ameliorated to a fairly reasonable degree without compromising the efficient operations and the profit objectives of both the multinational corporations and local firms that operate in the region. Additionally, the paper takes a critical look at the directives of the apex regulatory institution in the oil sector – the Nigerian National Petroleum Corporation (NNPC) – to the multinational oil companies to employ Nigerians and indigenes of host communities at top management levels as an operational strategy for reducing the density and spread of tensions in the region.

Keywords: Oil exploration, Participative development, Corporate independence, Niger Delta Region

Introduction
The Niger Delta region of Nigeria cuts across nine States in three geo-political zones of the country, including Ondo (South West), Abia, Imo (South East), Rivers, Bayelsa, Delta, Edo, Akwa-Ibom and Cross-River (South South). The region is commonly referred to as oil rich area of Nigeria (Ukoha, 2003; Olulu, 2003; Anyanwu, 2012; Kadafa, 2012) that produces about 95% of the country’s annual revenue (Ayoola & Olasanmi, 2013; Okpara, 2008), and houses about 103 registered oil and gas firms that engage in various activities, including exploration, mining, marketing, communication, engineering and other auxiliary services (Haladu, 2015).

In spite of its status as the ‘‘heart-beat’’ of Nigeria’s economy, the Niger Delta region has been complaining about problems and pains associated with oil exploration, exploitation of the oil firms and neglect by government for 60 years since the discovery of oil in the area. Despite huge amount of money being generated by government and the oil firms, signs of underdevelopment, in terms of unemployment, soil erosion, water and air pollution, dilapidated public schools and healthcare facilities as well as depletion of natural resources (Haladu, 2015; Otiotio, 2012; Vidal, 2010). Not less than 84.6% of the total gas produced in the Niger Delta by the oil companies is flared (Ukoli, 2005), in about 123 gas flaring sites, thus making gas flaring a major environmental pollutant in the area (Haladu, 2015). The pitiable condition of most host communities in the Niger Delta, caused by the associated harm and damage of oil exploration activities (Akpo, 2002), is described by Olulu (2003) as ‘‘man’s inhumanity to man’’; thus making the host communities victims of their own fortunes (Agiobenebo & Azibaolanori, 2001).

The unpleasant conditions of the host communities in the Niger Delta had led them to agitate severally against the oil firms and the government of the federation, including the demand for the control of the abundant resources in their domains, popularly referred to as Resource Control, which the Supreme Court ruled against (Ukoha, 2003). The Supreme Court’s verdict on resource control escalated the agitations and tensions in the Niger Delta, including the emergence of various militant groups, which consequently made the region to remain conflict prone.

The cumulative impact of the series of tensions in the Niger Delta on the national economy can be very intimidating, as the nation’s economy is principally predicated on developments in the oil sector (Ogwo &
Onuoha, 2013; Ayoola & Olasanmi, 2013; Ukoha, 2003). There are indications that the poor economic indices of today are not likely to change significantly in the near future even at normalized conditions because of the impinging weight of external economic political and technological circumstances.

In view of the foregoing, this paper looks at the external forces that impact on the conditions of oil producing and exporting countries of the world, as well as immediate and long-term master plan that recognizes and guarantees rights, responsibilities, privileges, and authority relations in such a manner that the deplorable condition of the Niger Delta region can possibly be ameliorated to a fairly reasonable degree without compromising the efficient operations and the profit objectives of both the multinational and local oil firms that are operating in the region.

Structure and Impact of International Petroleum Policies on Nigeria’s Oil Sector

The structure and impact dimensions of international policies in the area of petroleum is principally determined by the contextual issues of technology, marketing strategies, differential energy policies, micro-economic dynamics and the socio-political conditions in the oil producing and exporting regions of the world (Ukoha, 2003). Foreign multinational oil companies play a dominant and almost a monopolistic role in Nigeria’s oil sector (Haladu, 2015), especially in the acquisition and of different forms of oil technologies, as reinforced by their continued and substantial investment in technological research and development. New forms of advanced and manageable technologies that are beyond the reach of developing nations are being developed on a coordinated basis by the industrially developed societies and possibility of effective and immediate transfer of such technologies to the host peripheral countries where these multinationals operate appears very dim (Khan, 1994).

The critical technological condition in developing poor nations has brought about a glaring absence of receptivity to the rudiments of science and a rational and inquisitive orientation to the scientific methodology (Kupolokun, 2004). When this situation is combined with the visible and rapidly declining economic fortunes of the people and institutions of the third world, it can hardly be contemplated that an absorptive technological capacity can be developed in foreseeable future (Ukoha, 2003).

From the threshold of a limiting and intimidating technological imperative, one can visualize the problems posed by the fact that the host communities are incapacitated by their weak marketing strategies, unfavourable macro-economic dynamics and uncontrollable process of policy formulation to protect and develop alternative energy systems by the advanced oil consuming countries.

The oil economics of developing host communities have been poorly managed over the years, including when escalating social and political tensions, especially in the oil rich Middle East, led to the emergence of a regime of rising oil prices (Kadiri, 2012). As a result, the tension prone oil regions have not been seen to utilize accruing huge oil revenue in the acquisition of relevant technologies (Kupolokun, 2004) nor have they made any bold attempt to develop and sustain any advanced skill development programmes for functional participation with foreign captains in the industry (Tolulope, 2004); and have therefore continued to agitate and operate from a weak bargaining position (Olawale, 2003).

Twin Action Plan for Niger Delta Issues

This section stresses the twin action programme of participative development and institutional economic independence that could pave way for the much desired sustainable peace, security and development in the Niger Delta.

Participative Development

Participative development emphasizes the inclusion of the indigenous people and their institutions in all aspects of oil exploration and exploitation by the multinational oil firms and the host government in ways that are optimally beneficial (Onuoha, 2013). Optional benefits, in this case, have no ambiguous interpretations; as they include prospects of employment, improving the physical environment through adequate investments in social infrastructures and a convincing and reliable policy regime that can effectively address the issue of environment pollution and other ecological problems over time (Ukoha, 2003). The local content Bill passed by the 6th National Assembly was Nigeria’s attempt to give legal backing to participative development, as the Bill gives Nigerians power to participate and invest in the oil sector (Onuoha, 2013). The benefits of participative development cannot be overemphasized, as it stresses the need for programmes of indigenous technical and administrative manpower development that are capable of ensuring that the indigenous people are adequately trained and properly oriented to take up responsible positions in the oil sector in the future.
The multinational firms are expected to function within the policy framework of the host government. This framework usually specifies performance standards that must be met, a web of financial guidelines, procurement and marketing policies and issues of technology both embodied and disembodied (Bass & Shackleton, 2009). The intention, according to Madisson (2010), is to make the firm as socially responsible as possible and to spread the benefits of the sector equitably among its principal stakeholders. The host community is expected to regard the entire package as constituting a strategy for tension reduction. The effort Shell Petroleum Development Company (SPDC) along this line is commendable. The company has been making an annual contribution of Thirty Million Dollars ($30m) for various developmental projects in the Niger Delta, as well as creating separate Departments for compensation, conflict resolution, and community development in an attempt to achieve sustainable peace and development in the area (Ofoka, 2012).

Corporate Independence
The primary motivation for private enterprise is profit. Corporate organizations are the dimensions of the controlling legal arrangements within which they find themselves (Ukoha, 2003). Corporate independence presupposes the absence of any undue (illegal) constraints on private enterprise (Bass & Shackleton, 2009). It rests on the basic understanding that corporate dynamics will respond and correspond with the alternating direction and size of the legal changes in the economic and socio-political conditions of the society (Graeff, 2013). These changes and the probable legal properties that follow can sometimes be reasonably contemplated, forecasted and provided for by the corporation. At times, they are trust on the corporation through the unexpected policy dynamics of changing governmental regimes (Bass & Shackleton, 2009).

The modern organization must function as a responsible corporate citizen by reflecting on and continuously responding to the specifics of the several environments that are relevant for its existence, stability and survivability (Kemelgor, 2011). It must address, systematically the issues of providing quality products and or services at competitive prices, create employment opportunities for its host community, develop its surrounding physical environments and identify and reconcile the myriad of stakeholders’ interest (Madison, 2010). In short, it is expected that the modern corporation should be capable of providing a mutually beneficial platform in its interfaces.

The freedom of engagement in chosen pursuits that are legally permissible and the establishment of relevant and consistent long and short term goals, strategies and policies by organizations are all components of the social contract to which individuals, organizations and whole society are parties (Graeff, 2013). In the same vein, the parties to this contract are required to adhere to its provisions, in terms of recognizing the rights of each party and living up to the responsibilities which the contract imposes directly and by implication on all the parties (Kemelgor, 2011).

On the basis of the conceptual framework presented in the preceding sections of this paper, we shall in the next section review the Nigerian National Petroleum Corporation (NNPC) policy toward the Niger Delta peace.

NNPC Policy Directions in the Oil Industry: An Evaluation
NNPC, an agency of the Nigerian government, has been making bold attempts with its policy thrust aimed at creating an environment of reduced tension in the Niger Delta for the benefit of all stakeholders in the oil industry. In its frantic search for participative development in the industry, the apex regulatory body designed new policy measures to make the multinational oil companies more community oriented in their operations. The measures stress involving, by way of employment, qualified citizens of host communities in the top management of these multinationals as well as the desirability of awarding specified categories of contracts to indigenous persons and institutions (Ukoha, 2003; Ofoka; 2012).

The NNPC directive on employment requires all major multinational oil companies to reserve certain specified positions to Nigerians. Two American oil companies – ExxonMobil and Chevron – were directed to create, in their respective companies, the position of Deputy Managing Director as well as appointing Nigerians to fill the position (Ukoha, 2003).

Prior to this directive, indigenes of Akwa-Ibom State, where ExxonMobil is situated had been agitating and pressurizing the oil company to appoint indigenes of the State to the company’s top management positions. An appointment to the position of Deputy Managing Director in ExxonMobil was considered by the agitators as preferable to the position of Vice Chairman and Director of Administration- a position a
Nigerian had occupied before the new policy directive (Ofoka, 2012).

It has been envisaged that the reservation of the position of Deputy Managing Director of these companies to Nigerians could be a good indicator of the degree of local participation in the oil industry. However, many experts and industry watchers are of the view that the oil companies are likely to be compelled to adhere strictly to the directive of the NNPC without empirically ensuring a reliable measure of indigenous participation. Local participation can be said to have been achieved if the Nigerian directors in these companies are allowed to execute their functions according to the laws and rules of the operations consented to by the contending parties. The provisions of the Memorandum of Understanding (MOU) have been severally disregarded especially by the multinational oil companies. The host communities and the oil producing states have not been able to enforce compliance.

Two broad issues have been identified for a close analysis in an effort to explain the incidence of the constant accusation of the multinational oil companies of excluding the local people and their institutions in the industry. One is the context of international petroleum policies, and the other, is the question of capability in terms of the possession of the relevant skills and operational orientation (Ukoha, 2003; Tolulope, 2004; Ofoka, 2012). These issues are mutually reinforcing and a breakthrough in one assures the mitigation of the negative consequences of the other.

**The Petroleum Industry Bill (PIB) and the Niger Delta**

The Petroleum Act of 1969 transferred ownership and control of all petroleum resources to government (Olu, 2003; Haladu, 2015). The Act stated that “the entire ownership and control of all petroleum in, under or upon any land shall be vested in the State, i.e., the federal government” (Olu, 2003 p. 17). Consequently, the Nigerian National Oil Corporation (NNOC) was established in 1971 to regulate and supervise operations of firms within the oil industry. The NNOC was, in 1977, renamed Nigerian National Petroleum Corporation (NNPC).

According to Haladu (2015), other Laws enacted for the industry include:

i. Petroleum Profit Tax Act 1959

ii. Petroleum Act of 1969 as amended


iv. Land Use Act 1976

v. Oil Pipelines Act 1978

vi. Exclusive Economic Zone Act 1978

vii. Oil in Navigable Waters Act 1979

viii. Associated Gas Re-injection Act 1979

ix. Hydrocarbon Oil Refining Act 1989

x. Petroleum Equalization Act 1989

xi. Nigeria Liquefied Natural Gas Act 1990

However, the enactment of these laws did little or nothing to save the industry from inefficiency and corruption (Ayanwu, 2012); a situation that led to conflicts and sabotage in the oil producing communities (Haladu, 2015).

In a bid to ensure efficiency, transparency and accountability, government sent the Petroleum Industry Bill (PIB) to the National Assembly, with the aim of restoring the dignity, integrity and respect of government agencies in charge of the petroleum industry. As past Petroleum Acts suffered from regulatory uncertainty, lack of transparency and access to information (Otitio, 2012), the PIB is aimed at “Good governance, Transparency and Sustainable Development” (Haladu, 2015), as it proposes new petroleum regulatory agencies which include:

i. Ministry of Petroleum Resources

ii. Directorate of Petroleum Resources

iii. Nigerian National Petroleum Corporation

iv. Federal Ministry of Environment (Onshore and Downstream Sectors)

v. Federal Inland Revenue Service (FIRS)

Highlights of the Bill include (Haladu, 2015):

i. Plans to increase oil exploration activities not only in the Niger Delta, but around the Lake Chad Basin

ii. The expansion of Nigeria’s oil reserves.

iii. The division of petroleum mining operations into Upstream, Middle-stream and Downstream sectors, with separate regulations for each.

iv. Complete deregulation of the Downstream sector to make it function independently and efficiently.

v. Renegotiation of outdated contracts and licences, and introduction of new fiscal policies to strengthen existing taxes.

vi. Reorganization of the NNPC for efficiency and increased revenue.
vii. Establishment of a new company to take care of the joint venture between the NNPC and international oil companies (IOC).

viii. Compulsory financial provision for environmental damages.

ix. Establishment of the “Petroleum Host Community Fund”.

Many stakeholders in the oil industry has expressed their support for the PIB, as in their opinions, it would go a long way in addressing majority of the corrupt practices in the oil sector, making it efficient as well as driving developments in the Niger Delta, when fully passed and implemented.

Conclusion

This paper examined the environmental, political and socio-economic implications of oil exploration in the Niger Delta region of Nigeria. The paper also examined the impact of the international petroleum policies on developing oil producing and exporting countries of the world, especially in the area of technology. The paper having conceded these, further examined a twin action programme of participative development and institutional economic independence under an umbrella of a legal fabric that guarantees rights, responsibilities, privileges and authority relations among the stakeholders in the oil industry. Additionally, the paper ideally reviewed the relevant policies and programmes of the apex regulatory institution in the oil sector – the Nigerian National Petroleum Corporation (NNPC). It specifically took a critical look at NNPC’s directives to the multinational oil companies to employ Nigerians and indigenes of host communities at top management levels as an operational strategy for reducing the density and spread of tensions in the Niger Delta.

In view of the foregoing, the paper concludes that government has shown sizeable commitment toward sustainable peace, security and development in the Niger Delta. The commitment, among others, include the establishment of the Niger Delta Development Commission (NDDC), with the charge to redress the underdevelopment and ecological problems of the area; the creation of the Ministry of Niger Delta Affairs, with a Minister and a budgetary allocation annually, as a vehicle through which more development will get to the area; the Amnesty Programme for repentant militiamen; the Master Gas Plan; and the flagged off (but yet to start) cleaning up of Ogoni land.

In spite of the above shown commitments, it is the view of this paper that more needs to be done for the desired peace, security and development in the Niger Delta to be achieved. As such, the tips offered in this paper, in the way of recommendations, might be valuable.

Recommendations

Gas flaring has been identified as a major environmental pollutant in the Niger Delta. As such, government should prevail on oil companies operating in the area to improve on their environmental consciousness. Moreover, more effort should be made to discourage oil companies from flaring gas. Therefore, the Gas Master Plan of 2008 should be implemented to the latter. The huge economic returns of the Plan should, among other things, be channelled toward sufficient investment in human capital development, including technological competence.

Though the Supreme court ruled against resource control, thus making mineral ownership and control the reserved right of the federal government, practical efforts should be made to alleviate the suffering of the host communities that bear the pains of oil exploration most. Therefore, government and oil companies should adopt compensation programmes based on appropriate valuation, sustainable livelihood principle and community participation.

Crops and land damaged by oil spillage or industrial waste should be paid for adequately by the firm responsible for the damage, while the damaged land should be reclaimed fully and returned to the owners by the same firm. In view of the foregoing, the yet to begin clean up of Ogoni land should be started and facilitated.

The NNDC set up by government for the socio-economic development of the Niger Delta should be marketing oriented in conceiving and executing projects in the area. The commission is therefore encourage to carry the people of the area along through field survey, as “he who wears the shoe knows where it pinches”.

All measures, including moral suasion, should be used by government to encourage companies in the oil industry to comply with established guidelines and standards for their operations for sustainable development in their areas of operation. Also advisable is for them to step up their corporate social responsibility activities for the social, infrastructural, environmental and human capital development in their mining communities and, by extension, the whole country. The PIB should be given all the attentions that it deserves. Thus, the constitutional and
legal issues that made the President to decline assent to the Petroleum Industry Governance Bill 2018, passed by the National Assembly, should be resolved, and fast too.

References


PART EIGHT
GENERAL PAPERS
National Development and Unemployment Reduction in the Power and Energy Sector: 2050 Nigeria population in Focus

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Abstract
This paper attempts to examine the relationship between electricity transmission and distribution on Gross Domestic and National Development in Nigeria; Also population access to electricity consumption against the background of unemployment reduction in Nigeria using co-integration technique of estimation, descriptive statistics for the period covering 1990-2014. The study used the electricity transmission and distribution and consumption data readily available from WDI as against that provided by the Central Bank of Nigeria Statistical Bulletin, since the latter exhibited some form of inconsistencies from time to time. The study conducted a unit root testing to ascertain the stationery status of the data series; as theories as proofed the non-stationary of most economic data in level state. The series were found to contain unit root, hereby necessitating the incorporation of the differencing mechanism at first-order integration. The study found the existence of a unique co-integrating relationship among the variables in the model, as well the VECM estimates indicates a possibility of a long run convergence with high speed of error correction. The indicator of electricity transmission, distribution and consumption was found to exert a very significant impact on growth and employment creation. In line with the obtained result, there exist a bi-directional causal relationship between electricity transmission, distribution, consumption and economic growth. The inelastic impact of electricity transmission, distribution, consumption on growth, as obtained in the analysis; therefore call for the need to strengthen the effectiveness of energy generating agencies by ensuring periodic replacement of worn-out equipment and necessary tools in order to drastically reduce power losses as well as seek alternative sources of power considering comparative advantage.

Keywords: National Development, Unemployment Reduction, Power and Energy, Sector & Population

Introduction
Energy plays the most vital role in the economic growth, progress, and development, as well as poverty eradication and security of any nation. Uninterrupted energy supply is a vital issue for all countries today. Future economic growth crucially depends on the long-term availability of energy from sources that are affordable, accessible, and environmentally friendly. Security, climate change, and public health are closely interrelated with energy. Energy is an important factor in all the sectors of any country’s economy. The standard of living of a given country can be directly related to the per capita energy consumption. The recent world’s energy crisis is due to two reasons: the rapid population growth and the increase in the living standard of whole societies. The per capita energy consumption is a measure of the per capita income as well as a measure of the prosperity of a nation (Aliyu, Ramli, & Saleh, 2013).

Energy supports the provision of basic needs such as cooked food, a comfortable living temperature, lighting, the use of appliances, piped water or sewerage, essential health care (refrigerated vaccines, emergency, and intensive care), educational aids, communication (radio, television, electronic mail, the World Wide Web), and transport (ECNU, 2015). Energy also fuels productive activities including agriculture, commerce, manufacturing, industry, and mining. Conversely, a lack of access to energy contributes to poverty and deprivation and can contribute to the economic decline. Energy and poverty reduction are not only closely connected with each other, but also with the socioeconomic development, which involves productivity, income growth, education, and health.

The Nigerian Power Sector
According to the World Bank, an estimated 41% of Nigerian businesses generate their own power supply to augment the national grid supply. At 126kWh per capita, Nigeria lags significantly behind other developing nations in terms of electricity consumption. Based on the country’s current demographics and global trends, electricity consumption should be four to five times higher than...
Poor access to electricity in Nigeria has been a major impediment to Nigeria’s economic growth. SMEs have been adjudged as the engine of economic growth but its performance is grossly dismal due to inadequate power supply. Researchers have identified the increase in energy use as a vital component of emerging economies; economic growth of the South Asia Association for Regional Cooperation (SAARC) countries. Over the past decades successive governments have endeavored to tackle Nigeria’s energy deficit problem by maintaining a monopoly in power provision and pumping money into the poorly managed sector. Since the return to civilian rule in 1999, governments have spent on average about US$2bn annually on electricity provision, but with little service improvements to show for it. However, in August 2010 the then president, Goodluck Jonathan, launched the Power Sector Reform Roadmap, which was aimed at shifting the running of power utilities to the private sector. It included the privatization of the state-owned Power Holding Company of Nigeria (PHCN). And when in late 2013 almost all of the six power-generation plants and 11 distribution companies unbundled from PHCN were eventually sold, there was high public expectation that the new owners would bring a rapid end to frequent power outages in Africa's largest economy. There has been some improvement in recent months. Power generation reached a new peak of 5,075 mw on February 3rd. But current levels of supply and the overall production capacity of around 6,427 mw remain grossly inadequate (Gujba, Mulugetta, & Azapagic, 2011). For example, Nigeria has a lower electricity capacity than Slovakia, a country with about 3% of Nigeria's population.

The privatised electricity firms may have been freed of the state bureaucracy that previously hamstrung their operations, but these utilities still encounter a myriad of structural problems that continue to hamper growth in the power sector. These include shortage of gas supply for thermal plants, high levels of unpaid electricity bills and the country’s outdated and poorly maintained transmission network, which the government still owns but put under private management in 2012. Indeed, the transmission network cannot handle much more load than current peak electricity production. Unsurprisingly, many of the new power operators have struggled to make progress, especially as they have had to contend with ageing facilities requiring substantial amounts of investments to upgrade and expand (Adekoya, & Adewale, 1992).

To help the companies to get on their feet the Central Bank of Nigeria in early 2015 launched a N213bn (US$1.1bn) Nigeria Electricity Market Stabilization Facility to provide operators with soft loans. The government has also raised prices paid by electricity consumers under the Multi-Year Tariff Order (MYTO), introduced in June 2012 to gradually make tariffs more cost-reflective to encourage private investment. The latest adjustment in the current MYTO (2015-2024), which took effect on February 1st, raised prices by an average of 45%. In Lagos, Nigeria's commercial capital, small residential power users now pay N24 (US$0.12) per kwh, and heavy domestic users pay N29 per kwh.

Trade unions, anti-poverty groups and politicians have condemned the rises, saying that they are unjustified because there has been no significant improvement in services delivered by power companies and that the new charges are unaffordable to the majority of the population who exist on low incomes. The nation's two main central labour organisations, the Nigeria Labour Congress and the Trade Union Congress, have organised protests in major cities across the country to demand the reversal of the tariff increases. In mid-February the Senate, the upper chamber of the National Assembly, also passed a resolution calling for the revocation of the tariff rises. Senators contended that the tariff is retrogressive and amounts to extortion and exploitation of ordinary people. The points made by the critics reflect the grievances of consumers, both households and businesses, who have suffered years of incessant power outages that have blighted lives and curtailed productive activities. However, the contention that electricity companies must first improve their services before raising prices may seem morally sound but is inconsistent with how a market economy works. Power providers need to invest substantially more money in equipment and employing skilled manpower to improve services—this process will take time and invariably raise production costs. To sustain the production of any good or service in the medium to long term requires the producer's revenue to at least cover their costs. In the case of electricity and other infrastructure services this cost is paid by either the end consumer or by government through subsidies or a combination of both.
Projected Population of Nigeria in 2050

Nigeria is projected to be the world’s third most populous country by the year 2050, according to a report released by the UN Department of Economic and Social Affairs. Statistics by experts show that by 2040, Nigeria’s population growth would have quadrupled without commensurate amenities and employment to sustain it. The report, titled ‘World Population Prospects: The 2017 Revision’, said with such development, Nigeria would overtake the United States in terms of population just as world population would reach 9.8 billion people. The report said “by 2050, the third most populous country will be Nigeria, which currently ranks seventh, and which is poised to replace the United States. “Amongst these, Nigeria’s population, currently the seventh largest in the world, is growing the most rapidly. “Consequently, the population of Nigeria is projected to surpass that of the United States shortly before 2050, at which point it would become the third largest country in the world. “In 2050, the populations in six of the 10 largest countries are expected to exceed 300 million: China, India, Indonesia, Nigeria, Pakistan, and United States of America (in alphabetical order). “Africa, which has the youngest age distribution of any region, is projected to experience a rapid ageing of its population, the report noted. “Although the African population will remain relatively young for several more decades, the percentage of its population aged 60 or over is expected to rise from five per cent in 2017 to around nine per cent in 2050, and then to nearly 20 per cent by the end of the century.” In addition, the birth rates in African countries are likely to “at least double” by 2050, according to the report.

Also, the report puts Nigeria’s Births per 1, 000 population at 39; Deaths per 1, 000 population at 14; Net Migration Rate per 1, 000 population at -0; Infant Mortality Rate at 69; Total Fertility Rate at 5.5; Percent of Population who are less than age 15 as well as those that are age 65 and above at 43 and 3 respectively; GNI in Dollars as at 2014 at 5, 680; and the Percentage of population living in Urban areas at 50. It also puts Nigeria’s Population per Square Kilometre of Arable land at 520 and Percent of Married Women between ages 15 and 49 using All Methods, as well as Modern Methods of Contraception during copulation with their spouses at 15 and 10 respectively. This rapid growth in the number of people over 65 will put a huge cost burden on the working young and the high fertility and population growth rates in the a developing nation in Nigeria. That will put even more economic, social and political pressure on the countries of the developed world.

Statement of the problem

Nigeria’s electricity supply industry operates far below expectation with energy capacity at around 3,500MW to support a current population of over 180 million and projected population of 392 people in 2050. Even when Nigeria holds the unofficial title as Africa’s pioneer in unbundling and privatizing its electricity sector? Baring in mind that the nature of this ‘success’ is multifaceted in so far as the process was successful but limited in commercial impact. Similarly, electricity generation capacity dropped to 2,329.9mw leading to losses of about #1.870bn in one day.

Take into consideration that privatised discos agreed to performance contracts under which they pledged to reduce the ATC&C losses of the disco over a five-year period. Failure to meet the performance agreements gives the Federal Government (FG) the right to repossess the asset for $1. However, due to inadequate or incorrectly calculated ATC&C losses (data that also supported the tariff structures) owners of the now privatized discos are sitting with an unacceptable high risk of not meeting the key performance indicator. How do you maintain trust in the sector under such a burden? Also, in spite of the presents administrations Power Sector Recovery Programme (PSRP) as a component of its Economic Recovery Growth Plan(ERGP) of 2015, metering and governance issues are still challenges mitigating against meaningful employment in Nigeria which has the capacity of escalating with population explosion in2050 if not checked. It’s against this background that this research will address and make projections in the power and energy sector in relation to Nigeria population prosperity in 2050.

Brief Review of Literature

Economic debates surrounding the research can’t explicitly link the relationship between energy consumption and economic growth to theories, though empirical evidences have stated results for about two decades. The seminal work of Kraft and Kraft (1978) presented the premier study on the causal relationship between economic growth and energy consumption; Also, research evidences have discovered a story correlation between electricity use and wealth creation (Hermann, 2001; Sorensen, 1983). Altinay and Karagol (2004) discovered a rising energy need for most developing countries; Turkey also facing an ever increasing electricity demand experienced 8.1% per annum in the average growth rates of total electricity
consumption between 1980 and 2000; Nigeria also face similar trend experiencing about 23% increase in energy use between 2000 and 2008. Several studies have attempted the relationship and direction of causality between energy consumption and economic growth. Ahmed N, Hayat F.M, Hamed N and Inqman M (2012) investigated the relationship between energy consumption and economic growth in Pakistan for the period of 1973-2006 and found a positive relationship with a unidirectional causality from GDP to energy consumption. A similar study of Kouakou A. K (2010) in Cote d’Ivoire covering 1971-2008 found a bi-directional causality between per capita electricity consumption and per capita GDP. A study by Ouadraogo N.S (2012) for fifteen countries of ECOWAS from 1980-2008 using a panel cointegration technique found GDP and energy consumption as well as GDP and electricity to exhibit a long-run co-integrating relationship, likewise found a unidirectional causality running from GDP to energy consumption. Ciarreta A. and Zarraga A (2007) using a standard Granger causality test in a VAR found a unidirectional linear causality running from real GDP to electricity. Also, a premier work from by Morimoto R and Hope C found electricity supply to have a significant impact on variation in GDP in Sri Lanka; the result obtained is similar to Yang (2000). Several studies, most especially in developing economies have found electricity consumption to be a significant determinant of GDP growth.

The Energy Future

The world will need much more energy to power homes and fuel transport for a growing population with rising living standards. But to counter climate change, energy must increasingly come from lower-carbon sources. Our know-how, technology and innovations are helping to deliver more, cleaner energy. Lives and livelihoods, economies and communities depend on convenient, reliable and affordable energy to prosper and grow. People today have never been more connected. More and more of us are enjoying better opportunities, better health and a higher standard of living.

Most of the energy we use today comes from oil and coal, and increasingly from natural gas. These hydrocarbons power, heat and cool homes and workplaces, and fuel transport systems that take us to work or school, or bring us to a holiday destination. They enable industries that sustain our lives, and provide the chemical ingredients to make most of the products we buy – like the device you are using to read this page. Global demand for energy is rising, driven by growing population with rising living standards.

By 2050 the number of people on the planet is forecast to grow to 9 billion - that’s nearly 2 billion more of us than today. Many people in emerging economies will join the global middle class. They will buy refrigerators, computers and other appliances that consume energy. And many will buy cars, more than doubling the number on the road.

Energy and Sustainable Development in Nigeria

Sustainable energy involves the provision of energy services in a sustainable manner, which in turn necessitates that energy services be provided for all people in ways that, now and in the future, are sufficient to provide the basic necessities, affordable, not detrimental to the environment, and acceptable to communities and people. Linkages between sustainable energy and factors such as efficiency and economic growth have been investigated. The energy sector plays a pivotal role in attempts to achieve sustainable development, balancing economic and social developments with environmental protection (encapsulated in the ‘strap line’ for the 2002 Johannesburg World Summit on Sustainable Development of ‘people, planet, and prosperity’).

Energy services are essential ingredients of all three pillars of sustainable development - economic, social, and environmental. Economies that have replaced human and animal labor with more convenient and efficient sources of energy and technology are also the ones that have grown fastest. No country in modern times has succeeded in substantially reducing poverty without adequately increasing the provision and use of energy to make material progress. Indeed, by not ensuring a minimum access to energy services for a broad segment of the population, economic development of developing countries such as Nigeria beyond the level of subsistence has proven to be a real challenge.

At the national level, energy propels economic development by serving as the launch pad for industrial growth and, via transport and communications, providing access to international markets and trade. Reliable, efficient, and competitively priced energy supplies also attract foreign investment - a very important factor in boosting economic growth in recent times. At the local level, energy facilitates economic development by improving productivity and enabling local income generation through improved agricultural development (irrigation, crop processing, storage, and...
transport to market) and through non-farm employment, including micro-enterprise development. As an indicator of local recognition of the importance of energy for businesses, Nigerian manufacturers, who were asked to rank the constraints on their firms' activities, identified power breakdowns, and voltage fluctuations as their top two problems. Recent developments in Ghana's energy sector support this point (Ajayi, 2009).

The connection between energy, the environment, and sustainable development is worth highlighting. Energy supply and use are related to climate change as well as such environmental concerns as air pollution, ozone depletion, forest destruction, and emissions of radioactive substances. These issues must be addressed if society is to develop while maintaining a healthy and clean environment. Ideally, a society seeking sustainable development should use only energy resources which have no environmental impact. However, since all energy resources lead to some environmental impact, an improved efficiency and environmental stewardship can help overcome many of the concerns regarding the limitations imposed on sustainable development by environmental emissions and their negative impacts.

Energy is directly linked to the broader concept of sustainability and affects most of civilization. That is particularly evident since energy resources drive much if not most of the world's economic activity, in virtually all economic sectors. Also, energy resources, whether carbon-based or renewable, are obtained from the environment, and wastes from energy processes (production, transport, storage, utilization) are typically released to the environment. Given the intimate ties between energy and the key components of sustainable development, the attainment of energy sustainability is being increasingly recognized as a critical aspect of achieving sustainable development (Duru-Oguzie, 2015).

The reform of the energy sector is critical to sustainable development in Nigeria. This includes reviewing and reforming subsidies, establishing credible regulatory frameworks, developing policy environments through regulatory interventions, and creating market-based approaches such as emission trading. Globally, countries are developing strategies and policies to enable a sustainable development of their energy resources, thus contributing to fuel economic and social developments, while reducing air pollution and greenhouse gas emissions.

4.1 Data Presentation

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<td>28.5</td>
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<tr>
<td>2014</td>
<td>30.5</td>
<td>56.37191</td>
<td>16.10727</td>
</tr>
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</table>
Trend analysis for variables

Fig 1 shows the trend analysis of unemployment rate from 1990 to 2014 in Nigeria with the y axis representing the trend value in percentage and the x axis representing the trend in years. It could be observed that the variable have witness decrease in trend value from 1990 to 1995. In 1996 to 2005, the economy witness fluctuations ranging from increases and decreases in unemployment rate. However, from 2006 to 2014, unemployment rate is seen to be on the increase with fluctuations in the rate of change.

Fig 2
Fig 2 shows the trend analysis Access to Electricity (% of Population) (AE) from 1990 to 2014 with the y axis representing the trend value in percentage of Population that have access to electricity and the x axis representing the trend in years. It could be observed that the percentage of Population that have access to electricity in the economy have witness a steady increase in a fluctuating manner and also in a zigzag form from 1999 to 2014.

Fig 3 shows the trend analysis of Electric power transmission and distribution losses (% of output) in Nigeria from 1990 to 2014 with the y axis representing the trend value of Electric power transmission and distribution losses (% of output) and the x axis representing the trend in years. It could be observed Electric power transmission and distribution losses (% of output) witness a fluctuation in trend value from 1990 to 2014. However, in general, there have been decreases in Electric power transmission and distribution losses (% of output).

4.2 Data Analysis

The descriptive analysis of the macro-economic variables used in this study is presented in Table 1 below.

Table 4.2 : Descriptive Statistics Analysis of Variables

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<tr>
<td>Mean</td>
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<td>Median</td>
<td>12.60000</td>
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<td>Maximum</td>
<td>30.00000</td>
<td>56.37191</td>
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<td>Minimum</td>
<td>1.800000</td>
<td>27.30000</td>
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<tr>
<td>Std. Dev.</td>
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<td>Skewness</td>
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<tr>
<td>Kurtosis</td>
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<td>Jarque-Bera</td>
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<tr>
<td>Probability</td>
<td>0.396347</td>
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</table>

Table 4.2 section provides some preliminary analyses involving the description of relevant statistical properties of the variables under consideration. These analyses are carried in regards to the statistical distributions of the variables. From Table 4.2, it is shown only unemployment rate (UR) is positively skewed implying that the right tail is particularly extreme as the mean of the variable is greater than its median. Also, considering the Kurtosis, from table 4.2.
above none exceeds three therefore they are not peaked or leptokurtic but flat or platykurtic.

4.2.1 Unit Root Test Results
This study commenced it empirical analysis by testing the properties of the time series, used for analysis. The stationarity test on the variables was carried out using both the Augmented Dickey-Fuller (ADF) and the Philip-Perron tests and the results are presented in table 1. It was observed from the ADF test estimate on the left hand of table 1 that all the variables were integrated of order one. The results of the ADF estimate was confirmed by the Philip-Perron test result, on the other column (right hand) of table 4.2.1.

<table>
<thead>
<tr>
<th>Table 4.2.1: Unit Root Test Result</th>
<th>Augmented Dickey-Fuller (ADF) Test</th>
<th>Phillip-Perron (PP) Test</th>
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<td>EPTDL</td>
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</table>

**NOTE:** The asterisks ***, ** and * indicates significant levels at 1%, 5% and 10% respectively where the variables became stationary. The optimal lag length selected using the Schwarz Information Criterion within a maximum of 5 lags is 0. Variables are as defined in chapter 3.

A. Johansen Co-integration test
The co-integration test is used to check for long run relationship between the dependent and independent variables (Ogundipe and Amaghionyeodiwe, 2013). The co-integration test was carried out using the Johansen technique also using Eviews software package and it produced the following results:

<table>
<thead>
<tr>
<th>Table 4.3.5 Test for Johansen Co-integration Using Trace Statistic</th>
<th>Hypothesized No. of CE(s)</th>
<th>Eigen Value</th>
<th>Trace Statistic</th>
<th>0.05 Critical Value</th>
<th>Prob.**</th>
</tr>
</thead>
<tbody>
<tr>
<td>None *</td>
<td>0.663360</td>
<td>39.55185</td>
<td>29.79707</td>
<td></td>
<td>0.0028</td>
</tr>
<tr>
<td>At most 1 *</td>
<td>0.547214</td>
<td>16.68826</td>
<td>15.49471</td>
<td></td>
<td>0.0329</td>
</tr>
<tr>
<td>At most 2</td>
<td>0.002341</td>
<td>0.049229</td>
<td>3.841466</td>
<td></td>
<td>0.8244</td>
</tr>
</tbody>
</table>

*Source: Author’s Compilation from E-views 9.5*

From the above table the trace indicates two co-integrating equation at 5 percent level.

<table>
<thead>
<tr>
<th>Table 4.3.5.1 Test for Johansen Co-integration Using Max-Eigen Value</th>
<th>Hypothesized No. of CE(s)</th>
<th>Eigen Value</th>
<th>Max-Eigen Statistic</th>
<th>0.05 Critical Value</th>
<th>Prob.**</th>
</tr>
</thead>
<tbody>
<tr>
<td>None *</td>
<td>0.663360</td>
<td>22.86359</td>
<td>21.13162</td>
<td></td>
<td>0.0282</td>
</tr>
<tr>
<td>At most 1 *</td>
<td>0.547214</td>
<td>16.63903</td>
<td>14.26460</td>
<td></td>
<td>0.0207</td>
</tr>
<tr>
<td>At most 2</td>
<td>0.002341</td>
<td>0.049229</td>
<td>3.841466</td>
<td></td>
<td>0.8244</td>
</tr>
</tbody>
</table>

*Source: Author’s Compilation from E-views 9.5*

From the above table the Max-Eigen value indicates two co-integrating equation at 5 percent level. Based on the above tables we reject the null hypothesis of no co-integrating equations.
B. Error Correction Estimates Using Vector Error Correction Model (VECM)

Table 4.3.6. Lag Length Selection

<table>
<thead>
<tr>
<th>Lag</th>
<th>LogL</th>
<th>LR</th>
<th>FPE</th>
<th>AIC</th>
<th>SC</th>
<th>HQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>-57.87629</td>
<td>NA</td>
<td>14.85061</td>
<td>5.534209</td>
<td>5.682987</td>
<td>5.569256</td>
</tr>
<tr>
<td>1</td>
<td>-46.51397</td>
<td>18.59289*</td>
<td>5.803090</td>
<td>4.592179</td>
<td>4.790550*</td>
<td>4.638909</td>
</tr>
<tr>
<td>2</td>
<td>-45.10658</td>
<td>2.175062</td>
<td>5.614454*</td>
<td>4.555143*</td>
<td>4.803108</td>
<td>4.613556*</td>
</tr>
<tr>
<td>3</td>
<td>-45.07980</td>
<td>0.038945</td>
<td>6.171258</td>
<td>4.643618</td>
<td>4.941175</td>
<td>4.713714</td>
</tr>
</tbody>
</table>

In an attempt to carry out the vector autoregression estimation, the choice of lag length is paramount. We therefore utilized various lag length selection criteria: Sequential modified LR test statistic with each test at 5%, the Final prediction error (FPE), Akaike information criterion (AIC), Schwarz information criterion (SC) and the Hannan-Quinn information criterion (HQ). However each of these has different penalty factors. Some studies have chosen each of these criteria on different occasions. For instance, some have used the LR and FPE criteria. The AIC is known for long lag length while the SC for short. We adopted the HQ criterion on the ground that its optimal lag length is in-between the AIC and SC based on frequent practical experience. Therefore the optimal lag length for HQ = 2 which also equal that of all criterion. It should be noted that a higher lag length results in a loss of observation in the series.

Table 4.3.6.1. Var Residual Serial Correlation LM Test

<table>
<thead>
<tr>
<th>Lags</th>
<th>LM-Stat</th>
<th>Prob</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.076883</td>
<td>0.2994</td>
</tr>
<tr>
<td>2</td>
<td>1.326406</td>
<td>0.2494</td>
</tr>
<tr>
<td>3</td>
<td>3.55E-05</td>
<td>0.9952</td>
</tr>
</tbody>
</table>

The LM test of residual serial correlation shows no autocorrelation among the successive residuals at any of the selected lags as shown by all probability values being greater than 5% level.

Vector Error Correction Estimates

\[
\Delta UR = \beta_0 + \sum_{i=1}^{n} (\beta_1 \Delta UR_{t-i}) + \sum_{i=1}^{n} (\beta_2 \Delta AE_{t-i}) + \sum_{i=1}^{n} (\beta_3 \Delta INTR_{t-i}) + \sum_{i=1}^{n} (\beta_4 \Delta EPTDL_{t-i}) + \varphi Z_{t-i} + \mu_t
\]

Where:
- \(t-i\) = lag values of variables
- \(\varphi\) = coefficient of the error correction term
- \(Z\) = error correction term and is the OLS residual from the following long run cointegrating regression:
  \(UR = \beta_0 + \beta_1 AE + \beta_2 EPTDL + \mu_t\)

Note: the term, error-correction, relates to the fact that last period deviation from long-run equilibrium (the error) influences the short run dynamics of the dependent variable, thus, the coefficient of the error term (\(\varphi\)) is the speed of adjustment because it measures the speed at which UR returns to equilibrium after a change in the explanatory variables.
Table 4.3.6.2 Table Showing Vector Error Correction Estimates

Vector Error Correction Estimates  
Date: 05/11/18  Time: 16:16  
Sample (adjusted): 1994 2014  
Included observations: 21 after adjustments  
Standard errors in ( ) & t-statistics in [ ]

<table>
<thead>
<tr>
<th>Cointegrating Eq:</th>
<th>CointEq1</th>
<th>CointEq2</th>
</tr>
</thead>
<tbody>
<tr>
<td>UR(-1)</td>
<td>1.000000</td>
<td>0.000000</td>
</tr>
<tr>
<td>AE(-1)</td>
<td>0.000000</td>
<td>1.000000</td>
</tr>
<tr>
<td>EPTDL(-1)</td>
<td>0.501410</td>
<td>0.359854</td>
</tr>
<tr>
<td></td>
<td>(0.08417)</td>
<td>(0.07813)</td>
</tr>
<tr>
<td></td>
<td>[ 5.95678]</td>
<td>[ 4.60600]</td>
</tr>
<tr>
<td>C</td>
<td>-26.12063</td>
<td>-55.88435</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Error Correction:</th>
<th>D(UR)</th>
<th>D(AE)</th>
<th>D(EPTDL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CointEq1</td>
<td>-0.986003</td>
<td>0.050737</td>
<td>-0.690871</td>
</tr>
<tr>
<td></td>
<td>(0.33793)</td>
<td>(0.24126)</td>
<td>(0.89638)</td>
</tr>
<tr>
<td></td>
<td>[-2.91777]</td>
<td>[ 0.21030]</td>
<td>[-0.77073]</td>
</tr>
<tr>
<td>CointEq2</td>
<td>0.890895</td>
<td>-0.232742</td>
<td>-0.212983</td>
</tr>
<tr>
<td></td>
<td>(0.34304)</td>
<td>(0.24491)</td>
<td>(0.90994)</td>
</tr>
<tr>
<td></td>
<td>[ 2.59705]</td>
<td>[-0.95032]</td>
<td>[-0.23406]</td>
</tr>
<tr>
<td>D(UR(-1))</td>
<td>0.543086</td>
<td>-0.109089</td>
<td>0.645475</td>
</tr>
<tr>
<td></td>
<td>(0.27748)</td>
<td>(0.19810)</td>
<td>(0.73603)</td>
</tr>
<tr>
<td></td>
<td>[ 1.95721]</td>
<td>[-0.55067]</td>
<td>[ 0.87696]</td>
</tr>
<tr>
<td>D(UR(-2))</td>
<td>0.315996</td>
<td>-0.176590</td>
<td>0.418710</td>
</tr>
<tr>
<td></td>
<td>(0.29196)</td>
<td>(0.20844)</td>
<td>(0.77444)</td>
</tr>
<tr>
<td></td>
<td>[ 1.08233]</td>
<td>[-0.84720]</td>
<td>[ 0.54066]</td>
</tr>
<tr>
<td>D(UR(-3))</td>
<td>0.770432</td>
<td>0.666021</td>
<td>1.232998</td>
</tr>
<tr>
<td></td>
<td>(0.32413)</td>
<td>(0.23141)</td>
<td>(0.85979)</td>
</tr>
<tr>
<td></td>
<td>[ 2.37690]</td>
<td>[ 2.87810]</td>
<td>[ 1.43407]</td>
</tr>
<tr>
<td>D(AE(-1))</td>
<td>-0.255132</td>
<td>-0.840634</td>
<td>0.600183</td>
</tr>
<tr>
<td></td>
<td>(0.30571)</td>
<td>(0.21826)</td>
<td>(0.81092)</td>
</tr>
<tr>
<td></td>
<td>[-0.83456]</td>
<td>[-3.85159]</td>
<td>[ 0.74013]</td>
</tr>
<tr>
<td>D(AE(-2))</td>
<td>0.284709</td>
<td>-0.478285</td>
<td>1.186828</td>
</tr>
<tr>
<td></td>
<td>(0.30854)</td>
<td>(0.22028)</td>
<td>(0.81843)</td>
</tr>
<tr>
<td></td>
<td>[ 0.92276]</td>
<td>[-2.17128]</td>
<td>[ 1.45013]</td>
</tr>
<tr>
<td>D(AE(-3))</td>
<td>0.218664</td>
<td>-0.359283</td>
<td>1.495658</td>
</tr>
<tr>
<td></td>
<td>(0.24289)</td>
<td>(0.17341)</td>
<td>(0.64428)</td>
</tr>
<tr>
<td></td>
<td>[ 0.90026]</td>
<td>[-2.07189]</td>
<td>[ 2.32143]</td>
</tr>
<tr>
<td>D(EPTDL(-1))</td>
<td>0.223036</td>
<td>0.064929</td>
<td>0.071967</td>
</tr>
</tbody>
</table>

738
The above table contains the vector error coefficient estimates. The a priori for the vector error correction coefficient (alpha) is that it must be negative. The alpha meets this expectation and this implies that 98.6 per cent of the errors are corrected in the long run. By being negative, it tells us that if there is to be a departure in one direction, the correction will have to be pulled back to the other direction so as to ensure the equilibrium is to be returned. Thus to interpret this is that above 98.6% of departures in long-run equilibrium is corrected each period.

C. Causality Test:
Here, we specify the error correction model estimates as follows in the system equation to find the p-values to determine the long-run causality as well as the short-run causality.

\[
\Delta UR = C(1)\Delta UR_{t-1} + 0.543086\Delta UR_{t-2} + 0.315996\Delta UR_{t-3} + 0.255132\Delta AE_{t-1} + 0.284709\Delta AE_{t-2} + 0.218664\Delta AE_{t-3} + 0.223036\Delta EPTDL_{t-1} + 0.34496\Delta EPTDL_{t-2} + 0.029658\Delta EPTDL_{t-3} - 0.986003Z_{t-1} + \mu_t
\]

The above table contains the vector error coefficient estimates. The a priori for the vector error correction coefficient (alpha) is that it must be negative. The alpha meets this expectation and this implies that 98.6 per cent of the errors are corrected in the long run. By being negative, it tells us that if there is to be a departure in one direction, the correction will have to be pulled back to the other direction so as to ensure the equilibrium is to be returned. Thus to interpret this is that above 98.6% of departures in long-run equilibrium is corrected each period.

\[
D(UR) = C(1) [UR_{t-1} + 0.501410436985\times EPTDL_{t-1} - 26.120625164 ] + C(2) [ AE_{t-1} + 0.359854273149\times EPTDL_{t-1} - 55.8843487784 ] + C(3)\times D(UR_{t-1}) + C(4)\times D(UR_{t-2}) + C(5)\times D(UR_{t-3}) + C(6)\times D(AE_{t-1}) + C(7)\times D(AE_{t-2}) + C(8)\times D(AE_{t-3}) + C(9)\times D(EPTDL_{t-1}) + C(10)\times D(EPTDL_{t-2}) + C(11)\times D(EPTDL_{t-3}) + C(12)
\]

\textit{NOTE: cointegrating equation is given in [ ], c(1) and c(2) are the long-term coefficient while c(3),..., c(11) are they short term coefficient.}
Table 6.3.6.3. Vector Autoregression Estimates (VAR), lag length = 2

Dependent Variable: D(UR)
Method: Least Squares
Sample (adjusted): 1994 2014
Included observations: 21 after adjustments

<table>
<thead>
<tr>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C(1)</td>
<td>-0.986003</td>
<td>0.337930</td>
<td>-2.917773</td>
</tr>
<tr>
<td>C(2)</td>
<td>0.890895</td>
<td>0.343041</td>
<td>2.597050</td>
</tr>
<tr>
<td>C(3)</td>
<td>0.543086</td>
<td>0.277479</td>
<td>1.957211</td>
</tr>
<tr>
<td>C(4)</td>
<td>0.315996</td>
<td>0.291959</td>
<td>1.082329</td>
</tr>
<tr>
<td>C(5)</td>
<td>0.770432</td>
<td>0.324133</td>
<td>2.376899</td>
</tr>
<tr>
<td>C(6)</td>
<td>-0.255132</td>
<td>0.305709</td>
<td>-0.834558</td>
</tr>
<tr>
<td>C(7)</td>
<td>0.284709</td>
<td>0.308541</td>
<td>0.922760</td>
</tr>
<tr>
<td>C(8)</td>
<td>0.218664</td>
<td>0.242890</td>
<td>0.900261</td>
</tr>
<tr>
<td>C(9)</td>
<td>0.223036</td>
<td>0.112559</td>
<td>1.981502</td>
</tr>
<tr>
<td>C(10)</td>
<td>0.034496</td>
<td>0.102030</td>
<td>0.338096</td>
</tr>
<tr>
<td>C(11)</td>
<td>0.029658</td>
<td>0.094914</td>
<td>0.312476</td>
</tr>
<tr>
<td>C(12)</td>
<td>-0.335600</td>
<td>1.104603</td>
<td>-0.303820</td>
</tr>
</tbody>
</table>

R-squared | 0.564924 |
Adjusted R-squared | 0.033163 |
S.E. of regression | 2.286413 |
Sum squared resid | 47.04917 |
Log likelihood | -38.26775 |
F-statistic | 1.062365 |
Prob(F-statistic) | 0.471597 |

Short-run Dynamics

The short run coefficient which are c(3), c(4), c(5) are the short run coefficient associated with the Deeping lag values in the target variable. But we are particularly interested in c(6), c(7), c(8), c(9), c(10) and c(11) because these are the short run coefficient that will tell us whether in the short-run or granger causes unemployment rate.

Hypothesis

H₀: c(6)=c(7)=c(8)= c(9)=c(10)=c(11)=0 (Access to Electricity and Electric Power Transmission and Distribution Losses does not Granger Cause Unemployment rate).

H₁: c(6)=c(7)=c(8)= c(9)=c(10)=c(11)≠0 (Access to Electricity and Electric Power Transmission and Distribution Losses Granger Cause Unemployment rate).

The Granger Causality test follows chi-square distribution with two degree of freedom (df) at 5% level of significance.

Decision rule:

Reject H₀, if $X^2_{cal} > X^2_{tab}$ (0.05) and accept, if otherwise.

$X^2_{cal} = 7.046469$
$X^2_{tab} = 12.59$

Therefore we accept H₀ and conclude that Access to Electricity and Electric Power Transmission and Distribution Losses does not Granger Cause Unemployment rate in the short-run since $X^2_{cal} < X^2_{tab}$. 
Long-run Dynamics
Considering the error correction model (ECM), c(1) which represents the speed of adjustment towards long-run equilibrium. This value has to be negative and statistically significant for it to fulfill its economic interpretation. As can be seen above, it satisfied both conditions. It is negative -0.986003 and statistically significant (0.0171 < 0.05). By being negative, it tells us that if there is to be a departure in one direction, the correction will have to be pulled back to the other direction so as to ensure the equilibrium is to be returned. Thus to interpret this is that above 98.6% of departures in long-run equilibrium is corrected each period.

Also since c(1) is statically significant, it implies that, our focus is on the causal relationship between Access to Electricity and Electric Power Transmission and Distribution Losses on Unemployment rate. we can reject the null hypothesis states that Access to Electricity and Electric Power Transmission and Distribution Losses does not Granger Cause Unemployment rate by the rule of thumb which states that the probability of long-run term adjustment must be less than 0.5 to show causal relationship. Therefore we reject the null hypothesis and conclude that a bi-directional causal relationship exists between Access to Electricity and Electric Power Transmission and Distribution Losses on Unemployment rate in Nigeria.

D. Heteroscedasticity test
The test asymptotically follows a chi-square distribution with degree of freedom equal to the number of regressors {excluding the constant term}. The auxiliary model can be stated thus:

\[ Ut = \beta_0 + \beta_1 UR + \beta_2 AE + \beta_3 EPTDL + \beta_4 UR^2 + \beta_5 AE^2 + \beta_6 EPTDL^2 + Vi. \]

Where Vi = pure noise error.
This model is run and an auxiliary \( R^2 \) from it is obtained.
The hypothesis to the test is stated thus;

\[ H_0: \text{Homoscedasticity} \]
\[ H_1: \text{Heteroscedasticity}. \]

Note: the sample size \( n \) multiplies by the \( R^2 \) obtained from the auxiliary regression asymptotically follows the chi-square distribution with degrees of freedom equal to the number of regressors {excluding constant term} in the auxiliary regression. Using E-view package saves us the above rigour by calculating the chi-square value.

Decision rule:
Reject the null hypothesis if \( X^2_{cal} > X^2_{tab} \) at 5% level of significance. If otherwise, accept the null hypothesis. From the obtained results, \( X^2_{cal} = 12.68782 < X^2_{tab} \) 0.05 \( \{12\} = 21.03 \), we therefore accept the null hypothesis of homoscedasticity showing that the error terms do have constant variance.

E. Auto correlation test
The model is checked for autocorrelation using the Breusch-Godfrey Serial Correlation LM Test which is shown in table below.

<table>
<thead>
<tr>
<th>Breusch-Godfrey Serial Correlation LM Test:</th>
</tr>
</thead>
<tbody>
<tr>
<td>F-statistic</td>
</tr>
<tr>
<td>Obs*R-squared</td>
</tr>
</tbody>
</table>

Author's Computation (2018)
There is no evidence of serial correlation as the p-value (0.4007) is greater than 0.05 level of significance.

F. Normality test
The normality test adopted is the Jarque – Bera (JB) test of normality. The JB test of normality is an asymptotic or large sample, and if is based on the OLS residuals. This test computes the skewness and kurtosis measures of the OLS residuals and it follows the chi square distribution (Gujarati, 2004).

Hypothesis
\( H_0: \mu_1 = 0 \) (The error term does not follow a normal distribution).
\( H_1: \mu_1 \neq 0 \) (The error term follow a normal distribution).
The normality test follows chi-square distribution with two degree of freedom (df) at 5% level of significance.

Decision rule:
Reject \( H_0 \) if \( p \)-value of JB > 0.05 and accept, if otherwise.
From the result obtained from Jarque – Bera (JB) test of normality, \( JB = 2.539913 \) and \( p \)-value = 0.280844.
Therefore we accept \( H_0 \) and conclude that the error term follow a normal.

Conclusion
Nigeria is endowed with an average intensity of 5.25kWh/m\(^2\) per day of solar energy over an average period of 6 hours daily. The government of Nigeria has a policy of diversifying the energy supply mix of the country to include solar energy, and in particular,
electricity from solar PV. With less than 4,000MW dispatched on average over the last two years due to constraints in gas supply, electricity transmission and distribution, the energy value chain in Nigeria requires a multitude of challenges relating to infrastructure, liquidity and governance to be addressed. The lack of constant electricity supply has left consumers destitute, seeking alternative solutions – most often in the form of diesel gensets – and has garnered an unwillingness to pay for electricity consumed. The positive news is that the Federal Government recently launched the Nigerian Power Sector Recovery Programme: 2017 – 2021, which lays out plans to improve the financial capacity of Nigerian Bulk Electricity Trading’s (NBET) and improve the viability of the distribution companies in the country. It is ultimately the end consumer that requires the electricity and who supports the value chain; therefore, distribution companies must be aided through policy to implement distribution infrastructure networks, metering projects and billing solutions. Clear-cut and efficient policy reforms should also be introduced by the present Federal Government in order to essentially address some of the traditional problematic issues of the electric power sector such as dilapidated infrastructure, technological deficiency, insufficient investment, poor maintenance, inefficient pricing system and corruption. This remedial proposals would definitely ensure reliable, adequate power supply and long-term energy and economic sustainability with increased standard of living and reduced cost of living for Nigerian citizens. This country needs to do all it can to really be the giant of Africa

**Recommendations**

1. Wind and Nuclear energy is a clean energy source with potential for consistent energy supply.
2. Nigeria also has enough uranium which is needed to fuel the nuclear plants and so, increased amount of electricity would be produced.
3. There is also a high level of solar radiation in Nigeria but it too has its own economic limitations and a low capacity factor in addition to the high cost of Photovoltaic (PV) cells.
4. A combination of different forms of energy sources should be utilized with a clear cut focus on developing credible policy reforms aimed at attracting investments in renewable energy sources such as biofuels, wind and solar energy which Nigeria has in abundance.

**References**


Duru-Oguzie, G., 2015. How to reduce system failures for improved power supply.


ARDL Modeling of Long-Run and Short-Run Determinants of Export Performance in Nigeria: A Test for National Development

N. I. Etukafia (PhD) & J. O. Udoidem (PhD)
Department of Banking and Finance, University of Uyo, Uyo, Nigeria.

Abstract
This article seeks to estimate long-run and short-run implications of domestic macroeconomic variables on the performance of exports in Nigeria between 1981 and 2015. Central Bank of Nigeria published data were used for analysis. The bounds test and auto-distributed regressive lag (ARDL) modeling technique was adopted to estimate both short-run and long-run corollary of the explanatory variables on export performance in Nigeria. Results of the long-run behaviour of the explanatory variables on the responsive variable (export performance) were insignificant. However, results from ECM (short-run dynamics) were quite beguiling because of the observed inconsistencies which are indication of contradictory policy framework characterizing the Nigerian economic scenery. Therefore, it is recommended that conscious efforts be devoted to the crafting of long term plans and policy formulation and implementation for the attainment of long term and enduring stabilization and export growth.

Keywords: Exports, liberalization, import, exchange rates, inflation rates, government expenditure, autoregressive distributed lag, bound test.

1. Introduction
It is a truism that export is an important factor of economic growth for both developed and developing economies. According to Idowu, (2005) and Lin & Li (2007), economic growth depends highly on production and export. There is no economy that produces for only domestic utilization. The fundamental interest for production in any economy is to export to make foreign earnings. The developing economies, such as the sub Saharan countries, struggle to produce for domestic consumption and export to grow. International financial analysts opin that countries should always target to dominate others through export. They suggest acceleration of export with vigour while import should be discouraged. This idea is supported by import substitution policy of which India’s transition to a globally oriented economy has been accelerated (Subho, 2017).

This fundamental source of growth is embedded in the trade theory of protectionism. Trade protection becomes paramount in the macroeconomic policies of nations to enhance ‘haul much and disburse little’. This position is supported by Chen (2007). He established the link between export and growth in Taiwan. It is believed that export of goods and services represents one of the most important sources of foreign exchange income that ease the pressure on balance of payment and create employment opportunities, increase productivity and enhance the living standard of the people (About-Stat, 2005; Medina-Smith, 2001; Shirazi, 2005). Nigeria is not left out of implementing policies that encourage export. In addition to adopting economic policies that stimulate growth through export, Nigeria is endowed with natural economic resources which place the country in better position of production disparity against others. Particularly, Nigeria has enjoyed the comparative advantage in producing crude oil over many countries of the world thereby exporting the product.

Though production and export in Nigeria, such as in other sub-Saharan nations, are mainly on primary (unfinished) products, many low income countries have been transformed to middle income countries through the process of industrialisation. Such countries include: Singapore, Malaysia and South Korea. Mechanized agricultural method and industrialised agro-allied businesses have the capacity to transform a nation (Nto and Mbanasor, 2011).

Successive governments in Nigeria, since independence, have been formulating macroeconomic policies with expectation to grow via export. These policies directly affect macroeconomic variables such as Interest rate, exchange rate, taxation, openness of the economy and government expenditure that in turn influence export performance vis-à-vis growth. Fiscal and monetary policies are often employed either by expansionary measure or tight measure depending on the direction government aims to influence the macroeconomic factors in order to favour domestic production to enhance consumption of domestic goods as well as export. Recently, government has adopted fiscal and monetary measures to impact on
The main objective of this work is to investigate the impact of macroeconomic factors on export performance in Nigeria. Other specific objectives are to examine macroeconomic policies formulated and implemented in Nigeria from 1981 to 2015; to identify the major macroeconomic factors influenced by the economic policies; and to assess the effect of the macroeconomic factors on export performance. To sharpen the focus of the study, we hypothesize that there is no significant effect of macroeconomic environments on the performance of export in Nigeria.

2.0 Review of Related Literature
2.1 Conceptual Issues
Macroeconomics generally study aggregate economic issues. It is a unified concept of documenting facts, formulating model about the facts, analysing the model, testing it and using the result to make predictions. Such predictions become useful in making economic policies to influence economic factors. The subject matter of this study is “Macroeconomic factors as determinants of export performance”. Invariably, it means economic policies influencing the performance of export since economic factors are affected by the policies. Government formulate and implement policies as the way out to solving the economic problems. Such as unemployment, price instability, unstable growth, balance of payment problem, inflation and deflation, recession and depression (Anthony et al, 2012; Brue & McConnel, 2005 and Essien, 2002).

Macroeconomics is prone to infecting fresh ideas and valid insights into the operation of the economic system. The great depression between 1929 and 1933 diversification of economic resources. The aim is to develop non oil sector. This policy is to take the country out of mono economic practice since discovery of oil.

The formulation and implementation of macroeconomic policies aimed at impact directly on macroeconomic variables to favour export in Nigeria is as old as independence, yet the resulting effect on export performance is not clear. The term of trade is usually unfavourable, as trade balance is every year poor, and foreign reserve is often low with perennial deficit balance of payment. This scenario generates doubt about the efficacy of the macroeconomic policies on the macroeconomic environments that influence export in Nigeria, thus the interest to investigate the relationship between macroeconomic factors and export performance in Nigeria.

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However, the neoclassical economists, particularly, the monetarists maintain their position on market mechanism. They believe in the use of monetary policies to achieve growth stabilization. Consequently, economies all over the world rely on two major instruments of growth stabilization that form the basis of macroeconomic policies – the fiscal and monetary policy measures. These two approaches could be used as formulated by government to influence economic factors either by expansionary measures or contractionary measure to achieve the expected aim (Ray, 2012 and Enu & Attah-Obong, 2013).

2.2 Fiscal and Monetary Policies in Nigeria and Export – Led Growth
(a) Fiscal Policies:
The major fiscal policies commonly used in Nigeria include changes in taxation rates and government expenditures. Government do adjust taxation rates to cause contraction of money in circulation or expansion to achieve its objectives. This could be done through adjustment of personal income tax, company income tax, petroleum profits, capital gains, import duties, export duties and excise duties. These adjustments, most of the time is done to favour trade structure that is required for economic growth. (Lederman & Maloney, 2003; Jarra (2013).

Import substitution policy is in place in Nigeria to encourage more of exports. Presently, government is implementing policy of diversification of the major source of foreign earnings (oil) to encourage export of other commodities, especially, agricultural commodities (http://www.nigerianstat.gov.ng). There is a range of legislative and regulatory provisions to affect all services export in Nigeria. This is in line with the ideas of (Hellyer, 2012 and Abbas, 2012). Government is attempting to ensure availability of human capital, ensuring competitive delivery system, easing consumer’s access to the market and in line with global practice improve on information technology (World Bank, 2009).
In order to actively articulate and promote implementation of export-led growth policies and programmes, government is attempting to establish the Nigerian Export Promotion Council strategies for export of Nigerian goods (www.google.com.ng/search?q=government+polices + to+encourage+export&btnmg=).

(b) Monetary Policy:
Monetary policy involves measures designed to regulate and control the volume, cost, availability and direction of money and credit in an economy to achieve some specified macroeconomic policy objectives (Michaly, 2007). He opines that it is a deliberate effort by the monetary authorities to control the money supply and credit conditions for the purpose of achieving certain broad economic objectives. Monetary policy in Nigeria encompasses actions of the Central Bank of Nigeria (CBN) that affect the availability of cost of banks reserve balances and thereby the overall monetary and credit conditions in the economy. The aim of monetary policy measures could be achieved through either direct policy tools or indirect tools.

Direct tools involve imposition of restrictions directly on the financial institutions such as direct credit ceilings, exchange control, requirement of special deposits and others. On the other hand, indirect policies involve rules and regulations that indirectly affect the operations of the institutions. Such regulations include decision on cash reserve ratio (CRR), liquidity ratio (LR), monetary policy rate (MPR), and open market operation (OMO). Direct monetary policies were in vogue in the 1960s, 1970s and early 1980s until 1986 when deregulation was introduced in the Nigerian economy. Indirect monetary policy measures has become the main instruments of handling issues of monetary phenomenon such as inflation, price instability, and money supply to achieve the major macroeconomic goal of growth stability.

Presently, direct method of CBN special monetary interventions has been employed in reversing recession. These include funds targeting lending to Small and Medium Scale Enterprises (SMEs), agriculture, power, and non oil exports (Akintunde, 2017). He noted that United States of America has used internet cuts as one of the measures to fight recession when the first Persian Gulf War and rising inflation combined to plunge the US economy into recession in the 1990s. In line with the US, Nigeria has applied internet cut to achieve its macroeconomic objectives of economic growth; though in turn it may become a driver of inflation if not checked. Both fiscal and monetary policies discussed are employed to affect the macroeconomic environments directly with expectation that in turn should impact on export.

3.0 ECONOMETRIC METHODOLOGY
This study is designed to evaluate the contributions of these dynamic variables (imports (IM), government expenditure (GXP), economic liberalization (ELIB), inflation (INF) and exchange rates (EXR)) on export performance (EX). Thus, we specify the model that estimate the effects of these factors on exports, and thus, cast the empirical model in the form:

\[ \text{EX} = f(\text{IM}, \text{GXP}, \text{ELIB}, \text{INF}, \text{EXR}). \]  

We linearized equation (1) and incorporate a stochastic white noise, while an explicit econometric model is expressed for estimation as follows:

\[ (\ln{\text{EX}}) = \psi_0 + \pi_1 \ln{\text{IM}} + \phi (\ln{\text{GXP}}) + \lambda_1 \ln{\text{ELIB}} + \delta_1 \ln{\text{INF}} + \delta_2 \ln{\text{EXR}} + \epsilon_i \]  

In this section, an empirical techniques deployed to examine the effect of determinants of exports in Nigeria are analyzed. We utilize the Auto-Regressive Distributed Lag (ARDL) modeling, which is also referred to as bound testing approach. This approach was developed and made popular by Pesaran, Shin and Smith (2001). The ARDL modeling technique is a least square regression that contains lags of the dependent and independent variables and typically denoted with notations \( p, q_1, q_2, \ldots, q_n \) where \( p \) is the number of lags of the dependent variable, \( q_1 \) is the number of lags of the first explanatory variable, and \( q_n \) is the number of lags of the n-th explanatory variables. INF and EXR are not transformed to natural logarithm as other variables are because there are rates already. Thus, we express the ARDL model as:

\[ P \sum_{i=1}^{k} q_j \sum_{j=1}^{i} \beta_j,i + \epsilon_i \]  

In practice, we would not lag all the explanatory variables, \( X_j \) since some of them may have no lagged terms in the model (\( q_i=0 \)) because they are characteristically static or fixed regressors. While using ARDL to estimate the dynamic relationship between regressand and regressors, we at the same time transformed the model into a long run representation to show the long run response of the dependent variable to variations in the explanatory variables. The estimated long run coefficient is expressed as:

\[ \sum \beta_j,i \]

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The conventional procedure adopted in the estimation of cointegrating relationships, such as Johansen’s (1991, 1995) processes require all variables to attain stationarity at 1(1), or require earlier understanding or knowledge and specification of which variables are stationary at 1(0) and 1(1). To mitigate the effect of this apparent shortcoming, Pesaran, Shin, and Smith (1999) suggested that cointegrating techniques could be estimated as Auto Regressive Distributed Lag (ARDL) models that would not attach importance to the level of stationarity property of the series even if the series are either 1(1) or 1(0) without pre-specification whether they are 1(0) or 1(1).

Following from eq.2, the ARDL representation of the export performance function is empirically expressed as:

\[
\Delta y_t = - \sum_{j=1}^{p} \beta_j \Delta y_{t-j} + \sum_{j=1}^{q} \gamma_j \Delta x_{j,t} + \rho \sum_{m=1}^{q} \delta_m \Delta e_{m,t} + \epsilon_t \]

where \( \Delta \) is the first difference of variable, \( \pi_0 = \) regression constant, \( q = \) maximum lag length, while \( \pi_1, \pi_2, \pi_3, \pi_4, \pi_5, \) and \( \pi_6 \) are short run dynamics. Similarly, the “\( t \)” is the time trend, whereas \( \epsilon_t \) represents stochastic white noise.

While modeling the long run and the short run relationship between export performance and the selected variables, it is theoretically imperative to examine the existence of cointegrating relationship between the variables. The deployment of the computed F-statistic constitutes the basis for determining the existence of equilibrium long run relationship. Following from Pesaran, Shin and Smith (2001), two discernible sets of critical values for different numbers of variables that contain an intercept or trend or both that guide the decision are embedded in the ARDL model. One set assumes that all the regressors in the ARDL model are of 1(0), and another presupposes that all the regressors are 1(1). In this, if the calculated F-statistic lies above the upper-bound critical value, it is confirmed that there is existence of non-spurious long run equilibrium relationship among the variables. If the F-statistic lies below the lower-bound critical value, there is no existence of long run relationship between the explanatory variables and dependent variables. However, if the F-statistic lies between the upper-bound critical value (limit) and the lower-bound critical value (limit), the result is inconclusive.

In testing for the null hypothesis to ascertain the non-existence of long run relationship between the alternate hypothesis \( (H_0) \) based on (6) above, the general form of the bound testing system is expressed below:

\[
H_0: \pi_{\text{ex}} = \pi_{\text{im}} = \pi_{gxp} = \pi_{\text{elib}} = \pi_{\text{inf}} = \pi_{\text{exr}} = 0, \text{ a priori, this relationship implies that the null hypothesis of no cointegrating equations is sustained in the long run. Contrarily, the relationship} \\
H_1: \pi_{\text{ex}} \neq \pi_{\text{im}} \neq \pi_{gxp} \neq \pi_{\text{elib}} \neq \pi_{\text{inf}} \neq \pi_{\text{exr}} \neq 0, \text{ a priori, is an indication of an expectation of existence of a long run relationship among variables which supports the claim of the alternate hypothesis.}
\]
If it is ascertained that a long run cointegrating relationship exists, the conditional ARDL \((p, q_1, q_2, q_3, q_4, q_5)\) for export performance growth in Nigeria is specified as:

\[
\begin{align*}
\Delta\text{ex}_i = &\, \phi_0 + \sum_{i=1}^{p} \Delta\text{ex}_{i-i} + \sum_{j=1}^{q_1} \Delta\text{im}_{i-j} + \sum_{k=1}^{q_2} \Delta\text{gxp}_{i-k} + \sum_{\ell=1}^{q_3} \Delta\text{elib}_{i-\ell} + \sum_{m=1}^{q_4} \Delta\text{inf}_{i-m} + \sum_{n=1}^{q_5} \Delta\text{exr}_{i-n} + \varepsilon_i \\
\end{align*}
\]

Additionally, to estimate the short run dynamics, we specify error correction mechanism related with the long run estimates and expressed as:

\[
\begin{align*}
\Delta\text{ex}_i = &\, \phi_0 + \sum_{i=1}^{p} \Delta\text{ex}_{i-i} + \sum_{j=1}^{q_1} \Delta\text{im}_{i-j} + \sum_{k=1}^{q_2} \Delta\text{gxp}_{i-k} + \sum_{\ell=1}^{q_3} \Delta\text{elib}_{i-\ell} + \sum_{m=1}^{q_4} \Delta\text{inf}_{i-m} + \sum_{n=1}^{q_5} \Delta\text{exr}_{i-n} + \xi\text{ecm} + \varepsilon_i \\
\end{align*}
\]

where \(\xi\) denotes the speed of adjustment process and error correction mechanism (ecm) is the residuals generated and transformed from OLS regression (one). Other variables remain as earlier defined. The coefficient of error correction term, a priori should be negative and significant if the calculated t-value is 2 or above 2 to give credence to the existence of long run relationship.

### 4.0 Empirical Results and Discussion of Findings

As a prologue to the estimation of time series models, such as bound test and autoregressive distributed lag modeling, the stationarity properties of the variables was scrutinized using the Augmented Dickey Fuller procedure to confirm the existence or otherwise of unit root to circumvent nonsensical results. The results of the ADF test are presented in table 1 below.

#### Table 1. Results of the unit root test at 5 percent level of significance

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>Levels</th>
<th>First Difference</th>
<th>Second Difference</th>
<th>Order of Integration</th>
<th>Lag</th>
</tr>
</thead>
<tbody>
<tr>
<td>EX</td>
<td>-0.755362</td>
<td>-1.951332</td>
<td>-3.183236</td>
<td>-1.1951332</td>
<td>1(1)</td>
</tr>
<tr>
<td>IM</td>
<td>2.651006</td>
<td>1.951000</td>
<td>-4.315683</td>
<td>-1.1951332</td>
<td>1(1)</td>
</tr>
<tr>
<td>GXP</td>
<td>3.172623</td>
<td>1.951000</td>
<td>-1.5825570</td>
<td>-1.951687</td>
<td>1(2)</td>
</tr>
<tr>
<td>ELIB</td>
<td>1.095690</td>
<td>1.951000</td>
<td>-4.0619750</td>
<td>-1.1951331</td>
<td>1(1)</td>
</tr>
<tr>
<td>INF</td>
<td>-2.193599</td>
<td>1.951000</td>
<td>-8.032281</td>
<td>-1.952066</td>
<td>1(0)</td>
</tr>
<tr>
<td>EXR</td>
<td>-1.895797</td>
<td>1.951000</td>
<td>-4.4911080</td>
<td>-1.951332</td>
<td>1(1)</td>
</tr>
</tbody>
</table>

Source: Authors’ computation

From the results above, except for INF, all other variables were stationary after first difference, while GXP became stationary after second difference. Therefore, the null hypothesis of non-existence of unit root can not be rejected at 5 percent level of significance. Bound testing system for co-integration results between exports and its determinants are presented in table 2.

#### Table 2. Bound test for co-integration analysis

<table>
<thead>
<tr>
<th>Test statistic</th>
<th>Value</th>
<th>K</th>
</tr>
</thead>
<tbody>
<tr>
<td>F-statistic</td>
<td>21.6181</td>
<td>5</td>
</tr>
</tbody>
</table>

Critical Value bounds

<table>
<thead>
<tr>
<th>Significance</th>
<th>Bound 10</th>
<th>Bound 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>2.26</td>
<td>3.35</td>
</tr>
<tr>
<td>5%</td>
<td>2.62</td>
<td>3.79</td>
</tr>
<tr>
<td>2.50%</td>
<td>2.96</td>
<td>4.18</td>
</tr>
<tr>
<td>1%</td>
<td>3.41</td>
<td>4.68</td>
</tr>
</tbody>
</table>

Source: Authors’ computation

The results of the ARDL bound test show a calculated F-statistic of 21.6181. This infers that F- statistic is greater than the upper critical bound value of 3.79 and lower critical bound value of 2.62 at 5% level. These results confirm the validity of the bound test and hence led to the rejection of the null hypothesis of non-existence of long run equilibrium relationship. Furthermore, it could be concluded that a long run equilibrium relationship exist between exports and import, government expenditure, openness of the economy, inflation and exchange rates.

Having confirmed the existence of the long run equilibrium relationship between export and the selected determinants, we proceeded to estimate the long run parameters of the ARDL and the estimated results are presented in table 3. From the results, it can be established that all
Table 3: Estimated Long Run Coefficients of the ARDL Model
ARDL (1, 1, 0, 0, 0, 0). Dependent Variable: $\ell nEX$ based on Akaike Information Criterion (AIC)

<table>
<thead>
<tr>
<th>Regressor</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\ell nIM$</td>
<td>0.333667</td>
<td>0.387643</td>
<td>0.860758</td>
<td>0.3972</td>
</tr>
<tr>
<td>$\ell nGXP$</td>
<td>0.922168</td>
<td>0.520860</td>
<td>1.770471</td>
<td>0.884</td>
</tr>
<tr>
<td>$\ell nELIB$</td>
<td>-0.129148</td>
<td>0.212597</td>
<td>-0.607479</td>
<td>0.5488</td>
</tr>
<tr>
<td>INF</td>
<td>0.004390</td>
<td>0.007005</td>
<td>0.626673</td>
<td>0.5363</td>
</tr>
<tr>
<td>EXR</td>
<td>0.020438</td>
<td>0.026420</td>
<td>0.773559</td>
<td>0.4462</td>
</tr>
<tr>
<td>C</td>
<td>-0.650727</td>
<td>0.550734</td>
<td>-1.181561</td>
<td>0.2481</td>
</tr>
</tbody>
</table>

Source: Authors’ computation.

The explanatory variables are statistically insignificant to support growth in exports in the long run at 5% level. The low and insignificant t-values of the independent variables corroborate this floppiness in the coefficients. From the results, it is indicated that a 1% increase in imports ($\ell nIM$) yielded approximately an infinitesimal 0.33% change in export performance and the t-value is equal to 0.860758. This is statistically insignificant and can be attributed to the persistent dependence on imported goods for industrial and household consumption. In spite of government’s orchestrated policy stance on import substitution, the commitment of the government in the implementation of the policy appears weak and nonchalant.

Government expenditure ($\ell nGXP$) enters the model with a positive coefficient of 0.922168 and a t-statistic of 1.77. These results obviously elucidate the Nigerian state of affairs where a greater chunk of the federal government budgets are allocated annually to recurrent expenditure leaving a trifling fragment for investment in gross fixed capital formation, hence gloomy domestic investment and dismal productivity that cannot elicit substantial exports in the long run.

Contrary to the conjecture that openness of the economy potentially induces export performance, the coefficient of logged liberalized economy ($\ell nELIB$) is -0.129148 and a negatively insignificant t-value of -0.607479. This implies that as reforms aimed at liberalizing the economy were implemented by 1% exports plummeted by about -0.129148%. The liberalization, without adequate institutional framework to exercise certain level of control, potentially opened up the economy for indiscreet inflow of goods thereby crowding out the domestic manufacturing firms and in so doing inhibit output for domestic market and export. Furthermore, the coefficients of INF and EXR are statistically low and are not significant in the long run.

Nevertheless, the results of the error correction mechanism (ECM) which fastens the long run behaviour to the short run dynamics of the ARDL model is presented in Table 4. It is interesting to observe some incredible improvement in the performance of some variables in the ECM. For example, the coefficient of $\Delta \ell nEX(-1)$ and $\Delta \ell nEX(-2)$, i.e. export lagged one and two periods generate conflicting signs in their coefficients and the t-values. While $\Delta \ell nEX(-1)$ yielded

Table 4: Estimated Short Run Coefficients of the ARDL Model
ARDL (2, 2, 0, 0, 2, 0, 0). Dependent Variable: $\Delta \ell nEX$ based on Akaike Information Criterion

<table>
<thead>
<tr>
<th>Variables</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\Delta \ell nEX(-1)$</td>
<td>0.487883</td>
<td>0.159957</td>
<td>3.050095</td>
<td>0.0066</td>
</tr>
<tr>
<td>$\Delta \ell nEX(-2)$</td>
<td>-0.821319</td>
<td>0.142254</td>
<td>-5.773622</td>
<td>0.0000</td>
</tr>
<tr>
<td>$\Delta \ell nIM$</td>
<td>0.606361</td>
<td>0.125905</td>
<td>4.816041</td>
<td>0.0001</td>
</tr>
<tr>
<td>$\Delta \ell nIM(-1)$</td>
<td>-0.377281</td>
<td>0.161707</td>
<td>-2.333118</td>
<td>0.0308</td>
</tr>
<tr>
<td>$\Delta \ell nIM(-2)$</td>
<td>0.539606</td>
<td>0.152194</td>
<td>3.545518</td>
<td>0.0022</td>
</tr>
<tr>
<td>$\Delta \ell nGXP$</td>
<td>0.570842</td>
<td>0.178649</td>
<td>3.195319</td>
<td>0.0048</td>
</tr>
<tr>
<td>$\Delta \ell nELIB$</td>
<td>0.464132</td>
<td>0.237201</td>
<td>0.267346</td>
<td>0.7921</td>
</tr>
<tr>
<td>$\Delta INF$</td>
<td>0.001463</td>
<td>0.002109</td>
<td>0.693396</td>
<td>0.4965</td>
</tr>
<tr>
<td>$\Delta INF(-1)$</td>
<td>0.000368</td>
<td>0.002006</td>
<td>0.183690</td>
<td>0.8562</td>
</tr>
<tr>
<td>$\Delta INF(-2)$</td>
<td>0.008806</td>
<td>0.002576</td>
<td>3.417951</td>
<td>0.0029</td>
</tr>
</tbody>
</table>
A coefficient of 0.487883 and a t-statistic of 3.050095 respectively, the $\Delta (nEX(-2))$ is reported to have generated a coefficient and t-value of -0.821319 and -5.773622 respectively. In this, past values of export lagged once with a coefficient of 0.487883 and t-value of approximately 3.05 was statistically significant in the export equation. Nonetheless, this value added was not sustained into the subsequent period with two lags; hence negative coefficient and t-statistic of -0.821319 and -5.772622 respectively were reported. These contradictory results in the short run horizon could be accounted for by government policy changeability. It could further be deduced that because of government policy volatility, previous period gains in exports performance lagged one ($\Delta nEX(-1)$) was not sustained into the subsequent period denoted as ($\Delta nEX(-2)$).

The coefficient of import in the contemporaneous period ($\Delta (nIM)$) is 0.606361 and statistically significant with a t-statistic of about 4.816. This result suggests that a 1% increase in the value of import in the current year stimulated export by approximate 0.606%. The results of previous year’s value of imports with one and two lags ($\Delta (nIM(-1)$ and $\Delta (nIM(-2)$) respectively are quite fascinating as the signs of the estimated coefficients and t-values are paradoxically incongruous. From the results, contrary to apriori expectation, the performance of import in the contemporary year and one lag signify positive coefficients and are statistically and positively significant. This relationship defied theoretical postulation and can be accounted for by complexities in bilateral trade relations among nations. Against this background, import lag one, that is $\Delta (nIM(-1)$, behaves according to theoretical supposition. Thus, a 1% increase in the value of previous year’s value of import with one lag in Nigeria resulted in approximately a 0.33% decline in export performance. The variable is negatively significant in the model estimating export performance within the period under consideration.

The estimated coefficients of inflation both in the contemporary year and one period lag yield quite alluring results. From table 4, $\Delta \text{INF}$ and $\Delta \text{INF(-1)}$ are not significant in supporting export growth in Nigeria within the period under review. The country’s manufacturing capability has greatly diminished due to persistently high inflationary pressure which repressed output growth for domestic consumption and exports. It can be deduced that the substantial increase in the value of export was attributable to improved receipts from crude oil exports. Interestingly, receipts from oil exports to a greater degree further pushed up inflationary rates to the advantage of crude oil exports and to the detriment of non-oil exports.

The coefficient of contemporaneous government expenditure in the short run is captivating. The coefficient is positive and also significant in driving export. The result also shows that a 1% increase in government expenditure leads to 0.57% value added in export promotion. This study evidently shows that liberalized economy has not significantly supported export growth. The long run behaviour of the openness of the economy, proxied by the degree of liberalization (ELIB), with the estimated coefficient of 0.0063415 in the short run ECM model is statistically low and insignificant since the computed t-statistic is 0.267346 at 95% level of confidence. Liberalization may not have significantly engendered output growth even in the short run to mobilize export growth. In practical terms, it could be opined that policy on economic openness could not adequately drive export performance. Against apriori expectation, exchange rate variation in Nigeria spawn positive short run effect on export. In real terms, exchange rate devaluation/depreciation can only support export in a productive economy. In Nigeria the reverse is the case. The substantial rise in export earnings due to exchange rate volatility in the contemporaneous year is attributable to irregular enhanced receipts from crude oil exports. The equilibrium correction coefficient or error correction mechanism (ECM) has the correct sign, though the coefficient is statistically low. Nevertheless, the model reports a calculated t-statistic of -2.217906 and a p-value of 0.03 < 0.005 for the ECM which infers...
Etukafia & Udoidem. ARDL Modeling of Long-Run...

that the ECM is significant. The low ECM implies that a low speed of adjustment from the previous period disequilibrium in exports growth to contemporary period equilibrium can be attained slowly. Thus, government’s export policy drive should be pursued slowly.

The diagnostic test for the short run dynamics is high with the coefficient of determination, which is adjusted R-square of approximately 84%. This concludes that the fitness of the model is good and that 84% of variation in export performance is explained by the model while approximately 16% of changes in exports are captured by the stochastic white noise. It also symbolizes that the 16% of those changes occur by chance. The model is not suffering from the problems associated with auto-correlation. The Durbin-Watson statistic is 1.54 and indicates that there is no presence of either positive or negative serial correlation. The model reports an F-statistic and a Prob(F-statistic) of 14.36168 and 0.000000 respectively. This signifies that model is significant in explaining the problem under investigation. Furthermore, it could be concluded that the variables of study have cooperatively educed changes in exports in Nigeria during the period under consideration.

Furthermore, the cumulative sum of squares (CUSUMSQ) of the recursive residual test was employed to examine the structural stability of the long run behavior and the short run dynamics of the models for the period under investigation. It is fundamentally imperative that the sum of squares settle within 5% critical bound, which is between the two straight lines found in figure 1. Evidently, the sum of square plot lies within 5% critical lines, confirming that the variables of study were reasonably stable. Thus, it is established that a stable relationship existed among the variables within the period of investigation.

![CUSUM of Squares 5% Significance](image)

**Figure 1. CUSUMSQ for stability test**

**5.0 CONCLUSION AND POLICY IMPLICATIONS**

In this study the researchers sought to establish the nexus between the selected macroeconomic variables (import, government expenditure, trade openness, inflation rates, and exchange rates) that potentially can determine export performance in Nigeria from 1981 to 2015. From this study, it is established that none of the selected variables positively influenced the performance of export in Nigeria in the long run. In spite of the above scenario, the results of the short run dynamics are ambiguous as volatility is detected in the performance of the explanatory variables in the short run ARDL model. Thus, it is obvious that government policy summersault and volatile economic environment are paradoxically
contradictory and hence could be responsible for abysmal export performance. Therefore, to address the above identified shortcomings to achieve high export performance for growth and development in Nigeria, the following implications are considered plausible:

- It is necessary that policy makers review current economic policy and embark on the formulation of long term stabilization plans to improve the domestic macroeconomic dynamics aimed at promoting exports.
- Policy on trade openness needs to be reviewed and its implementation pursued with caution and followed sequentially for proper monitoring of its consequences to ensure consistency with overall long term macroeconomic objectives.
- Efforts aimed at promoting domestic industrialization growth should be emphasized. This is to encourage increased output for domestic consumption and exports for foreign exchange.
- The monetary authority should adopt a more pragmatic and purposeful approach in the exchange rate management to enhance export growth. Hence, it is essential that domestic industrialization growth needs to be accentuated.

References

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Corporate Social Responsibility and Sustainable Management of Solid Waste and Effluents for Security and Development in Lagos Megacity Nigeria

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Abstract
Many companies in Nigeria engage in corporate social responsibility (CSR henceforth) to gain social and economic licenses with little considerations for sustainable management of their solid waste and effluents. These solid waste and effluents pose serious security risk to people, plants and planets (3Ps), and threat to the environment, as there are reported incidences of rising death rate, chronic illnesses and outbreak of diseases linked to environmental neglects. Leveraging TPB model, this study empirically investigates the impact of CSR on sustainable management of solid waste and effluent in Lagos Megacity. The paper adopts a quantitative research method, specifically the use of a web-survey method for eliciting responses from a cross-section of companies affiliated with the Lagos Chambers of Commerce and Industry (LCCI). A modest sample size of 120 companies was drawn from the target population using a random sampling technique. The 56 returned questionnaires were analysed electronically and results presented using descriptive and inferential statistics. The result shows a strong positive correlation in the use of CSR for environmental sustainability (0.6), monitoring mechanism (0.6), advocacy (0.7), environmental impact response (0.7) and infrastructure for waste and pollutants management (0.7) with P <0.05. However, a very weak positive correlation exists in the use of CSR for preventive negative impact (0.4) and real environmental impact. Also, the perceived values of CSR programs of sampled companies reflect a balance of social, economic and environmental dimensions in the host communities. The key practical implication of this research is that there is a disconnect that needs to be bridged between the perceived CSR intention of giving back to the society and the actual behaviour of these companies with regards to sustainable management of solid waste and effluents in Lagos Megacity.

Keywords: CSR, Effluents, Lagos Megacity, Solid Waste, Sustainable Management

JEL Classification Codes: C12, C42, M14, M31, N37

1.0 Introduction
Nigeria like other developing countries (DCs) is making modest progress in laying solid foundation for industrialization and technological progress especially in Lagos Megacity, where there are several industrial layouts and retailing outlets. Industrial development comes with a lot of socio-economic advantages such as employment opportunities, wealth creation, improved technological progress, rising standard of living, infrastructural development, urbanization, foreign direct investment (FDI) and growth of gross domestic product (GDP). Proponents of industrialisation give examples of Dalton, Georgia (with 230 firms, 25,000 jobs) and Tupelo, Mississippi (with 240 firms, 22,000 jobs) as incontrovertible evidences (Barclay & Henry, 2001). The Japanese industrial experience - as the first country outside Europe and North America to achieve technological progress in automobile in the United States and attainment of all-round competitive advantage in international trade relations is also another narrative that supports industrialisation imperative (Dyer, & Ouchi, 2002; Francks, 2015). As good as industrial development is, its central negative feature is the spill-over effect of technological and environmental risks (Shrivastava, 1995). Apart from the above, it is observed that different global companies give little attention to their environmental responsibilities, as they generate large deposit of solid waste and poisonous effluents with serious negative effects in their host communities (Reeves & Knell, 2013). A good example is the British Tobacco Company of Nigeria (BATN) that claimed to be giving back to the society through aggressive CSR programs and marketing, but its tobacco products are harmful to the society and the people, hence antithetical to the principle of social responsibility (Hirschhorn, 2004). It has also been observed that BATN is playing smart, as it reinvents its CSR programs and projects to positively influence stakeholders’ perceptions of
tobacco control as well as diffusing the negative impact of campaign launch against tobacco by public health advocates and environmentalists (Fooks et al., 2013). To redress the issue of environmental threat, global development trends such as socially responsible investment, green economy, environmental citizenship, climate change and call on companies for sustainability reporting have provided strong basis for sustainable management of solid waste and effluents. Furthermore, the European Commission advised global companies to embrace CSR as a mechanism for giving back to the society thereby making the operating environment better than they met it. European Commission (2002) asserts: "CSR is a corporate contribution to sustainable development"...whereby companies integrate social and environmental concerns into their business operations and in their interactions with their stakeholders on a voluntary basis (European Commission, 2002, p 5).

Retrospectively, several companies globally engage in CSR programs to gain social and economic licenses, but ignored the environmental aspect because of concerns for economic considerations of profitability and shareholders’ expectations. Whereas, there is need for a new spirit of stewardship that requires companies to build business models that are both environmentally and financially sustainable because the planet is broken already, and businesses have a responsibility to help fix it (Reeves & Knell, 2013).

The social and economic dimensions of CSR are important, but they do not sufficiently take care of the environmental dimension especially sustainable management of solid waste and effluents, which pose serious environmental and health risks to people, plants and planets (3Ps). There are reports of rising death rate, chronic illness and outbreak of diseases, relocation of communities linked to solid waste and effluents in different regions of the world. Even in the developed countries, there is apathy towards environmental responsibilities because of non-implementation of extant legislation on waste management and cost consideration. Radwan, Jones & Minoli (2012) noted that in spite of legislated standard policy on environmental management in Welsh, several companies rely essentially on landfill for the disposal of their solid waste – an indication that these companies are not seriously committed to the implementation of sustainable solid waste management (SWM) alternatives approved by the government. Similarly, Boudier & Bensebaa, (2011) revealed that big companies from developed countries are guilty of socially irresponsible behaviours. These companies flag CRS programs, yet they are involved in the illegal trade of exporting hazardous waste (especially electrical and electronic waste) from their countries to the developing countries. Instead of managing these waste sustainably as required by the extant legislation in their countries, the waste is exported to developing countries in order to cut down costs. The above explanations show that economic consideration is higher in the minds of companies than environmental considerations.

Moreover, it is rewarding and economically beneficial form companies to be environmentally responsible, as environmental responsibilities strengthen economic and social responsibilities, by endearing the love of the companies in the minds of critical stakeholders especially the buying and investing publics. In India, Sahay (2004) posited that sound environmental management by companies give them a competitive advantage in addition to fulfilling CSR and adding value to the business. Consequently, companies in India take seriously corporate environmental reporting to avoid government and social sanctions. Also, it was reported that nongovernmental organizations (NGOs) have strongly influenced environmental CSR using market and non-market forces. The resultant effect is an improved environmental compliance and more transparent disclosure, which attracts green consumers, encourages socially responsible investment (SRI) and stimulates effective government regulation through enactment of stringent environmental laws backed by proactive enforcement (Lyon & Maxwell, 2008). For instance, Flammer (2013) observed that publicly traded companies with significant increase in their stock prices are those with positive environmental responsibility (that is, behave responsibly toward the environment), but public companies with negative environmental responsibility (that is, behave irresponsibly towards the environment) show significant decrease in their stock prices.

In view of the foregoing, this empirical paper leverages TPB model to investigate the impact of CSR on sustainable management of solid waste and effluent in Lagos Megacity. Apart from the introduction (Section 1) above, there are six sections in this paper. Section 2 focuses on literature review with particular emphasis on the mainstream understanding of CSR in relations to economic, social and environmental responsibilities of companies. Section 3 discusses the theoretical framework and Hypotheses Development. Section 4 discusses the methodology used for the study. Section 5 presents
the research findings. Section 6 discusses the conclusion, implications/limitations and recommendations.

2.0 Review of Literature

2.1 Conceptual Definitions of CSR and Environmental Commitments

Scholars in modern times perceive CSR in the light of a commitment by corporations to social, economic and environmental wellness of the society. Consequently, a number of definitions by academic scholars and practitioners portrayed CSR as corporations’ commitments to the concerns and expectation of their host communities beyond the minimum duties prescribed by the laws enacted by regulatory authorities (Brønn and Vrioni, 2001; Raimi, 2015). For instance, Helg (2007: 7) described CSR as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large”. Whereas, Kotler and Lee (2005) several years back described CSR as a commitment by corporations to improve the wellness and wellbeing of their host communities deploying organisational resources as a discretionary business policy and practice. Practitioners also defined CSR reflecting the word ‘commitment’ to the environment and host communities in their CSR policies. Five (5) instances include:

- **Lenovo**, a major global PC company, states on its website: “Lenovo is committed to building exceptionally engineered PCs [...] Lenovo is committed to environmental issues [...]” (Lenovo, 2018).

- **Microsoft** assets: “We’re working to apply the power of technology to ensure corporate responsibility, safeguard human rights, and protect our planet. Our policies and business practices reflect a commitment to making a positive impact in communities around the globe. This commitment doesn’t just impact the type of products and services we develop—it’s also central to why many of our employees come to work every day” (Microsoft, 2017).

- **ZyXEL Communications Corporation** states that: “As a member of the global village, ZyXEL is committed to fulfil its responsibility to society and the environment, as well as to supporting the best interests of its stakeholders” (ZyXEL Communications Corporation, 2018).

- **Apple** states that “Apple is committed to ensuring the working conditions in Apple’s supply chain are safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally responsible. Apple’s suppliers are obligated in all their activities, to operate in full compliance with laws, rules and regulations of the countries in which they operate.” (van Dijk and Schipper, 2017).

- **The World Business Council for Sustainable Development (WBCSD)** states: “Corporate Social Responsibility is the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large” (2000:10).

With the emergence of environmentalists and sustainable development scholars, the definitions of CSR were enriched with more emphasis on environmental issues and regards for the ecosystem. For instance, Till and Nowak (2000) define CSR as a concern for the environment, or three bottom-line (economic, social and environmental) concerns (Haskins, 1999). Similarly, Dartey-Baah and Amponsah-Tawiah (2011) view CSR as a means employed by corporations for managing a balance of economic, environmental and social responsibilities they owe the society. CSR through the environmental lens stresses better corporate behaviours that extends to curtailing the impact of bio-engineering on the environment, ensuring sustainability/biodiversity, building trust, and eliciting legitimacy from the public and the government (Crowther and Rayman-Bacchus, 2004; Ismail, 2009; Haskins, 2009). The environmental component of CSR is so vital to the global ecosystem that it has been incorporated as part of the ten (10) principles of the UN Global Compact, occupying positions 7, 8 and 9. Principle 7. The Compact demands of corporations the need to adopt a precautionary approach to environmental challenges while pursing financial sustainability. Particularly, Principle 8 required corporations to promote greater environmental responsibility; and Principle 9 expects corporations to deploy environmentally-friendly technologies in their operations (UN Global Compact, 2014).

Practically, several global companies have embedded environmental sustainability, while pursuing economic responsibility. In Nigeria, MTN actively promote environmental CSR through the creation of a foundation that go the extra mile to put smiles on the faces of the host country’s citizens by investing in sustainable projects spanning the education, economic empowerment and health sectors. MTN Foundation had so far invested billions of Naira on sustainable projects in 338 locations across Nigeria. The company also produced physical recharge cards that are bio-
degradable and do not pose a danger to the ecosystem. In sustaining its environmentally friendly policy on waste, it also created MTN E-charge, an online technique of loading airtime directly to subscribers’ phones with ease. It is designed to replace paper recharge cards that are currently in use, thereby reducing paper waste and embedding environmentally friendly products in Nigeria (MTN, 2018). Li & Xu (2010) also reported an environmental friendly technology for recovering and recycling metal and non-metal contents from industrial waste. The metal recovery technology has four parts: multiple scarping, material screening, multiple-roll corona electrostatic separator, and dust precipitation. It was established that the recovery rate of copper reached 95% - an indication that extensive purification of the environment has been achieved.

3.0 Theoretical framework and Hypotheses Formulation

The theory of planned behaviour (TPB) enriched by the principle of sustainable development (SD) provide the required theoretical foundation for this paper. TPB is employed by researchers because it has strong predictive utility for providing sound explanation to a wide range of human behaviours. It provides opportunity to investigate the influence of personal determinants and social surroundings as well as non-volitional determinants on behavioural intention – why do people behave in a particular manner different from others? (Han, Hsu, & Sheu, 2010). According to Asare (2015), TPB explains that attitude toward the behaviour, subjective norm, and perceived behavioural control combined to influenceBehavioural intention of humans within a defined environmental context. More explicitly, Whereas, Ryan & Carr (2010). Explains that TPB is an extension of the Theory of Reasoned Action (TRA), and that both theoretical underpinnings are hinged on the premise that humans as individuals make logical, reasoned decisions to carry out specific behaviours by weighing the information available to them. Performance behaviour is determined by the individual’s intention to do it (that is, the value humans places on the behaviour, the ease with which it can be performed and the views of significant others) and the perception that the behaviour is within the control of the individuals.

With specific application to the environmental actions and behaviours of companies, this paper leverages TPB to investigates the impact of CSR on sustainable management of solid waste and effluent in Lagos Megacity. The relationship between CSR and sustainable development (SD) is complementary rather than competitive (Natufe, 2011; Hart, 2012). CSR addresses triple bottom-line issues – economic, social and environmental wellness (Haskins, 2009), while the three pivotal pillars of sustainable development as contained in the guidelines on SD upheld by WBCSD, OECD and the European Commission are wealth generation, environmental improvement and social responsibility (Natufe, 2011). Looking at the imperatives of both CSR and SD, it is apt to submit that CSR can best be conceptualised as the application of the ideals and philosophy of SD by corporations in their operational environment (Tounés, et al., 2011; Natufe, 2011).

Another argument for the integration of SD and CSR is the need to make the threats to ecosystem sustainability real, thereby eliciting sympathy and cooperation from diverse actors in the global arena, because SD is a shared responsibility (Capron and Quairel, 2004). According to Tounés, et al. (2011), CSR is deeply connected with SD on the grounds that CSR is just a process of integrating social and environmental objectives of sustainable development with economic objectives of businesses. Besides, Bardelli and Pastore (2006) capture the integration of SD and CSR better, describing the synchronisation as an indirect technique of legitimising all the socio-economic and environmental obligations embedded in the agenda of SD.

The term sustainable development (SD) refers to a comprehensive development strategy which addresses socio-economic and environmental needs of the present generation and, which by design would not endanger nor compromise the needs of upcoming generation (Steurer, Langer, Konrad and Martinuzzi, 2005; Adebakin and Raimi, 2012). The above thoughts align with the definition of SD provided by the World Commission on Environment and Development (2000). The body asserts that SD is a “[...] development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (p.43). But, Sagay, Edo and Ayveronre (2011:17) defined sustainable development as a process where the natural resource endowment of a nation is being utilised in a manner that is free from deterioration. Another meaning of SD is a resources utilisation method that gives the people long-term tripartite progress: economic, social and environmental progress (Tounés et al., 2011). The refinement of SD to suite the usage of the industrial community led to the application of CSR within the organisational context unlike SD which has national and global
In order to redress the continued abuse of the environment, environmentalists and other stakeholders agitated for the review of old environmental laws in Nigeria. Consequently, the NESREA Act 2007 LFN was passed by the National Assembly. It replaced the Federal Environmental Protection Agency Act 2004 (FEPA) that had been in use. To ensure that the new law is active, the National Assembly made provision for the establishment of a regulatory to be known as National Environmental Standards and Regulations Enforcement Agency. The agency’s mandates as stated in the NESREA (Establishment) Act 2007, Part II, Section 7, Sub-section (a) to (m) are to enforce all extant environmental laws, guidelines, policies, standards and regulations in the country, as well as ensuring compliance by all concerned with the provisions of all international agreements, protocols, conventions and treaties on the environment to which Nigeria is a signatory (Environmental Law Research Institute, 2011). Federal Ministry of Environment as the supervisory ministry maintain oversight functions over (NESREA).

Additionally, the Constitution of the Federal Republic of Nigeria (1999) made far-reaching pronouncement on the environment and its endowed natural resources including humans. The Constitution, Section 20 reads: “The State shall protect and improve the environment and safeguard the water, air and land, forest and wild life of Nigeria.”, and Section 34 reads: “(1) Every individual is entitled to respect for the dignity of his person, and accordingly - (a) no person shall be subject to torture or to inhuman or degrading treatment; (b) no person shall he held in slavery or servitude; and (c) no person shall be required to perform forced of compulsory labour.”

The Environmental Law Research Institute (2011) explored the nation’s legislations and identified the following twenty-seven (27) extant environmental legislations in Nigeria, namely:

In view of the foregoing insights from the theoretical framing on CSR and environmental management in Nigeria, it could be hypothesized that,

**Hypothesis 1:** Perceived Values of CSR programs of sampled companies do not reflect a balance of social, economic and environmental dimensions in the host communities.

**Hypothesis 2:** There is no significant positive impact between CSR intention and sustainable management of solid waste and effluents (behaviour) of in Lagos Megacity Nigeria.

### 4.0 Methodology

Lagos Megacity is the industrial and commercial hub of Nigeria, hence was selected as the research location for this study (Olowu et al, 2010). There are several industrial associations in Lagos, but one of the most organised is the Lagos Chambers of Commerce and Industry (LCCI), which provided access to reach its corporate members. To objectively investigate the impact of CSR on sustainable solid waste and effluents in Lagos Megacity, the authors adopted positivist paradigm combined with quantitative research method, while relying on the use of structured questionnaire instrument for collecting the required primary data. Operationally, the structured questionnaire was hosted on the web with the link forwarded to the participating companies affiliated with the Lagos Chambers of Commerce and Industry (LCCI). From over a thousand heterogeneous companies, a modest sample size of 120 companies was drawn using a random sampling technique. With rigorous follow-up for over nine weeks, a total of 56 responses were received. The 56 generated responses were systematically analysed electronically and results presented using descriptive and inferential statistics.

### 5.0 Data Analysis and Presentation of Findings

The data generated from 56 companies are as presented hereunder as table 1, 2, 3 and 4. The reliability of the CSR questionnaire was tested. The result is as given below:

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole Instrument</td>
<td>.91</td>
<td>20</td>
</tr>
<tr>
<td>Perceived Values of CSR Programs Scale</td>
<td>.78</td>
<td>6</td>
</tr>
<tr>
<td>Economic Factors Influencing CSR Scale</td>
<td>.79</td>
<td>5</td>
</tr>
<tr>
<td>Social factors influencing CSR Scale</td>
<td>.59</td>
<td>4</td>
</tr>
<tr>
<td>Environmental factors influencing CSR Scale</td>
<td>.92</td>
<td>5</td>
</tr>
</tbody>
</table>

**Source:** Survey Result (2018)

The Cronbach’s Alpha reliability coefficients based on standardised items indicated coefficient values of 0.91 (for the whole instrument), 0.78 (for perceived values of CSR Program Scale), 0.79 (for economic factors influencing CSR Scale), 0.59 (for social factors influencing CSR Scale) and 0.92 (for environmental factors influencing CSR Scale) which are higher than 0.60 minimum reliability threshold, an indication that the whole questionnaire items have internal consistency and are reliable.

Table 2 below provided information on the demographics of the sampled companies in Lagos Megacity. Respondent were mainly CEO and Top manager (representing 62 % of respondent) of the respective companies. In terms of scale of operation of sampled companies, it was found that 51.79% are small scale businesses, 30.36% are medium scale businesses, 8.93% are large scale businesses and another 8.93% are multinational companies. With regards to number of employees in the sampled companies, the table shows that, 73.21% have 1-50 employees, 10.71% have above 500 employees, 7.14% have 51-100 employees, another 7.14% have 251-500 employees and 1.79% have 100-250 employees. This show that majority of the participating companies have 1-50 employees and followed by those with above 500 employees. With respect to industrial clusters, 61% of the sampled companies were from the service and retail industry sector, 18% were from the manufacturing sector, 11% were from the telecommunications sector 11%, &% were from the Oil and gas sector and the remaining 3% are from the construction sector.
Table 2: Personal Profile of respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Description</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial Level of the Respondent</td>
<td>Line Manager</td>
<td>10</td>
<td>17.86</td>
</tr>
<tr>
<td></td>
<td>Middle-Level Manager</td>
<td>11</td>
<td>19.64</td>
</tr>
<tr>
<td></td>
<td>Top-Level Manager</td>
<td>14</td>
<td>25.00</td>
</tr>
<tr>
<td></td>
<td>CEO</td>
<td>21</td>
<td>37.50</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>56</td>
<td>100%</td>
</tr>
</tbody>
</table>

What is your company’s size in terms of scale of operation?

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Scale Business</td>
<td>29</td>
<td>51.79</td>
</tr>
<tr>
<td>Medium Scale Business</td>
<td>17</td>
<td>30.36</td>
</tr>
<tr>
<td>Large Scale Business</td>
<td>5</td>
<td>8.93</td>
</tr>
<tr>
<td>Multinational Business</td>
<td>5</td>
<td>8.93</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>100%</td>
</tr>
</tbody>
</table>

What is your company’s size in terms of employees?

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-50</td>
<td>41</td>
<td>73.21</td>
</tr>
<tr>
<td>51-100</td>
<td>4</td>
<td>7.14</td>
</tr>
<tr>
<td>101-250</td>
<td>1</td>
<td>1.79</td>
</tr>
<tr>
<td>251-500</td>
<td>4</td>
<td>7.14</td>
</tr>
<tr>
<td>Above 500</td>
<td>6</td>
<td>10.71</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Which of the following industrial clusters best describes your company?

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil, Gas and Energy Industry</td>
<td>4</td>
<td>7.14</td>
</tr>
<tr>
<td>Manufacturing Industry</td>
<td>10</td>
<td>17.86</td>
</tr>
<tr>
<td>Construction &amp; Real Estate Industry</td>
<td>2</td>
<td>3.57</td>
</tr>
<tr>
<td>Telecommunications and Information Technology Industry</td>
<td>6</td>
<td>10.71</td>
</tr>
<tr>
<td>Services &amp; Retailing Industry</td>
<td>34</td>
<td>60.71</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey Result (2018)

Table 3 below shows there exists a poor CSR strategy on social, economic and environmental programs in all the 56 sampled companies in Lagos Megacity. On a four-scale measure (Extensive=4, High=3, Poor=2 and Fair =1), the overall economic and social impacts of company’s CSR programs are fair, while the environmental impact of their company’s CSR programs is poor. Only two multinational companies have an extensive environmentally impacting CSR in their host communities. This indicates lack of environmental responsibility in these companies or poor commitment to environmental inclined CSR project.

Table 3: CSR Program Strategies and Impact

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does your company have a CSR strategy that defines social, economic and environmental programs otherwise called people, profit and planet?</td>
<td>56</td>
<td>1.34</td>
<td>.48</td>
<td>1.00</td>
<td>2.00</td>
</tr>
<tr>
<td>2. How would you describe the economic impact of your company's CSR programs?</td>
<td>56</td>
<td>2.80</td>
<td>.62</td>
<td>1.00</td>
<td>4.00</td>
</tr>
<tr>
<td>3. How would you describe the social impact of your company's CSR programs?</td>
<td>56</td>
<td>2.73</td>
<td>.65</td>
<td>1.00</td>
<td>4.00</td>
</tr>
<tr>
<td>4. How would you describe the environmental impact of your company's CSR programs?</td>
<td>56</td>
<td>2.73</td>
<td>.70</td>
<td>1.00</td>
<td>4.00</td>
</tr>
</tbody>
</table>
In Table 4, the entire mean scores for the 6 questions relating to perception values of CSR programs show high mean scores with six implications, namely:
(a) Majority of respondents affirmed that CSR program is designed to improve relations with customers, employees, business partners and host communities;
(b) Respondents noted that another value of CSR program is to improve economic performance of long-term profitability of the company;
(c) That CSR program of my company is tied to responding to pressure from external stakeholders demanding for more social involvement in the operating environment;
(d) That CSR program provides opportunity for government recognition, patronage and tax incentives; (e) That CSR program is framed to reduce the negative impact of the company’s operations on the environment; and
(f) That CSR program is also intended to meet social goal of giving something back to the society to gain legitimacy and social license. All these results are significant at p-values < 0.05. Consequently, the null hypothesis is rejected, while the alternative is accepted. It could therefore be concluded that the perceived values of CSR programs of sampled companies do reflect a balance of social, economic and environmental dimensions in the host communities.

Table 4: Perception Values of CSR Programs

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>df</th>
<th>Min</th>
<th>Max</th>
<th>Chi-Square</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my company, CSR program is designed to improve relations with customers, employees, business partners and host communities.</td>
<td>56</td>
<td>3.75</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>24.36</td>
<td>(0.000)</td>
</tr>
<tr>
<td>Another value of CSR program in my company is to improve economic performance of long-term profitability of the company.</td>
<td>56</td>
<td>3.73</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>31.68</td>
<td>(0.000)</td>
</tr>
<tr>
<td>CSR program of my company is tied to responding to pressure from external stakeholders demanding for more social involvement in the operating environment.</td>
<td>56</td>
<td>3.09</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>8.29</td>
<td>(0.082)</td>
</tr>
<tr>
<td>Our company’s CSR program provides opportunity for government recognition, patronage and tax incentives.</td>
<td>56</td>
<td>3.14</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>15.07</td>
<td>(0.005)</td>
</tr>
<tr>
<td>My company’s CSR program is framed to reduce the negative impact of the company’s operations on the environment.</td>
<td>56</td>
<td>3.32</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>9.54</td>
<td>(0.049)</td>
</tr>
<tr>
<td>CSR program of my company is also intended to meet social goal of giving something back to the society to gain legitimacy and social license.</td>
<td>56</td>
<td>3.70</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>23.64</td>
<td>(0.000)</td>
</tr>
</tbody>
</table>

In Table 5, the entire mean scores for the 5 questions relating to Economic Factors Influencing CSR Program show high mean scores with the implications that majority of the respondents opined as follow:
(a) CSR as a tool for building positive image and reputation in business;
(b) CSR as an instrument for enhancing its financial performance and competitive advantage in the economy;
(c) CSR as incentive for meeting the investment community’s call for responsible behaviours while doing legitimate business; and
(d) CSR as a tool for enhancing employee and customer satisfaction. However, above 50% of
the respondents with mean of 2.79 see CSR as an incentive for eliciting government tax waiver and patronage. All these results are significant at p-values < 0.05.

**Table 5: Economic Factors Influencing CSR Program**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>df</th>
<th>Min</th>
<th>Max</th>
<th>Chi-Square</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My company see CSR as a tool for building positive image and reputation in business.</td>
<td>56</td>
<td>3.96</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>53.46</td>
<td>(0.000)</td>
</tr>
<tr>
<td>2. My company views CSR as an instrument for enhancing its financial performance and competitive advantage in the economy</td>
<td>56</td>
<td>3.48</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>24.89</td>
<td>(0.000)</td>
</tr>
<tr>
<td>3. My company views CSR as incentive for meeting the investment community’s call for responsible behaviours while doing legitimate business.</td>
<td>56</td>
<td>3.75</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>27.39</td>
<td>(0.000)</td>
</tr>
<tr>
<td>4. My company views CSR as a tool for enhancing employee and customer satisfaction.</td>
<td>56</td>
<td>3.73</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>27.39</td>
<td>(0.000)</td>
</tr>
<tr>
<td>5. My company views CSR as an incentive for eliciting government tax waiver and patronage.</td>
<td>56</td>
<td>2.79</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>9.54</td>
<td>(0.049)</td>
</tr>
</tbody>
</table>

**Source:** Survey Result (2018)

In Table 6, the entire mean scores for the 4 questions relating to Social Factors Influencing CSR Program show high mean scores – an indication that majority of the respondents have the following divergent views:

(a) CSR as an incentive for enhancing its desire of becoming good corporate citizenship;
(b) CSR as a practice for enhancing its desire to fulfil extant regulations and global best practice;
(c) CSR as a tool for responding to pressures from different stakeholders agitating for more responsible corporate behaviour; and
(d) CSR as an instrument for bridging governance gap in the provision of infrastructural amenities. All these results are significant at p-values < 0.05.

**Table 6: Social Factors Influencing CSR Program**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>df</th>
<th>Min</th>
<th>Max</th>
<th>Chi-Square</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My company views CSR as an incentive for enhancing its desire of becoming good corporate citizenship.</td>
<td>56</td>
<td>3.93</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>37.57</td>
<td>(0.000)</td>
</tr>
<tr>
<td>2. My company embraces CSR as a practice for enhancing its desire to fulfil extant regulations and global best practice.</td>
<td>56</td>
<td>3.75</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>45.96</td>
<td>(0.000)</td>
</tr>
<tr>
<td>3. My company views CSR as a tool for responding to pressures from different stakeholders agitating for more responsible corporate behaviour.</td>
<td>56</td>
<td>3.18</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>19.00</td>
<td>(0.001)</td>
</tr>
<tr>
<td>4. My company views CSR as an instrument for bridging governance gap in the provision of infrastructural amenities.</td>
<td>56</td>
<td>3.66</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>30.61</td>
<td>(0.000)</td>
</tr>
</tbody>
</table>

**Source:** Survey Result (2018)

In Table 7, the entire mean scores for the 5 questionnaire items relating to Environmental Factors Influencing CSR Program show high mean scores as follow:

(a) CSR as a management policy on environmental sustainability;
(b) CSR as a mechanism for monitoring the effluent and wastes in the operating environment;
Raimi, Adelopo & Yusuf. *Corporate Social Responsibility*…

(c) CSR as a tool for advocacy on proper management of waste and effluent in response to climate change;
(d) CSR as a mechanism for responding to environmental impact of wastes and pollutants arising from products/services; and
(e) CSR as a commitment towards developing infrastructure for efficient management of solid waste and effluent in the operating community. All these results are significant at p-values < 0.05.

**Table 7: Environmental Factors Influencing CSR Program**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>df</th>
<th>Min</th>
<th>Max</th>
<th>Chi-Square</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My company views CSR as a management policy on environmental sustainability.</td>
<td>56</td>
<td>3.80</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>29.54</td>
<td>0.000</td>
</tr>
<tr>
<td>2. My company view CSR as a mechanism for monitoring the effluent and wastes in the operating environment.</td>
<td>56</td>
<td>3.50</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>14.71</td>
<td>0.000</td>
</tr>
<tr>
<td>3. My company views CSR as a tool for advocacy on proper management of waste and effluent in response to climate change.</td>
<td>56</td>
<td>3.77</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>20.96</td>
<td>0.001</td>
</tr>
<tr>
<td>4. My company views CSR as a mechanism for responding to environmental impact of wastes and pollutants arising from products/services.</td>
<td>56</td>
<td>3.64</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>16.32</td>
<td>0.003</td>
</tr>
<tr>
<td>5. My company views CSR as a commitment towards developing infrastructure for efficient management of solid waste and effluent in the operating community.</td>
<td>56</td>
<td>3.52</td>
<td>4</td>
<td>1.00</td>
<td>5.00</td>
<td>17.04</td>
<td>0.003</td>
</tr>
</tbody>
</table>

*Source: Survey Result (2018)*

In Table 8, a correlation analysis was carried out to examine the relationship between CSR policy and sustainable management of solid waste and effluents in Lagos Megacity Nigeria. A total of eight (8) environmental factors influencing CSR Program representing sustainable management of solid waste and effluents were selected and correlated. The correlation analysis shows a strong positive significant correlation shown a strong positive significant correlation in the viewpoints of companies in using CSR for Environmental sustainability (0.6), Monitoring mechanism (0.6), Advocacy (0.7), Environmental impact response (0.7) and Infrastructure for waste and pollutants management (0.7) with P < 0.05. However, a very weak positive significant correlation exists in using CSR for Preventive negative impact (0.4) and Real environmental Impact. These results establish disconnect between viewpoints of the 56 sampled companies and their actual CSR policies on environmental responsibility.

**Table 8: Results of Correlation Analysis**

<table>
<thead>
<tr>
<th></th>
<th>Environmental sustainability</th>
<th>Monitoring mechanism for solid waste and effluent</th>
<th>Advocacy on waste and effluent management</th>
<th>Environmental impact response</th>
<th>Infrastructure for waste and pollutants management</th>
<th>Good CSR</th>
<th>Preventive negative impact</th>
<th>Real environmental impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental sustainability</td>
<td>1</td>
<td>.630**</td>
<td>.743**</td>
<td>.709**</td>
<td>.692**</td>
<td>.675**</td>
<td>.412**</td>
<td>.443**</td>
</tr>
<tr>
<td>Monitoring mechanism for solid waste and effluents</td>
<td>.630**</td>
<td>1</td>
<td>.622**</td>
<td>.539**</td>
<td>.650**</td>
<td>.319*</td>
<td>.463**</td>
<td>0.241</td>
</tr>
</tbody>
</table>
Advocacy on waste and effluent management  | .743** | .622** | 1 | .802** | .728** | .590** | .392** | .330*
---|---|---|---|---|---|---|---|---
Environmental impact response  | .709** | .539** | .802** | 1 | .786** | .558** | .357** | .404**
---|---|---|---|---|---|---|---|---
Infrastructure for waste and pollutants management  | .692** | .650** | .728** | .786** | 1 | .489** | .444** | .406**
---|---|---|---|---|---|---|---|---
Good CSR  | .675** | .319* | .590** | .558** | .489** | 1 | .574** | .241
---|---|---|---|---|---|---|---|---
Preventive negative impact  | .412** | .463** | .392** | .357** | .444** | .574** | 1 | -0.232
---|---|---|---|---|---|---|---|---
Real environmental impact  | .443** | 0.241 | .330* | .404** | .406** | 0.241 | -0.232 | 1

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

**Discussion of Findings**

**Nature of Solid waste and effluent in Lagos Megacity**

Solid waste and effluent generation are often indications of companies’ routine daily activities. From the results/findings, it is obvious that waste generation from different industrial clusters will widely differ in composition and volume. The service and retail industry that made up 61% of sampled companies that participated in the survey is expected to generate a more complex heterogeneous composition of waste because of the diverse nature of the activities this industry. Service and retail industry in Lagos Megacity provide different types of products to the final consumers. In Lagos, large open markets, product markets and stores provide range of municipal and industrial products. Popular electronic market in Aba and Westminster in the South of Lagos generate huge E-waste and metallic scrapes and other garbage on a daily basis with little consideration for environmental and health implications. Adaramodu, Osuntogun and Ehi-Eromosele (2012) had reported highly level of heavy metals presence in soil and dust with high risk to human health. They further attributed heavy metal presence with attendant health risk to large organic wastes that are generated in Lagos metropolis especially in open market generating large organic waste. The major modern abattoir markets in Lagos have consistently generated organic waste from cow dump, effluent from animal slaughtered, fruits and raw food stuffs which complicated the already worse solid waste and effluents in Lagos megacity. According to the United Nations, 18% of the global greenhouse emissions are from livestock production described as more severe than emissions from all the cars, trucks and planes in the world (Reeves, R., & Knell, 2013). From the foregoing, it is obvious that the service and retail companies have very little consideration for environmental issues bothering on solid waste and effluent generation; they consider environmental CSR as a responsibility for the bigger companies.

Manufacturing and telecommunication companies operating in Lagos often generate huge waste with homogenous waste components. This common disposal route for solid waste of these companies is the landfill. The Oshodi -Isolo and Ikeja industrial area in the South and West of Lagos respectively are notorious for generating non-biodegradable waste with serious environmental and health risks. Unfortunately, these solid waste companies that are sent to the landfill directly. In the studies of Adelopo, Haris, Alo, Huddersman and Jenkins (2018), an evaluation of solid waste components on two major landfill was carried out in the two areas mentioned above. The result indicated high risk factor contamination of heavy metals above threshold limits with possible percolation into the environment in these two areas in Lagos.

Meanwhile, toxic effluent generation is peculiar to the activities of the Oil & Gas and Manufacturing companies. It a well-reported fact that the activities of oil and petroleum companies lead a huge discharge of oil into underground in the Apapa axis of Lagos West. High contents of Poly aromatic hydrocarbon (PAH) and polychlorinated biphenyls (PCB) were reported in both studies (Adeyi and Torto, 2014; Obi et al. 2016). Addey Nubi Adelopo and Oginni (2018) found raw disposal of effluent into Lagoon by notable manufacturing companies operating along
Commodore Channel in Lagos. From the discussion above, it is evident companies in Lagos have poor or little commitment for solid waste and effluent management. This is also clear from the descriptive findings, as 53% of the sampled companies do not have in place measures to curtail pollution emanating from their operation and 66% of these companies replied that they have poor policy and strategic commitment to using CSR as tool for solid waste and effluent management despite although they have strong views on the need to deploy CSR as tool for sustainable solid waste and effluents management in the operating environment. Walker and Wan (2012) had observed that many firms merely advocate the importance of managing the environment and signal their commitment to it verbally, but they lack adequate policy on environmental sustainability. They opined that for strong commitment to environmental sustainability, there is need for strict regulatory controls, elevated levels of public scrutiny and intense pressure to induce firms to innovate with positive consequences for the environment.

Conclusions, Implications, Recommendations and Limitations

This empirical research sets out to investigate the impact of CSR on sustainable management of solid waste and effluent in Lagos Megacity. Using a quantitative research method and leveraging a web-survey technique, the paper found a strong positive correlation in the use of CSR for environmental sustainability (0.6), monitoring mechanism (0.6), advocacy (0.7), environmental impact response (0.7) and infrastructure for waste and pollutants management (0.7) with P <0.05. However, a very weak positive correlation exists in the use of CSR for preventive negative impact (0.4) and real environmental impact. Also, the perceived values of CSR programs of sampled companies reflect a balance of social, economic and environmental dimensions in the host communities. The key practical implication of this research is that there is a disconnect that needs to be bridged between the perceived CSR intention of giving back to the society and the actual behaviour of companies with regards to sustainable management of solid waste and effluents in Lagos Megacity. This paper therefore supports and validates TPB, that human actions are often controlled by intentions, but not all intentions are carried out as planned by the actors (individuals or organisations). At times, some actions are abandoned, while others are revised to align with ever changing circumstances (Ajzen, 1985). For a growing Megacity like Lagos perceived CSR intentions should align with actions that are sustainable for managing solid waste and effluents generated by all the industries. This would require balancing environmental sustainability with economic sustainability. A megacity will only survive when all shareholders are encouraged to participate actively in the managing of solid waste and effluent generated during their operation and within their immediate environment. The second implication is that strong legislation on the management of solid waste and effluents needs to be developed to help match CSR intention of environmental wellness with desirable actions on sustainable management of waste and effluents. Where such legislation exists, it has to be proactively enforced to avert environmental risks that these externalities pose to people, plants and planets (3Ps). Thirdly, the paper underscored the imperative of strong advocacy on environmental responsibility. This requires companies to deploy standard waste management practice and necessary infrastructural investment.

Flowing from the practical implications above, the following recommendations are proposed.

i. It is suggested that policy makers in Lagos Megacity should work with relevant environmental protection agency to ensure that there is a balance of economic, social and environmental dimensions of CSR. Where there is weak legislation, a stronger one should be enacted and enforced.

ii. To ensure companies in different sectors in Lagos Megacity leverage their CSR programmes to align with environmental issues bothering management solid waste and effluents, there is need to communicate their environmental responsibility. It is advised that companies communicate their environmental CSR programmes through periodic environmental reporting using communication channels like newspapers, radio, TV, websites, annual reports and other promotional media.

iii. While working to promote sustainable management of solid waste and effluents through legislation and government enforcement, it is also important for environmentalists, civil society groups and Green advocates to pressurise the companies to comply with environment laws and norms. They also need to educate the host communities where companies are domicile to be vigilant with regards to CSR activities that subvert public wellness and neutralising the negative effects of business operations in host communities.

A major research limitation that is beyond the control of the researchers is low response rate. From a total sample of 120 companies, only 56 responses were
finally returned. This represents a response rate of 46.7%. It is not surprising because survey research in Nigeria is characterized reluctance, apprehension and suspicious. Some view survey study as a tacit marketing intelligence research (Raimi, 2015). Practically-speaking, non-response has also been associated with the concern to preserve confidentiality as well as fear of leaking confidential information to researchers, as such information could be used by competitors for economic benefits (Raimi, Adebakin & Gabadeen, 2013). In spite of the above limitation, this empirical study is unique because it opens the space further studies on CSR and sustainable management of solid waste and effluents in Lagos Megacity. Future survey should explore national survey with larger sample size as enhanced response rate.

References


friendly activities. Tourism management, 31(3), 325-334.


E-Service Quality and Customer Satisfaction in a Recovering Economy: The Mediating Effect of E-Crime

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Abstract
Given the recovery state of the Nigerian economy since the second quarter of 2017, and the increasing rate of e-crime in the banking sector, there is an urgent need for banks to be guided on the core e-service quality metrics that can drive customer satisfaction while addressing the challenges of e-crime. This study combines the triple ten model of e-service quality by Agu and Okeyi (2018) and the customer satisfaction index by Agu, Kalu, Eluwa and Inyang (2017) to survey bank customers’ views of critical e-service quality dimensions that can drive their satisfaction in this period of economic recovery and increasing e-crime in the financial system. The Taro Yeman formula would be used to determine the study sample size from the population of Post graduate students of Abia State University, Uturu, Imo State University, Owerri and Ebonyi State University, Abakaliki, while data would be generated through structured questionnaire. Stated hypotheses would be tested using the SPSS version 20 regression analysis. The study is an insight into e-service quality, e-security/crime and customer satisfaction in the Nigerian banking sector.

Keywords: E-service quality, E-crime, E-security, Customer satisfaction.
Automotive Policy and National Development

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ABSTRACT
Nigeria, like other developing countries realized the importance of the automotive industry in their quest for economic development. After the failure of the first automotive policy Nigeria design the new automotive policy in 2013 to revive, and sustain the existing local assembly plants and encourage new plants to produce vehicles and spare parts in Nigeria. The paper examines how the failure in the implementations of the various national development plans was applicable to the automotive policy. It is the opinion of this paper that the reactivation and full implementation of the automotive policy enhance the growth and sustenance of the local assembly plants and production of truly made in Nigeria vehicles to meet the increasing local demand and for export to other African countries. The paper concludes that effectively implementations of Nigerian development plans and policies are the key to our economic development.

Keywords: Automotive Policy, National Development, Development Plans.

INTRODUCTION
Development is not only necessary but critical in the continued sustenance and growth of any country (Lawal&Oluwatoy2011). In every country, whether it is developed or underdeveloped, political leaders have been designing development and policy plans to maintain and improve the quality of life of their citizens, and provide their goods and services locally or supplement them with imports. However, developing countries rely on developed countries in terms of the supply of most of their goods and services. They also imitated, citing the occupation of developed countries from developed countries, which they followed in their efforts for development, governance patterns, technological advancement, knowledge, skills, aids, investments, etc.

Some of them have succeeded while many of them are still economically backward. Unfortunately, Nigeria belongs to the latter group of developing countries that have failed to develop their country. This is despite several development plans and polices established in Nigeria since her independence in 1960. Nigeria is good at designing development plans and policies but is weak at implementing them.

Since after the Second World War, vehicle has become the most important mass produced goods in the world and the automobile industry has become one of the biggest industrial sectors in the world (Friedrich, 2017). The global automotive industry has been enjoying strong growth and profitability in recent decades. The industry is dominated by large transnational companies from a few developed countries. The sector has experienced deep structural changes in recent times. Most of the big vehicle manufacturers outsource substantial segments of the production to other countries that have cheaper labour and good business environment. The automotive manufacturing is now based on a global chain of supplies of such level that the traditional concept of international trade is challenged (Friedrich, 2017).

According to information document on Nigeria automotive policy, Nigeria spends billions of naira annually on vehicle imports and vehicles imports constitute the second largest user of our foreign exchange (NAC 2015). For example in 2012, Nigeria spent 550 billion naira on vehicles importation (Lagos business school, 2014). This sector that consumes a very significant portion of our foreign exchange is too important to be ignored by the Nigerian government and development scholars.

Furthermore, in many countries, the automotive industry plays both a strategic and catalytic role in economic development. The developing countries, such as Nigeria, have recognized automotive manufacturing as one of their major strategies to economic development; hence, they designed automotive policies to actualize the goals of locally produced vehicles and parts. Their economic policy instrument to localize manufacturing capacities tends to be either through import substitution or export promotion. The following countries used automotive polices to develops their automotive industry: Japan (1910), Brazil (1951), South Africa (1910&1999), South Korea (1970), China (1985), India (1950s), Thailand (1970), Malaysia (1985), Philippines (2014) and Indonesia (1880s)(Friedrich, 2017). Nigeria has the potential to become the center of the automotive
industry in Africa with an estimated number of 170 million people and more than 40 million rising middle class and one of the largest economies of the continent (Africas-next-automotive-hub, 2015).

**HISTORY OF NIGERIAN AUTOMOTIVE INDUSTRY**

According to Cliff (1999), the Nigerian auto industry became the driving force behind imports, and fairly used vehicles dominate the market. However, this was not always the case. In the 1960s, private companies such as UAC, SCOA, Leventis, R.T. Briscoe has started completely knocked down (CKD) or semi-knocked (SKD) auto assembly plants in Nigeria.

In 1970 and 1980, the federal government established 2 cars and 4 commercial vehicles (state-owned) throughout Nigeria, by way of an agreement with original equipment manufacturer (OEMs) (PWC report, 2015). They are: Peugeot Automobile Nigeria Ltd (PAN), Styer Nigeria Ltd and National Truck Manufactures (NTM) in the north of the country, Volkswagen in Nigeria (VON) and Leyland Nigeria Ltd in the west and Anambra Motor Manufacturing Company (ANAMMCO) in the east. Unfortunately, the oil boom in Nigeria led to over dependence on crude oil exports and the neglect and decline of local auto industry. To revive the industry, the National Automotive Council (NAC) was established in 1990 with the mandate to facilitate the production of local vehicles and vehicles. This policy and other attempts by the government could not revive the industry. The federal government sold its shares in Peugeot and Volkswagen and other factories through privatization in 2012. The loss of exclusive rights to the government and other issues has led to a gradual decline in the number of vehicles assembled in Nigeria. The national automotive industry development plan (policy of the Nigerian government, 2003).

The National automotive policy was renamed National Automotive Industry Development Plan (NAIDP) and was re-launched in 2013 with a definite plan for its implementation. It was given clear fiscal guidelines and program to run for 10 years with periodic review. Its main objective was to bring back vehicle assembly operations and develop local content. This will discourage vehicle importation. It had legal support because federal law passed it as a law. ECOWAS has adopted the policy as one of the four priority areas for industrial development. In 2015, workshops on the development of the automotive industry in West Africa in Lagos (Abidoye, 2014) were organized.

Since the approval of the policy, 14 existing assembly plants and bodybuilders have been reactivated, which were soon to be closed? They obtained or renewed partnership agreements with global original equipment manufacturers (OEMs). Some of the assembly plants are: Volkswagen in Nigeria (VON), Peugeot Automobile of Nigeria (PAN), Innoson, Anammco and Leyland-Busan began operations in 2014.

Others yet to start operations then were: Nissan, Hyundai, Kia, Honda etc. This will add over 100,000 vehicles annually, to make the total installed capacity to 200,000. In terms of local content development, OEMS stipulated that their suppliers must have the ability to supply components at competitive cost at the right quality and delivery times. They are to keep pace with the rapid technological developments in the sector. Therefore, any local content strategy must enable local suppliers meet these OEMs requirements (Nigeria Government Policy, 2003).

The local content development programmes passes the following steps:
- Identification of the parts/components to be developed
- Conduct industry diagnosis to identify the gaps
- Take remedial action to remedy the gaps.
- Provide incentives
- Monitoring

The parts to start with are those common for all vehicles such as; batteries, break-pads, filters, paints, lubricants etc. In 2016, efforts were made to intensify contacts with the Japanese, South African, and Indian automotive components manufacturers for joint ventures and technical collaboration with our manufacturers.

The National Automotive Council (NAC) now the National Automotive Design and Development Council (NADDC) was established with the mandate to ensure timely execution of the provisions of the policy in order to revitalize the auto industry. Industry experts projected Nigeria’s potential annual new car market to reach One Million. NADDC estimated annual imports was about 400,000 vehicles, fairly used 300,000 and new vehicle 100,000 all valued at US dollar 3.45Bn. The NADDC estimated in 2015 that the automotive industry which employed about 2,600 workers could employ up to 70,000 direct jobs and 210,000 indirect ones (PWC Report, 2015).

As a result of the renewed zeal shown by the Nigerian government market analysis report by
PricewaterhouseCoopers in “The World in 2050” – which forecasts economic growth for 32 of the largest economies in the world for the period 2014 to 2050 (PWC report 2015). Their research showed the relationship between GDP and car sales for other developing countries such as; Brazil, Mexico and Indonesia. Their findings indicated a direct relationship between new car sales growth and GDP growth rate. They projected that with the continued support of Nigerian government, the auto industry will start actual manufacturing with components sourced locally in 2050. With this, imported used car called “Tokumbo” cars will be completely phased out in Nigeria. Their projection is based on sustained and effective investment in auto industry, encouraged by the government implementing political, economic and legal policies that is suitable for such investment (Ewuzie,2016).

There has been several criticism of the new national automotive policy. There are some loopholes in the policy. Some argue that the projected job creation may not be visible due to very low downstream activities (i.e production) and marketing activities in the value chain (Adejumo, 2015). The policy may give rise to assembly plants of cars whose parts were never made in Nigeria. And that the policy granted car manufacturers different kinds of tax incentives which may lead to Nigeria being a dumping ground for goods. For example allowing vehicle assembly plants to bring in complete knocked down parts of zero tariffs is loss of revenue to the economy. They further, stress that what the companies need is not necessarily incentives but functional infrastructure such as steady electricity, good roads, good communication system, security, human capacity (PWC Report,2015).

Other criticism of the policy is not that to increase car importation traffic by 70% is not in the interest of the masses especially when bank vehicle financing scheme is not fully developed in Nigeria, as well as the high lending rate charged by banks to the few rich ones that got there credit facilities(Joel,2014).

Some of the challenges faced by the policy include: influx of substandard vehicle parts by the vehicle plants owners, poor infrastructural facilities (especially electricity and road) unnecessary customs regulation and porous land borders where used vehicles are imported or smuggled into the country, lack of financial scheme for vehicle purchases,(www. Sunnewsonline.com).

Currently most of the assembly plants have closed down. This shows that the second automotive policy of 2013 failed in accomplishing the tasks of producing made in Nigeria vehicles and spare parts, and the multiplier effects to the nation’s economy. Innoson Motors, an indigenous vehicle assembly plant based in Nnewi is the major plant producing vehicle spare parts, cars and buses in Nigeria. Nigeria now rely on imported fairly used vehicles and new ones to meet our increasing demands for vehicles (Abidoye,2014).

Importance of the Automotive Industry
As noted earlier, automotive industry plays strategic role in the economic development of any Nation. It serves as the foundation for other advanced manufacturing activities (NAC,2014). The following are the importance of this sector.

a. Employment Creation: As the global demand for vehicles is very huge, the sector employs many workers directly and indirectly in the production and distribution of vehicles. According to The International Organization of Motor Vehicle Manufacturers (OICA), auto industry direct employment is over 9 Million people that are 5% of the total world employment in the manufacturing sector. (NAC 2015).

b. Economic Linkages: People involved in the processing and procurement of raw materials for the production of vehicles, as well as in the value chain of production and distribution, such as design, development, production, marketing, maintenance, etc. It leads to the development of small, medium and micro-enterprises involved in the production of parts, components, after sales services etc.

c. GDP contribution: In South Africa, the auto industry contribute 7% of GDP and 12% of export, and is the second largest employer of labour.

d. Skill Development: The manufacturing of vehicles has been pioneer in the development of production methods, mass production, quality control, computer aided design, engineering, branding, globalization, merges and requisitions.

e. Technology and Innovation: Auto Industry is big spender on research and development (R & D). OICA observed the global annual expenditure on R & D is over US$ 100 bn.

Benefits of a Vibrant Automotive Sector to the Nigeria Economy
The Nigerian Automotive Industry concentrated on the assembling of commercial vehicle as they are relatively easier to produce. In order for us to take full advantage of the full potential of the industry, we need local assembly or production of cars. The trend in the production of vehicles around the world,
especially major brands such as Toyota, General Motors, Volkswagen, Nissan, focuses on the assembly and production of about 30% of more than 2,000 parts in vehicle production, the rest is currently delivered to component suppliers.

A typical assembly plant generates three others in the supply of component and seven others in the supply of raw materials. Therefore, the industry generates several jobs for many SME directly and indirectly. See figure 1 for the detailed value chain. Nigeria is in a position to be a major assembly hub in Africa and to International auto companies as we have large labour force, growing middle class workers, significant local demand, and strategic location for exports to other African countries especially West Africa region. OEMS have signed a number of joint venture (JV) relationships with partners for the supply of most of their parts and there are significant investments by the partners who may also partner with numerous SMES in Nigeria.

Below is the data on Nigeria imports, according to the United Nations Conference on Trade and Development (UNCTAD, 2014).

![Value Chain Diagram]

Below is the data on Nigeria imports, according to the United Nations Conference on Trade and Development (UNCTAD, 2014).
### TABLE
Table 1: Key fiscal drivers of ten-year Nigerian Automotive Industry Development plan, 2013 to end 2024

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<tr>
<td>2013-2015</td>
<td>Create an environment to allow existing plants to survive and attract other OEMs like Nissan, Renault, GM and Toyota, who expressed interest in Nigeria.</td>
<td>(i) Cars (HS heading 87.03): levy of 35% duty.</td>
<td>(i) to (iv) as above (v) Concessionary FBU import by APs to be equal to their CKD/SKD imports.</td>
<td>(i) Levy on car FBU reduced to 20% tariff remains at 35%</td>
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<td>(ii) Commercial vehicles (HS Heading 87.01, 87.02, 87.04, 87.05, 87.16). Levy of 35% duty without levy.</td>
<td>(ii) Levy on car FBU reduced to 20% tariff remains at 35%</td>
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<td>(ii) Duty on CV FBU remains at 35% without levy.</td>
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<td>(iii) Tariff on CKD SKDI (HS heading 87.06) and SKDII (HS Heading 87.07) at 0%, 5% and 10% local assembly plants.</td>
<td>(iii) Tariff on CKD, SKDI and SKDII remain at 0, 5% and 10% respectively.</td>
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<td>(iii) Tariff on CKD, SKDI and SKDII remain at 0, 5% and 10% respectively.</td>
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<td>(iv) Assembly plants to import FBU at 35% and 20% duty without levy for cars and commercial vehicles respectively in numbers equal to twice their imported CKD/SKD Kits.</td>
<td>(iv) Assembly plants to import FBU at 35% and 20% duty without levy for cars and commercial vehicles respectively.</td>
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<td>(iv) Tariff on CKD, SKDI and SKDII remain at 0, 5% and 10% respectively.</td>
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<td></td>
<td></td>
<td>A short-term price rise of vehicles.</td>
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<td>(iv) Tariff on CKD, SKDI and SKDII remain at 0, 5% and 10% respectively.</td>
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<td>Importation of FBU by APs at concessionary duty will moderate price rise, at least one of the OEMs intends to assemble/import affordable vehicles in the region of $6,000-$7,000 (₦0.96m-$1.12m)</td>
<td></td>
<td>(iv) Tariff on CKD, SKDI and SKDII remain at 0, 5% and 10% respectively.</td>
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<td>The levy to be used for the development of the automotive industry, including the creation of automotive suppliers parks, an affordable vehicle financing scheme and a credit guarantee scheme.</td>
<td></td>
<td>(iv) Tariff on CKD, SKDI and SKDII remain at 0, 5% and 10% respectively.</td>
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<td></td>
<td>As above. The assembly plants to intensify implementation of local content incorporation programmes.</td>
<td></td>
<td>(iv) Tariff on CKD, SKDI and SKDII remain at 0, 5% and 10% respectively.</td>
</tr>
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</table>
The prospects of the Automotive Industry in Nigeria

It was observed by the NAC (2014), that Nigeria and Bangladeshi are the only countries among the top 10 countries by population that did not have a developed automotive industry.

This is despite our large population of over 170 million and one of the largest economies in Africa and one of the leading oil and gas procedures in the world. That's enough to help the automotive industry. Other advantages of Nigeria are:

a. The 7th most populous country in the world, with a growing middle class of about 38 million and a potential market of one million vehicles annually.

b. Regional potential export to the other west Africa and Central African market.

c. Annual vehicle imports of over N550 Billion (US$3.5Billion). Vehicle import being the number two user of foreign exchange in 2012.

d. Nigeria did not bound its tariff on vehicles at the World Trade Organization, except for ECOWAS. Auto industry is expected to be within the common tariff exclusion list.

e. Availability of large, educated and trainable workforce.

Elements of the Automotive Development Plan

The Auto sector is a major component of the Nigerian Industrial Revolution Plan (NIRP). The NIRP is a 5 year programme designed by the Federal Ministry of Industry; Trade and Investments, to diversify Nigerian economy and revenue through manufacturing. The target was to increase manufacturing contribution to GDP from the then current level of 4% to 6% in 2015 and above 10% in 2017. The Automotive sector was recognized as a strategic group because of its large market, labour intensive characteristics of production, strong industrial linkages, existing installed capacity and potential export to ECOWAS market. The plan areas developed after extensive consultations with the major stake holders such as, local auto manufacturers, OEM’s, and MD’As. The Ministry also understood other countries that have successfully implemented their (NAC,2014). Many global companies have indicated interest in investing in the auto industry in Nigeria, such as Nissan, Renault and Toyota. Nissan and Renault have concluded a car assembly contract at the former Volkswagen plant in Lagos. Others have conducted a feasibility study on vehicle assembly in Nigeria, as long as a comprehensive vehicle development plan has been developed. The elements of the plan are outlined below to ensure competitiveness and increase productivity (NAC, 2014).

i. Industrial Infrastructure: The establishment of automotive supplier parks and clusters where the manufacturers can share infrastructure, information, resources, knowledge and technical expertise. This reduces production costs due to insufficientThe three existing auto-clusters in Nigeria are located at Lagos -Ogun - Oyo, Kaduna - Kano and Enugu -Anambra. They will also serve as established zones where NAC will facilitate more investments by International OEMs and global suppliers.

ii. Skills Development: OEMs and their global suppliers have comprehensive manpower development programs at local and International level. NAC will work with OEM investors to fill the required skills in auto production. They will ensure that low-4r skilled and mid-skilled Staff position are filled by Nigeria, and with the agreement, that high skilled positions are filled by Nigerians in the next 4 to 6 years. Also, the Industrial Training Fund (ITF) has started with a Brazilian firm to design auto training centers at the three exiting Nigeria auto clusters. These canters will train Nigerians on vehicles maintenance and how to manufacture spare parts.

National Automotive Council has established foundational skills development for the automotive industry. NAC has started working with the Nigerian Universities Commission and other Stakeholders to design Curriculum for a degree in automotive engineering. Two Nigerian Universities, Abubaker, TafawaBelewa University in Bauchi and Elizade University in Ondo have started plans to offer degree in automotive engineering. NAC in collaboration with the National Board for Technical Education

Source: NAC, 2014
iii. Standards: To ensure safety standards and products, local content producers would be encouraged and helped them produce high quality products and obtain ISO certification. NAC in collaboration with the Standards Organization of Nigerian (SON) and other Stakeholders developed 106 vehicle safety standards in the last two years. To ensure conformity to the standards, the Council established automotive component tester. Also, NAC has been supervising the State’s motor vehicle, Administration Departments in order to reform and review the vehicle inspection and certification system (NAC, 2014).

iv. Investment Promotion: With the measures to attract foreign investment in place, such as, downwards review of tariff measures and supplier parks, there will be campaign to attract investors. The pre-requisites for investment in the automotive sector are as follows:
   a. Fiscal Measure: The incentives and support measures needed to attract investors can be achieved through appropriate fiscal measures.
   b. Checking of Smuggling: Effective measure should be put in place to check smuggling of vehicles into Nigeria especially the land borders with Togo and Niger Republic. NAC has started working with the Nigerian Customs Service and the Federal Road Safety commission (FRSC) to stop the menace of smuggling of vehicles in Nigeria.
   c. Policy consistence by Government: As the industry involves long term investments our development plan should be long term at least 10 years. The key components of the plan should receive legislative backing to assure investors of no abrupt policy changes.

v. Market Development: The Nigerian market can sustain indigenous automotive industry. However, the following should be implemented to develop and sustain the market for local automotive industry.
   i. Affordable Vehicles: More than three quarters of vehicles sold in Nigeria are second hand cars. This is essentially due to the low purchasing power of many Nigerians and the quest for luxurious vehicles such as; SUVs (popularly called Jeep). To limit this trend, vehicle manufacturers have developed strategies to produce inexpensive vehicles. For example, Nissan has again introduced the Datsun brand as a low-cost vehicle for developing countries. They started it in India and are looking for a production base in Africa to produce it for African countries. This may be Nigeria. Automotive strategies in Nigeria are expected to attract OEMs who will manufacture or assemble lower, infinite expensive models in Nigeria, in the same price range of used vehicles imported into Nigeria.
   
   ii. Vehicle Purchase Scheme: The established OEMS usually make provision for vehicle financing Scheme in their host countries. NAC will work with OEMS to establish domestic dealership network and liaise with banks in Nigeria to finance new vehicles purchases in Nigeria.
   iii. Patronage: The Government at federal and State level should patronize locally produced vehicles to show confidence in the locally produced goods and encourage the private sectors to do the same. This also portrays that the government is serious on wealth and job creation and technological development provided by the industry.

LOCAL CONTENT DEVELOPMENT:
The Auto Development Plan will ensure a steady increase in the local content of vehicles assembled in Nigeria. Initially, Most parts of the vehicle are expected to be imported and assembly in Nigeria. The next stage is the production of specific parts on site, when the suppliers of Nigeria will develop competences in the production of parts.

In the initial phase, the plan will facilitate local content increasing in the following parts:
- Welded parts: - (Exhaust system, seat frames)
- Electrical parts (batteries, trafficator wiring)
- Plastic and rubber parts (tyres, tubes, fan blades, seat foam, oil seals, hoses, radiator grills etc.)
- Radiator, cables, filters, brake pads linings, windscreens, side glasses, fibre-glass parts, paints, etc.

a. Requirements for the development of local content: One of the reasons for the failure of the industry was lack of integrated plans and efforts; hence, the dent of local content will depend on the following:
   - An automotive industry with sufficient sales at least 5000 units per model
   - Availability needed raw materials locally, such as iron and steel, plastics, elastomers, aluminum and other non-ferrous metals.
- Availability of Engineering infrastructure, such as forge and foundry shops, precision machine shops, heat treatment facilities.
- Test canters for the testing of the quality of automotive safety parts, under take vehicle homologation and assist in R and D.
- The development of a local content development programme with the industry and providing appropriate incentives.
- Changing import duty of 35% on automotive components locally produced at competitive prices and of good quality.

b. Immediate opportunities in the Nigerian Tyre Industry: Nigeria Tyre Industry already has strong opportunities to increase the local content in auto sector development and Michelin established tyre factories in 1962 and 1963 respectively. In 2005, the combined annual tyre capacity is 2.25m (1.5m car and 0.75m truck tyre) and the market size for tyres was about 3 million units; valued at over N30 Billion. As at 2005, the local production was 75% of demand for tyres. However, the Nigerian tyre plants have closed and the country import almost all tyres. This was caused by a radical change in government policy in 2005, where there was drastic reduction (NAC,2014).

CONCEPT OF NATIONAL DEVELOPMENT

Development as a concept has been defined by erudite scholars in different ways. And some of these definitions are as follows; Gboyega (2003) perceives development as a refinement of the conditions of human existence in all branches, which means that citizens materialize well (they are neither the strongest nor the rich alone). Again, poverty and inequality should be reduced so that people can place goods on them; he said that security and livelihood should be made available to people. According to Naomi (1995), development is not only economic growth, but rather providing good health care, education, housing, fair distribution and other basic services that will improve the quality of life. Amuchezai (1980) sees development as a multidimensional process encompassing the whole of the human being in its political, economic, psychological and social realities. He also said that development should be human-oriented, not institutional-oriented, pay attention to individual citizens and their well-being. Igbafen and Ihonvbere (2012) defined development as embracing a process that involves permanent and systematic cultural, economic and political changes in which production increases, people are empowered, environmental protection, institutions are strengthened, quality of life is enhanced and good governance is promoted.

National development can be defined as overall development or a collective socio-economic, political and technological advancement of a nation, which can be achieved through development planning, strategies, policies, plans, programmes, projects and others through government (Lawaland Oluwatoyin, 2011).

Ogai (2003) stressed that national development is a gradual manifestation of positive changes in the economic, industrial, political, social, cultural and administrative life of a nation. He said that it is more than economic growth; it includes high quality and large quantity of productive resources as well as efficiency in using them.

National development is the improvement of different or various parts of our national life like political, ethical, socio- psychological and economical. It is embed in industrial change that focuses on the progress of civilization.

The main important aspect of national development is constant and joint effort to meet up citizens material well being (Ogai 2003).

National Development Plans and Its Failures

There are series of development plans in Nigeria. Sanusi (2012) listed Nigerian development plans since independence which are as follows:
- First National Development plan (1962-1968)
- Structural Adjustment programme;
- Vision 2010
- National Economy Empowerment and Development Strategy (NEEDS)
- VISION 2020 and lots of others

Nigeria designed their first national development plan in 1992 and 1968 in the administration of Tafawa Balewa, with the aim of providing opportunities in health, education, employment and making ways to these opportunities, etc. The plan was also to encourage agricultural growth, industrial development, increasing growth and training of high-level and middle level manpower. The plan failed slightly due to 50% needed for the resources was to come from outside the country but only 14% was received.(Ogwumike, 1995).

The failure of first Republic and break out of Civil War also help in destroying the plan. Poor leadership
and governance that emerge from the first republic and emergence of military in Nigeria politics, through the first republic and civil war of 1967 and 1970 also destroyed the plan (Lawal and Oluwatoyin, 2011).

Nigeria designed the second national development plan in 1971 to 1974, during the rule of Gowon. In order to build a free and democratic society, an independent economy, a united, strong, large, dynamic economy, transport, defense, electricity, communication, water supply, social services and land with the opening of good opportunities for all citizens (Eneh, 2008). One of the reasons to design a second national development was to achieve five goals, but at the end none of the five objectives was achieved (Eneh, 2009). The Gowon government tried to address the issue of poverty and food, needs of the nation. Many programs was introduced in 1972 by Gowon administration, such as Agricultural and Co-operative bank. Upon all this programs the country is not better off, even today (Eneh, 2008 and 2009).

Nigeria developed the third national development plan in 1975-1980, and the plan aimed to restructure and change the social facilities that were destroyed during the Civil War. The plan was to be more serious than the second national development plan, the plan failed because of so many resources that were invested in rehabilitation and new social amenities (Sanusi, 2012).

The Nigerian designed the fourth national development (1981-1985). With a view to developing an economy based on a broader economy, so as to reduce excessive dependence on narrow business operations. The plan was also aimed at improving the living conditions of people, their income, fair distribution of income between individuals, socioeconomic groups, increased dependence on materials and human resources in this country, elimination of poverty and reduction of unemployment and employment (Lawal and Oluwatoyin, 2011).

In fact all these designed plans failed from 1971 to 1985 during the time of Oil boom in Nigeria. What Nigerians suffered was not lack of resources rather bad leadership and governance. Because of bad leadership they failed to invest money gotten from the oil. Rather the money was liquidated and there was mass poverty (Sanusi, 2012). During the Oil boom another problem is Nigeria do not make plan on how to spend their money instead corruption destroyed everything and the money disappeared into private accounts of the leaders. Corruption is another major problem till today Nigeria is still facing the issue of bad governance and ineffective leaders that only cater for themselves only and lack vision, high sense of commitment and responsibility, ability to mobilize others and unite all the ethnic regions. All these things mentioned has robbed Nigeria the greatness even though that they have a lot of resources and potentials. By 1960 at independence, Nigeria was grouped with other countries like Brazil, India and others as those in the front of world economy but today we are far behind (Nnanna, 2011).

Ojo and Ojo (2012) opined that Nigeria is still moving around the political and economic wilderness for over years now, swimming in the ocean of corruption, head rotten and body decaying. Please Nigeria where are we heading to, what is happening? The end of oil boom, economy of Nigeria went into recession, that is in 1980s, it is very late to cry. Even though with different types of strategies, projects, programs that was used yet little or no results was achieved. Some programs like Operation Feed the Nation (OFN), Structural Adjustment Programme (SAP), Vision 2010, National Economic Empowerment and Development (NEED), Creation of Development Centers and Seven Point Agenda, National Transformation Agenda and Vision 2020. All these programs mentioned, there were no clear strategy and good effort to achieve them (Lawal and Oluwatoyin, 2011).

Problem of National Development Implementation in Nigeria

Although all development strategies carried out by various political leaders and their intentions to achieve useful development have proved ineffective. Does this mean that these plans are bad or badly designed? If they are not wrong, why do our plans always fail in spite of our abundant resources? Factors that speak against national development are numerous. National development is facing lack of executive capacity for formulation and implementation of all these plans. The plans fail because general public are left out or partially involved. Village peasants, Local Government Officials who are closer to the people are not involved because, it is not only the technocrats that can prepare national plan (Mimiko, 1998).

Bad governance causes failure in National development plan while good governance leads to meaningful planning. But because of the presences of bad leadership, governance/rule without sense of commitment to development, every plan proves abortive (Onah, 2006).
Nwakaego, Chukwu, & Ngirika. *Automotive Policy and National...

Mimiko (1998) opined that after independence Nigerians only acquire power from colonial rule instead of using power to carry out the activities of national development.

The issue of stability and continuity of political activities is also a threat to the implementation of national development plans. Unfortunately, in Nigeria, the majority of new political leaders abandon most of the predecessor's useful plans and policies to start their own to the detriment of the nation. This causes a huge waste of our resources and discourages investment (Mimiko, 1998).

Human capital development is another major bottleneck to the achievement of national development plans. The quality of workers in the Ministries and Parastatals who will supervise or execute government plans is a product of their level of education, dedication, motivation, training relevant to their assigned duties and responsibilities. In Nigeria, most of the government workers lack the proper skills, knowledge, motivation and commitment to discharge their duties effectively and efficiently (Mimiko, 1998).

Insecurity is one of the major problems preventing the achievement of the national development plans. The militants in the Niger Delta Region have been destroying oil wells and pipelines, kidnapping of oil workers, etc. This has been disrupting Crude Oil production which the major source of funds for the execution of National plans; Recently, the Boko Haram and Biafra agitators have killed many people and destroyed economic activities. No meaningful development takes place in any country that faces high level of insecurity to lives and property (Lawal and Oluwatoyin 2011).

Mono-economic base is another major factor as the country only depends on crude oil for the Survival and other economic sectors becomes forgotten. Agriculture that has been Nigerian’s major source of income in 1950s and 1960s has been swept under the carpet over the years. Government is talking about exporting, so what are we exporting, no diversification in the economy and no suitable development. Pressure is more and more on crude oil for the whole nations survival (Ojo and Ojo 2002).

China in context and lesson from Asian Tigers Sanusi (2012) pointed out how the Asians made it. He said that in 1970s Malaysia and Singapore cannot compete with Nigeria in terms of GDP, in fact they were far behind Nigeria. But today the economies of the Asians has changed totally miles ahead of Nigeria, now they are one of the major players on global economy.

<table>
<thead>
<tr>
<th>GDP PER CAPITAL INCOME ($)</th>
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<tr>
<td><strong>Country Name</strong></td>
</tr>
<tr>
<td>China</td>
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<td>Malaysia</td>
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<td>Indonesia</td>
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<td>Singapore</td>
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<td>Nigeria</td>
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Source: World Bank – Wikipedia.org

Looking at this table carefully its explanations is as follows:

**China and Nigeria**
In 1970 China’s GDP per capital of $112 was ranked 114th in the world while that of Nigeria’s GDP Per capital of $219 was ranked 88th. But China has rapidly in growth rate over 9.5% may be the highest in the world or second largest economy behind USA. They achieve this growth through visionary leadership and involvement of their Citizens in their national development (Sanusi, 2012).

**Indonesia and Nigeria**
Indonesia is a country like Nigeria with population of over 250 Million and over 200 languages, different ethnic groups. By 1965 their GDP Per capital of $55, but in 2010 their GDP rose to $2,986 and that of
Nigeria’s GDP was at $1,465. The gap is too much Indonesia and Nigeria, now Indonesia is the largest market in South-East Asia. This growth was as a result of good leadership.

Malaysia and Nigeria
By the year 1960, Malaysia GDP Per capital was $299 then by 2010 their GDP rose to $8,634, the difference is there and so tremendous compare to that of Nigeria. Nigerian’s GDP Per capital income was $1,465 by 1960 Malaysia was getting improved oil palm and rubber seeds from Nigeria, with it they became the world largest palm oil producer/exporter. Today they are the main exporter of rubber, and Nigeria has become their main importer of their goods. The rapid growth in Malaysia was the result of good political leadership, a business-friendly policy, acceptance of foreign investors, productive workforce, political stability and developed infrastructure (Sanusi, 2012).

Singapore and Nigeria
In the year 1960 Singapore GDP Per capital was $395 and move to $925 in 1970 while that of Nigerian’s GDP grew from $91 to $219. In 2010 that of Singapore rose to $44,697 that their GDP. Today, Singapore has become one of world’s 2nd most open economies in Asian Pacific Region. Singapore called this tremendous growth miracle and this miracle was as a result of visionary leadership, successful free market, consistent policies and good governance (Sanusi, 2012).

The lessons to learn is that these Asian countries embraces globalization and technology, they developed their agricultural sector, they adopted a system of mass education, development of indigenous industries, export-oriented strategy, discipline leadership existence of efficient bureaucracy, human resources development, harmonization between private sector and that of Government, Institutional capacity building attention to problems of governance, consistency and policy stability (Mimiko, 1998).

STRATEGIES FOR NATIONAL DEVELOPMENT
In any development plan, what brings the good result is implementation of the designed plan. Planning is important but the major success is carrying out the said plan faithfully. It was mentioned earlier that most of the development fails as a result of poor implementation and bad leadership.

For this reason, current strategies have been developed to replace older strategies, new strategies and policies are seven points Agenda and Vision 2020. But the problem is that these new policies and strategies will be implemented faithfully, if so, the nation is heading for better development. In order for these strategies to work, we must adopt the strategy of the Asian tiger, by developing the leaders involved, discipline, honesty and cooperation with the project implementing entities, to set economic goals and other things needed for national development (Sanusi 2012).

Economic liberalization, stability and continuity of policies, local and foreign investments should be preserved and encouraged to look more broadly at Nigeria, which wants to be a financially advanced country.

(Mimiko 1998,Lawal and Oluwatoyin2011). There is no need for formulating new policies every time rather, it is better to build on the formed ones instead of rejecting them. (Sanusi, 2012).

RECOMMENDATION
As the automotive sector plays a very significant role in economic development and vehicles being essential goods, the following are my recommendation for the revival, sustenance and growth of the automotive industry.

1. The Federal government should declare a state of emergency in the automotive industry and give the sector top priority terms of funding and supervision in the annual budgets and in the nation’s development plans.
2. For human capacity development all the Federal Universities of Technology and Polytechnic should offer a course in Automotive Engineering.
3. Automotive research institute should be established and well founded, with strict supervision by the supervising Ministry.
4. Banks should be mandated to be liberal in the granting of credit facilities for the purchase of new vehicles, with reduced interest charges.
5. There should be very strict monitoring of customs officials to be alive to their duties to avoid illegal smuggling of vehicles into Nigeria especially through the land borders.
6. There should be massive and sustained investments in the provision of infrastructural facilities by government especially in the provision of steady electricity, good roads, etc. Solar energy now provides a good alternative to the traditional means of power generation in Nigeria.
7. Since the difference in tariff between cars and trucks importation caused manipulation by some
importers, the tariff should be the same rate and should not be too high until local assembly plants can provide the majority of Nigerians vehicles demand.

8. The issue of security must be addressed by government at all levels. As insecurity of lives and property drives away local and foreign investors.

9. The government should have the political will to implement all the agreements, all the regulations, and guidelines as stipulated in the 2013 automotive policy. In the event of full implementation, local automotive plants will be restored and more investors will be created. The problem is not policy but implementation. The government can learn from Asian countries how to implement their plans and policies.

**CONCLUSION**

This paper analyzed national development in Nigeria. It examined the various attempts by various Nigerian leaders to develop the country since independence through national development plans and policies, the challenges they faced and the reasons their efforts could not develop Nigeria like their contemporary in Asian countries. Nigerian leaders designed automotive policies to enable Nigeria product locally made vehicles and parts but this was a failure as in the national development plans. It is the opinion of their paper that Nigeria can learn from these Asian countries and become truly the giant of African. We have the great potentials that need to be harnessed by credible visionary disciplined and dedicated political leaders.

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ABSTRACT
The study sought to examine the effect of currency exchange, inflation and government policies on financial reporting of multinational companies. There are a lot of factors that affect the financial report of multinational companies but the study focuses on currency exchange, inflation and government policies on multinational companies. The literature development was guided by purchasing power parity (PPP) theory, interest rate parity (IPR) theory, and the balance of payments theory. The descriptive research design was used in this study. The Nigeria Bureau for statistics and the Central Bank of Nigeria were used as sources of information in other to establish the effect of currency exchange, inflation and government policies on the financial reporting of multinational companies. The study used inflation rates in percentage, interest rates in percentage and average annual exchange rates from 2012-2017. Multiple linear regression was used to analyse the relationship between the variables and a response variable was used by fitting a linear equation to the observed data. The study also used the explanatory power of the model R\textsuperscript{2}, F test ANOVA and also test of Multicullinearity. The study found that the co-efficient of multiple determinations R-square value was 0.81; these meant that the chosen variables specifically inflation rate and currency rates in Nigeria during the year 2012-2017 affect exchange rate by 87.1\% and therefore 12.9\% effects the exchange rate was associated with other factors. The regression results also indicate that the relationship between inflation, interest rate, and exchange rates is very significant at 0.05 level with a p-value of 0.016. The study finally concluded that increase in interest rate is necessary to stabilize the exchange rate depreciation and to curb the inflationary pressure and thereby helps to avoid much consequence on multinational corporations. The study therefore recommends that multinational corporations should come up with means to evaluate exchange rate volitility as a result of government policies and that given specific context of developing countries like Nigeria, significant shocks from the exchange rate to inflation and the limitations related to government policies controlling exchange rate volatility is vital to financial reporting.

Keywords: Foreign currency exchange, Inflation, Government Policy, Multinational companies

1. INTRODUCTION
One of the main complications in dealing with multinational corporations is accounting for and planning around foreign currency exchange rates. Most countries have their own form of currency that fluctuates with the market and political climate in their country. Multinational companies must keep these changes in mind when doing any type of business abroad.

Financial statement reporting is also more complex for businesses operating in multiple countries. FASB dictates that the US dollar must be used for all domestic companies’ financial statements, but other countries often require IFRS statements for their markets. Many developed and developing countries have adopted international financial Reporting Standards (IFRS) as the basis for financial reporting. This is because globalization of capital market is an irreversible process, and there are many potential benefits to be gained from mutually recognized and prospected international accounting standards. The move towards developing an acceptable global high quality financial reporting standard started in 1973 when the International Accounting standards committee (IASC) was formed by professional Accounting bodies from Canada, USA, United Kingdom, Germany, France, Netherland, Australia, Mexico and Japan. The IASC was to formulate uniform and global accounting aimed at reducing the discrepancies in International Accounting principles and reporting practices.

In this light, the IASC was established and has actively been championing the uniformity and standardization of accounting principles for the past few years. In April 2001, the IASC was reorganized into International Accounting standard Board (IASB). Henceforth, the IASB has updated the already existing International Accounting Standards and referred to them as International Financial Reporting standards (IFRS). IFRSs are single set of high quality
understandable standard for general purpose of financial reporting which are principles based in contrast to the rules based approach.

While some countries have been using these standards for decades, they are however new for transition economies like Nigeria. In Nigeria, implementation of IFRS was launched in September 2010, but the successful adoption and implementation of these standards remain a mirage in Nigeria. The adoption was organized such that all the stakeholders will use the IFRS by January 2014. The adoption was scheduled to start with public listed entities and significant public interest entities who are expected to adopt the IFRS by January 2012.

The Effects of differing national rates of inflation and exchange rate changes on the profitability and hence the risk of multinational corporations is currently receiving much attention from both the management of these firms and the accounting profession. The relationships between changes in currency values, both internal and external and the international investing, trading, production, and marketing decisions of multinational firms are clearly of great interest to the national government involved. In the light of this therefore, this study is focused on the effect currency exchange, inflation and government policies has on the financial reporting of multinational companies.

II. LITERATURE REVIEW
2.1 CONCEPTUAL FRAMEWORK
2.1.1 FINANCIAL REPORTING
Financial reporting discloses the financial situation of an entity which assists investors in predicting the performance of the entity and in estimating the value of the entity. Information regarding the position of the investments by the entity (stock) and the results of those investments (flows) is disclosed for those who predict the future and make investment decisions under their own responsibility.

Financial reporting provides information that represents the results of the entity’s investments basically the results of the past, but it is commonly used in predicting future cash flows, which provides the basis for estimating the value of the entity. Use of profit information implies emphasis on the information regarding stock of investments which generates profit. This is because not only the absolute amount of the results of the entity’s investments but also the profitability (or efficiency) in comparison with the stock amount of investments which generates those results is considered to be important. The quality of the information provided in financial reports determines the usefulness of those reports to users. The qualitative characteristics of financial information discussed in the IASC Framework are: understandability, relevance, materiality, reliability, faithful representation, substance over form, neutrality, prudence, completeness and comparability.

In addition, the IASC also notes that other characteristics such as timeliness are important. A balancing or trade-off between characteristics may be necessary. Different accounting bases may also score more highly on one characteristic than another. Deciding the relative importance of the characteristics in different cases is a matter of judgment.

The value of goods, services, and property is measured by currencies. Currency exchange rate is the rate which currencies are exchanged into another; it is the value of currencies relative to each other.

The rest of the section is arranged as follows: section two deals with literature review, while the third section accesses the theoretical framework, section four presents the model specification and specification and estimation techniques while section five involves the empirical analysis and discussion of result, and section six concludes the paper.

2.1.2 Currency Exchange
A currency exchange is a business or financial institution that has the legal right to exchange one currency for another currency to its customers. A currency exchange may be a stand-alone business or may be part of the services offered by a bank or other financial institution. The currency exchange profits from its services either through adjusting the exchange rate or taking a commission.

Exchange rate of currencies is one of the most important factors that affect the whole economy. All the companies in the world are affected by any change in the exchange rate of their currency. Multinational Corporation’s value is affected more than national companies by any movement in currencies exchange rate. This change may affect the company’s assets price, financial structure, profit margin, and cash flow (Feixiang 2012).

GOVERNMENT POLICIES
The different components of the governmental policy have a significant influence over the foreign companies’ activity. The economic policies include the fiscal policy, monetary policy, commercial policy and sector policy. For transnational society, the most influential governmental actions are those regarding
economic restriction like: exchange control, import restrictions, taxes control, price control, the local matters restrictions, foreign investments’ restrictions. Knowing the host country’s global political climate (anticipating changes that might appear in time) and its involvement in a larger frame of the world’s political context will offer to the company the possibility of a correct underlying and adaption of its own international strategy according to the concrete conditions of the political space where it will operate.

2.1.4 THEORETICAL FRAMEWORK

Theoretical Review There are different theories on exchange rate, each identifying own paradigm and concept about the exchange rates. The study is greatly interested with exchange rate theories that identify its relationship with interest rates and inflation. Highlighted below are some of such theories which include:

2.2.1 Interest Rate Parity Theory

Interest Rate Parity (IPR) theory is used to analyze the relationship between at the spot rate and a corresponding forward (future) rate of currencies. The IPR theory states interest rate differentials between two different currencies will be reflected in the premium or discount for the forward exchange rate on the foreign currency if there is no arbitrage---the activity of buying shares or currency in one financial market and selling it at a profit in another. The theory further states size of the forward premium or discount on a foreign currency should be equal to the interest rate differentials between the countries in comparison (Bleaney, and Fielding, 2002). The theory of interest rate parity, relates the difference between foreign and domestic interest rates with the difference in spot and future exchange rates. This parity condition states that the domestic interest rate should equal the foreign interest rate plus the expected change of the exchange rates. If investors are risk-neutral and have rational expectations, the future exchange rate should perfectly adjust given the present interest-rate differential. For example, if the differential between one-year dollar and pound interest rates is five percent with the pound being higher, risk neutral, rational investors would expect the pound to depreciate by five percent over one year thereby equalizing the returns on dollar and pound deposits. If the exchange rate did not adjust, then arbitrage opportunities would exist. Consequently, the $ current forward rate should reflect this interest rate differential as a forward contract locks in the future exchange rate.

2.2.2 Purchasing Power Parity Theory

Purchasing Power Parity (PPP) is a theory of exchange rate determination and a way to compare the average costs of goods and services between countries. The theory was developed in its modern form by Gustav Cassel in 1918. The theory assumes that the actions of importers and exporters (motivated by cross-country price differences) induce changes in the spot exchange rate. In another vein, PPP suggests that transactions on a country’s current account affect the value of the exchange rate on the foreign exchange (Forex) market. This is in contrast with the interest rate parity theory, which assumes that the actions of investors (whose transactions are recorded on the capital account) induce changes in the exchange rate. PPP theory is based on an extension and variation of the —law of one price as applied to the aggregate economy. (Devereux and Engel, 2003)

To explain the theory it is best to first review the idea behind the law of one price. Purchasing power parity is both a theory about exchange rate determination and a tool to make more accurate comparisons of data between countries. It is probably more important in its latter role since as a theory it performs pretty poorly. Its poor performance arises largely because its simple form depends on several assumptions that are not likely to hold in the real world and because the amount of foreign exchange activity due to importer and exporter demands is much less than the amount of activity due to investor demands. Nonetheless, the theory remains important to provide the background for its use as a tool for cross-country comparisons of income and wages, which is used by international organizations like the World Bank in presenting much of their international data.

2.2.3 The Balance of Payments Theory

The balance of payments theory is the modern and most satisfactory theory of the determination of the exchange rate. It is also called the demand and supply theory of exchange rate. According to this theory, the rate of exchange in the foreign exchange market is determined by the balance of payments in the sense of demand and supply of foreign exchange in the market. Here the term ‘balance of payments’ is used in the sense of a market balance. If the demand for a country's currency falls at a given rate of exchange, we can speak of a deficit in its balance of payments. Similarly, if the demand for a country's currency rises at a given rate of exchange, we can speak of surplus in its balance of payments. A deficit balance of payments leads to a fall or depreciation in the external value of the country's currency. A surplus balance of payments leads to an increase or
appreciation in the external value of the country's currency (Gali, and Monacelli, 2005).

According to the theory, a deficit in the balance of payments leads to fall or depreciation in the rate of exchange, while a surplus in the balance of payments strengthens the foreign exchange reserves, causing an appreciation in the price of home currency in terms of foreign currency. A deficit balance of payments of a country implies that demand for foreign exchange is exceeding its supply.

2.3. Determinants of Exchange Rates
Exchange rates are determined by the demand and supply of a particular currency as compared to other currencies. There are numerous factors that determine the exchange rate between two countries.

2.3.1 Interest Rate
Inflation and interest rates are highly correlated. Higher inflation generally means higher interest rates in an economy. Hence, high interest rate also becomes a factor for the changes in exchange rate. Interest rate is the tool used by the central bank of a country to keep a check on any major currency fluctuation. The central bank can also try to keep the exchange rate under a targeted range by manipulating the interest rates. Higher interest rates bring in more investment from overseas as the returns are higher than countries with low interest rates (Bowe, and Saltvedt, 2004).

The theoretical as well as empirical relationship between the interest rate and exchange rate has been a debatable issue among the economists. According to Mundell-Fleming model, an increase in interest rate is necessary to stabilize the exchange rate depreciation and to curb the inflationary pressure and thereby helps to avoid many adverse economic consequences (Calvo, & Reinhart, 2000). The high interest rate policy is considered important for several reasons. Firstly, it provides the information to the market about the authorities’ resolve not to allow the sharp exchange rate movement that the market expects given the state of the economy and thereby reduce the inflationary expectations and prevent the vicious cycle of 10 inflation and exchange rate depreciation. Secondly, it raises the attractiveness of domestic financial assets as a result of which capital inflow takes place and thereby limiting the exchange rate depreciation. Thirdly, it not only reduces the level of domestic aggregate demand but also improves the balance of payment position by reducing the level of imports (Devereux, & Engel, 2003).

The three major explanations of inflation include fiscal, monetary, and balance of payments aspects. While in the monetary aspect inflation is considered to be due to an increase in money supply, in the fiscal aspect, budget deficits are the fundamental cause of inflation in countries with prolonged high inflation. However, the fiscal aspect is closely linked to monetary explanations of inflation since government deficits are often financed by money creation in developing countries. In the balance of payments aspect, emphasis is placed on the exchange rate. Simply, the exchange rate collapses bring about inflation either through higher import prices and increase in inflationary expectations which are often accommodated or through an accelerated wage indexation mechanism (McCallum, and Nelson, 2000).

2.3.2 Inflation
Inflation is one of the major factors that affect the exchange rate. Theoretically a low inflation rate scenario will exhibit a rising currency rate, as the purchasing power of the currency will increase as compared to other currencies (Duarte, & Stockman, 2002). Generally, the inflation rate is used to measure the price stability in the economy. Conceptually, the inflation can be divided into two sides, namely: demand side inflation (demand pull inflation) and supply side inflation (cost push inflation). For open-economy countries, inflation comes from domestic factors (internal pressure) and also overseas factors (external pressure) (Edwards, 2002). The sources of external factors are the increase in the world commodity prices or exchange rate fluctuation. The influence of exchange rate towards inflation itself depends on the choice of exchange rate regime in the country. Exchange rate system has an important role in reducing or minimizing the risk of fluctuations in exchange rates, which will have an impact on the economy. Any changes in exchange rates will have a great impact on the economy (Eichengreen, 2004).

According to Engle, (2002) in the system of floating exchange rates, exchange rate fluctuations can have a strong impact on the level of prices through the aggregate demand 11 (AD) and aggregate supply (AS). On the aggregate supply, depreciation (devaluation) of domestic currency can affect the price level directly through imported goods that domestic consumers pay. However, this condition occurs if the country is the recipient countries of international prices (international price taker). Non direct influence from the depreciation (devaluation) of currency against the price level of a country can be seen from the price of capital goods (intermediate
goods) imported by the manufacturer as an input. The weakening of exchange rate will cause the price of inputs more expensive, thus contributing to a higher cost of production.

Inflation is the term used to describe a rise of average prices through the economy. It means that money is losing its value. The underlying cause is usually that too much money is available to purchase too few goods and services, or that demand in the economy is outpacing supply. In general, this situation occurs when an economy is so buoyant that there are widespread shortages of labour and materials. People can charge higher prices for the same goods or services. Inflation can also be caused by a rise in the prices of imported commodities, such as oil. However, this sort of inflation is usually transient, and less crucial than the structural inflation caused by an over-supply of money (Fraga, Goldfajn and Minella, 2003).

Generally, the inflation rate is used to measure the price stability in the economy. Conceptually, the inflation can be divided into two sides, namely: demand side inflation (demand pull inflation) and supply side inflation (cost push inflation). For open-economy countries, inflation come from domestic factors (internal pressure) and also overseas factors (external pressure). The sources of external factors are the increase in the world commodity prices or exchange rate fluctuation. The influence of exchange rate towards inflation itself depends on the choice of exchange rate regime in the country. Exchange rate system has an important role in reducing or minimizing the risk of fluctuations in exchange rates, which will have an impact on the economy. Any changes in exchange rates will have a great impact on the economy (Fung, 2002).

According to Gerlach and Smets, (2000) Inflation can be very damaging for a number of reasons. First, people may be left worse off if prices rise faster than their incomes. Second, inflation can reduce the value of an investment if the returns prove insufficient to compensate them for inflation. Third, since bouts of inflation often go hand in hand with an overheated 12 economy, they can accentuate boom-bust cycles in the economy. Sustained inflation also has longer-term effects. If money is losing its value, businesses and investors are less likely to make long-term contracts. This discourages long-term investment in the nation’s productive capacity.

The relationship between inflation targeting regime and exchange rate regime has led some analysts to conclude that one of the costs of inflation targeting adoption is the increase in exchange rate volatility. Yet, some studies show that the adoption of a free-floating exchange rate does not necessarily implies more effective of nominal and real exchange rate floating argue that inflation targeting would lead to higher exchange rate volatility find that the lack of credibility of monetary authority may lead to exchange rate volatility problem (LevyYeyati, and Sturzenegger, 2002).

Understanding the sources of fluctuations in output and inflation is an important challenge to empirical macroeconomists. It is an issue taken up in a large number of recent studies in the developed nations, Latin America, and Asian countries. At the core of this issue is whether or not stabilization without recession is possible. While some theoretical models suggest that stabilization could be expansionary particularly for high inflation countries, others argue that stabilization without recession is rather difficult to achieve (Ma´ckowiak, 2003).

**EMPERICAL REVIEW**

Exchange rate and monetary policies such as interest rates and inflation policies are key tools in economic management and in the stabilization and adjustment process in developing countries, where low inflation and international competitiveness have become major policy targets. Nigeria’s experience with the financial reform process shows a widening interest rate spread following interest rate liberalization. This period is characterized by high implicit costs with tight monetary policy achieved through increased reserve and cash ratios. Despite the importance of monetary and exchange rate policies in economic management, few studies have been done to assess the relationship between them. It is already recognized in the literature that the real exchange rate is an endogenous variable that responds to both exogenous and policy induced disturbances and that prolonged real exchange rate misalignment will usually generate macroeconomic disequilibrium (Ndungu, and Ngugi,1999). A study by Ndungu and Ngugi (1999) indicated that the real exchange rate is a measure of international competitiveness, while inflation mostly emanates from monetary expansion, currency devaluation and other structural factors. Exchange rate policy has undergone various regime shifts over the years, largely driven by economic events, especially balance of payments crises. A fixed exchange rate was maintained in the 1960s and 1970s, with the currency becoming over-valued, though not extremely so. Exchange controls were maintained from the early 1970s until a market-determined
regime was adopted in the 1990s. There have been numerous studies on inflation, interest rates and exchange rates, but studies on the interrelationship between these three variables have been scanty. A study by Pattanaik, and Mitra (2001) indicates that interest rates, inflation rates and exchange rates are all highly correlated. By manipulating interest rates, central banks exert influence over both inflation and exchange rates, and changing interest rates impact inflation and currency values. A study by Bhole and Dash, (2002) sought to understand the relationship between interest rate and exchange rate in India. In their analysis, the scholars found the empirical relationship between the interest rate and exchange rate has been a debatable issue among the economists. According to Mundell-Fleming model, an increase in interest rate is necessary to stabilize the exchange rate depreciation and to curb the inflationary pressure and thereby helps to avoid many adverse economic consequences. The high interest rate policy is considered important for several reasons.

Firstly, it provides the information to the market about the authorities’ resolve not to allow the sharp exchange rate movement that the market expects given the state of the economy and thereby reduce the inflationary expectations and prevent the vicious cycle of inflation and exchange rate depreciation. Secondly, it raises the attractiveness of domestic financial assets as a result of which capital inflow takes place and thereby limiting the exchange rate depreciation (Morón, and Winkelried, 2003).

Thirdly, it not only reduces the level of domestic aggregate demand but also improves the balance of payment position by reducing the level of imports. But the East Asian currency crisis and the failure of high interest rates policy to stabilize the exchange rate at its desirable level during 1997-1998 have challenged the credibility of raising interest rates to defend the exchange rate. Critics argue that the high interest rates imperil the ability of the domestic firms and banks to pay back the external debt and thereby reduce the probability of repayment. As a result, high interest rates lead to capital outflows and thereby depreciation of the currency (Mohanty, and Klau, 2004).

In another study by Edwards, and Yeyati (2005) tried to establish the relationship between exchange rates and inflation in Latin America. The research established that generally, the inflation rate is used to measure the price stability in the economy. The study by Kiptoo (2007), focused on Real Exchange Rate (RER) volatility and misalignment on international trade and investment.

The study found that the influence of exchange rate towards inflation itself depends on the choice of exchange rate regime in the country. It was established that exchange rate system has an important role in reducing or minimizing the risk of fluctuations in exchange rates, which have an impact on the economy. Any changes in exchange rates will have a great impact on the economy.

Through the above statistical insight and theoretical findings on financial matter and exchange rates, this study therefore seeks to establish the effect of exchange rate, inflation and government policies on multinational coporations.

**RESEARCH METHODOLOGY**

**Data Collection**

The study used the Nigerian Bureau of Statistics (NBA) and the Central Bank of Nigeria as sources of information in the pursuit to establish the effects of interest rate, inflation and foreign currency exchange rates in multinational coporations. Data used was in the form of secondary data and in particular, the following data was used: Interest rates, Inflation Rates and Exchange rates for years 2012-2017. The secondary data was collected from Central Bank and Nigerian National Bureau of Statistics. The data collected helped answer the research problem.

**3.4 Data Analysis**

Data was analyzed using quantitative method; the data was then presented using various statistical tools such as tables, percentages and graphs. The study used multiple linear regression formula to get the correlation between interest rates, inflation and exchange rates. Multiple linear regression was used to model the relationship between two or more explanatory variables and a response variable by fitting a linear equation to observed data.

**3.4.1 Analytical Model**

The formula given below was used to calculate the linear regression.

\[ Y_t = b_0 + b_1 X_1 + b_2 X_2 + \varepsilon \]

Where: \( Y_t \) = Exchange rate between US dollar and Nigerian naira

\( b_0, b_1, b_2 \), are constants to be estimated by the model

\( X_1 \) = Interest Rates, (in Naira, Monthly)

\( X_2 \) = Inflation Rates (in Naira, Monthly)

\( \varepsilon \) = Error terms
Multiple regression analysis was also used to assess whether confounding exists. Since multiple linear regression analysis allows us to estimate the association between a given independent variable and the outcome holding all other variables constant, it provides a way of adjusting for (or accounting for) potentially confounding variables that have been included in the model. The study used Test of goodness of fit and the explanatory power of the model R^2, F test ANOVA.

The study did test of Multicollinearity. Multicollinearity is a linear relationship between two explanatory variables. Two variables are perfectly collinear if there is an exact linear relationship between the two. For example, X1 and X2 are perfectly collinear if there exist parameters \( \lambda_0 \) and \( \lambda_1 \) such that, for all observations \( i \), we have

\[
X_{2i} = \lambda_0 + \lambda_1 X_{1i}
\]

Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linearly related. In this study the researcher will have perfect multicollinearity if, for example as in the equation above, the correlation between two independent variables is equal to 1 or -1.

DATA ANALYSIS, RESULTS AND DISCUSSION
In this section data was collected for six years (2012-2017) from Nigeria Bureau of Statistics (NBS) and the Central Bank of Nigeria (CBN) to establish the effects of interest rate and inflation on exchange rates in Nigeria. The data used was NAIRA/USD Annualized Average Exchange Rates (Forex), Annualized Average CBN Interest Rates (in %) and Annual Average Economic Inflation Rates (in %) to determine the effects of interest rate and inflation rate on exchange rates in Nigeria.

**Regression Analysis**
The intention is to establish the relationship between the NAIRA and USD exchange rates (Forex) and the two predictor variables; the CBN base lending rates and inflation rates in the years between 2012 and 2017.

The table below is a summary of the secondary data used for regression analysis Table

<table>
<thead>
<tr>
<th>Time Series Regression Data</th>
<th>Regression Data</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator</td>
<td>Dependent Variable</td>
<td>Predictor Variables</td>
</tr>
<tr>
<td>Year</td>
<td>NAIRA/USD Annualized Average Exchange Rates</td>
<td>Annualized Average CBN interest Rates (in %)</td>
</tr>
<tr>
<td>2012</td>
<td>67.46</td>
<td>8.63</td>
</tr>
<tr>
<td>2013</td>
<td>69.00</td>
<td>8.90</td>
</tr>
<tr>
<td>2014</td>
<td>77.33</td>
<td>7.89</td>
</tr>
<tr>
<td>2015</td>
<td>79.26</td>
<td>6.50</td>
</tr>
<tr>
<td>2016</td>
<td>88.86</td>
<td>9.60</td>
</tr>
<tr>
<td>2017</td>
<td>84.52</td>
<td>16.50</td>
</tr>
</tbody>
</table>

Source: IBM SPSS Statistics v.21

When the above data was run for regression analysis using IBM SPSS Statistics v.21, the model results incorporated all the three predictors (the absolute value of their un-standardized 19 coefficients had significant values; all were > 0.1); this signifies they were significant enough as predictors of the regression model.

Below are the results of the model summary generated by the data after running regression analysis;

Table 4.2: Model Summary

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Model</th>
<th>Sum of squares</th>
<th>df</th>
<th>Mean Square</th>
<th>f</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regression</td>
<td>66.329</td>
<td>2</td>
<td>33.164</td>
<td>0.034</td>
<td>0.05*</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>287.839</td>
<td>3</td>
<td>95.946</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
All the three variables returned significant coefficients to model a regression equation. Both the predictor variables had significant values to consider using them in a regression model. The co-efficient of multiple determinations R-square value is 0.871; this means about 87.1% of the variation of the response variable which is NAIRA/USD Exchange rates can be explained by the two predictor variables.

The regression equation appears to be substantially useful for making predictions since the value of R² at 0.871 is very close to 1.

The ANOVA table generated from the same data is as shown below:

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>66.329</td>
<td>2</td>
<td>33.164</td>
<td>0.034</td>
<td>0.05</td>
</tr>
<tr>
<td>Residual</td>
<td>287.839</td>
<td>3</td>
<td>95.946</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>354.167</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: IBM SPSS Statisticsv.21

From the ANOVA table; at the 5% (0.05) significance level, the model is useful for predicting the response since:

F Value = 0.034 and p-value at 0.05 is less than 0.05.

Therefore; at the α = 0.05 level of significance, there exist enough evidence to conclude that at least one of the two predictors is useful for predicting Exchange rates; therefore the model is very useful.

The coefficients table returned by running the data through analysis software is as illustrated below:

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Interest Rates</td>
<td>1.006</td>
<td>1.258</td>
<td>0.419</td>
<td>0.799</td>
</tr>
<tr>
<td>Inflation Rates</td>
<td>0.342</td>
<td>1.057</td>
<td>-0.170</td>
<td>-0.323</td>
</tr>
</tbody>
</table>

Source: IBM SPSS Statisticsv.21
From this table; using the regression model equation contemplated before i.e. \( Y_i = b_0 + b_1x_1 + b_2x_2 + \varepsilon \)

Where: \( Y_i \) = Exchange rates in Nigeria

\( b_0, b_1, b_2, \) are constants to be estimated by the model

\[ X_1 = \text{Interest Rates (in \%, Annualized)} \]
\[ X_2 = \text{Inflation Rates (in \%, Annualized)} \]
\[ \varepsilon = \text{Error terms} \]

Using the coefficients in table 4 above; our regression model therefore becomes: NAIRA/USD Forex Rates = 71.658 + 1.006Int. Rates + 0.342 Inf. Rates

Interpretation:

Intercept: In any given year, the NAIRA/USD rate will be 71.658 when all the predictor values are equal to zero.

---

### 4.4 Correlation Analysis

When a Pearson Correlation analysis was run on the data to test the level of association between the NAIRA/USD forex rates versus the values of the two independent variables, the results are as illustrated in the table below:

<table>
<thead>
<tr>
<th>Table 4.5: Pearson Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Forex Rates</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

Source: IBM SPSS Statistics v.21

The two predictor variables; interest rates and inflation rates showed some level of correlation with the dependent variable NAIRA/USD forex rates at 0.01 significant levels.

Interpretation;

At 0.039, the interest rates had a strong positive association with NAIRA/USD forex rates while at -0.019; the inflation rates had a small negative correlation with the same independent variable. This means that there was a likelihood of increases due to an increase in interest rates and even decreases in increases of inflation rates.

### 4.5 Collinearity Diagnostics

Multicollinearity is assessed by examining tolerance and the Variance Inflation Factor (VIF). These are two collinearity diagnostic factors that can help identify multicollinearity. Tolerance is a measure of collinearity reported by most statistical programs such as SPSS; the variable’s tolerance is 1-R². A small tolerance value indicates that the variable under consideration is almost a perfect linear combination of the independent variables already in the equation and that it should not be added to the regression equation. All variables involved in the linear relationship will have a small tolerance. Some suggest that a tolerance value less than 0.1 should be investigated further. If a low tolerance value is accompanied by large standard errors and nonsignificance, multicollinearity may be an issue.

When multi-collinearity diagnostics were run on the three variables of interest; the results were as shown in the tables below;
Table 4.6: Collinearity statistics between forex rates and the two independent variables

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics between forex rates and the two independent variables</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Interest Rates</td>
<td>1.985</td>
<td>1.015</td>
</tr>
<tr>
<td></td>
<td>Inflation Rates</td>
<td>1.985</td>
<td>1.015</td>
</tr>
<tr>
<td>a. Dependent Variable: Forex Rates</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: IBM SPSS Statistics v.21

With tolerance values greater than 1 which is a full proof that there is a collinearity between the dependent variable and the independent variables. There is adequate evidence to rule out collinearity of forex rates and both interest rates and inflation rates.

The Variance Inflation Factor (VIF) measures the impact of collinearity among the variables in a regression model. The Variance Inflation Factor (VIF) is 1/Tolerance, it is always greater than or equal to 1. There is no formal VIF value for determining presence of multicollinearity. Values of VIF that exceed 10 are often regarded as indicating multicollinearity, but in weaker models values above 2.5 may be a cause for concern.

The same case applied to collinearity test between interest rates as the dependent variables and the other two as the independent variables; there was adequate evidence of collinearity.

Table 4.7: Collinearity Statistics between Interest rates, forex rates and inflation rates

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics between Interest rates, forex rates and inflation rates</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inflation Rates</td>
<td>1.986</td>
<td>1.014</td>
</tr>
<tr>
<td></td>
<td>Forex Rates</td>
<td>1.986</td>
<td>1.014</td>
</tr>
<tr>
<td>a. Dependent Variable: Interest Rates</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: IBM SPSS Statistics v.21

Similarly the results when inflation rates were taken as the dependent variable; the VIF values did not exceed 2.5 which was the number of measure of the variable strongly suggesting absence of collinearity between inflation rates and both forex rates and interest rates. The table below illustrates this.

Table 4.8: Collinearity Statistics between inflation rates, forex rates and interest rates

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics between inflation rates, forex rates and interest rates</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Interest Rates</td>
<td>1.841</td>
<td>1.189</td>
</tr>
<tr>
<td></td>
<td>Forex Rates</td>
<td>1.841</td>
<td>1.189</td>
</tr>
<tr>
<td>a. Dependent Variable: Inflation Rates</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: IBM SPSS Statistics v.21
In conclusion; all the three variables used were good enough to use in conducting regression and correlation analysis since they did not exhibit any collinearity properties between themselves.

4.6 Interpretations of Findings

The study found from the analysis that, the Naira/USD Annualized Average Exchange Rates (Forex) and Annualized Average CBN Interest Rates (in %) increased with increase in years. The study found that, Naira/USD Annualized Average Exchange Rates (Forex) rose from 67.46 in 2008 to 84.52 in 2013. The Annualized Average CBN Interest Rates (in %) rose from 8.63 in 2008 to 16.50 in 2013. The Annual Average Economic Inflation Rates (in %) however was observed to be fluctuating with different years and indicating different economic times in the country. The study found that in any given year, the Naira/USD rate will be 71.658 when all the predictor values are equal to zero; the forex rates increases by a unit on the CBN interest rates increasing by 1.006 or 100.6% all other factors held constant while the forex rates increases by a unit on the CBN interest rates decreasing by 0.342 or 34.2% all other factors held constant. The model however as indicated in the ANOVA interpretation, is not useful in predicting variations Naira/USD forex rates.

The analysis further found that the increase in interest rates impacted towards an increase in exchange rates but inflation was left to fluctuate in different times. The study found that there is a very strong correlation between interest rates, inflation and exchange rates in the economy. The analysis further sought to understand the level at which interest rates and inflation affected the exchange rates. The study found interest rates and inflation rates affect the exchange rates at 87% while other factor contributed the remaining percentage. This implied that, a very high percentage of changes in the exchange rate is affected by the inflation or exchange rates in the country. The analysis sought to further check whether the two variables, specifically interest rates and inflation; can be used for determination of the effects of the exchange rates. This was done through regression analysis. The regression equation indicated that the variables were substantially useful for making predictions since the value of R² at 0.871 is very close to 1.

The study undertook Pearson correlation to analyze how close each variable was near to the exchange rates. The study found that at 0.039, the interest rates had a strong positive association with Naira/USD forex rates while at -0.019; the inflation rates had a small negative correlation with the same independent variable. This means that there was a likelihood of increases due to an increase in interest rates and even decreases in increases of inflation rates.

SUMMARY

The objective of the study was to analyze the effect of interest rate, inflation rate and the exchange rates in multinational corporations. Exchange rates (Forex) were established as the dependent variable while the independent variables were interest rates and inflation rates. The study sought to understand the relationship between the independent variables and dependent variable.

The co-efficient of multiple determinations R-square value is 0.871; this means about 87.1% of the variation of the response variable which is Naira/USD forex rates can be explained by the two predictor variables. This implies that the chosen variables specifically inflation rate and interest in Nigeria during year 2008-2013 affect the exchange rate by 87.1% and therefore 12.9% effects of exchange rate was associated with other unexplained factors. The regression results also indicate that the relationship between inflation and interest rates against exchanges rates is very significant at 0.05 level of significance level with a p-value of 0.016. These findings conform to the findings of a study by Pattnaik, S. and Mitra A. K. (2001) which indicated that interest rates, inflation rates and exchange rates are all highly correlated. By manipulating interest rates, central banks exert influence over both inflation and exchange rates, and changing interest rates impact inflation and currency values.

The study further found that a great effect caused by the increased rate of inflation or decreased rate of inflation and interest rates can be seen on exchange rate almost immediately as opposed to the changes in exchange rate effects and how they can be seen in the interest rate and inflation. The Tolerance value of more than 1 and a VIF value indicate a correlation between the independent values – inflation rate and interest rate on exchange rate as a dependent variable. The analysis found that, at 0.039, the interest rates had a strong positive association with Naira/USD forex rates while at -0.019; the inflation rates had a small negative correlation with the same independent variable. This means that there was a likelihood of increases due to an increase in interest rates and even decreases in increases of inflation rates. This correlates with a study by Bhole and
Dash, (2002) who sought to understand the relationship between interest rate and exchange rate in India. In their analysis, the scholars found the empirical relationship between the interest rate and exchange rate has been a debatable issue among the economists. According to Mundell-Fleming model, an increase in interest rate is necessary to stabilize the exchange rate depreciation and to curb the inflationary pressure and thereby helps to avoid many adverse economic consequences.

**Conclusion**
The analysis investigated the effects of interest rate, inflation rate, exchange rates, government policies on financial report of multinational corporation with specific reference to NAIRA/USD Annualized Average Exchange Rates (Forex), Annualized Average CBN Interest Rates (in %) and Annual Average Economic Inflation Rates (in %) all information from 2012 -2017. The study finally concluded that increase in interest rate is necessary to stabilize the exchange rate depreciation and to curb the inflationary pressure and thereby helps to avoid much adverse economic consequence.

**Recommendations**
The study recommends that regulators should come up with means to evaluate exchange rate volatility. This will help to curb the impact that exchange rate volatility can have on an economy, and, among other aspects, on inflation. This is even more relevant to developing countries, where exchange rate volatility tends to be higher, contributing to a higher exchange rate pass-through to inflation. The higher exchange rate volatility in developing countries, in turn, stems from their greater vulnerability to external shocks and the lower liquidity of their currencies in international markets. As a result of these two characteristics, the impact of the exchange rate on inflation is greater in developing countries.

A second important recommendation is the limitation of controlling inflation through monetary policies. A first restriction is the weak transmission mechanism of monetary policy in some developing countries—meaning that the effectiveness of the policy might be only partial. Another limitation is the output cost implied in the policy, which, depending on the country's economic situation and prospects, might not always be optimal.

The study recommended that given specific context of developing countries like Nigeria, of significant shocks from the exchange rate to inflation and the limitations related to monetary policy, controlling exchange rate volatility is very important in the fight against inflation. Indeed, policy makers would be opting for a more interventionist approach to curb inflation. The fear of floating would in fact be a fear of inflation. Moreover, that does not require abandoning monetary policy independence; as such control is effected through direct interventions in the exchange rate markets. An illustration of this rethinking of the intersection between exchange rate and inflation was its recognition inside the International Monetary Fund (IMF). Blanchard (2011) stated that developing countries' central bankers were right to care about the exchange rate and affirmed the need to fight inflation through different instruments.

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Impact of Foreign Direct Investment on the Growth of Telecommunication Sector in Nigeria

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Abstract
FDI was not fully embraced by Nigeria and other African leaders as an essential feature of growth in the telecommunication sector, reflecting largely fears that it could lead to the loss of political sovereignty, push domestic firms into bankruptcy due to increased competition and, if entry is predominant in the natural resource sector accelerate the risk of environment degradation. Given the unpredictability of aid flows, the low share of the country in world trade, the high volatility of short-term capital flows, and the low savings rate of the country, the desired increase in investment has to be achieved through an increase in FDI flows, at least in the short. The prime objective of this study is to empirically examine the impact of foreign direct investment on the growth of telecommunication sector in Nigeria. The study used descriptive research design using panel data for the period of sixteen years (2001-2016). The technique used in the study was regression analysis based on the simple regression model, otherwise known as ordinary Least Square (OLS). The result of the study concluded there is a significant positive impact of FDI on growth of telecommunication sector on the entire Nigerian economy. Consequently, the study recommended the need for government to initiate policies that will promote the long-run growth of the telecommunication sector and the economy at large.

Keywords: Foreign Direct Investment, Telecommunication Sector, Nigerian economy

INTRODUCTION
The liberalization of the telecommunication sector and the resulting competition by the private operators have brought about very substantial benefits to subscribers in terms of low prices, enhanced choice and increased in country’s landscape from 0.78% in 2001 to about 64.5% in 2010 (NCC2010). Despite the growth in the subsector, quality of services provided by telecommunication operators has remained unimpressive, owning to poor interconnectivity between the different networks. Constant call droppings, message and call failure and overloaded billing, increase in the demand for more line, poor insecurity and poor infrastructure still persist. Though quite a number of licenses were issued several years ago, only a limited number have commenced business in each of the license categories. Questions have, therefore, been asked on why, despite the numerous licenses issued, no appreciable impact has been made in the area of growing, the subscriber base in the country quickly.

Foreign direct investment has had a notable impact on the expansion of mobile telephone in Nigeria since the launch of Global System for Mobile (GSM) licensing in January 2001. Two of the three licenses issued went to foreign companies—MTN of South Africa and Econet Wireless (at the time a Zimbabwean-South Africa firm and later Celtel Nigeria, further to the entry in 2006 of the Zain Group Kuwait and now airtel) – for $285 million each. Within two years, Econet and MTN had signed up 2.2 million subscribers. MTN alone claims to have invested more than $3 billion to date in Nigeria and the airtel Group has pledged another $2 billion investment. ((NCC 2014).

The impact of FDI under competitive conditions in mobile telephone has been remarkable. In the sector as a whole, subscriber numbers have grown from 35,000 to over 19 million by September 2005. Competition in the fixed-line sector is provided by nationally owned company Globacom, was issued the second national operator license in 2002. After various failed attempts to privatize the State-owned operator, 51% of Nigeria Telecommunications Limited (NITEL) was eventually acquired by Transnational Corporation (Transcorp) of Nigeria, a local company, in November 2006. However, the Government reversed the privatization in February 2008, on grounds that Transcorp failed to achieve the objectives of the privatization guidelines, and is now looking for a new core investor. (NCC 2014).

FDI was not fully embraced by Nigeria and other African leaders as an essential feature of growth in the telecommunication sector, reflecting largely fears that it could lead to the loss of political sovereignty, push domestic firms into bankruptcy due to increased competition and, if entry is predominant in the natural...
resource sector accelerate the risk of environment degradation.

The delay interconnectivity of new operators (who hardly have enough links to the existing network thereby on a timely basis) often causes congestion and degradation of services. This singular factor has in fact imposed limit on how much expansion that can be undertaken by the operator and still maintain an acceptable level of quality of service. Also seeking to investigate whether the sector is able to close the gap between where it should be and where it is presently in terms of growth judging by the level of foreign direct investment inflow in the sector. It is against this backdrop that this study will examine the impact of foreign direct investment on the growth of the telecommunication sector in Nigeria. This study will be significant in the sense that Nigeria has experienced a trend of FDI inflows in telecommunication sector over the years. It should be noted that FDI inflows to Nigeria is very crucial because it serves as a source of capital and given that foreign aid has been dwindling over the years. This study is important in the sense that FDI stimulates domestic investment, promotes economic growth and creates employment opportunities. The findings of this study will be significant to both academicians and policy makers in the following way; first, it will add to the knowledge of the researchers in this field of study and secondly, it will serve as a guide to both policy makers and academicians. The results would encourage policy makers to design and to follow the pro-FDI policies in developed, developing and the least developed countries. The results would also provide strong evidence to policy-makers to work for a better institutional quality for growth and development. For policy making, the expected result outcome shall serve as a useful guide for future policies as it relates to stimulating growth within the economy and it will serve as a reservoir of knowledge for such academic exercises. This study however is conducted within the context of Nigeria. From the literature no specific research was done on foreign direct investment and telecommunication service. The study shall used descriptive research design using panel data for the period of sixteen years (2001-2016) to explore the effect of independent variables (foreign direct investment) on the dependent variables (growth of telecommunication), and nature of relationship that exist between the variables. The population of the study comprises all the registered telecommunication companies in Nigeria. According to Nigerian Communication Commission in 2015 there are 47 registered telecommunication companies in Nigeria. However, this study is restricted to 4 major telecommunication service providers only namely MTN, ETISALAT, AIRTEL and GLO. It is evident that from the literature reviewed that, most of the previous studies in this area is characterised with some many deficiencies range from use of wrong model, outdated period, outdated materials, wrong research methodology and many more and the inability of researcher to obtained required data from CBN, bureau of statistic, NCC and service providers. The study used a simple linear regression model stated below to estimate the effect relationship between dependent variable and independent variable.

\[ FDI = \alpha + \beta_1IFT + \mu \]
\[ FDI = \alpha + GT + \mu \]
\[ FDI = \alpha + \beta_2ITS + \mu \]
\[ FDI = \beta_0 + \beta_1 + \beta_2 + GT + \beta_3 + ITS \]

Where IFT = infrastructural growth in telecommunication sector in Nigeria,

\( GT \) = Growth of telecommunication,
\( ITS \) = improvement on telecommunication service in Nigeria,

FDI = foreign direct investment,

\( \alpha \) = constant or intercept
\( \beta \) = slop of the regression line and \( \mu \) is the error terms.

This study is therefore, seeking to addressing the afore mentioned and identified problems in the literatures reviewed by examining the impact of foreign direct investment on the growth of telecommunication sector in Nigeria from 2011-2016. The following research questions are used in the study:

1. How does foreign direct investment improve the standard of telecommunication service in Nigerian?
2. To what extent has foreign direct investment impacted on telecommunication growth in Nigeria?
3. What is the impact of foreign direct investment on infrastructural growth in the telecommunication sector in Nigeria?

Concept of Foreign Direct Investment

Foreign Direct Investment (FDI) has been defined as the investment of resources in business activities outside a firm’s home country (Hill, Lester and Nordas, 2008). In the Federal Republic of Nigeria, foreign direct investment (FDI) is defined as investment undertaken by an enterprise that is either wholly or partly foreign-owned. The Investment Code that created the Nigerian Investment Promotion Commission (Decree No. 16 of 16th January 1995)
and the Foreign Exchange (Monitoring and Miscellaneous Provision) also enacted in 1995 give full legal backing for FDI in the country (UNCTAD, 2006).

Ayanwale (2007) offers an expanded explanation of the operational meaning of FDI as ownership of at least 10% of the ordinary shares or voting stock in a foreign enterprise. Thus, ownership of 10% ordinary shares is the criterion for the existence of a direct investment relationship while ownership of less than 10% is recorded as portfolio investment. Annaek (2007) defines Foreign Direct Investment as the process whereby people in one country obtain ownership of assets for the purpose of gaining control over the production, distribution and other activities of a firm in a foreign country.

**Empirical literature on Foreign Direct Investment and Growth of the telecommunications sector in Nigeria**

Substantial number of studies such as Michael (2013), Opaluwa, Abdullahi, Abdul and Edogbanya (2013), Oji-Okoro (2014), and Abdul and Barnabas (2015) have extensively elaborated the impact of Foreign Direct Investment (FDI) on the growth of the telecommunications sector in Nigeria. The impacts are varied and complex. While the impact is believed to have started brewing in the expansion of mobile telephone in Nigeria since the launch of Global System for Mobile (GSM) licensing in January 2001.

Opaluwa, Abdullahi, Abdul and Edogbanya (2013) examined the effect of Foreign Direct Investment (FDI) on the growth of the telecommunications sector in Nigeria from 1997 – 2011. The methodology adopted for this study is the Ordinary Least Square (OLS) method to determine the relationship between FDI and the growth of telecommunications sector. The findings show that FDI has positive effect on the productivity of the telecommunications sector and it is statistically significant.

Oji-Okoro (2014) investigated the empirical relationship between Foreign Direct Investment (FDI) and telecommunication growth in Nigeria. The panels of data used in the study were sourced from the Central Bank of Nigeria statistical bulletin, Nigeria Communication Commission, World Bank’s World Development Indicators of 2008. The period of analysis was 2001-2008. An ordinary least squares method was used to ascertain the relationship between FDI and telecommunication growth in Nigeria. The result shows that with the exception of GDP all the other variables such as consumer subscribers, private investment and technology have a positive and significant relationship with FDI.

Michael (2013) studied the Impact of Foreign Direct Investment on Sectoral growth in the Nigerian Economy with special reference to the Telecommunications Sector. It focuses on the role played by Foreign Direct Investment (FDI) in the development of the Telecommunications sector of Nigeria. The Ordinary Least Square (OLS) econometric method was used to examine the regression model that was stated to examine the role Foreign Direct Investment has played in the performance of the Nigerian Telecommunications Sector. The results of the empirical analysis showed that Foreign Direct Investment has contributed significantly to the performance of the Telecommunications Sector in terms of its contribution to the Gross Domestic Product of Nigeria.

In the same vein, a number of studies have concentrated on the FDI and manufacturing sector of the economy. Abdul and Barnabas (2015) examined the impact of Foreign Direct Investment (FDI) on the performance of manufacturing firms in Nigeria. Annual data of Aggregate Foreign Direct Investment (AFDI), Manufacturing Foreign Direct Investment (MFDI), Manufacturing Index, Manufacturing Capacity Utilization (MCUT), Manufacturing Value Added, and Manufacturing Turnovers (MTOV) were used. In the analysis, were tested for stationarity using Augmented Dickey-Fuller (ADF) test and the test for long-run relationship was conducted using Johansen Co integration test. Vector Error Correction Model (VECM) was used for causality test. The data satisfied the stationarity test and that there is a long-run relationship between Foreign Direct Investment and the performance of manufacturing firms in Nigeria. The study also found that causality runs from foreign direct investment to the performance of manufacturing firms.

Anthony, Onyinye, Johnson and Joan (2015) examined the impact of foreign direct investment on the Nigerian manufacturing sector over the period of 1970 to 2010. In evaluating the objectives, the study employed the classical linear regression model and discovered that within the period under review, FDI impacted negatively on the manufacturing sector. Although the paper found FDI to be negatively related to manufacturing output in Nigeria, this unhealthy relationship can be reversed if the country receives increased FDI inflows into critical sectors that support
the necessary inputs and raw materials needed by the local industries.

Chukwuka (2012) studied the impact of Foreign Direct Investment on Nigerian manufacturing firms and banks. Unique data obtained from a survey of Nigerian firms conducted by the Centre for the Study of African Economies, University of Oxford, and United Nations Industrial Development Organization was employed for the estimations based on manufacturing firms. For the investigation based on Nigerian banks, this study uses the Bank Scope data base. Ordinary Least Squares and Fixed Effects techniques were used to estimate the coefficients of foreign presence measures in augmented Cobb-Douglas models for manufacturing firm data, and augmented Dealership models for data on banks. Results of the estimations show evidence of positive effects of foreign presence on domestic manufacturing firms, while no effects were obtained from the estimations based bank data.

Anowor, Ukweni, Ibiam and Ezekwem (2013) employed an econometric method to analyze the contributions of foreign direct investment to the growth of manufacturing sector in Nigeria using annual time series data of the choice variables from 1970 to 2011. Among the findings was that Foreign Direct Investment (FDI), Domestic Investment (DINV), Exchange Rate (EXR) and the Degree of trade Openness (DOPN) were all related to Manufacturing sector Output Growth (MANFQ) in Nigeria. More so, the Foreign Direct Investment, Degree of trade openness, exchange rate and the lagged error term were statistically significant in explaining variations in Nigeria's Manufacturing Output Growth (MANFQ) and Gross Domestic Product as a proxy for economic growth (GDP) in the models adopted in the study.

Ehijiele, Sunday, Nuruddeen (2016) evaluating the relationship between foreign direct investment and major economic indicators such as manufacturing output, exchange rate and interest rate. The model revealed a positive relationship between foreign direct investment and each of the variables (manufacturing output, exchange rate and interest rate). Foreign Direct Investment has a positive relationship on the manufacturing sector in Nigeria. In addition, there is a positive and significant relationship between Exchange rate (EXCH) and manufacturing output (MOUTPUT) in Nigeria.

Opaluwa, Ameh, Alabi and Abdul (2012) examined the effect of Foreign Direct Investment (FDI) on the Nigerian manufacturing sector spanning 1975 – 2008. Nigeria has embarked on several policy measures aimed at enhancing the manufacturing sector’s productivity coupled with the inflow of FDI to the country. The controversy is that the policy makers are not convinced that the potential benefits of FDI could be fully realized. The methodology adopted for the study is the Vector Auto Regression (VAR), co-integration and error correction techniques to establish the relationship between FDI and the growth of manufacturing sector. The findings from the study show that FDI has a negative effect on the manufacturing productivity and is statistically significant.

Osisanwo (2013) analysed the impact of foreign direct investment on manufacturing output growth in Nigeria between a decade after independence (1970) and 2011. The econometric model incorporates the log of foreign direct invest (FDI), first lag of real manufacturing output level (MANt-1), degree of openness (OPEN), investment human capital development (INV), and inflation rate (INF) in Nigeria during the review period. While, manufacturing output growth is proxied by real manufacturing output growth as the regress and. The ordinary least square (OLS) method was used to estimate the empirical model. The result of analysis revealed that the first lag of real manufacturing output level (MANt-1) and inflation (INF) are significant factors influencing the growth rate of Nigerian manufacturing industry, while manufacturing output is insignificantly and inelastic of foreign direct investment in Nigeria.

Okoli and Agu (2015) assessed the impact of foreign direct investment flow on the performance of the manufacturing firms in Nigeria (2001-2005). Using manufacturing value added (MVA) for the performance of manufacturing firms, time series data was compiled from World Bank and Central Bank of Nigeria Statistical Bulletin spanning for a period of 40 years. The researcher used an OLS estimate with FDI modelled as a quadratic function to account for its turning point and the VECM to ascertain both the long run and the short run causalities running from the explanatory variables to dependent variable. The results obtained suggest the need for Government actions to be geared towards strategically maintaining and sustaining policies that will help encourage FDI inflows especially in the long run since a positive effect on the manufacturing value added was only feasible in the long run as well as promoting an efficient and enabling macroeconomic environment on which manufacturing firms can thrive. Also the need to embark on domestic investment as well as
improve human capital skill was buttressed. However, the researchers failed to compare and establish weather relationship exist between the Manufacturing and other sectors and the research was conducted some years back which makes it out dated.

There are a number of theories that seek to explain the underlying philosophy of foreign direct investment such as Dependency theory, Endogenous Growth Models Theory and Dynamic macroeconomic FDI theory.

According to Aremu (2005), dependency theory maintains that, the poorness of developing countries is due to: imperial neglect; overdependence upon primary products as exports to developed countries; foreign investors‘malpractices, particularly through transfer of price mechanics; foreign firm control of key economic sectors with crowding-out effect of domestic firms; implantation of inappropriate technology in developing countries.

Endogenous growth model theory explained that physical investment is not a measure of economy growth of a country but the effectiveness and efficiency in the use of these investments. Economic models of endogenous growth have been applied to examine the effects of FDI on economic growth through the diffusion of technology. (Barro, 1991).

In the same vein, Sanjaya (1997) asserts that dynamic macroeconomic FDI theory is the timing of investments which is depends on the changes in the macroeconomic environment and the macroeconomic environment consists of gross domestic product (GDP), domestic investment, real exchange rate, unemployment, interest rate, productivity and openness which are the determinants of Foreign Direct Investment flows.

Empirical Results and Discussions
The employed the simple linear regression as earlier stressed under introduction. The summary of the statistical results is provided in the table below:

Table 1 Regression Analysis of Effect of FDI only on GT
Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>F(ANOVA) Test</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.569</td>
<td>0.324</td>
<td>6.707</td>
<td>0.021</td>
</tr>
</tbody>
</table>

FDI and GT has a moderate positive correlation (\(r=0.569\)). \(R^2=0.324\) shows that 32.4% of the total variation in FDI could be explained by FDI. FDI has a significant impact on GT (p<0.05) at 5% significance level

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>T</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>978.048</td>
<td>11803.595</td>
</tr>
<tr>
<td></td>
<td>GT</td>
<td>.0001</td>
<td>.000</td>
</tr>
</tbody>
</table>

The simple linear regression equation that describes the impact of FDI on GT is thus, given below: FDI= 978.048+0.0001GT. It can be deduced from this equation that GT increased by 0.0001 for every 1 unit increased in FDI. The significant of the parameter (GT) of the model was tested using the student t-test with p-value=0.021 shows that GT is significant at 5% significance level.

Table 2: Regression Analysis of the Effect of FDI only on IFT
Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>F(ANOVA) Test</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.616</td>
<td>0.379</td>
<td>8.548</td>
<td>0.011</td>
</tr>
</tbody>
</table>

FDI and IFT has a strong positive correlation (\(r=0.616\)). \(R^2=0.379\) shows that 37.9% of the total variation in IFT could be explained by FDI. FDI has a significant impact on IFT (p<0.05) at 5% significance level

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>T</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td></td>
</tr>
</tbody>
</table>
The simple linear regression equation that describes the impact of IFT on FDI is thus, given below:

\[ \text{FDI} = -849.575 + 45.999 \times \text{IFT} \]

It can be deduced from this equation that FDI increased by 45.999 units for every 1 unit increased in IFT. The significant of the parameter (IFT) of the model was tested using the student t-test with p-value=0.011 shows that IFT is significant at 5% significance level.

Table 3: Regression Analysis of the Effect of FDI only on ITS

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>F(ANOVA) Test</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.221</td>
<td>0.049</td>
<td>0.722</td>
<td>0.410</td>
</tr>
</tbody>
</table>

FDI and ITS as a weak positive correlation \((r=0.221)\). \(R^2=0.049\) shows that only 4.9% of the total variation in ITS could be explained by FDI. FDI has significant impact on ITS \((p>0.05)\) at 5% significance level.

Table 4: Regression Analysis of the Combine Effect of the Predictors on FDI

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>T</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>21369.165</td>
<td>9658.996</td>
<td>2.212</td>
</tr>
<tr>
<td>EGT</td>
<td>.003</td>
<td>.003</td>
<td>.850</td>
</tr>
</tbody>
</table>

The simple linear regression equation that describes the impact of EGT on FDI is thus, given below:

\[ \text{FDI} = 21369.165 + 0.003 \times \text{EGT} \]

It can be deduced from this equation that FDI increased by 0.003 units for every 1 unit increased in EGT. The significant of the parameter (EGT) of the model was tested using the student t-test with p-value=0.410 shows that IT'S no significant at 5% significance level.

The predictors (GT, IFT, and EGT), and FDI has a strong positive correlation \((r=0.632)\). \(R^2=0.399\) shows that 39.9% of the total variation in FDI could be explained by the independent variables. All the independent has no significant impact on FDI \((p>0.05)\) at 5% significance level.

Table 4: Regression Analysis of the Combine Effect of the Predictors on FDI

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>F(ANOVA) Test</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.632</td>
<td>0.399</td>
<td>2.658</td>
<td>0.096</td>
</tr>
</tbody>
</table>

The multiple linear regression equation that describes the impact of (GT, IFT, ITS) on FDI is thus, given below:

\[ \text{FDI} = -1835.491 - 1.793E-006 \times \text{GT} + 53.193 \times \text{IFT} - 0.002 \times \text{ITS} \]

FDI increased by 53.193 units for every 1 unit increased in IFT. FDI decreased by 0.002 units for every 1 unit increased in ITS. The significant of all the parameters (GT, IFT, ITS) of the model were tested using the student t-test with p-values>0.05, shows that the parameters of the independent

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variables are not statistically significant in the model at 5% significance level.

It is evidence from the analysis, indicated that foreign direct investment (FDI) have significant impact on the growth of telecommunication sector in terms numbers of people that have asses to telecommunication services has increased compare to the period before deregulations of the sector in Nigeria. Results also indicated that FDI has a strong and significant impact on the infrastructural growth in the sector. It means that the inflow of FDI in to the sector as led to more investment on infrastructure in the sector by service providers compare to pre-liberalization era. However, the study reveals that FDI has no significant impact on Nigeria’s economic growth. This implies that increase in FDI in the sector does not translate to more increase in country’s economy i.e. GDP is very insignificant compare to what other sectors like oil and gas, manufacturing transportation etc contributed. Possibly this could be happening in short term period, but in the longer period the relationship may change because the industry is still at infant stage that still requires substantial capital outlay which might take longer period before reaping the total economic benefit of the investment notwithstanding, the rate at which the industry is growing symbolizes the success of the telecommunication sector and create way sustainable economic growth in Nigeria.

The overall result shows significant value of R2=0.399 showing that the dependent variables account for the 39.9% variation of the FDI. The multiple linear regressions that describe the impact of FDI on GT, IFT and EGT are thus given below:

\[ FDI = -1835.49 + 1.793E + 53.193IFT - 0.002ITS \]

It can be deduced from the equation that GT decreased by 1.793E-006 unit for every 1 unit increased in FDI. IFT increased by 53.193 units for every 1 unit in FDI. ITS decreased by 0.002 units for every 1 unit increased in FDI. The significant of all the parameter of the model were tested using the student T- test with P –Value >0.05, shows that the parameters of the dependent variables are not statistically significant in the model at 5% significant level.

This findings is consistent with the finding in previous studies such as Izuchukwu (2010), but inconsistent with the findings in the work of David, Sekuru, Mohammed, Elijah and Adejoh. (2013). The outcome of this study supports the theory of Endogenous growth model Barro(1999), which emphasised that physical investment is not a measure of economic growth but the effectiveness and efficiency in the use of these investments. Endogenous growth theory has been applied to examine the effects of FDI on standard of telecommunication service in Nigeria through the diffusion of technology.

**Conclusion and Recommendations**

In the light of the above findings, the study concludes in relation to significant positive impact of FDI on growth of telecommunication sector and partially on the entire Nigerian economy, it clearly shows that no country can develop without FDI inflow particularly developing country like Nigeria. The study clearly indicates that FDI influx has tremendously boosted the telecommunication sector, where foreign companies invested heavily to gain the advantages of substantial telecommunication market in Nigeria. Also the result of this study shows that telecommunication have some level of impact on the country’s economy and is capable of moving the entire economy to higher level than the way it is. It also indicates that the sector investments are necessary but no sufficient condition for economic growth. But lack of FDI and investment in to the can hinder growth no matter what resources are dedicated to other areas of the economy.

Based on the findings and conclusions drawn from the study, the following recommendations are made for Nigeria to attract more foreign direct investment in the telecommunication sector and harness its benefits better.

i. Since the regression analysis revealed that foreign direct investment in the Telecommunication sector impact positively and significantly on the growth of the sector, the government should initiate policies that will promote the long-run growth of the telecommunication sector and the economy at large. This will go a long way in attracting long-term fund that will be available for productive purposes.

ii. Also the regression analysis revealed that foreign direct investment in the telecommunication sector has positive and significant impact on the standard of telecommunication service in Nigeria, government should also provide non monetary incentives including the funding of the development of other infrastructure particularly electricity, to reduce the operating cost of telecommunication business in order to enable telecommunication service providers improve more on the quality of service been provided.

iii. The regression analysis also revealed that foreign direct investment in the telecommunication sector has positive and significant impact on the growth
of infrastructure in telecommunication sector in Nigeria, The operators should consider the strategy of co-location and infrastructure sharing in addition to the outsourcing its infrastructure logistics. In order to encourage rural telephony, the Nigerian government should consider providing further concessionary fiscal incentives to investors who are willing to commit resources to the marginally profitable areas. The development of rural telephony will greatly assist growth of employment and incomes.

Reference


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Oil Palm Pests’ Management Strategies and National Agricultural Development in Nigeria

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Abstract
The burning issues of Nigeria’s national development have attracted much concern of management experts and practitioners alike. The present study’s strategic interest in oil palm pests’ management, oil palm development, and national agricultural development, is premised on the fact that Nigeria in the 1950s and early 1960s derived greater part of her national economic development earnings from oil palm produce. Nigeria was then a celebrated world leader on oil palm produce, with strong national economy. The study fundamentally and empirically examined oil palm pests’ management strategies in relation to oil palm development and national agricultural development that will enhance national development in Nigeria. The study adopted documentary and cross-sectional research, and copies of Likert 5-type coded questionnaire were administered to 120 statistically selected managers/entomologists, drawn from selected oil palm development and related establishments in South-South and South-East areas of major oil palm belt of Nigeria. 106 copies of the questionnaire were found fit for use after data cleaning. Data generated were analyzed using Pearson’s Correlation and Multiple regression techniques, with the aid of SPSS. Findings of our study revealed positive correlation and strong statistical significant relationship between dimensions of oil palm pest management strategies and national agricultural development. Based on our findings, we arrived at the proven fact that, effective oil palm pests’ management will enhance oil palm productivity, national agricultural development and ultimate national development. The study recommends amongst others, committed private and public sectors investments on oil palm development and productivity, for enhancement of effective national development, as applicable today in Malaysia.

Keywords: Oil Palm Pests; Management Control Strategies; Oil Palm Development; National Agricultural Development; National Development.

Introduction
Shortage of food and related agricultural produce, federal character maintenance, ethnic sentiments, effective leadership, security, effective oil palm development, mismanagement of resources, large scale corruption, and so on, are strategic in national economic development, and these are still among the most pressing national development challenges of the hour in Nigeria. Among the factors which limit national development via agricultural production are pests that destroy crops and stored products. These pests’ challenges have created the gap between food and industrial raw materials production, and human population increases continue to widen the gap, thereby worsening national development in Nigeria. When pests are left unmanaged, they are liable to cause such serious losses that will discourage further interests and attempts to grow certain crops that are strategic in national development, for instance, oil palm (Hartley, 1977; Taylor, 1977; Turner and Gillbanks, 1982; Chikwe, 1992; Kalidas, 2012).

The applicability of rational managerial control measures of oil palm pests requires thorough managerial knowledge of the biology and behaviour of the pests. The oil palm (Elaeis guineensis) is very strategic and of vital importance in Nigeria’s national development. Oil palm crop is noted to be the richest source for vegetable oil production with a capacity of 4-6 metric tons of oil per hectare (ha) annually (Kalidas, 2012). Oil palm also has the similar record of the most sustainable crop to feed the hungry mouths of the world and national development enhancement, since it has the universal recognition as the most efficient, effective and highest yielding form of edible oil production (Basiron, 2011). Oil palm crop is evergreen and can produce all-year-round, and as such, the management of its pests’ challenges to ensure optimum productivity is vital for national development. Oil palm provides the Nigerian nation’s main cooking oil, serves as a viable strategy for employment generation, as well as a strategic raw materials provision for the Oleo-chemical industries and national development pursuit. Nigeria is an agrarian nation and has huge agricultural potentials for employment of labour, production of food and industrial raw materials, as well as enhancing the per capita growth and development of the economy and
national development. With an arable land potential of 98.3 million hectare (ha), it is reported that only 34.2 million ha (48%) is cultivated, while 52% is at present unexploited (Nwankpa, 2017). To contribute and enhance Nigeria’s national development, the present study is advocating the management of oil palm pests, and use of oil palm crop in specific to enhance the achievement of such laudable national development objective. This study becomes necessary because, it is on record that, about the beginning of the 20th century (about 1911), Nigeria controlled about 75% of the world oil palm production, and about 18% came from Sierra Leone (Hartley, 1977). It is also noted that, at this time, Nigeria controlled 45% share of the world market in oil palm produce, and this rose to 58% in 1953. Export figure declined from a peak of 225,000 tons in 1953 to barely three (3) tons in 1968, and vanished completely by 1974 (Ejemba and Chikwendu, 1986). Nigeria lost her foremost place in palm oil exports to Zaire in 1962 and regained temporarily in 1964-1965. Total production from the grooves was estimated by FAO as about 500,000 tons of oil in 1971. With increased demand of palm oil, due to the increase in population and petroleum revenue, and decrease in groundnut oil production, Nigeria became a net importer of palm oil from 1976 till present date (Ejemba and Chikwendu, 1986). The urgent need for Nigeria to sit up and strike for extensive and intensive exploitation of all facets of oil palm development and production for national development comes to fore, hence the present study of oil palm pests management, since pests limit oil palm crop optimum production potentials (Hartley, 1977; Taylor, 1977; Turner and Gillbanks, 1982; Chikwe, 1992).

As argued by Kalidas (2012), the eco-friendliness of oil palm is revealed and manifested as it is a perennial plantation crop, the sustainability of its green canopy throughout 30 years of its average economic life, and as it does not cause soil erosion. Oil palm cultivation is noted to be beneficial to farmers, as they can get more in returns, since the Benefit Cost Ration record for oil palm is more than 1.8 (Kalidas, 2012). Oil palm is a labour saving crop. This implies and suggests that, it is less labour intensive when compared with other crops. In addition to oil palm crop’s high productivity, it is noted to be as a good sink for carbon dioxide absorption and very good source for oxygen production. Basiron (2006) argued that, a hectare of oil palm plantation produces an amount of 21.96tonnes of oxygen annually, while 30.28tonnes of carbon dioxide absorbed accordingly. Basiron (2006) further posits that oil palm crop is far superior over other oil seeds crops whose production and productivity of vegetable oil is less than 1tonne, as well as oxygen (2.54tonnes) is far below to oil palm crop. In view of these, the management of oil palm pests and oil palm development is strategic to national development and economic viability sustainability in Nigeria.

As noted by Anon (2011, in Kalidas, 2012), the cost benefit ratio of oil palm in Malaysia is 3.0, and this could be the reason for Malaysia’s fast growth economy and national development. Nigeria’s economic growth and national development should have been far better than that of Malaysia that was initially behind her in oil palm production in 1950s and 1960s. Nigeria’s backwardness and such related national development challenges were as a result of emergence of oil and gas boom that engendered less interest in agriculture and in specific, oil palm development and production neglect, large scale corruption and resources mismanagement. However, to awaken Nigeria in its slumber as per oil palm development, Belgium trained oil palm experts (SOCFINCO GROUP), who under their private ownership and management have at present, established about 35,000ha of oil palm plantation at Edo and Delta states of Nigeria. The SOCFINCO of Belgium after successful feasibility report in 1974, under contractual arrangement with Rivers State Government, started in 1977, acquired and established Risonpalm (Rivers State of Nigeria Palm), a 10,000ha Oil Palm Estate at Ubima in Ikwerre/Itche Local Government Areas, and handed over the plantation and 40 metric tonnes per hour oil palm mill to Rivers State Government (their principals) on December 31, 1985. This huge oil palm establishment was mismanaged by indigenous leadership, and somewhat abandoned. The group are currently replanting the near abandoned 16,000ha of the oil palm plantation at Ubima and Elele Estates of former Risonpalm Nigeria Limited (now, Siat Nigeria Limited), Rivers State, under contractual relationship of 35years with Rivers State Government. The SOCFINCO Group are proposing to acquire or merge the Imo State abandoned Adapalm Nigeria Limited to further contribute and advance Nigeria’s national development via the almighty oil palm tree crop. Other moves both in large plantations and smallholder’s oil palm enterprises are on in South-South and South-East geo-political zones of Nigeria, and such will enhance national agricultural development and national development.

Research problems and specific objectives of the study
At oil palm crop’s various stages of development, the palm is subjected to various pests’ infestations, which often times, result to serious economic damages and strategic loss in production. The roots, trunks and foliage of the palms can be attacked by pests. Reports abound that up to 40-60% reduction in the potential yield of adult field palms during severe pests outbreak of Coelaenomenoderatelaeidis (leafminer) at Ubima Estate of Risonplam Limited in Rivers State in 1991, and up to 20-30% seedlings destruction in a nursery attacks at their (Risonpalm) Highland Oil Palm Project, Yenagoa (Chikwe, 1992). To revitalize Nigeria’s agriculture and national development, the national development strategy of using oil palm as enhancing strategic crop is paramount and comes to fore. This is to enhance Nigeria’s attainment of her former glory and status as world oil palm leading producer in the 1950s (Ejemba and Chikwendu, 1986). Oil palm pests have been noted as posing strategic set-back in oil palm development and production (Wood, 1968; Wood, Corley and Goh, 1973 in Kalidas, 2012; Dhileeapan, 1988; Chikwe, 1992; and Kalidas, 2012). In specific, the objective of the study is to critically and empirically examine the strategic influence of oil palm pests’ management strategies in relation to oil palm development on national agricultural development and ultimate national development.

**Study Variables and Conceptual Framework**

![Conceptual and Operational Framework of Oil Palm Pests Management Strategies and National Agricultural Development](image_url)

**Hypotheses**

**Ho1:** The general upkeep as oil palm pest management strategy has no significant relationship with national agricultural development in Nigeria.

**Ho2:** The adoption of cultural method management as oil palm pest management strategy has no significant relationship with national agricultural development in Nigeria.

**Ho3:** Chemical methods management as oil palm pests management strategy has no significant relationship with national agricultural development in Nigeria.

**Fundamental Nexus and Literature Review**

**Concept of Pests and Diseases**

The term pest is a widely used but grossly abused term (Taylor, 1977). It has been described as an organism whose existence conflicts with man’s profit, convenience or welfare. Plant pests are usually defined in terms of the degree and impotence of crop damage or loss (Chikwe, 1992). Although, Chikwe noted that all organisms causing any damage or nuisance, or loss to crops can be regarded as potential pests. However, in our present study context, it is usual we use the term strictly for organisms whose depredations cause significant economic damage or loss. As argued by Taylor (1977), the criterion for determining the status of any organism as a pest in crop production is, therefore, purely economic and may be related not only to the number of organisms, the nature or severity of damage, but also the effect of damage or infestation on the yield, market value and acceptability of the crop. On the whole, it is important to know the numbers of organisms or level of infestation that is considered great economic
importance before determining which organisms are pests. Virtually, all the pests of crop plants are animals, with exception of weeds and parasitic plants which sometimes are referred to as pests. In relation to these, plant diseases according to Taylor (1977) and Chikwe (1992) can briefly be defined as disorders or physiological disturbances of the normal functions of plants caused by physical, chemical or biological factors (i.e. the disease-inciting agents that are themselves living organisms, and these are those referred to mainly as PATHOGENS). In the same vein, symptoms are the visible morphological expressions of disease conditions. Nevertheless, it is even more difficult to determine what amounts to economic loss in diseases and the needs for management control are also usually based on economic considerations (Taylor, 1977). From the above brief descriptions, organisms which cause economic loss in quantity and quality of crops and products are, therefore, widely recognized as pests and diseases organisms.

However, in view of the nature of our present study, we shall examine the concept of pests to only limited major oil palm pests that cause economic damage and their management control strategies for oil palm development and effective national development enhancement.

**Major Pests of the Oil Palm Nursery Palms**

**Termites (Isoptera)**

These insect pests live in subterranean nests. They live in caste on individual bases and each soldier in the caste is characterized by an enormous gland that opens by a pore at the front of the head, where a sticky fluid is secreted. Nursery seedlings of oil palm are principally attacked by termites particularly during the dry season; specifically, the common one is *Armitermes evuncifer* specie. This specie attack and destroy the root systems of seedlings in the soil, and this causes the seedling to become pale, stunted or dead in event of heavy infestations.

**Management Control Strategies**

The management control methods of termite’s eradication can be by cultural methods through frequency and volume of watering during the dry season up to the onset of the next rainy season. Relevant and appropriate chemical control recommendation by an expert or entomologist is advised. A careful observation for the pests’ occurrence and early recognition and control will minimize damages done (Duckett, 1989).

**Grasshoppers and Crickets (Orthoptera)**

The grasshoppers use their mandibulate mouth parts to defoliate seedlings causing damages through biting and chewing. The nymph stage is the most destructive phase, specifically when they swan. Detrimental effects of defoliation have been recorded in Sumatra (10-25%) and Honduras (22-30%) as expressed by Sipayung, Chenon and Sudharto (1989). Related observation was also recorded in Risonpalm Highland Oil Palm Project, Yenagoa in 1991 (Chikwe, 1992).

**Management Control Strategies**

This is mainly by cultural method by handpicking and destroying the nymph or the adults when they are at low infestation densities. The application of appropriate insecticide or other relevant chemicals is recommended.

**Sucking Insects (Hemipterans)**

*Hemipterans* are groups of insect pests that are characterized by the possession of or the presence of the stylet or beak attached to the front part of the head or the underside, which projects backwards. The stylets are used for the piercing and sucking of the leaves sap. This causes malformations and twisting of the leaves as the bugs feed on them. For instance, Aphids (*Cerataphis variabilis*) are sometimes encountered. These aphids feed on the leaves and cause marked twisting and distortions of the central spears of the palm. It has also been reported that a wide spread of attack of this insect pests can defoliate and cause losses in yield as much as 50%, at 4-6 months after the attack (Wood, Corley and Goh, 1973).

**Management Control Strategies**

Application of contact insecticides or relevant organophosphate insecticides with systemic action can give high degree of remission. A much more efficient and sustainable control action for aphids and soft scale pests’, according to Turner and Gillbanks (1982) is the use of natural enemies such as predacious ladybird beetles (*Coccinellidae*), Nutidulid beetles and Chalcidoidea (wasps). In severe attack as remarked, these ladybird predators may be imported. The general upkeep of the plantation environment is also very important to ensure total eradication.

**Moths and Butterflies (Lepidoptera)**

The adult insect pests have mouth parts adapted for feeding and are mostly harmless, but the larval stages called caterpillars are plant feeders and often are major crop pests. The larva aggregate and scrap the lower and upper surfaces of the leaves. Some of them
are *Pimelephila ghesguirei* and *Zophorestes cerymica* (skipper).

**Management Control Strategies**
The cultural method of hand picking is recommended to be done when at low populations with hand gloves. Usage or application of relevant chemical or insecticide is also recommended. In all, early detection and control of the infestation is very important.

**Coleopteran (Beetles)**
These are also insect pests that attack oil palm seedlings. Examples of this include *Sesamia poephaga*. The larva has been found to drill a hole at the base of the seedling, gnawing at the base. This action results to the wilting and subsequent withering of the central whorl of leaves, which comes off easily if pulled. The Dynastid beetles (*Oryctes monoceros*) attack field palms that are less than one year old, killing them. They also attack and kill nature palms.

**Management Control Strategies**
Avoidance of the frequent establishment of shaded nurseries. When infestation occurs, apply systemic insecticides.

**Some Major Pests of Field Oil Palms**
Chrysomelidae: *Hispidae* (*Coelaenomenodera elaeidis*)
These are leafminers and the most destructive pests of oil palm in the field. Serious attacks of this have been reported some time in Imo, Edo and Cross River States of Nigeria (Ejamba and Chikwendu, 1986). The level of attack and destruction caused by leafminer in Risonpalm Limited, Ubima Estate in 1991 attracted the attention of entomologists from Nigerian Institute for Oil Palm Research (NIFOR), Benin. The research institute acted swiftly in response, control and eradication. The attack resulted to significant losses in fresh fruit bunches (FFB) yield (Chikwe, 1992). The attack results to the adults eating up the longitudinal grooves in the leaves, while the larva develops and pupates between the upper and lower epidermis of the leaf blades, destroying the photosynthetic tissue to form a “mine”. In the event of serious attack, necrosis results.

**Management Control Strategies**
The cultural method of introducing several chalcid wasps to parasitize on the insect pests in their immature stages; for instance, eggs, lava and pupae. Many Hymenopterans (ants) can also be introduced as natural regulatory agents to feed on the pests, keeping them in check. Other cultural control is by pruning and keeping the affected leaves within the period of larval abundance when the atmospheric humidity is high. This control measure strategy helps and ensures fast decomposition of leaves, as well as the death of the insect pests. At high infestation level (threshold), appropriate insecticide (chemical), for instance, ultracide 40EC at 1.5litres/ha can be applied, using the canon sprayer e.g. tecnoma. General Field upkeep and maintenance is vital to the control of the pests.

**Oryctes monoceros and Rhynchophorus species**
These are other major coleopteran pests that attack oil palms in Nigeria (NIFOR). Similar observation has been made in India (Dhileepan, 1988). *Oryctes* species are often found attacking mainly adult palms by biting through the tightly packed and unopened leaves in the central buds. As a result, when the leaves are open, cut-edges are observed. In addition, they also destroy the midribs of the leaves, the spathes and inflorescence stalk bases.

**Rhinoceros (Beetle)**
Rhinoceros beetle, *Oryctes* rhinoceros has been observed to be a serious damaging pest of oil palm in Malaysia (Bedford, 1980). When severe damage occurs, about 15% of the leaf area can be lost (Samsudin, Chew, and Mohd, 1993), and such has been observed to result to a decline in yield of up to 25% (Liau and Ahmad, 1991). It is also important to note that damage by the beetles provides entry points of the beetles to the palm, leading to emergence of *Rhynchophorus ferrugineus* and other associated fungal pathogens that lead to bud rot disease (Mariau, 1999).

*Rhynchophorus ferrugineus* (Coleoptera curculionidae) larvae and adults feed on the crown of the palm or the spot where leaves have been pruned. The weevils are attracted by the primary wounds inflicted by *Oryctes*, leading to a secondary infestation and damage. This eventually results to the death of the palm. It is to be noted that most of the damages done by *Rhynchophorus* species tend to be secondary to that of *Oryctes* species. However, the control of *Oryctes* species is vital and such helps to achieve the control of *Rhynchophorus* species.

**Management Control Strategies**
The major management control strategy of eliminating *Rhynchophorus* species is by cultural method. This includes the strategic elimination of breeding sites, such as compost, refuse dumps, bunch wastes, burning of old palm stumps, handpicking by phytosanitary team and destruction of the adults, opening up of oil palm trunk to expose the beetles...
breeding ground to harsh weather. The chemical control strategies include, the painting of coal tar on the site of pruning wounds made by leaf pruning.

**General Field Upkeep Management and Survey of Insect Pests**

Routine surveys of insect pests’ population in the field are very important. However, the frequency of routine survey depends on the cost benefit ratio of such operation. In addition, “systematic random sampling” technique could be adopted. Experience from NIFOR recommendations indicate that field palms could be sampled by examining fronds 1, 9, 17 and 25 for insect pest populations (Chikwe, 1992). In the same vein, it is further observed through routine surveys on general upkeep and field maintenance that some *Oryctes* species have been found on leaf 17 and 25 of the oil palm fronds. In effect, the number of oil palms to be sampled in the survey will depend on the size of the plantation. Nevertheless, for the purposes of covering all the fields in a large oil palm estate, the management recommendations should be the sampling of 40 palms per field, and not less than 20 palms per field. The essence of this recommendation is to achieve effectiveness in the insect pests’ population count and control.

**Some Vertebrate Pests of Oil Palm**

In the group of vertebrate pests of oil palm, a number of animals cause serious damages to oil palm, particularly the young oil palm plantings. Some of such common pests in most cases in plantations worldwide include: rats, birds porcupines, "cutting grass", *Thryonomus swinderianus* and birds (Turner and Gillbanks, 1982). The damages caused by these vertebrate pests differ and variability depends on the plantation location, pests’ population and level of field upkeep and control.

**Management Control Strategies**

These include cultural methods by destroying their natural habitats, birds scaring, hunting, poison baits and regular field upkeep and maintenance.

**National Agricultural Development**

Nigeria is noted to be among the poverty-ridden nations in the world, and agriculture can serve as the leading growth and development sector in the globalized economy (Umo, 2012). Umo (2012) identified two basic solutions to substantiate his position on national agricultural development. (1) The presence of non-tradable staples such as root crops, tubers and local cereals can offer the much-needed food security (2) agriculture can offer comparative advantage which is in primary activities as compared to manufacturing. It is on record that Nigeria spends substantial amount of its foreign reserves on importation of staple foods, which resulted to her spending over 1.3 trillion naira in 2010 on rice, sugar, wheat, and fish imports (Adesina, 2012). Spending scarce foreign exchange on food means that less is available to import the much needed capital, technology, skilled labour, and management. These being the factors of production that tends to be in short supply in developing countries. To come out of this ugly situation, agriculture is the panacea, using oil palm development and effective oil palm pests’ management as one of the major strategic solutions in such national development pursuit.

The perceived role of oil palm development in Nigeria’s agricultural development cannot be overemphasized. It is for Nigerian nation to go back to the drawing board and see oil palm development as a stimulant and strategic paradigm shift, for her agricultural development that will enhance national development. This move will effectively complement the oil and gas sector of the economy for the achievement of wholistic national economic growth and national development. It is observed from World Bank (2008, in Nwankpa, 2017) record that, the Gross Domestic Product (GDP) originating from agriculture is to say the least, twice as effective in poverty reduction, as compared to the GDP originating from non-agricultural sectors. Nwankpa (2017) expressed that this observation has been the historical experience of China, India, Latin America, and of recent Ghana. It is further remarked that, Nigeria with huge agricultural potential should borrow a positive leaf from these noted economies and develop her agricultural sector, rather than much dependence on monolithic oil and gas sector associated with environmental and resource depletion, as well as the noted oil and gas economic shock vulnerabilities.

It is the view of this paper that Nigeria should focus strategic attention on agriculture for her national development as it were, with specific interest on oil palm development and effective management of its pests in her oil palm belt of the nation. This strategic option will no doubt, significantly correlate with and enhance the needed wholistic national economic development. In as much as our presents study focus is on agricultural aspect of oil palm development and its pests management that will necessitate national development, our study is not in any way, disregarding the manufacturing and oil and gas sectors of Nigeria’s economy. On the other hand, Wit and Crookes (2013) succinctly remarked that Nigerian manufacturing sector has remained underdeveloped,
and has contributed only about 3 percent of GDP annually between 2002 and 2007 (World Bank, 2012).

To increase Nigeria’s agricultural growth rate and much needed wholistic national development, via effective oil palm development and its pests’ management strategies, require multifaceted attack on a number of national challenges including security (herdsmen-farmers problems and kidnapping, etc), large scale corruption, resources allocation and utilization problems, ineffective leadership, etc. In addition, strategic attention should also be focused on interrelated oil palm pests’ management strategies involving cultural control methods, oil palm fields general upkeep maintenance and judicious application of relevant pesticidal (chemical) control measures and management. A slowly growing agricultural sector can also result in inflationary pressures (Zuvekas, 1979). In other words, this implies that, poor agricultural performance hinders the growth and development of the rest of the economy, as well as limiting the resources available to promote national development. Zuvekas (1979) posits that, a country can experience economic growth with a stagnant agricultural sector, but such is likely to be growth without national development. These observations are akin to what Nigerian nation is currently suffering, hence the need for extensive and intensive oil palm development and its pests management for the enhancement of Nigerian national development, including food security sustainability.

Methodology

The major methods adopted in the study include, the documentary and cross-sectional survey. Likert 5-type coded measurement scale was used in the design of the research instrument items. Instrument validity was ascertained through peer reviews and professional authentication, while the reliability of 0.859 was achieved using Chronbach’s alpha, with the aid of Statistical Package for Social Sciences (SPSS) software. Data were drawn from 120 statistically selected managers / entomologists or plantation officers who are heading strategic departments, and who also have indepth knowledge of the issues raised in the research instrument items. These respondents were drawn from statistically selected oil palm establishments in South-South and South-East geopolitical zones of Nigeria. These in specific are: Nigerian Institute for Oil Palm Research (NIFOR) Benin, Presco Nigeria Limited in Edo and Delta States; Bayelsa Palms Ltd; Siat Nigeria Limited (former Risonpalm Ltd) Port Harcourt; selected Smallholder oil palm enterprises in Imo, Abia and Rivers States, and Monitoring and Evaluation Unit of Federal Department of Agriculture in the study area.

106 copies of the research questionnaire were found fit for use after data cleaning. Data generated were analyzed, posited hypotheses tested, using Pearson’s Product Moment Correlation and Multiple regression techniques at 0.01 level of significance, with the aid of SPSS software. Multiple regression technique model is used to calculate the effect of two or more explanatory variables (the predictor) and one explained variable (the criterion variable). Regression analysis enables the researcher to predict the specific value of one variable when he knows or the assumption of other variables. It is also a way of modeling the relationship between variables (Cohen and Holliday, 1996).

Data Analysis and Discussion of Findings

This section starts with stating and testing the posited hypotheses, resultant analysis and discussion of findings.

**Ho:** There is no significant relationship between general upkeep and national agricultural development in Nigeria.

**Table 1:** Pearson’s Correlation analysis showing the direction and magnitude of the relationship between general upkeep and national agricultural development in Nigeria

<table>
<thead>
<tr>
<th>Variable 1</th>
<th>Statistics</th>
<th>General Upkeep</th>
<th>National Agricultural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>General upkeep</td>
<td>Pearson’s Correlation Coefficient (r)</td>
<td>1.000</td>
<td>.772**</td>
</tr>
<tr>
<td></td>
<td>Sign. (2-tailed)</td>
<td></td>
<td>.004</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
<td>106</td>
</tr>
<tr>
<td>National Agricultural</td>
<td>Correlation coefficient (r)</td>
<td>.772**</td>
<td>1.000</td>
</tr>
<tr>
<td>Development</td>
<td>Sig. (2-tailed)</td>
<td>.004</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
<td>106</td>
</tr>
</tbody>
</table>

**Correlations**

**Correlation is significant at 0.01 level (2-tailed); p<0.01**
Table 1 shows the correlational analysis and relationship between Oil Palm General Upkeep and National Agricultural Development in Nigeria. The results showed that the Pearson’s correlation coefficient (r) is 0.772, indicating strong positive and significant relationship exists between oil palm pests management strategy dimension of general upkeep and national agricultural development in Nigeria. In this scenario, the p-value is 0.004 which is less than 0.01 significant level, and thus, revealing statistically significant association.

**H₀: There is no significant relationship between cultural method management and national agricultural development in Nigeria.**

### Table 2: Pearson’s correlation analysis showing the direction and magnitude of the relationship between general cultural method management and national agricultural development in Nigeria

<table>
<thead>
<tr>
<th>Variable 1</th>
<th>Statistics</th>
<th>Cultural method management</th>
<th>National Agricultural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural method management</td>
<td>Pearson’s Correlation Coefficient (r)</td>
<td>1.000</td>
<td>.743**</td>
</tr>
<tr>
<td></td>
<td>Sign. (2-tailed)</td>
<td></td>
<td>.007</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
<td>106</td>
</tr>
<tr>
<td>National Agricultural Development</td>
<td>Correlation coefficient (r)</td>
<td>.743**</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Sign. (2-tailed)</td>
<td></td>
<td>.007</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
<td>106</td>
</tr>
</tbody>
</table>

**Correlation is significant at 0.01 level (2-tailed); p<0.01**

The relationship between cultural method management and national agricultural development as in Table 2, showed that the correlation coefficient (r) is .743. This indicates that a strong positive statistical significant relationship exists between usage of cultural method (as oil palm pests’ management strategy) and national agricultural development in Nigeria. The p-value of .007, which is less than 0.01 significant level assert that, cultural method management has a significant and strong influence on national agricultural development, using oil palm as a strategic crop in the quest for national development.

**H₀: There is no significant relationship between chemical method management and national agricultural development in Nigeria.**

### Table 3: Pearson’s Correlation analysis showing the direction and magnitude of the relationship between chemical method management and national agricultural development in Nigeria

<table>
<thead>
<tr>
<th>Variable 1</th>
<th>Statistics</th>
<th>Chemical method management</th>
<th>National Agricultural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical method management</td>
<td>Pearson’s Correlation Coefficient (r)</td>
<td>1.000</td>
<td>.761**</td>
</tr>
<tr>
<td></td>
<td>Sign. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
<td>106</td>
</tr>
<tr>
<td>National Agricultural Development</td>
<td>Correlation coefficient (r)</td>
<td>.761**</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Sign. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
<td>106</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed); p<0.01**

The relationship between oil palm pests’ chemical method management and national agricultural development in Nigeria, as depicted in Table 3, revealed that the correlation coefficient is .761. This indicates that a strong positive and statistical significant relationship exists between chemical method of managing oil palm pests and the enhancement of national agricultural development in Nigeria. The p-value of 0.000 which is less than 0.01 significant level, statistically assert significant relationship. The results revealed that usage of chemical method as a strategy of managing oil palm pests will enhance oil palm development effectiveness and ultimate national agricultural development, leading to ultimate national development in Nigeria.
Table 4: Multiple regression of general upkeep, cultural method management and chemical method management on national agricultural development in Nigeria.

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficient</th>
<th>Beta</th>
<th>t</th>
<th>Sign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std Error</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 (constant)</td>
<td>.432</td>
<td>.107</td>
<td>4.034</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>General upkeep</td>
<td>.648</td>
<td>.069</td>
<td>.750</td>
<td>9.446</td>
<td>.000</td>
</tr>
<tr>
<td>Cultural method management</td>
<td>.620</td>
<td>.115</td>
<td>.560</td>
<td>5.391</td>
<td>.002</td>
</tr>
<tr>
<td>Chemical method management</td>
<td>.277</td>
<td>.134</td>
<td>.235</td>
<td>2.060</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent variable: National Agricultural Development

The data in Table 4 show the regression results of the respective tests of the posited hypotheses 1-3, using the predictor dimensions of oil palm pests’ management strategies and national agricultural development as the criterion and only measure. The results of our regression analysis show that the general upkeep of oil palm plantation has a calculated t-value of 9.446 and a corresponding significant value/probability value of 0.000. Conventionally, the statistical decision criterion is to reject the null hypothesis since the critical t-value (i.e. t-tab) is less than t-calculated. This implies, t-cal(9.446, 0.01, 106) > t-tab (1.96, 0.01, 106), and we statistically assert that there is a significant relationship between general upkeep of oil palm plantation and national agricultural development in Nigeria. In the same vein, Table 4 indicates that chemical method management has a t-calculated value of 2.060, with a corresponding significant value/probability value of 0.000. Based on the statistical decision rule, t-calculated = 2.060 > t-tabulated (0.01, 106) = 1.96; and the null hypothesis is conventionally rejected, and the alternative is accepted. This implies that, there is a significant relationship between chemical method management of controlling oil palm pests that will ensure oil palm enterprise development and national agricultural development, leading to Nigerian nation wholistic development.

Table 5: Summary of Pearson’s correlation and multiple regression findings and statistical values of the relationship between the dimensions of oil palm pests’ management strategies and national agricultural development in Nigeria

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>r-value</th>
<th>t-value</th>
<th>p-value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Upkeep</td>
<td>.772</td>
<td>9.446</td>
<td>.000</td>
<td>Statistical significant relationship</td>
</tr>
<tr>
<td>Cultural Method Management</td>
<td>.743</td>
<td>5.391</td>
<td>.002</td>
<td>Statistical significant relationship</td>
</tr>
<tr>
<td>Chemical method management</td>
<td>.761</td>
<td>2.060</td>
<td>.000</td>
<td>Statistical significant relationship</td>
</tr>
</tbody>
</table>

Conclusions
With increased oil and gas production and price vulnerability in the global market arena, and Nigeria in specific, the role and use of oil palm pests’ management and oil palm enterprises development to enhance Nigeria’s national development is a welcome development. Our study has revealed that, the continuous general upkeep of oil palm plantation,
appropriate cultural methods management and effective chemical (pesticide) method management adoption will help to control oil palm pests. Such strategic approach and adoption in oil palm enterprises development will increase oil palm productivity and enhancement of national agricultural development, leading to eventual economic and national development sustainability.

**Recommendations**

- **Since oil palm played vital role in national economic development in Nigeria in 1950s and early 1960s before the emergence of oil and gas boom, committed Nigerian government and private businessmen should embrace agriculture which is a primary industry, and oil palm development in specific to complement the oil and gas sector for effective national economic development.**

- **Committed Nigerian businessmen and politicians should borrow a positive leaf from Malaysia and the Presco Nigeria Limited and Siat Nigeria Limited (Group of Brussels’ oil palm development scheme) in South-South, Nigeria, to enhance national development, instead of laundering monies and turnkey project establishments outside Nigeria.**

- **Smallholder oil palm enterprises development should be encouraged by committed government and private businessmen.**

**References**

- Monitoring and Evaluation Unit, Federal Department of Agriculture, Benin.
- Nigerian Institute for Oil Palm Research (NIFOR) Benin.


Solid Minerals for Economic Empowerment of Rural Communities of Osun State, Nigeria

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Abstract

Nigeria, a country, with an estimated population of about 200 million people is still operating an economy that is characterized by over dependency on oil, inadequate availability of infrastructure, high rate of unemployment, and the attendant consequences of these conditions. These consequences have resulted in environmental pollution, hunger, and poverty among other things. The Nigerian government is encouraging diversification of the economy as a way out of this situation. Reports have agreed that under the Nigerian soil are various forms of solid minerals waiting to be exploited. A lot of low and middle income countries like Ghana, South Africa, Peru, Indonesia, and Chile have effectively grown their economy on solid minerals. As such, the solid mineral can prove a veritable tool for poverty alleviation, employment opportunity, economic empowerment and sustainability of the Nigerian masses. Most of these solid minerals are located in the rural areas of Nigeria. Most Nigerians in these rural areas are living below poverty level without the necessary infrastructures that enables participation in economic productive activities. In the light of the above, this paper therefore, investigated the economic infrastructures put in place in the host communities to mineral resources that will encourage active participation of the rural dwellers in mining economic activities that will ensure poverty alleviation, economic empowerment and sustainability in some selected mining communities in Osun state, Nigeria. The study used the survey instrument (questionnaire). Descriptive and inferential statistics were used for analysis of data. The findings revealed that though there is involvement of the host communities in the benefits accruing from the mineral resources in their land as evidenced by some of the infrastructures put in place but these infrastructures are not adequate to encourage meaningful economic participation of the rural dwellers. The study, therefore, concludes that though there is certain level of infrastructures available, but those are not enough for any meaningful development. As such the state of economic development of the rural dwellers is limited and no serious economic productive activity can be sustained.

Keywords: Solid minerals, Rural-dwellers, Economic empowerment, Power alleviation, Sustainability, Osun state

Introduction

Nigerian economy is confronted with monumental challenges in form of dilapidated and chronically non-functional infrastructure. The decay in the country’s infrastructural base reflects decades of poor maintenance and weak technological base (Abasilim, Ayoola, and Odeyemi, 2017). The effectiveness with which the above challenges are tackled, especially the reduced government revenue, foreign exchange earnings and depletion of the external reserves, arising from downturn in crude oil fortunes in the international oil market will determine in large measure, the level of progress the Nigerian economy would make in years to come.

Considering the present economic misfortune of the country, there is a great need to look inwards to discover other means to create industrialization that will enable economic growth and development. This will mean building an economy that is independent of oil. Small businesses are the bedrock of industrialization and this involves economically empowering the people to engage in entrepreneurial ventures (Abasilim, 2015). Empowered citizens will contribute to the GDP of the country and help to reduce the level of unemployment.

Natural resources availability in any country contributes immensely to its wealth base and aids socio-economic development (Jack, Nkwocha, and Odubo, 2016). Researchers have agreed that under the Nigerian soil are many untapped wealth and riches. But majority of Nigerians are still wallowing in poverty (Omoh, 2015). According to him, there are about 40 different kinds of solid minerals and precious metals buried in Nigerian soil waiting to be exploited. He went ahead to adduce that the commercial value of Nigeria’s solid minerals has been estimated to run into hundreds of trillions of dollars. As such, there is optimistic expectation that the solid minerals sector can become a major player in the diversification of the economy, transiting from
dependence on oil and gas and agriculture, as well as serving as an engine of growth of the Nigerian economy, and promoting an inclusive development in the coming decades.

Sustainable development of the extractive industry is one of the keys for unlocking the enormous growth potentials of the economy and advancing Nigeria significantly up the global economic and social development ladder in the next two decades (UNDP, 2014). The paper posited further that developing solid mineral resources to grow the economy by adding more value locally, through the development of downstream activities and ancillary industries, as well as their integration with the rest of the economy, would yield significant positive social and economic payoffs to the economy and the people of Nigeria. The payoffs will include sustained industrial development and economic growth, higher government revenues from tax and non-tax revenues from the sector, infrastructural development linked to mining activities, higher employment opportunities for young people, and overall, greater economic prosperity and well-being of the population.

However, (Stock, 2007) observed that wealth and power are distributed very unevenly in Nigerian society. The great majority of Nigerians, preoccupied with daily struggles to earn a living, have few material possessions and little chance of improving their lot. In the light of this scenario, this paper investigated the rights of the indigenous population to mineral resources in their land for economic empowerment and sustainability. As such the following research questions were addressed;

i. What are the infra-structures put in place to encourage economic participation of the rural dwellers in the mining of mineral resources so as to reduce poverty and unemployment?
ii. What is the extent of the involvement of the rural dwellers as regards the benefits accruing from the mineral resources in their land?

Objectives of the Study

The objectives were to:

i. Investigate the availability of infrastructure put in place to encourage the participation of the rural dwellers to mining activities so as to reduce poverty and unemployment in Osun state; and

ii. Determine the extent of involvement of the rural dwellers in the benefits accruing from the mineral resources in their land in the area of study.

Research Hypotheses

The following hypotheses were tested:

i. Infrastructure are not put in place to encourage the participation of rural dwellers so as to reduce poverty and unemployment in Osun state; and

ii. The rural dwellers are not included in the benefits accruing from the mineral resources in their land in the area of study.

Literature Review

Natural Resources in Nigeria

Nigeria is a natural resource-dependent nation with earnings from natural resources constituting the mainstay of the economy (Adangori, 2018). Continuing, the author postulated that Nigeria’s natural resource endowments may be broadly categorized into solid minerals and oil and gas. He maintained that there are 34 types of solid minerals in Nigeria occurring in more than 450 locations all over the 36 states of the federation and the Federal Capital Territory. Nigeria is adjudged to be among the wealthiest countries in Africa in terms of natural resources potential. The country is blessed with diverse natural resources, ranging from crude oil, gas, iron ore, cocoa, timber, tin, columbite, tantalite, wolfram, gold, lead-zinc, limestone, kaolin, clay, shale, marble, radio-active minerals, barityles, cassiterite, coal, lignite, petroleum, natural gas and hydro-electric power. If properly exploited, some of these solid mineral resources, aside from oil and gas, can reasonably facilitate the growth and development of the economy.

However, this seems not to be the case in Nigeria, as Jack et al (2016) argues that Nigeria’s situation appears to be a paradox because abundant natural resource exploitation seems to co-exist with sluggish rate of economic development. This may be as a result of the abandonment of the solid mineral sector upon the discovery of crude oil in the 50s in Nigeria. As Jack, et al, (2016) observed, the decline of the solid mineral sector, which dates back to late 1970, could be traced to the discovery of petroleum which replaced solid minerals as the nation’s main foreign exchange earner. It is very arguable that the discovery of crude oil has considerably stymied government’s initiatives in the solid minerals sector in terms of policy formulation, institutional support, regulation, and funding, thus leaving the sector completely neglected.

Fayemi (2016) noted that Nigeria’s solid minerals sector only makes up about 0.34% of gross domestic product (GDP). He observed that while this is significant, it is much smaller than its true potential as the vast majority of our mining assets have yet to be exploited. To put this figure in a broader context, he
noted that solid minerals account for about 9 percent of South Africa’s GDP, while mineral revenues is projected to account for 34.4% of Botswana’s total revenue in 2015/2016, and about 30% of GDP. The author assumed therefore, that it would be accurate to say that Nigeria’s solid minerals sector has more or less been operating sharply below capacity, with many mining operations manned by small scale artisanal miners, as opposed to the large scale actors. He concluded by noting that experts have proved that Nigeria can generate at least N5 trillion annually from mining and exporting of its vast solid mineral deposits, with several multiplier effects on job creation, state development and social infrastructure that could position the solid minerals sector as the main catalyst for national development.

This is why the Nigerian Economic Recovery and Growth Plan (ERGP), which is a medium term plan for 2017-2020, recognizes the mining sector as one of Nigeria’s most promising growth sectors. The mining sector, therefore, is positioned as one of the frontiers of government economic diversification agenda which will achieve among other things, diversification of revenue sources that will address Nigeria’s economy’s strategic vulnerability to dependence on a mono-resource for sovereign revenue; create employment that will reduce the current 14.2% unemployment level; expand economic opportunities that will open new frontiers of socio-economic engagements for Nigerians to multiply the avenues of enterprise, personal and public income. The mining sector, as such is the key that will built new capacities and improve exposure of Nigerians to new sources of remunerative economy (Fayemi, 2017)

Osun State Economy
In Osun State the mineral resources potentials found are Gold, Talc, Feldspars, Cassiterite, Columbite, Granite, Mica, Iron ore, Kaolin, Tourmaline, Aquamarine e.t.c. Though not all these minerals are of economic quantity but their discoveries have led to further discoveries of more minerals. These solid minerals are located in various communities in Osun state which include Itagunmodi, Iyere, Igun, Eepe, Gbadye, Ilesa, Ile-Ife etc. These communities are believed to have the capacity to transform themselves into modern towns with all the needed social amenities because of the presence of these money making resources. But reverse seems to be the case as Oyetimi (2018), observed that the rural dwellers complains of the destruction of their farmlands as a result of indiscriminate mining activities, corrosion of source of water supply to their communities and non-availability of health facilities and health workers.

According to the author, this scenario has led to nothing but increasing environmental degradation, public health hazards and sometimes death. He, therefore, concluded that though these solid minerals might be there in commercial quantity but it has not translated to wealth both for the state and the indigenes of the communities.

Mineral reserve presupposes that some type of physical measurement or evaluation has been made of the grade and amount of mineral concentration in place and that profitable extraction now or in the near future is technologically feasible. Omofoye (2015) postulated that Osun state has the potential to be great, but the successive administration has failed to harness the God-given resources in the various communities of the state. He observed that mining activities in most of the communities in Osun state are left in the hands of illegal miners with such consequence as high level of degradation to the environment. The author also noted that poverty and deprivation are common features in the communities due to absence of social amenities, including potable water, good road network, and functioning health facilities.

Methodology
Primary source of data collection was used for the study. The data were collected through administration of questionnaire. The total number of respondents chosen for the study is 40. The respondents were purposively selected from the mining companies, indigenes of the mining communities, and the workers from the Ministry of Solid Mineral in Osun state, Nigeria. Descriptive and inferential statistics were used to highlight the variables and test the hypothesis. Data collected were analysed using descriptive statistics of percentages, frequency distribution, and bar-charts. Inferential statistics used are Pearson Chi-Square Tests, Radar (spider) diagram, Pie chart, Bar charts, Kolmogorov-Smirnov Z test (K-S), and Cross tabulation.

Data Presentation, Analysis and Discussion
Distribution of Respondents
Forty (40) selected respondents were used for this study. The respondents were selected from three mining communities which include Ibodi, Ilesa, and Itagunmodi. In each community, five respondents were selected from the mining companies and the indigenes of the community each. Ten respondents were selected from the Ministry of Solid Minerals in the Osun state capital city, Osogbo. This gave a total of 40 respondents covered by the study.

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Availability of Infrastructure to Encourage the Participation of Rural Dwellers

In this section, questions were asked to elicit information on the extent to which infrastructures were put in place by government and mining companies to ensure the economic participation of the rural dwellers in the mining activities in their communities. The investigation on the availability of infrastructure showed that though some infrastructures are put in place, there are still a lot of rooms for improvement. This is evidenced from the responses on the availability of infrastructures in the different communities of the study. This is shown in figures 1, 2, and Table 1.

Figure 1: Infrastructures aggregated based on individual facility

![Spider diagram showing infrastructures](image)

Source: Field Survey 2018

The infrastructures put in place to encourage economic participation of the rural dwellers are displayed with the spider diagram above. The chart showed that borehole water and health centers are the major infrastructures put in place to encourage economic participation.

Figure 2: Bar chart presentation of infrastructures available in the area of study

![Bar chart](image)

Source: Field Survey 2018
The null hypothesis that no infrastructures are put in place to encourage economic participation of the rural dwellers was tested at 0.05 level of significance with one-sample Kolmogorov-Smirnov Z test and it was rejected because the p value was less than 0.05 ($Z=1.778$, $p=0.004$). The alternative was accepted which states that there are infrastructures put in place to encourage economic participation of the rural dwellers. However, the bar chart reveals that there is still more to be done, especially with respect to electricity supply, civic centers, and good road network. These are structures needed by businesses, especially micro scale businesses that will help the people at the grassroots in such communities.

<table>
<thead>
<tr>
<th>Table 1: One-Sample Kolmogorov-Smirnov Test on infrastructures</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent are infrastructural facilities put in place to provide the enabling environment for the indigenous population to participate economically in harnessing the mineral resources found in their land?</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
</tr>
<tr>
<td>p</td>
</tr>
<tr>
<td>Source: Field Survey 2018</td>
</tr>
</tbody>
</table>

The Extent of Involvement of the Rural Dwellers in the Benefits Accruing from the Mineral Resources

Pearson Chi square analysis was used to examine the extent of involvement of the rural dwellers as regards the benefits accruing from the mineral resources. The result showed significant involvement of the rural dwellers in the benefits accruing from the mineral resources. This is shown in Table 2.

<table>
<thead>
<tr>
<th>Table 2: Test of Chi-Square on the involvement of the rural dwellers in the benefits accruing from mineral resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observed N</td>
</tr>
<tr>
<td>To a very small extent</td>
</tr>
<tr>
<td>To a small extent</td>
</tr>
<tr>
<td>On average extent</td>
</tr>
<tr>
<td>To a large extent</td>
</tr>
<tr>
<td>To a very large extent</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Source: Field Survey 2018</td>
</tr>
</tbody>
</table>

The statistical significance of this result was determined using Pearson Chi-square coefficient. The null hypothesis is that there is no significant involvement of the rural dwellers in the benefits accruing from the mineral resources in their land. This assumption was tested at 0.05 level of significance and it was rejected because the p value was less than 0.05 ($\chi^2=40$, df =4, $p=0.00$). The alternative was accepted which states that there is a significant involvement of the rural dwellers in the benefits accruing from the mineral resources in their land.

Discussion of Research Findings
The research findings revealed that there are infrastructures put in place to encourage economic participation of the indigenous population. But it is interesting to note that observation from the bar chart plotted, that water borehole and health centers are the most available infrastructure. The water boreholes situated in the communities are located at strategic places so that the people will have to trek some distances to get to the source of water. This may not be ideal situation for economic purposes, especially for micro scale manufacturing ventures that may need constant supply of water. Interestingly again, electricity supply, civic centers, and good road network, which are absolute necessities for entrepreneurial ventures, the type that will be needed in the rural environment, are lacking as observed from Figure 2. This confirms the findings of Omofoye (2015) that poverty and deprivation are common features in the communities in Osun state due to absence of social amenities, including potable water, good road network, electricity supply, and functioning health facilities.

Conclusion
In conclusion, therefore, though the study observed significant involvement of the rural dwellers in the benefits accruing from the mineral resources in their land and the availability of certain level of infrastructures, but the study noted that the available infrastructures are minimal compared to the needs of the people, and as a result the benefits accruing to the rural dwellers are minimal. As such, the study concludes that the observed benefits and the available infrastructures are not enough to provide the enabling environment required for meaningful economic empowerment and sustainable development in Osun state, Nigeria.

Reference
Problems of Small Business on Venture Performance: The Role of Business Environment

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Abstract
Small Business (SB) creates employment opportunities, advance economic efficiency among firms and nation states through competition. Despite these contributions SBs faces a number of problems, especially in developing countries that encumber their performance. This study examine the effect of inadequate human capital, inadequate finance, and poor/lack of business strategy on venture performance. It also examined whether business environment moderate the relationship between the problems of SB and venture performance. The sampling technique used for the research is multi-stage sampling method. Hence, the sampling procedure can be described as multi-stage random sampling and questionnaire was the instrument used, 82 SBs were examined. The data have been subjected to the multiple regressions analysis using SPSS Software. The study observes that inadequate HC and finance, poor/lack of business strategy moderated by business environment constraints the performance of SBs. And conclude that SB in Nigeria is facing a number of problems. However, it was observed that all the 3 predictors moderated by environment show a significant negative effect on the outcome. The study suggests among others, that the government and financial institutions should increase its technical and financial support to SBs.

Keywords: SB Problems, Venture Performance, Human Capital, Business Strategy, and Finance.

1. Introduction
Across the globe, growing number of people are realizing their dreams of owning and operating their own businesses. These founders of SBs are reshaping the business arena, creating a competitive World of businesses which bring about efficiency in the global economy. With astonishing drive, small venture creators have introduced innovative products and services, created new jobs, opened new markets, and in the process enjoy and satisfied their entrepreneurial vigor.

Small businesses create new employment opportunities, open up chances for growing social mobility, promote economic flexibility, and contribute to competitive environment and economic efficiency (Birch 1987). However, SBs fail in an alarming rate in their first to third year of establishment (Musa, 2011). Most entrepreneurship literature focused on successful ventures, and little is known about why ventures fail. Even less is known about how SBs problems affect ventures performance.

This study is an attempt to assess the effect of the problems of small business on venture performance and the role of business environment in the above relationship in Nigeria, and proffer a possible intervention to help foster growth and success of the business venture.

2. Literature review

2.1 Human capital and venture performance
In small and medium-sized enterprises, the management team consists of a smaller number of people than in large firms. Often, the owner/manager is actually the only person of the management team in most SBs. Therefore, one may expect that this person can exert a certain amount of influence over the company. Several authors did already investigate the role of the entrepreneur in SMEs. It was found, however, that prior experience in business did have a positive influence on organizational performance. Other research did indicate that there is a link between educational level of the entrepreneur and the firm’s performance (Roper, 1998). Focusing on start-up firms in Korea, Jo & Lee (1996) found founder’s level of education related to firm profitability. Similarly, Mengistae (2006) opine founder’s years of schooling related to small firm survival and growth. Sapienza and Grimm (1997) observe founders’ general educational level positively related to firm performance. Research has shown that much of an entrepreneur’s knowledge is experientially based (Rae and Carswell, 2000). A review of the literature shows the importance of learning by doing, with various scholars giving a slightly different emphasis to an essentially similar process.
Fischer (1993) link development to facing successes and setbacks, which Gibb (1997) terms learning from mistakes. In previous studies of entrepreneurial activity, many of these writers have included into their research critical learning events, i.e. learning processes associated with experiencing opportunities and problems in their past (Cope and Watts, 2000; Deakins and Freal, 1998; Sullivan, 2000). Steiner and Solem (1988) demonstrated that managerial acumen and experience of the owner/manager or lack thereof as a cause or contributing cause for the success or failure of a small business. Furthermore, prior experience of an entrepreneur has been found to be a good predictor of re-venturing and can contribute to future success (Ronstadt, 1988 and Vesper, 1980).

Batjargal (2005), in his research interviewing Russian entrepreneurs, found that industry experience positively impacted firm revenue growth. Colombo and Grilli (2005) found that prior experience in the same industry of the new firm was positively associated with growth while prior experience in other industries was not. All the prevailing assertions described one small business problem that is human capital of the entrepreneur. Thus, the prevailing literature lead to development of hypothesis one and the first variable inadequate Human Capital:

**H1: Inadequate human capital moderated by business environment negatively affects venture performance.**

### 2.2 Finance and venture performance

Previous empirical evidences identified access to finance as one of the most important factor determining the survival and growth of SMEs in every country (UNCTAD, 1995, 2001; SBA, 2000). Access to finance allows small businesses to undertake productive investments to expand their businesses and to acquire the latest technologies, thus ensuring their competitiveness and that of the nation as a whole. “Small business performance is also positively influenced by access to financial capital” (Wiklund and Shepherd, 2005, p.85). However, relying on this effect relationship provide an incomplete understanding of small business performance. A greater understanding can be gain by putting it in the reverse case. Thus, our hypothesis was developed base on the traditional view business performance. The emphasis in the previous empirical evidence has been on isomorphism, i.e., on the notion that firms with high financial capital will perform better than those that have not. Hence hypothesis 2 was developed from the preceding literature.

**H2: Inadequate finance moderated by business environment negatively affects venture performance.**

### 2.3 Business strategy and venture performance

Small business by nature does not have long term strategic plans in place to manage their resources (Redmond, et al., 2007). Strategic decisions are based on what small businesses owner-managers anticipate, rather than on what they know. Strategic management is rare in most small businesses due to the “just-in-time” nature of trade today. It is amazing how many people start a small business with an unclear plan of what to do. Eventually they came up with an idea for a business to begin discussing it with experts, friends, and business people. It is at this stage that the entrepreneur need business plan.

“The compliant of a SB owner that they have no time to consider marketing strategy because of the pressure of day to day operation means they will be adopting a strategy by default, not that they will have no strategy at all” (Stokes,1995 p.264). A marketing strategy for a small firm can be summarized as a marketing plan. A possible marketing plan process for a small business is as follows: The internal and external factors that make up the marketing environment, Specific marketing objectives, and the method to achieve them.

There are a range of studies indicating SBs are characterized by informal HRM practices (Benmore and Palmer, 1996; Heneman and Berkely, 1999; Hornsby and Kuratko, 1990; Kotey and Slade, 2005; Marlow, 2000; Marlow and Patton, 1993; Nguyen and Bryant, 2004; McEvoy, 1984; Ram, 1999), although some suggest that there is a greater sophistication in HRM practices than would be expected (see for example de Kok and Uhlman, 2001; Dhuberley and Walley, 1995). Hornsby and Kuratko (2003), in a duplication and expansion of their 1990 study, concluded that HRM practices in SBs stagnated or even regressed over the last decade despite threats within the regulatory and external environments of SBs that should see a greater emphasis on HRM in small firms. They argue staffing and reward practices remain important HRM issues for SB. Performance-based compensation is the dominant HR practice that firms use to evaluate and reward employees’ efforts (Collins and Clark, 2003). Evidently, performance-based compensation has a positive effect upon employee and organizational performance (Brown et al. 2003; Cardon and Stevens, 2004). However, there is small evidence on the effects of compensation policy of firm growth. Empirical studies on the relationship between performance-related pay and company performance have generally found a positive relationship, but a growing body of empirical evidence suggests that it is not just pay level that
matters, but pay structure as well (Wimbush, 2005; Singh 2005) but more research is needed as is “a greater application of HRM practices in smaller firms” (Hornsby and Kuratko, 2003, p. 89). This practice can ensure that the right people, with the right knowledge, are in the right place, so that they fit into the requirement of the firm. Moreover, pinpointing the rights employees would decrease the cost of employees’ education and development. Schuster (1986) argued that selective hiring is a key practice that creates profits. Huselid (1995) examined HR practices of high performance companies and found that attracting and selecting the right employees increase the employee productivity, boost organizational performance, and contribute in reducing turnover.

It is crucial for SB long-term stability, survival and growth, to plan beyond its founder and develop strategies to create atmosphere for a smooth and successful succession. Available evidence in one of the oldest empirical studies on business succession effects was carried out by Gouldner, (1954). In a case study of a gypsum plant employing 225 people, He found that succession disrupted the operations of the organization, led to high tensions, employee demotivation, and the general decline in productivity that led to the closure of the firm. Moreover, Grusky (1961) observe that there are two reasons for the interest in the study of organizational succession, namely, that it is a universal phenomenon and that it tends to promote organizational instability.

The prevailing literature however, indicates that there is relationship between business strategy and venture performance. Therefore, this lead to the development of this hypothesis:

**H3**: Poor/lack of business strategy moderated by business environment negatively affects venture performance.

### 2.4 Business Environment and Venture Performance

The moderating effect of the business environment on the relationship of SB problems and venture performance has also been reviewed. For example, Eisenhardt (1989) found that the behaviour of decision makers operating in dynamic environments is characterized by speed and comprehensiveness. Her results suggest that effective decision makers engaged in information search and processing from the business environment. Similarly, a study by Judge and Miller (1991) observe that, in dynamic environments, those who simultaneously consider more alternatives tend to outperform those who do not.

Glick et al. (1993), also assert that rational decision processes to be critical to the performance of firms operating in dynamic environments. Interestingly, their study found no such relationship between strategic decision making and firm performance in stable environments. The authors explain that in stable environments, where uncertainty is minimal, strategic planning can be unnecessary. Similarly, a study by Priem et al. (1995) replicated these results. Two important underlying assumptions can be drawn from these studies. The first is that multiple and diverse perspectives are necessary for making sense of dynamic environments (Hambrick and Mason, 1984). Second, owner-managers operating in dynamic environments must be able to circumvent the effects of stress, which can impair cognitive processing, in order to maximize their ability to rapidly acquire and process information (Fiedler, 1986). Li and Simerly (1998) found that, in dynamic environments, high performing firms tend to be managed by individuals holding an ownership stake in their company.

### 3. Method

Based on the complexity of the information required to assess the problems of SBs on venture performance, a survey research design was adopted for the study. Primary data were collected using questionnaire. A multi-stage random sampling technique was employed in selecting the sample of the study. This was used because of the complexity and largeness of the study area (Nigeria).

#### 3.1 Participants

The data for the study were obtained from surveys of 82 SB owner-managers in Nigeria. The respondents completed questionnaire, which gathered information about their human capital (educational level, prior industry and start-up experiences), finance (govt. support, bank loan, and venture capital), and business strategy (marketing strategy, HRM, and business plan). This was designed to assess their human capital, finance and business strategy as well as assess their venture performance.

For the purpose of this study, it was necessary to identify individuals who were entrepreneurs (owner-managers) who owned and/or operate small business. The respondents indicated their level of education, prior industry experience and start-up experience, the position they held, a description of their job duties, the number of subordinates under them, the total number of employees in the firm, and whether they owned all or part of the business. One hundred respondents were initially selected. Finally, due to
missing data the sample size was reduced to 82 cases this number was finally used as the sample of the research.

3.2 Measures
The variables measured by this research are the independent variables: Inadequate human capital: entrepreneur’s education measured on the level of education of the respondents i.e. from primary to PhD. Entrepreneur’s industry and start-up experience measured on the previous years of experience of the respondents. Inadequate finance: govt. support, bank loan and venture capital. Business strategy: marketing strategy, HRM and business plan. Venture performance was measure in two ways; sales and employment growth. The scale has been tested for its reliability and construct validity (Barrick and Mount, 1993) and it was based on a five-point Likert scale (strongly agree - slightly agree - not sure - slightly disagree - strongly disagree).

Table 1 Correlation Matrix
Mean, Std. Deviations and Correlations

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human capital</td>
<td>2.3028</td>
<td>.95271</td>
<td>.246**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>2.4648</td>
<td>.81356</td>
<td>.243**</td>
<td>.247**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business strategy</td>
<td>2.2411</td>
<td>.72605</td>
<td>.378**</td>
<td>.411**</td>
<td>.435**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business environment</td>
<td>1.6879</td>
<td>.67755</td>
<td>.181*</td>
<td>.170*</td>
<td>.189*</td>
<td>.415**</td>
<td></td>
</tr>
<tr>
<td>Venture performance</td>
<td>2.7482</td>
<td>.85205</td>
<td>.246**</td>
<td>.243**</td>
<td>.378**</td>
<td>.181*</td>
<td>.246**</td>
</tr>
</tbody>
</table>

*Correlation is significant at 0.05 level (p<.05) 1 tailed
**Correlation is significant at 0.01 level (p<.01) 1 tailed

Venture performance: measuring venture performance is a problem discussed by many entrepreneurship scholars. Some argue that growth variables are the best indicators to measure venture performance (Brush and Vanderwerf, 1992; Tsai, MacMillan, and Low, 1991). Growth can be measure in different dimensions such as by sales growth and employment growth, profit, size, liquidity, and success and failure. Most previous studies argue that it is better to use multiple measures (Brush and Vanderwerf, 1992; Murphy, Trailer, and Hill, 1996). Thus, we measured venture performance by sales growth and employment growth.

4. Results
We used hierarchical multiple regression to test the hypotheses predicting whether business environment moderate the relationship between the problems of small business and venture performance.

Correlations presented in table 1 shows three things. First, the table shows the value of Pearson’s correlation coefficient between every pair of variables (we can see that the business strategy had a large positive correlation with venture performance, \( r = .378** \), followed by human capital with a positive correlation of .246**, then inadequate finance with .243** and finally, the moderating factor (business environment) with the lowest positive correlation of .181*. Second, the one-tailed significance of each correlation is displayed (e.g. the correlation above is significant, *p*<.05 **p <.01). If we look only at the predictors (ignore venture performance) then the highest correlation is between the poor/lack of business strategy and inadequate finance which is significant at (\( r = .243** \), \( p = .01 \)). Despite the significance of this correlation, the coefficient is small. We can also notice that of all the predictors the poor/lack of business strategy correlates best with the outcome (\( r = .378** \), \( p < .01 \)) and so it is likely that this variable will best predict venture performance.
Table 2 Model summary

| Model Summary | Model 1 | | Model 2 | |
|----------------|---------|----------------|---------|
| | Sales growth | Employment growth | Sales growth | Employment growth |
| Variable | \( \beta \) | SE | \( \beta \) | SE | \( \beta \) | SE | \( \beta \) | SE |
| Human capital | .180** | .424 | .315** | .340 | | | |
| Finance | .208** | .511 | .143** | .409 | | | |
| Business strategy | .217** | .640 | .382** | .496 | | | |
| Business environment | | | | | .067* | .642 | .000** | .497 |
| \( R^2 \) | .106** | | .223** | | .110 | | .223 |
| Adjusted \( R^2 \) | .086 | | .205 | | .083 | | .199 |
| \( \Delta R^2 \) | .034 | | .104 | | .004 | | .000 |

Table 2 describes the overall model (so it tells us whether the model is successful in predicting sales and employment growth). Using hierarchical method each set of summary statistics is repeated for each stage in the hierarchy. In the model summary there are 3 independent variables and one moderating variable. Model presents hierarchical stage when all the four predictors were used (inadequate human capital, inadequate finance, poor/lack of business strategy and moderating factor). It also provides us with some very important information about the models: the values of \( R^2 \), adjusted \( R^2 \) and \( \Delta R^2 \) change.

The model describes what the dependent variables (sales growth and employment growth) as the outcome were and what the predictors were in the analysis. In the \( R^2 \), gives us a value which is a measure of how much of the variability in the outcome is accounted for by the predictors. For the first model its value is .106, which means that independent variables accounts for 10.6% of the variation in sales growth (p<.01). The next step in the analysis is the moderating factor (business environment) account for additional .04% of the variance in venture performance, as displayed in column 3 of Table 2 (p<.01). Inadequate human capital, inadequate finance and poor/lack of business strategy have a statistically significant positive relationship with venture performance; i.e. lower venture performance is associated with inadequate human capital (p<.01), inadequate finance (p<.01) and poor/lack of business plan (p<.01). This epistle finding provides support for H1, H2, and H3. A marginally statistically significant contribution was noted for moderating factors (p<.05) on sales growth while employment growth indicate a significant positive contribution (p<.01), and .223 which is 22.3% variation in employment growth. However, the moderating factors as well (in model 2), the \( R^2 \) value is .110 for sales growth was 11% variance and .223 which is 22.3% of the variance in employment growth both was also significant (p<.01). This explained that the moderating factor influence the interaction between the predictors and the outcome. The nature of the interaction indicates that the influence of the moderating factor was higher in employment growth than sales growth.

The adjusted \( R^2 \) gives an idea of how well the model generalizes and ideally we would like its value to be the same, or very close to, the value of \( R^2 \). In this study the difference for model 1 is small (in fact the difference between the values is .106 −.086 =.02 (about 2%). This shrinkage means that if the model were derived from the population rather than a sample it would account for approximately 2% less variance in the outcome.

The standardized beta values are provided in the column (labeled as \( \beta \)) and they tell us the number of standard deviations that the outcome will change as a result of one standard deviation change in the predictor. The standardized beta values are all measured in standard deviation units and so are directly comparable: therefore, they provide a better insight into the ‘importance’ of the predictor in the model. The standardized beta values for inadequate human capital (\( \beta = .180 \), p<.01) and inadequate finance and poor/lack of business strategy are (.208 and .217, both p<.01 respectively) indicating that both variables have a comparable degree of importance in the model, whereas that of the moderator is .067 which is again the lowest value. To interpret these values literally, we need to refer back to the standard deviations of all of the variables and these values can be found in the correlation matrix statistics in Table 1.

Inadequate human capital (standardized \( \beta = .180 \)): This value indicates that as human capital deteriorates by one standard deviation (.95271), sales growth...
decrease by 0.180 standard deviations. The standard deviation for sales growth is .85205 and so this constitutes a change of .15337 \((0.180 \times .85205)\). Therefore, for every .95271 decline in human capital, an extra .15337 decrease in sales growth will be recorded. This interpretation is true only if the effect of finance, business strategy and moderator is held constant.

Inadequate finance (standardized \(\beta = .208\)): This value indicates that any insufficient finance by 1 standard deviation \( (.81356) \), sales growth decrease by 0.208 standard deviations. The standard deviation for venture performance is .85205 and so this constitutes a change of .17723 \((0.208 \times .85205)\). Therefore, if finance decreases by 1 standard deviation an extra .17723 standard deviation extra venture performance can be expected. This interpretation is true only if the effects of other predictors are held constant.

Business strategy (standardized \(\beta = .217\)): This value indicates that any decrease by one standard deviation \( (.72605) \) higher on the business strategy scale can expect a decrease in venture performance of 0.217 standard deviations. This constitutes a change of .18489 \((0.217 \times .85205)\). Therefore, a hindrance in business strategy rating .217 higher can expect .18489 additional constraints on venture performance. This interpretation is true only if the effects of remaining predictors in the model are held constant.

Business environment (standardized \(\beta = .067\)): This value indicates that any negative improvement in moderator by 1 standard deviation \( (.67755) \) will lead to venture performance decrease by 0.067 standard deviations. It also constitutes a change of .05709 \((.067 \times .85205)\). Therefore, any negative effect in moderator by .067 brings about a decrease on venture performance by .05709 of standard deviation. This interpretation is true if only the effects of all other predictors are held constant.

The coefficient table provided some measures of whether there is collinearity in the data. Specifically, it provides the VIF and tolerance statistics (with tolerance being 1 divided by the VIF).

For this research model the VIF values are all well below 10 and the tolerance statistics all well above 0.2; therefore, we can safely conclude that there is no collinearity within our data. To calculate the average VIF we simply add the VIF values for each predictor and divide by the number of predictor \( (k) \):

\[
\frac{1.211 + 1.256 + 1.606 + 1.212}{4} = 1.321
\]

The average VIF is very close to 1 and this confirms that collinearity is not a problem for this model.

4.1 Summary of Results

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Outcome Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Inadequate human capital moderated by business environment negatively affect venture performance</td>
<td>Sales growth Significant</td>
</tr>
<tr>
<td>H2 Inadequate finance moderated by business environment negatively affect venture performance</td>
<td>Employment growth Significant</td>
</tr>
<tr>
<td>H3 Poor/lack of business strategy moderated by business environment negatively affect venture performance</td>
<td>Significant</td>
</tr>
</tbody>
</table>

The result point out that H1 inadequate human capital moderated by business environment demonstrates a significant effect with the outcome variables. Also H2 inadequate finance moderated by business environment show a significant effect on the outcome variables. Likewise H3 poor/lack of business strategy moderated by business environment also manifest a significant effect on the outcome variable. The results suggest that business environment is a moderator between HC, finance, business strategy in one hand and venture performance in another.

5. Implication to the research and practice
Firstly, the study contributed to the entrepreneurship and small business literature. For instance, the review of entrepreneurship and small business problems and the identification of the conceptual thoughts have significantly clarified existing theory and promoted a shared understanding among streams of research on entrepreneurship. Secondly, the contextual contribution of the study is that it contributed to literature by incorporating a developing country perspective with theoretically valid recognition as well as apprehension. As this was largely overlooked in international small business literature, this lends
support to the vast developed country based extent scholarly activities. Thirdly, it provides SB entrepreneurs with important insights about why and how they fail in business. And what are the small business problems identified in the study and the extent of the impact of these problems on venture performance. Fourthly, this work will help entrepreneurs to assess their human capital, financial strength and business strategies used and improve on it in order to improve venture performance.

6. Conclusion
The study demonstrates that the inadequate human capital, finance and business strategy of the owner-managers moderated by environment figure negatively significant in the performance of their firms. Hence, entrepreneur who does not possess the right combination of HC, finance and strategy have no competencies and capabilities to manifest better results. This research demonstrated the empirical significant negative effect of the owner-manager’s inadequate human capital, finance and strategy on a small firm operating in today’s dynamic business environment. However, the study suggest that other researchers should try other moderating factors such as age of the entrepreneur, gender, culture etc.

7. Recommendations
The government should increase its support to SBs financially and technically by conducting regular training that would assist SB owner-managers towards alleviating their own problems which militated against their maximization of benefits from the existing support programs. Central bank of Nigeria, SMEDAN, BOI and chambers of commerce in the country should embark on a massive awareness campaign to enlighten small business owner-managers about the important of education in business management. As a matter of policy the government and its agencies should encourage venture capitalists system in the country to invest in SMEs. Because venture capital is near absent in Nigeria today.

8. Future research
This study focused on how small business problems affect venture performance. Even though the study identified moderating factor (business environment), that play an important role in determining the relationship between the predictors and the outcome. Further research can focus on other small business problems in relation to venture performance using the same moderating factor or a different factor(s) such as entrepreneur’s culture.

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Firm Size and Volume of Annual Reports in Nigerian Quoted Companies

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Abstract
The study observed the effect of firm size on volume of annual reports in Nigerian quoted companies. The longitudinal research design was used for the study. A sample of 70 quoted companies was selected between the year 2010 to 2017. Preliminary analysis such as descriptive and correlation analysis was first conducted and this was followed by panel data regression. The results obtained disclose that firm size has a positive and significant effect on volume of annual report. Additional sensitivity analysis indicated that there is a progressive positive and statistically significant relationship between firm’s size and volume of annual report. The study concludes that firm size influences the volume of annual report of companies. The study recommends that annual report should have information on the size of the company in term their earning, income, turnover, and workforce so as to motivate investors. Most firms are simply engaging in needless replication, large font sizes, undue pictorial and graphical content without much value-added disclosures. There is the need for the Financial Reporting Council to look into these problems.

Keywords: Firm Size, Financial Reporting Council, Information Relevance, Volume of Annual Reports, Quoted Companies.
Effect of Board Composition on Financial Performance of Selected Deposit Money Banks in Nigeria

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Abstract
Board composition is of paramount importance in the stability of banks and in the operation of an economy to the financial system, as such, an understanding of the issues that promote their profitability is vital and fundamental to the firmness of deposit money banks in Nigeria. This study investigated the effect of board composition on financial performance of selected money deposit banks in Nigeria covering the period 2000-2018. In the course of the study, the primary objectives of the study were to assess the effect of board size on the capital adequacy of money deposit banks, to examine the effect of chief executive officer (CEO) role duality on the profitability of money deposit banks, and to ascertain the impact of ownership structure on the incidence of bad debt of money deposit banks. A sample of nine banks was used in the study. The banks selected were First Bank of Nigeria Plc, Diamond Bank Plc, Fidelity Bank, Union Bank, United Bank for Africa, Zenith Bank, Access Bank, Eco Bank and Sterling Bank Plc. The study made use of secondary data extracted from the annual financial reports of the various sampled banks. The study adopted the ex-post facto design. The method of data analysis was the linear regression with the application of the ordinary least squares (OLS) technique using E-view version. Findings revealed that board size had significant positive effect on the capital adequacy of selected money deposit banks in Nigeria \( t^*_{calculated} = 3.903657 > t^*_{critical} = 2.131 \), CEO role duality had no significant positive effect on the profitability of selected money deposit banks in Nigeria \( t^*_{calculated} = -0.949677 < t^*_{critical} = 2.131 \), Ownership structure had no significant positive effect on the incidence of bad debt of selected money deposit banks in Nigeria \( t^*_{calculated} = -0.348073 < t^*_{critical} = 2.131 \). Based on the findings, the study recommended, amongst others, that deposit money banks should increase the size of the board especially by electing more foreign directors who could bring diverse experience and expertise which the domestic directors may not possess.

INTRODUCTION
1.1 Background of the Study
The board is an important device for upholding effective corporate governance. The role of the board of directors has evolved over time. However, there seems to be a consensus as to what their generic roles are. Specifically, Daily, Dalton, Cannella, and Johnson, (2003) observe that the most emphasized roles of the board of directors are control, service, and resourcing of the firm. Control imbues on the board the oversight functions of ensuring that company rules and regulations are obeyed and complied with. While the resource role views the board as facilitating the acquisition of resources critical to firm success (Njoka, 2010). Board Composition is of paramount importance in the stability of banks and in the operation of an economy to the financial system, as such, an understanding of the issues that promote their profitability is vital and fundamental to the firmness of deposit money banks in Nigeria.

Bank Boards have been placed with many prospects, reflecting the significant role banks have in our financial system. Some of these requirements derive from federal law and/or regulations. Others are included in guidance provided to boards by the bank regulatory agencies. It is important to note, however, that directors sitting on the board of boards owe a fiduciary duty only to the shareholders of the firm (Jacob, 2011). These bank directors are held responsible for exercising the same duties that are assigned to all corporate boards by state corporate law. The precise role and supremacy of boards in any crisis or normal circumstances remain unidentified; it is obvious that directors are not likely to take into account the interests of other stakeholders, for instance, creditors, and taxpayers when making decisions.

In light of the failures, legislative action was taken to fortify board committees and hold them more responsible for bank performance. Remarkably, this was the case during the industrial turbulent towards the end of the 1980s. In view of that, the function of the board has become even more demanding more than ever before, directors of large financial institutions are expected to recognize the complexity of risks in the financial sector and the speed with which severe losses can merge. (Rashid, & Lodh 2008). In law, the board of directors may moderate the principal-agent problem; individual directors may face incentives that make them inconsistent monitors of management. Legally directors may be found liable for failing to fulfill their fiduciary duty but, practically
speaking, proving this negligence is incredibly difficult.

Kiel and Nicholson (2003), point out that Banks needs an adequate number and appropriate composition of directors who are capable of exercising judgment independent of the views of management, political interests or inappropriate outside interests. In addition, the board of directors has a responsibility to protect the bank from illegal or inappropriate actions or influences of dominant or controlling shareholders that are favorable or unfavorable in the best interest of the bank and its shareholders. Independence and objectivity can be enhanced by including qualified non-executive directors on the board or by having a supervisory board or board of auditors separate from a supervisory board.

Jeon, and Miller (2006), observe that in areas where there is a risk that the board of directors would be dominated by senior management or political influences, board should take action though may not be the bank’s best interest, even though it may be in the personal interest of insiders or major shareholders, or likely for divergence of interest in key areas. Examples of such key areas include ensuring the reliability of financial and non-financial reporting, evaluation of related-party dealings, the selection of board members and key executives. Capable independent directors can bring new outlook from other businesses that may advance the strategic trend given to management, such as insight into local circumstances, and can also be important sources of management proficiency.

Ahern and Dittmar (2010), define board as the body of strategic decision-making as well as the highest managerial body of organization proposed to exploit the market value of the firm. The board conducts the corporate businesses in such a way as to make available long-standing and solid gain for the shareholders. They also ensure the continuity of the delicate balance between the shareholders and the need for growth of the banks. The duty of the board is to direct the firm in a positive approach as the top in decision making while enabling shareholders to proceed constantly and permanently in the long-term.

Njoka (2010), confirms that every board has an adequate need for collective knowledge of each of the types of financial activities the bank intends to pursue. The board should have satisfactory knowledge and experience to enable efficient governance. In some cases, however, bank directors who are not engaged in management functions may not have detailed knowledge of banking, finance, risk management, conformity, skill, ability, and proficiency. Where otherwise qualified individuals lack such knowledge, banks are encouraged to implement programs of ongoing education for board members or take other steps to ensure that such knowledge is available to the board, in order to better enable them to fulfill their responsibilities (Rashid & Lodh 2008).

Omoye and Eriki, (2013), sees the board as a body with diverse influences both as a mediator and as a performer, determining the regulations of the game, though not within the daily operations. The boards are in charge of expected return-risk profile of strategic choices, short and long term balance of the performance, the fair protection of benefits between shareholders, listing priorities and encouraging innovation along with protecting the balance between inspection and control functions. Thus, it is important for the decisions of the board to have a foresighted balance. The obligations of directing, inspecting, rule-making as well as exemplifying necessitate having a strong structure for boards.

Walker (2010), states that the board of directors and senior management at each organization has a responsibility to understand the risk chart of that organization and ensure that capital levels adequately reflect such risk. This regulation refers to a governance structure composed of a board of directors and senior management. The Committee recognizes that there are significant differences in the governmental and regulatory structure across countries as regards the functions of the board of directors and senior management. Some countries use a two-tier formation, where the managerial function of the board of directors is performed by a separate entity known as a supervisory board, which has no executive functions. Other countries, by contrast, use a one-tier structure in which the board has a broader role, due to the differences, the ideas of the board of directors and senior management will be used in this work not to recognize legal constructs but rather to label the management and oversight functions within a bank.

Nigeria is a good case for studying the implication of board composition on corporate performance for several reasons. There are several and daunting problems that are very visible in the country’s corporate environment, and the weakness of regulatory frameworks to protect the entire spectrum of corporate stakeholders. Besides, the whole gamut of corporate governance, board characteristics and firm performance has suffered neglect both in the
academia and public policy in Nigeria. The relative neglect of corporate governance in Nigeria public policy is perhaps a reflection of the paucity of empirical works in this area. The Nigerian Securities and Exchange Commission Code of Best Practice for Publicly Quoted Companies 2003; and the Code of Corporate Governance for Banks and other Financial Institutions 2003 are the main cornerstone of corporate governance reform in Nigeria.

1.2 Statement of the Problem
Board effectiveness is particularly important in the Nigerian financial sector because a number of financial failures, frauds, loss of public confidence, and poor rate of returns on investment, corruption, criminality and questionable business practices have adversely affected investors’ confidence. Challenges arise where firms operate through structures that lack or impair transparency. The main problems in the Nigerian banking sector are the domineering of the Chief Executive Officer, manipulation of employment procedures, a situation whereby appointment goes to the highest bidder, family affairs ownership structure, non-adherence to internal control measures, undeserved welfare packages for chief executive officer and management among others.

The board of directors does not enforce clear lines of responsibility and accountability. The ineffective clear definition of authority of the board of directors, as well as senior management, consequently increases profiles of bad debts, poor profitability. The board of directors lack the potential to consider the appropriateness and set suitable limits on operations in such jurisdictions or the use of such structures, upon this, board members saw themselves as agent, of political parties in sharing the national cake emanating thereof and thus, attributed their allegiance to the party members rather than the proper administration of the bank itself. Operating in such structures or scenario may pose financial risks to the banking industry, such as bank collapse.

Recruiting inexpert and unskilled personnel to hold major positions in the bank sector seemed to play a major role in the failure of banks such as deteriorating of organizational culture, weak internal control system instigated by the squabbles among the top management, delay in decision-making and mismanagement. These problems in the banking sector are worrisome and demand urgent attention. Consequently, this work sort to examine the effect of board composition on the financial performance of deposit money banks in Nigeria.

1.3. Objectives of the Study
The broad objective of the study is to assess the effect of board composition on the financial performance of selected deposit money banks in Nigeria. However, the specific objectives of the study are to:

1. determine the effect of board size on the capital adequacy of money deposit banks.
2. examine the effect of chief executive officer duality on the profitability of money deposit banks.
3. ascertain the impact of ownership structure on the incidence of bad debt of money deposit banks.

1.4 Research Questions
1. What is the effect of board size on the capital adequacy of money deposit banks?
2. What is the effect of chief executive officer duality on the profitability of money deposit banks?
3. To what extent does ownership structure impact on the incidence of bad debt of money deposit banks?

1.5 Research Hypotheses
1. Board size has significant positive effect on the capital adequacy of money deposit banks.
2. Chief executive officer duality has significant positive effect on the profitability of money deposit banks.
3. Ownership structure has significant positive effect on the incidence of bad debt of money deposit banks.

1.6 Significance of the Study
Board composition on financial performance is at present attracting attention among a wide spectrum of people; governments, industry operators, directors, investors, stockholders, academia, international organization. Since empirical research on governance parameters and corporate performance in the context of Nigeria is lacking, the end result of this study will prove to be beneficial and lend more support to the improvement in the financial performance of banks in Nigeria. Specifically, the study will be of significance to the following:

a. Corporate Bodies
Board is the main center of the internal control mechanism, and their effectiveness may well depend on the board characteristics. There is a need for an evidence-based approach in constituting boards and implementing corporate governance protocols. The product of an empirical assessment on the level of adoption of corporate governance principles by the Nigerian banking sector and the impact of corporate
governance on the firms’ performance will certainly be of interest to different corporate bodies. Therefore, it is expected that the result of this study will be beneficial to corporate bodies in constituting an effective board that will enhance corporate performance.

b. Policy Makers and Regulators
In keeping with the mandates of promoting good corporate governance in Nigeria, Securities and Exchange Commission and Central Bank of Nigeria, introduced the Code of Best Practices for Public Companies in Nigeria (SEC, 2003) and the Code of Corporate Governance for Banks and other Financial Institutions (CBN, 2006) respectively. The codes are designed to make sure that management and investors of banks carry out their responsibilities as required and to be accountable and transparent in discharging their duties. The codes lay more emphasis on the board of directors’ tasks, structures, and procedures.

The unique context of emerging economies also raises empirical questions, as the governance arrangements found in these countries are quite different from those found in developed countries. For example, firms often arrange themselves in the form of business groups through pyramidal ownership in countries that lack the institution needed for efficient market-based. Such governance arrangements may make traditional governance mechanism, such as the presence of independent directors on the board redundant. This study addressed the above-mentioned issues by using an integration of the agency theory with the institutional perspective. The result will be appropriate and beneficial to the regulatory authorities in evaluating the recommendations of these codes as they relate to corporate governance.

c. Shareholders and Members of the Boards of Directors
The board is collectively seen as a group of individuals with responsibilities of leading and directing, with the primary objective of protecting the firm’s shareholders. The outcome of this study is expected to educate shareholders on the basic corporate mechanism that impact positively on firm performance. This is important because the shareholders, equipped with this knowledge could insist on the constitution of the board with identified characteristics that enhance board performance through their voting rights.

d. Researchers and other Scholars
The work will also be of significance to the researcher as it will broaden the researcher’s knowledge on board composition mechanism, the interactions and dynamics that shape corporate governance in Nigeria and how these impact on the performance of the banking sector. Other scholars may also find the work illuminating and may act as a springboard for them to conduct further works in this area.

e. Educationist and Students
The work will be immensely valuable to both educationist and students alike for future references and will also serve as tools where necessary. This work will be a reference for further research as well as make relevant data available for their use for further research.

f. Policymakers.
Data gathered in this work will assist the economic board of directors, policy makers in their strategic policy making processes to turn around the economy, adoption of corporate governance is also expected to have a positive economic impact on the end user of the product. The effect of board composition on financial performance has received serious interest among the public at large, the external stakeholders, contractors, consultants, government officials and potential customers.

1.7 Scope of the Study
The study focuses on the selected deposit money banks in Nigeria. First Bank of Nigeria Plc, Diamond Bank Plc, Ecobank, Fidelity Bank, Union Bank, United Bank for Africa, Zenith Bank, Access Bank and Sterling Bank Plc. The study is to determine the effect of Board Composition on Financial Performance of banks in Nigeria. It contextually covers the subject matter of board composition, board size, board ethnicity, capital adequacy, board duality, return on assets (ROA), return on equity (ROE), board skill, Independent Non-Executive Directors’ Size, chief executive officer internalization, Ownership structure and board Nationality on Financial Performance of quoted banks in Nigeria. The study covers the time period of 2000 – 2018. The time period is considered adequate to provide relevant data for the study.

REVIEW OF RELATED LITERATURE
2.1 Introduction
This chapter reviewed the work of past scholars and authorities relevant to this research work “Effect of Board Composition on Financial Performance of Quoted Firms in Nigeria”, for the purpose of this study the literature is reviewed along with the following major headings; Conceptual Framework,

2.2 Conceptual Framework

Discussions regarding the concept of board composition on the financial performance of banks in Nigeria have been viewed by several authors and contributors in many ways. For the purpose of this study, there is need to examine the various concept put forward by people. The review of the literature on board composition as it affects the firm performance covers major issues; the size of the board, capital adequacy, the board duality, the board skill, the board nationality, the board ethnicity, board diversity, ownership structure, independent non-executive directors’ size, and finally, chief executive officer internalization. Many researchers identified board composition as an issue that could influence deliberations of the board and further determine the capability of the board to control top management decisions and outcomes of deliberations (Veen, & Elbertsen, 2008).

Board composition is a broad term that encompasses issues such as who is on the board and the skills mix of the board. It involves both structural and cultural issues and board effectiveness depends on obtaining the right mix of skills and experience. Board composition varies significantly between firms and is influenced by legal requirements including the organization’s constitution and purpose.

Corporate governance mechanisms can be seen as falling into two main categories, either internal or external. Internal governance tools include the board of directors, subcommittees of the board, compensation programs designed to align the interests of managers and shareholders and other corporate control systems. External governance mechanism includes accounting rules and regulatory reporting requirements, external auditors, the investment community, financial analysts, national laws and the shareholders themselves (Millet-Reyes & Zhao 2010). Starting from August 2002, chief executive officers (CEOs) and chief financial officers (CFOs) of many of the largest U.S. companies are required to state under oath that to the best of their knowledge the latest financial report is true. Under the Sarbanes-Oxley law, CEO and CFOs are required to certify the correctness of the reports to regain the confidence of investors. This legislation also stipulates that subsidized personal loans to executives be banned.

2.3 Ownership Structure

Ownership structure is the identity of company ownership and an important element of corporate governance which is potentially important. Ownership structure consists of two type, dispersed ownership to outside investors and concentrated ownership. Ownership concentration in some families or business group causes a big control to majority shareholder, which eventually a different treatment between shareholders emerge and the one who will be harm is the minority shareholders (Firth, Peter & Oliver, 2006). Auvray and Brossard (2008), in their study of seventy-seven European banks over eight-year period concluded that ownership concentration of 20% is necessary for correct transmission of a shareholder’s monitoring into a distance to default indicator. Olusanmni, (2015), researched on UK banks and reported that principal-agent’s problem, which is a main challenge in corporate governance is not in agreement with bank ownership. This is due to differences in operating performance occasioned by the risk taking ability of management and owners. Investor protection is high when the management ownership is high because outside investors expect the manager with their share ownership significantly will act in the best interest of all the shareholders to minimize the negative impact from unanticipated crisis of their share, claimed that the bigger the ownership that owned by the controller shareholders and it will improve the quality and performance of a firm (Leung, & Bertrand, 2007).

Juliana (2006), proves that a high ownership concentration can give a trustable commitment from the controller owner with a purpose to build a reputation and not to exploit the interest of minority shareholders. In this regard, ownership concentration factor is one of the determinants of the performance of banks as business institutions.

2.4 Board Structure

Higgs (2003), centers on board structure and firm’s performance. Over the years, experiential studies do not disclose a specific relationship between these two variables. The structure and the powers of the board are determined by organizations’ bylaws, which can have a number of members, the way in which they are selected, how often they are voted, and how frequently they award. The number of members of a board can differ in size. Some cooperation has boards with as many as 31 members or as small as 3. The ideal size of a board is 7. The structure differs to some extent in some countries in the Europe and in Asia
where the control of a firm is split into two tiers: an executive board, and managerial board. The executive board is made up of insiders nominated by workers and shareholders and is headed by the chief executive officer or administrative officer. This board is in charge on the daily basis business procedure of the firm. The Supervisory Board is chaired by someone other than the presiding representative of the executive board and concerns itself with matters related to what a board of directors would deal with in the U.S. (Skaggs, Stainback, & Duncan, 2012).

The practical results of most studies, in general, support a negative relation between board size and firm performance. The consequences of other board composition factors such as age, gender and nationality are far less consistent. In particular, the question of how ownership structure influences board composition and afterward firms’ performance is mainly unsettled since very little empirical research exists, as a result, ensures that operators of the firm or its management pursue those strategies that will protect the interest of the shareholders (Ahmadu & Tukur, 2005).

Thus, board composition is common, known as governance mechanism that is based on a higher point of corporate responsibility that a firm demonstrates in relation to liability, transparency, and moral values, for this reason, Monk, (2004) Adams and Mehran (2003), were of the view that good corporate governance represents a vital issue for the operation of the modern banking industry in the world today. It is aligned with this setting that this study seeks to examine the success of corporate governance with a view to determining the effect of board composition on the financial performance of money deposit banks in Nigeria.

Conceptual Models between Board Structure, Board Processes, and Board Performance.

Figure 2.2.1 Board Structure Processes

![Board Structure Processes](source)

Source: Kula and Tian, (2005) Board process board performance Downloaded 12 March 2017

The Central Bank of Nigeria (CBN) (2006) attributed weaknesses in corporate governance of banks in Nigeria to include the following, amongst others:
1. Ineffective board oversight functions;
2. Disagreements between board and management giving rise to board squabbles;
3. Fraudulent and self-serving practices among members of the board, management and staff;
4. Overbearing influence of chairman or MD/CEO, especially in family-controlled banks.

All these weaknesses have to do with the structure and composition of the board of directors. The strategic importance of the board of directors in the promotion of corporate governance practices led the CBN to maintain that the board of directors for a bank in Nigeria should essentially be one that is committed and focused in the discharge of its responsibilities with a high degree of independence from the management and individual shareholders and so composed that there is a balance of power and authority so that no individual or coalition of individuals has unfettered powers of decision-making.

2.5 Board Size

Board size and firm performance are one of the focuses of board composition. Board size suggests that when the size of the group increases, individuals tend to put less effort. Having smaller groups may facilitate group cohesiveness.
The board is the supreme decision-making unit in the company. The board of directors, therefore, has responsibility to safeguard and maximize shareholders’ wealth, oversee firm performance, and assess managerial efficiency. (Adams & Ferreira, 2007). The size of a board is a factor that can influence its effectiveness. However, there comes a point where the size of a board becomes unwieldy, difficult to control. It may be sensible, to begin with, a relatively small board perhaps four or five directors.

As a general guide, the board should, on the one hand, be small enough to have high quality, active discussions, but on the other hand, big enough to provide the skills and practice essential for the board to function successfully, it is better to put together the board than to lessen. Over time, as gaps in the board’s knowledge, skills and experience become apparent, particularly as circumstances changes, appropriate changes can be made to the board. Ideally, this would occur as part of an established process of board assessment and renewal. The negative relation seems also to hold for Nordic firms, (Randøy, Thomsen & Oxelheim, 2009) for example, show that larger boards have a negative impact on firm performance.

A number of recent papers (Larker 2011 and Guest, 2008) showed that board size is determined by firm specific variables, such as Tobin’s Q, profitability and firm size. In places with diverse institutional backgrounds, the functions of boards are special, and as a result of the anticipated board size performance, the relation may be expected to differ. The Board of Directors of a firm is a key mechanism to monitor manager’s behavior and to advise them (Bear, Rahman and Post, 2010). In this case, Board size play a major role in the performance of every prospering organization. There is a convergence of agreement on the argument that board size is associated with bank financial performance. However, conflicting results emerge on whether it is a large, rather than a small board, that is more effective.

2.6 Board Duality
Board Duality is defined as when the chief executive officer of the corporation is as well holding the function of the chairman of the board of directors. As regards with the Executive duality, the central bank of Nigeria evidently outlaw the amalgamation of the responsibility of the head of the board and that of the chief managerial officer to be one person because it will create individuals with loose powers of decision-making not to be responsible for delegation of power. It even goes further to recommend that “no two members of the same extended family should occupy the position of the chairman and that of chief executive officer or managerial role of a bank at the same time. This is usually considered as improper as the board is expected to monitor the operations of the chief executive officer and his management team. It is always argued that this role cannot be effectively performed by the board if the CEO is also the chairman of the board (Sahin, Basfirinci & Ozsalih, 2011). Some studies favor CEO duality, suggesting that it may improve corporate performance. Some
were of the opinion that chief executive officer duality has an unhelpful result on managerial performance.

Duality role in a company means a person who has a dual role as Chairman of the board (COB) and Chief Executive Officer (CEO) at the same time. Many companies in this era implement the policies that provide the opportunity for the COB to also take part in a company as CEO. Duality role in a company rises to some debate / disagreement about the negative effects of the duality role in a company. There are two theories that support and reject the duality role in a company which is agency theory and stewardship theory. Agency theory which denies the duality role can be defined as ” the relationship between the principals, such as shareholders and agents such as the company executives and managers” Jensen and Meckling (1976), while the Stewardship theory that supports the duality role can be defined as ” a steward protects and maximizes shareholder wealth through firm performance, because by so doing, the steward's utility functions are maximized ” Donaldson (1990).

**Figure 2.2.3 Model for CEO – Chairman Duality**

![Model for CEO – Chairman Duality](image)

Abdullah, S. N. (2004). **Board Composition, CEO duality, and performance**

Beneath the agency theory, it is said that CEO-chairman duality is unfavorable to firms as the same person will be marking his "own examination papers". There should be a separation of duties between the top man of a company and the top man of the board so that each could monitor one another. As argued by Tian and Lau (2001), the lack of board process within boards is because the majority of boards have chairs who also serve as the CEOs. This makes it difficult for boards to perform their functions. Therefore, it is predictable that CEO-chairman duality will lead to the following:

- the subordinate level of effort norms;
- lesser level of cognitive conflicts;
- minor level of effective conflict;
- the substandard level of process conflict;
- of inferior quality presence and practice of information and skills and
- A superior level of cohesiveness inside the board.

Darmadi, (2013), state that strengthening of effort norms will make directors more aware and willing to monitor the performance of the board/company in the same way, a superior level of cognitive conflicts, which are task-oriented, will be expected to make directors to carry out the three factions of monitoring, service, and strategy better. According to Callaghan (2005), Executive duality refers to the organizational structure wherein the chief executive officer (CEO) also serves as the chairman of the same firm's board of directors. However, this position has been contested to be unhealthy as far as governance of
corporation is concerned. For example, some studies posit among several other reasons that, it promotes poor communication between the CEO and the board (Yammeesi, & Lodh, 2004). It is important to note that, developments in governance mechanisms saw the need to split the Chief Executive Officer duality as a possible solution to poor corporate governance. Under such circumstances, setting up a lead director role among outside directors can effectively balance the power of a CEO and other insiders.

Ehikioya (2009), found to have insignificant influence between CEO duality and firm performance, whereas positive association among ownership structure and performance. Regarding the link between board composition and firm performance, the study was unsuccessful to present evidence related to this relationship. However, the study recommended that whenever the board consists of more than one of family members, performance will be affected negatively.

2.7 Separation of Office of Board Chair and Chief Executive Officer
Separation of office of board chair from that of CEO generally seeks to reduce agency costs for a firm. Kajola (2008), established an optimistic and significant connection between performance and separation of the office of board chair and CEO. Yermack (1996), similarly commented that firms are more significant when different personnel take up the offices of board chair and CEO. Kyereboah-Coleman (2007), confirmed that big and autonomous boards add to firm’s value, and the synthesis of the two offices unenthusiastically affects firm’s performance, as the firm has a lesser amount of access to debt finance. The consequences of the study of Mallin (2001) put forward that boards that are pre-arranged to be more independent of the CEO are more effectual in monitoring the corporate financial accounting procedure and as a result more important. Fosberg (2004), found that firms that separated the functions of board chair and CEO had smaller debt ratios (financial debt/equity capital).

2.8 Board Skill
Competence comes from experience, knowledge, skills, attitudes, values, and beliefs. In the case of boards, which are the ultimate decision makers for most organizations, the competencies of directors are particularly important. Without a doubt, the Corporations Act 2001 necessitates every director to work out sensible care, diligence, and be capable in fulfilling their duties.

The figure 2.2.4 below illustrates the four levels of skill required on a board.


It is often seen as advantageous to have one or more directors who have been or are CEOs in other organization, as these individuals bring with them their own unique understanding and knowledge as chief executive officers (Luan, & Tang, 2007). In some organizations, the technical expertise a board member brings may not be regularly available to the management team and can be invaluable. However, boards that are beset with outside directors may potentially suffer from lack of firm-specific knowledge and skills, so their ability to apply knowledge and skills to firm-specific situations may be limited. In accordance, board composition is expected to have a quadratic nonlinear effect on the use of knowledge and skills (Ararat, Aksu, Tansel & Cetin, 2010).

2.2 Theoretical Framework
A number of theoretical perspectives have been put forward to explain corporate governance. The theories are: agency theory, stewardship theory, stakeholder theory and resource dependence theory. (Rashid, 2011), This study anchored on agency theory.

2.2.1 Agency Theory
As noted by Rashid, Lodh and Rudkin (2010), a “number of theoretical perspectives are used in explaining corporate governance practices and problems” Among these perspectives are agency theory, stewardship theory and resource dependence theory. The agency theory is built on the separation of ownership and control. It holds the view that an
individual is self-interested and self-opportunist and not altruistic. The managers (the agents) who have control of the organization may not always act in the best interest of the owners (the principals) and may be driven by self-interest to pursue their self-activities to the detriment of the welfare of those they represent. The thrust of this theory is that the interest of the principals (the shareholders) is best protected when the board composition is such as is dominated by outside independent directors who will be able to monitor any self-interest activities of managers and so enhance board performance (Rashid, 2010; Kaymak & Bektas, 2008 and Luan & Tang, 2007). The theory suggests that CEO duality diminishes the monitoring role of the board of directors over the executive manager, and this may in turn have a negative effect on corporate performance, also that CEO duality reduces firm performance because of CEO entrenchment and a decline in board independence (Elsayed, 2007; Kang and Zardkoohi, 2005). The tenet of this theory is based on the premise that there is an inherent conflict between the interest of the firm’s owners and its management (Kiel & Nicholson, 2003).

Agency theory is concerned with analyzing and resolving two problems that occur in relationships between principals and their agents. (Ujunwa, Okoyeuzu, & Nwakoby, 2012). According to agency theory, the likelihood that these problems will occur increases when stock is wildly held, no one shareholder owns more than a small percentage of the total common stock, when the board of directors is composed of people who know little of the company or who are personal friends of top management, and when a high percentage of board members are inside directors (Elsayed, 2007).

Agency theory suggests that top management has a significant degree of ownership in the firm and or has a strong financial stake in its long term performance (Rashid, Kaymak, Kang & Garba 2011). In support of this arguments, research does indicate a positive relationship between corporate performance and the amount of stock owned by directors. Based on the fact that many corporate managers are not owners but agents of owners contracted to manage the company on their behalf (Bektas, Luan, & Tang, 2008).

Jensen and Meckling (1976), define the agency relationship in terms of “a contract under which one or more persons (the principal(s) engage another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent”. Agency theory supports the delegation and the concentration of control in the board of directors and use of compensation incentives.

2.2.2 Stewardship Theory
In contrast, the stewardship theory adopts a more optimistic view of humans. The theory believes that the agent may not be self-opportunistic, motivated by individual goals but may actually be motivated to work in the interest of the principal. The implication of this theory is that insiders are better than outsider directors since outside independent directors “are not as agents be the best stewards to their corporations and are not motivated by individual goals,” The theory also argues for CEO duality (Ongole 2011, Luan & Tang, 2007 and Rashid, 2008).

The Stewardship theory suggests that executives tend to be more motivated to act in the best interest of the corporation than their own self-interests. (Ongle & Lee, 2000; Luan, Tang, 2007 and Rashid, 2011). Whereas agency theory focuses on extrinsic rewards that serve the lower level needs, such as pay and security, stewardship theory focuses on the higher order needs, such as achievement and self-actualization (Jensen & Meckling 1976). Stewardship theory argues that senior executives over time tend to view the corporation as an extension of them rather than using the firm for their own ends (Darmadi, 2011). These executive are most interested in guaranteeing the continued life and success of the corporation. Managers are assumed to be good stewards of the corporations and industriously work to accomplish high levels of corporate turnover and shareholders returns (Davis, Schoorman, & Donaldson 1997). Their point of view maintains the investment of business schools in the development of management skills and knowledge. It also reinforces the social and professional kudos of being a manager. The theory believes that the agent may not be self-opportunistic, motivated by individual goals but may actually be motivated to work in the interest of the principal (Ang. Cole, & Lin 2007). In their opinion and evaluation of agency theory, draw two streams of agency theory that have developed over time.

Lastly, stewardship theory places interest on the need for boards to partake in tactical actions given their broader awareness, skills and happening, and moreover, the need to authorize firm insiders to participate in board activities given their first-hand access to information and their insight knowledge of the firm’s operations (Donaldson & Davis 1991).
2.3 Empirical Review

Fatimoh (2012), examined the effect of board composition on the performance of banks in Nigeria. The increased incidence of bank failure in the recent period generated the current debate on transparency and disclosure of financial information to the various users, as a means of appraising good governance in banks. This study made use of both primary and secondary data in ensuring that data obtained are sufficient for a reasonable conclusion. The secondary data obtained from the annual financial statement of the banks for a period of five accounting year was used in analyzing the financial ratios for the study. 158 questionnaires were retrieved from respondents out of the 200 questionnaires distributed. The primary data was analyzed through the chi-square analysis method. The study concludes that board composition significantly contributes to positive performance in the banking sector. It therefore recommends that board composition codes should be adapted to meet the need of Nigerian business environment.

Al-Matari, Nuel, and Jude (2012), investigated the ways and manners in which the affairs of banking sector in Nigeria are managed by those charged with the responsibility. It showed the relationship between board composition and the performance of banks in Nigeria. The population of the study consisted of all the twenty-four consolidated banks in Nigeria that met the requirement of 25 billion capital base as at today. A sample of five of them was considered adequate for generalization. One hundred and thirty questionnaires were administered on the management staff of those selected banks out of which 120 were returned and 10 were not properly filled. Statistical Package for Social Scientist (SPSS) was used to analyze the data collected and interpretation of data was done through simple percentages. Pearson Product Moment Correlation was used to test the relationship that exists between efficient Board composition in the banking sector and the roles of external auditor and the composition of the board of directors.

Osuagwu (2013), ascertained the implications of board composition on the performance of Deposit Money Banks in Nigeria in order to look inwardly the extent application of board composition code has enhanced the efficiency and effectiveness of the Nigerian banking industry. Also, the lingering problem of bank failure in Nigeria generated another concern with the existence of bunch of rules and regulations governing the operations of banking business. Descriptive study design was adopted reviewing board composition principles and theory to ascertain the problem at hand and to achieve the stated objectives. The study found among other things that non-compliance to board composition code in the Nigerian banking industry hampers banks performance. The position of the paper is that good board composition culture is non-negotiable since it has effect on the performance of existing banks in Nigeria. It is recommended that the Deposit Money Banks should enforce full disclosure practices and transparency practices of board composition thereby enhancing trust in order to survive in the competitive financial environment in Nigeria.

Abor (2013), carried out a study on the effect of board composition on the performance of banks in Nigeria. The increased incidence of bank failure in the recent period generated the current literature on quality of bank assets and also emphasized good governance as means of achieving banks objectives. This study made use of secondary data obtained from the financial reports of nine (9) banks for a period of ten (10) years (2001-2010). Data were analyzed using multiple regression analysis. The study supported the hypothesis that board composition positively affects performance of banks. In conclusion, the study shows that poor asset quality (defined as the ratio of non-performing loan to credit) and loan deposit ratios negatively affect financial performance and vice versa. The study recommends that the Central Bank of Nigeria should galvanize the banks to adopt board composition best practices especially those enshrined in the Code of Board composition for Directors of Banks in Nigeria.

Arulogunet, Oghojafor, Olayemi, Okonji, and Okolie, (2013), analyzed the effects of board composition on the performance of Nigerian banking sector with the aim of assessing the effect of board composition on firm’s performance. The secondary source of data was sought from published annual reports of the quoted banks. In examining the level of board composition disclosure of the sampled banks, a disclosure index was developed and guided by the Central Bank of Nigeria code of governance. The Pearson Correlation and the regression analysis were used to find out whether there is a relationship between the board composition variables and firms performance. The study revealed that a negative but significant relationship exists between board size and the financial performance of these banks while a positive and significant relationship was also observed between directors’ equity interest, level of board composition disclosure index and performance of the sampled banks. Their study recommended that efforts to improve board composition should focus on the
value of the stock ownership of board members and that steps should be taken for mandatory compliance with the code of board composition.

Jegede, Akinyabi and Soyebo (2013), evaluated the board composition implication for banks performance in Nigeria. Secondary source was used in gathering the data required for the study work. A regression analysis of the latent variables was adopted to evaluate the effect of board composition on bank performance. The results of the study show that board size is statistically significant to bank performance while bank age and board committee have negative effect on bank performance with regression coefficients of 0.279, -0.138 and -4.055 respectively. The study therefore recommended that board of directors of Nigerian banks should meet regularly to ensure that necessary problems of the banks are discussed and addressed, and that the number of boards should not be too many in order not to override its benefits.

Ashbaugh-Skaife, and Fred (2013), in their work board composition and firm financial performance used a sample of 10 selected banks’ annual reports covering 2005-2010 to evaluate the relationship between board composition and performance in Nigeria banking sector. The main objective of the study was to determine if ownership and board size matter in financial performance. They used return on asset, board size, board composition that is, number of executive director and number of non-executive director. The result indicates that improved performance of the banking sector is not dependent on increasing the number of executive directors and board composition. It showed further that when there are more external board members; performance of banks tends to be worse. The study concluded that there is a need for increase in board size and decrease in board composition as measured by the ratio of outside directors to the total number of directors in order to increase the bank performance.

Ijeh, Adesanmi and Njogo (2014), sought to: (i) evaluate the effect of board composition on return on assets of some selected commercial banks in Nigeria. (ii) determine the effect of board composition on return on equity of some selected commercial banks in Nigeria. The study made use of cross sectional data for 10-years which were collated from Central Bank of Nigeria – Statistical bulletin for the period, 2003-2012. Two major objectives were formed and tested and results revealed that in the first objective the adjusted R-squared estimate is 86% and statistically significant at 5% significant level, which implies that the estimated model has high goodness of fit. For the second objective, the adjusted R-squared estimate is 58% and statistically significant at 5% significant level, which implies that the estimated model has high goodness of fit. The study recommends, among others that central Bank should issue efficient monetary policies that would intensify transparency, integrity and curtail insider abuses on customers account in the Banking institutions. Above all, this study has contributed to knowledge by providing vital information on board composition on five of the commercial Banks in Nigeria.

Odili, Johnson, and Mohammed (2015), evaluated the effect of board composition on the performance of commercial banks in Nigeria from 2006-2014. The study selected 10 out of the population of 21 consolidated commercial banks in Nigeria using stratified and proportional sampling technique and the data were analyzed using the ordinary least square estimation method. Return on Equity (ROE) was used as proxy for banking sector performance, while Board Independence (BI), Board Size (BS), Director Shareholding (DSH) and Audit Committee Meetings (ACM) are the proxies for board composition. The findings of the study revealed that Board Independence, Directors’ Shareholding and Audit Committee Meetings had positive and significant effects on banking sector’s performance while Board Size showed negative and also significant effect on the performance of the banking sector in Nigeria.

Alchian and Demsetz (2016), assessed the effect of board composition on the financial performance of all listed deposit money banks in Nigeria for a period of seven (7) years (after consolidation). Data for the study were quantitatively retrieved from the annual reports and accounts of the studied banks. Multico linearity test was conducted via Pearson correlation and further confirmed through VIF test. Regression was used to analyze the data and it was found that larger board size contributes positively and significantly to the financial performance of deposit money banks in Nigeria. The study however, recommended among others that banks should increase their board size but within the maximum limit set by the code of board composition.

Nneka (2016), evaluated the extent to which the banking sector in Nigeria adhere to board composition principles and how the practice of board composition attracts investors to the sector. The survey study method was adopted and four commercial banks were selected for the study, namely: First Bank of Nigeria Plc, Eco Bank International, United Bank for Africa
Plc and Diamond Bank Plc. Data for the study were obtained through a structured questionnaire. The Z-test and Chi-square statistical techniques were used to test the hypotheses. Findings from the study showed that adherence to board composition significantly attracts investors to the banking industry and an improvement in the sector’s performance in terms of improved profitability and return on investment. Based on these findings, the study recommends that banks should continue to explore various areas that would entrench board composition in the industry namely; the recruitment of qualified corporate managers, decentralization of strategic decisions making centers, separation of the office of Chairman of the Board and that of Chief Executive Officer to enable the Board exercise their oversight function.

Babatunde, Michael, and Fred (2017), evaluated the relationship between board composition, bank performance and bank crisis in Nigeria. Board composition is the manner and ways in which the activities of an organization are managed and controlled. Despite the implementation of board composition in Nigeria, monitoring and the much talk about consolidation exercise, weak board composition is still a big challenge in Nigerian banking system hence, the need to investigate the basic reasons for weak governance and ways of curbing them for a better financial system. The proxy for board composition employed in this study is the board of directors. Two vectors are selected for this study, as independent variables are Board size and Board composition. Whilst the dependent variable employed was Profit after Tax. This study made use of secondary data obtained from the financial reports of five banks for a period of eleven (11) years (2005-2015) and primary data. Secondary data were analyzed using Regression analysis while Chi-square was used for secondary data. From the study based on the result of the analysis, it showed that board composition variables such as board directors have positive relationship on the performance of banks. However, the study established a negative relationship between profit after tax and board composition. The study supported the hypothesis that board composition positively affects performance of banks and recommended that awareness creation among banks operators should be conducted to ensure they have good knowledge of board composition and its implication on banks profit.

Kuwata, Dalton, and Kajola (2017), investigated the relationship between the board composition mechanisms (Board size and audit committee size) and financial performance. Moreover, this study used firm size and management change as control variables. Furthermore, the study made use of secondary data obtained from the annual reports of twenty-one (21) banks listed in the Nigeria Stock Exchange for the period 2006 to 2009. The model of this study was theoretically founded on the agency theory. In analyzing the data, this study utilized the panel data methodology on 21 banks with 68 observations. Based on the panel data results, the random effect model was used to evaluate the effect of the predictors on the financial performance measured by ROA. The result indicates that the relationship between board size and ROA is positively insignificant. In addition to that, this study found that the relationship between audit committee size and ROA is negatively insignificant. Also, this study found that the relationship between firm size and ROA is negatively significant while the relationship between management change and ROA is positively insignificant. Besides providing suggestions for future study work, this study provides several recommendations for regulators and the Nigerian banking industry.

Adeyeni (2016) examined the dynamic interactions among ownership structure, corporate governance, risk management and performance of Nigerian banks. Secondary data were sourced from 20 out of 22 post-consolidation Deposit Money Banks listed on the Nigerian Stock Exchange for a period of seven years from 2005-2011. The data were on Return on Equity (Bank Performance); Capital Adequacy Ratio (Corporate governance); proportion of the board members’ share capital to total bank capital (Ownership structure) and Bank Risk Behaviour (Risk Management Practices). The data were regressed firstly without interaction with ownership structure and later with ownership structure. The results of the analysis showed that without interacting ownership structure with corporate governance and bank risk behaviour, corporate governance has positive and significant effect on bank performance (p < 0.05), but bank risk behaviour has negative but insignificant effect on bank performance (p > 0.05). Ownership structure has positive and significant effect like corporate governance (p < 0.05). However, when the ownership structure was interacted with corporate governance and risk behaviour, the results and significance of the variable changed remarkably. The study concluded that good risk management policies and proper ownership structure enhance improved corporate performance.
METHODOLOGY

3.1 Introduction
This chapter discussed the various methods and techniques adopted in this study. It encompasses the overall research plan and design, that guided the process of data collection and the range of approaches used to collect the data. These steps include research design, the population of interest, sample and sampling techniques, data collection instruments, procedures and data analysis.

3.2 Research Design
This study adopted the ex-post facto design given that it is targeted at analyzing the impact of some independent variables on a specified dependent variable. It is appropriate because it aims at measuring the relationship between one variable and another, in which the variables involved are not manipulated by the researcher. This study makes use of econometric procedure in estimating the effect of board composition on financial performance of selected money deposit banks in Nigeria. It is also pertinent to note that the research design adopted the quantitative approach based on the fact that it gives room for statistical and econometric estimations for the actualization of the research objectives.

3.3 Population of the Study
The population of interest for this study comprised the twenty-two deposit money banks listed on the Nigerian Stock Exchange (NSE) as at March (2018) for the period of sixteen years from 2000 to 2018. The total population are:


3.4 Method of Data Collection
The data for the study were collected from annual reports and account of deposit money banks quoted on the Nigerian Stock Exchange (NSE). Secondary financial data sources were used for the study. The dependent variable was financial performance. This was proxied by capital adequacy, profitability, bad debt, return on assets and return on equity. The independent variable was board composition, which was proxied by board size, CEO duality. Ownership Structure, Independent Non-Executive Directors, and CEO Internalization. Board composition data were obtained from corporate governance disclosure of individual deposit money banks listed in the Nigerian Stock Exchange.

3.5 Method of Data Analysis
In this research, the method of data analysis is the Linear regression with the application of Ordinary least squares (OLS) technique. The primary justification for adopting the linear regression is based on the fact that it gives possesses the optimal properties of linearity, un-biasedness and minimum variance.

3.6 Model Specification
In this research, board composition served as the independent variable while financial performance served as the dependent variable. The models were specified according to the specific objectives of the study are given as:

For Objective One: To determine the effect of board size on the capital adequacy of money deposit banks

\[ CADE = \beta_0 + \beta_1BDS + u \] \hspace{1cm} (3.1)

For Objective Two: To examine the effect of CEO duality on the profitability of money deposit banks

\[ PRO = \beta_0 + \beta_1CEOD + u \] \hspace{1cm} (3.2)

For Objective Three: To ascertain the impact of ownership structure on the incidence bad debt of money deposit banks.

\[ BDEBT = \beta_0 + \beta_1OWS + u \] \hspace{1cm} (3.3)
3.7 Method of Data Evaluation

Economic Criterion Test (A priori Test)

The a priori test of the analysis were based on the regression coefficient of the algebraic signs of the parameters. It is a test that is based on evaluating the conformity of the relationship between the variables on economic theory.

Decision Rule (T-Test)

If \( t > t_{0.025} \) the null hypothesis \( H_0 \) will be rejected and the alternative hypothesis \( H_1 \) will be accepted.

Econometric Software adopted for the Analysis

All the estimations were analyzed using Eview Statistical Package.

### Table 4.1: Descriptive Statistics

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Median</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Std.Dev</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPADE</td>
<td>5.3667</td>
<td>5.0000</td>
<td>2.0000</td>
<td>9.0000</td>
<td>1.5903</td>
<td>0.1291</td>
<td>-0.2607</td>
</tr>
<tr>
<td>PRO</td>
<td>1.3960</td>
<td>2.0000</td>
<td>0.0000</td>
<td>3.0000</td>
<td>0.9573</td>
<td>-0.4434</td>
<td>-1.1647</td>
</tr>
<tr>
<td>BADBT</td>
<td>6.2067</td>
<td>6.0000</td>
<td>2.0000</td>
<td>10.0000</td>
<td>1.7505</td>
<td>-0.3482</td>
<td>-0.3932</td>
</tr>
<tr>
<td>ROA</td>
<td>0.2042</td>
<td>0.0193</td>
<td>-0.3106</td>
<td>8.8565</td>
<td>1.1055</td>
<td>6.3942</td>
<td>41.0369</td>
</tr>
<tr>
<td>ROE</td>
<td>1.0471</td>
<td>0.1152</td>
<td>-3.9432</td>
<td>45.7334</td>
<td>5.6431</td>
<td>6.1611</td>
<td>38.8862</td>
</tr>
<tr>
<td>BDSIZE</td>
<td>1.7200</td>
<td>1.0000</td>
<td>0.0000</td>
<td>6.0000</td>
<td>1.4615</td>
<td>0.7132</td>
<td>0.0002</td>
</tr>
<tr>
<td>CEOED</td>
<td>1.6267</td>
<td>1.0000</td>
<td>0.0000</td>
<td>8.0000</td>
<td>1.9440</td>
<td>1.2103</td>
<td>0.7042</td>
</tr>
<tr>
<td>INED</td>
<td>5.5000</td>
<td>5.5000</td>
<td>1.0000</td>
<td>10.0000</td>
<td>2.8826</td>
<td>0.0000</td>
<td>-1.2242</td>
</tr>
<tr>
<td>CEOINT</td>
<td>4.4300</td>
<td>6.8700</td>
<td>2.0000</td>
<td>10.0000</td>
<td>1.8476</td>
<td>-1.6184</td>
<td>2.6761</td>
</tr>
</tbody>
</table>

**Source:** Author’s Computation using Eviews Statistical Software


Table 4.1 reveals the result of descriptive statistics test using statistical instruments like the mean, median, standard deviation, skewness and kurtosis. Fidelia and Tabachnick (2013), found that the population or sample of the study is assumed to be normally distributed when the mean of variables are similar to the value of median, skewness value is zero and kurtosis value is greater than or equal to or less than 3. A kurtosis with distribution greater than 3 is a leptokurtic distribution whereas 3 is the kurtosis of a normal distribution. A leptokurtic distribution (greater than 3) has a sharper peak with lower probability than a normal distribution of kurtosis whose value is equal to 3. A kurtosis with less than 3 is a platykurtic distribution which has a lower and wider peak with higher probability than leptokurtic and normal distribution. However, the diagnostic test indicated that no variables have the value of mean equal to value of median. Similarly, the skewness value and kurtosis value of the variables are both mix positively and negatively showing that their distributions are skewed to the right side as well as to left side of the table with the kurtosis value of variables range from 0.000195646 to 41.0369. The negative skewed distribution is an indication that there is greater risk than what the standard deviation measures, while the positive skewed distribution is also showing that there is lower risk than what the standard deviation measures. The standard deviation overstates the risk for a positively skewed distribution while underestimating the risk for a negatively skewed distribution.

**Interpretation**

The regression line above clearly shows that the numerical coefficient of Board Size (BDSIZE) yielded a positive value at the magnitude of 0.001883. This entails that there exists a positive relationship between board size and capital adequacy (CAPADE). It further entails that board size contributes positively to the capital adequacy of the selected money deposit banks in Nigeria. The coefficient of determination...
which measures the control power of the independent variable over the dependent variable was calculated with the instrument of adjusted R-Squared and it yielded 0.591596. This entails that the variations in capital adequacy of the selected deposit money banks is significantly influenced by the board size. This is in the magnitude of 59.156%. This is significant given that it is beyond average.

**SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

**5.1 Summary of Findings**
The research has been able to carry out an empirical analysis of the effect of board composition on financial performance of selected money deposit banks in Nigeria covering the period 2000-2016. The findings at the end of the study include the following:

1. Board size has significant positive effect on the capital adequacy of selected money deposit banks in Nigeria ($t_{calculated}^* = 3.903657 > t_{critical}^* = 2.131$).

2. CEO duality has no significant positive effect on the profitability of selected money deposit banks in Nigeria ($t_{calculated}^* = -0.949677 < t_{critical}^* = 2.131$).

3. Ownership structure has no significant positive effect on the incidence of bad debt of selected money deposit banks in Nigeria ($t_{calculated}^* = -0.348073 < t_{critical}^* = 2.131$).

**5.2 Conclusion of the Study**
This research has been able to carry out an empirical analysis of the effect of board composition on financial performance of selected money deposit banks in Nigeria covering the period 2000-2016. Based on the findings, the study concludes that on the average, board composition has significant effect on financial performance of selected money deposit banks in Nigeria. This is because majority of the board composition variables reveals statistical significance over their respective dependent variables (financial performance proxies).

**5.3 Recommendations**
In the light of the findings of this study, the following recommendations are proffered:

1. The first finding of this study is that board size has significant positive effect on the capital adequacy of selected money deposit banks in Nigeria. Anchored on this finding, it is recommended that there should be optimal sustenance of the existing board size and should only be altered when objectively necessary.

2. The study also found out that CEO duality has no significant positive effect on the profitability of selected money deposit banks in Nigeria. This finding reveals that dual role has no positive and significant influence and contribution towards profitability in money deposit banks. This should be thoroughly ascertained for it to be either suspended or significantly minimized.

3. It was also discovered in the study that ownership structure has no significant positive effect on the incidence of bad debt of selected money deposit banks in Nigeria. Hence, the recommendation to back up this finding is that the ownership structure and central controllers of the selected money deposit banks should be reviewed and readjusted if possible.

**5.4 Contributions to Knowledge**
On a general framework, the contribution of this study is that it has been able to reveal the effect and contribution of board composition variables on the financial performance variables of selected deposit money banks in Nigeria. Anchored on this, the specific contribution of this study is that it was able to reveal that board size, independent non-executive director size and CEO internalization has positive and significant effect on the financial performance of money deposit banks in Nigeria while Ownership structure and CEO duality has a contrary effect on financial performance of selected deposit money banks in Nigeria.

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Assessing the Impact of Ownership Structure on Profitability Performance of Listed Food and Beverage Firms in Nigeria: A Panel Data Approach

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Abstract

The main objective of the study is to examine the nexus between equity ownership structure –cum managerial, institutional and blockholder and profitability performance, of food and beverage firms in Nigeria. The methodology was based on an ex-post factor research design using secondary panel data approach with different regression estimators. A sample size of fifteen from the thirty-nine firms was selected purposively based on companies that have complete information during the period 2007–2016. The data obtained were on ownership structure proxy by managerial ownership (MANOWN), institutional ownership (INSTOWN) and block holder ownership (BLOCOWN). Data was also obtained on firm performance constructed by return on assets (ROAs) and return on equity (ROEs), firm size measured by total assets (TAs) and leverage measured by total debts (TDs). This study employed multiple regression analysis of the Panel Least Square Method using E-Views 7.1. The findings showed that managerial ownership, institutional ownership and block-ownership have positive significant impact on returns on assets and equity, which suggest that equity ownership structure play significant role in determining the profitability of listed food and beverages firms in Nigeria. The study contributes to existing literature by presenting one of the very recent findings on this area while simultaneously testing the validity of recent local and international methodologies, in order to inform policy change. The study recommends that in order to sustain and improve performance, regulatory measures are to be taken by the security and exchange commission to enhance financial profitability and further sustain it through ownership structure as part of governance policy in the industry.

Keywords: Equity ownership, profitability performance, managerial, institutional and block holder ownership.

1. INTRODUCTION

The significance of equity ownership structure also referred as shareholders’ structure to firm’s profitability performance is increasingly receiving attention in contemporary corporate governance literature, partly due to current debate with regards to whether ownership structure can make or mar firm’s profitability. However, observatory investigation shows that the issues emanating from trying to disentangle the ownership-performance relationship is caused by the pervasive equity ownership endogeneity that should be given consideration. As Jensen and Meckling (1976) stated, equity ownership structure relates to the spread (even of skewed) of a firm’s equity capital including the equity owner’s identity. This means that the structure of equity ownership captures two (2) basic features, namely: shares’ distribution and shareholders’ identity.

Several classes of shares distribution patterns in literature exist. The prominent among these are managerial vs. non-managerial shares distribution pattern, concentrated vs. dispersed shares distribution pattern, internal (domestic) vs. foreign shares distribution pattern and institutional vs. individual share distribution. However, in Nigeria, the distribution patterns of shares follow concentrated, which is classified into block holders and institutional; and diffused that is grouped into foreign and managerial equity ownership structures. Underlying their significance to profitability, the debate between equity ownership structure and firms’ profitability performance has remained a resonating topical in corporate governance and finance literature. Though previous studies have contributed considerably to the body of knowledge, much is desired as none of them was conducted in Nigeria using the methodological approach adopted for this research. Moreover, these studies were focused on different listed industries and very few studies on consumer industry. The current study is therefore on selected foods and beverage firms in Nigeria towards examining the connection between ownership structure and firm performance of listed firms in the industry.

LITERATURE REVIEW

Concept of Equity Ownership Structure

The term equity ownership structure encompasses shareholding structure, equity possession formation,
shareholding anatomy, shareholders’ composition and owners’ typology as a broader concept of corporate governance (Iwasaki, et. al., 2017). It is an internal corporate governance mechanism that is widely viewed at country-level driven, depending on the corporate governance characteristics such as stock market development and government intervention and regulatory nature. Also, ownership structure encompasses overall behavior, disposition of the owners and management regarding their skills and overall responsibilities (Okafor et al. 2016).

Firms’ ownership structure also refers to control and ownership distribution (Shehu and Abubukar, 2015) where control is driven by the shareholders’ voting power that indicates their influence in managerial decisions, and ownership’ as the right over the firm’s cash flows. This concept has gained an indisputable prominence in modern literature on corporate governance issues because, two (2) distinctive features of ownership structure surfaced from this definition. The first is the concentration of dispersion of equity ownership and the second deal with ownership-types; that is, whether the owners are individuals/families, institutions or other firms. Although, the study focuses mainly on ownership concentration and diffusion because of its prevalence in most Nigerian firms, there exist a variety of corporate ownership structures commonly investigated in extant literature.

The concepts of diffuse versus concentrated ownership have emerged as the preferred governance mechanisms in Nigeria. The diffused ownership is defined as “one whose shares are owned by a large number of individuals none of whom is in a position to obtain direct or indirect benefits per share greater than those available to other shareholders and whose top managers do not receive either direct or indirect benefits other than a market salary” (Ragazzi (2011, p. 262). But, ownership concentration is the amount of stock owned by individual investors and large-block shareholders that hold at least 5per cent of equity ownership within the firm (Alimehmetic and Paletta, 2012). In publicly traded firms, large block-holders are normally institutional investors in the form of pension funds and mutual funds.

A higher level of ownership concentration or more block-holders suggest a stronger monitoring power from investors over a firm’s managerial decisions because of the incentives from these owners to proactively safeguard their investment (Fazlzadeh, 2011). Similarly, firms with a low level of ownership (diffused ownership) might indicate weaker governance power because investors with less ownership interests have little incentive to pay attention to the strategic decisions of the firm (Golec, 2015) and thus, are less motivated to closely monitor and discipline top executive behaviors. Concentrated ownership structure, the converse of diffuse ownership, is a distinctive model which presumes that the relationship between ownership structure and firm performance is enhanced in the presence of a dominant (crucial) or controlling single-shareholder, or a given number of dominant or controlling shareholders.

A number of affirmative arguments conduce to ownership concentration. These relates to the legal rules and ownership concentration in mitigating governance problems and concentration of ownership that exerts pressure on managers (Mokaya & Jagongo, 2015). This presumption is also supported by the analyses of takeover models in which a single large (crucial) shareholder is found to potentially affect the outcome of a takeover. This is not to isolate the argument on pervasive weak legal systems and capital markets that increase risk and cost of capital, which consequently depress asset values. However, arguments against ownership concentration are sparse in extant literature (Bai, et. al. (2005).

Managerial Ownership Structure
Managerial ownership or manager-owner is where owners assign managers ownership rights as post facto incentive mechanism. It is a situation where the managers have shares in a company (Christiawan and Tarin as cited in Muhammad et al., 2013). This implies that, managerial ownership means the amount of share either currency amount or units of shares held by those who manage the affairs of the business where they act as an agent of the public (shareholders). In that capacity shares held by the managers in a firm adjusts the interests amongst shareholders and managers. Wahla et al., (2012) expressed that high managerial stake on firm ownership can go about as an instrument that impacts the arrangement of interests amongst managers and shareholders and in the end influence company market esteem.

Similarly, the asset reliance hypothesis (popularly known as resource dependency theory) bolsters an organization with outside resource since they give the organization numerous sources and distinctive encounters as they work to amplify shareholder rights and all gatherings connected with the organization. Iwasaki, et al., (2017) stated that, regardless of whether there is a non-direct relationship between
administrative ownership and firm performance (as measured by association's fairly estimated worth and a benefit rate), sufficient evidence uncover that there is a positive relationship between administrative ownership holding and the company's worth. Although, initially, a negative relationship may be found at 5% to 25% of administrative shareholding, subsequently, the relationship gets to be sure once more.

**Block Ownership**

Block ownership is an internal governance device that allows the largest shareholders to gain control over management behavior and decision (Omar & Hind, 2012). Block holders are those individuals who have large proportion of a company’s shares at a time. The block holders have the largest proportion of the shares of a company. Even though, the definition given by Omar and Hind (2012) did not provide specifically what level constitutes block holdings, the Nigeria Securities and Exchange Commission corporate governance code sees block holdings as those who have more than 5% equity stake in a firm (SEC, 2003). In an attempt to separate the definition with concentration in some countries, it is argued that concentration ownership is the act of having more than 10 percent of a company’s shares in the hands of an individuals or institutions (Murya, 2010). According to Steen (2012), the effect of block holder ownership on firm value could be positive or negative.

A positive effect may come about because large shareholders have greater power and stronger incentives to ensure shareholder value maximization. A negative effect may occur, if block holder ownership above a certain level leads to entrenchment of owner-managers that expropriate the wealth of minority shareholders. Moreover the owners' portfolio risk will increase with their exposure, which may influence risk taking and expected returns. In this case, non-linear effects are not unlikely. Thus, if ownership is highly concentrated – and one blockholder is firmly in control – the main effect of greater ownership concentration may still influence the incentives of the incumbent owner: the higher her share of ownership, the more the incentive to undertake costly tunneling activities are internalized by the controlling owner – and less expropriation should therefore take place.

**Institutional Ownership**

Institutional ownership structure is the situation where the ownership stake in a company is held by large financial organizations, pension funds or endowments. Institutions generally purchase large blocks of a company's outstanding shares and can exert considerable influence upon its management. Several literature regards institutional ownership to institutions other than the present organization, that also have interest in the organization by subscribing to its shares and having a reasonable percentage of ownership in another organization. The definition given by Golec (2015) would have been more encompassing except for its limitation to only holders of pension funds, investment trusts, and insurance companies. In our study, we consider the definition by Bako (2015), that institutional ownerships are professional investors who have long-term focus. Undoubtedly, increase in institutional holdings has created the potential for financial institutions to play a greater role in corporate governance, but still until now it is not easy to give a clear answer regarding whether it is a favorable development or not. Moreover, Abdul and Badara (2017) believe in the positive phenomenon of increasing the institutional ownership in firms, therefore, they suggested three advantages. First, larger owners aligned with a higher proportion of economic benefits. Second, higher ownership positions can decrease the costs of coordinating management oversight activities with other owners. Third, larger institutions may find selling their large blocks of shares in firms in which its managers may not maximize shareholders value. The interest in institutional ownership whether in developed or emerging countries is reflected from the fact that they are considered to be effective owners and can be seen as a good monitoring device. Therefore, they are expected to improve the corporate efficiency by employing their resources, expertise and ability to properly monitor management's decisions regarding both investment and financial matters, which in return affect positively firm performance.

**Profitability Performance**

Profitability performance is a subjective measure of how well a firm can use assets from its primary and non-primary modes of business and generate revenues. According to (Al-Shahrani & Tu, 2016), profitability performance is also used as a general measure of a firm's overall financial health over a given period of time, and can be used to compare similar firms across the same industry or to compare industries or sectors in aggregation. In broader sense, profitability performance is the degree to which profitability objectives being or has been accomplished (El-Maude, et. al., 2016). According to Herciu (2017), firm’s profitability performance measures the efficiency and effectiveness of organization’s internal as well external actions/operations. In today’s world, the performance
of the organization is considered as the body of the organization because, it is only when the when the performance of a firm is at optimum that its growth would be enhanced. In our view, the performance of a firm can be seen from its financial statements, which are reported by the company.

A firm’s financial performance is of importance to investors, stakeholders and the economy at large. Investors are interested in the returns for their investment. Namazi & Kermani, (2008) have argued that if the company is performing well it will support quality disclosure of their operations. In order to get the growth in the organization, there is the need to be measured as to whether the organization is currently performing or there is the gap to be filled to attain the objectives of the organization.

Measuring Firm’s a Financial Performance
Measuring of firms’ financial performance is one of the management strategic functions aimed at satisfying the interest of shareholders and other stakeholders in a company. Firm’s performance appraisal involves a periodic and systematic evaluation of its operations to determine the achievements of the firm’s objectives. The existing researches on the relationship between ownership structure and financial performance used different methods of measuring firms’ financial performance. Some studies measures firm performance from the accounting-based value or market-based or both methods of measuring company’s financial performance. But, using either of the two performance measures is bound by peculiar bias (El-Maude, et. al., 2016).

Accounting measure captures the historical aspect of the firm performance, whereas market measures are forward looking and focus on the market performance. Besides market based measures are generally relevant accounting based measures commonly used by researchers (i.e. Return on equity, return on capital employed and return on assets). However, in measure firms’ performance, the most commonly used are accounting based which include: return on assets (ROA), return on equity (ROE), return on investment (ROI) and Tobin’s Q. In addition, line items such as gross revenue from operations, operating income or cash flow from operations can be used, as well as return on total assets. This is because financial performance exists at different levels of the organization.

Empirical Review
The impact of ownership structure on corporate performance is multi-dimensional and complex. For instance, in the investigation by Adebiyi and Kajola (2011) to determined whether relationship exist between consumer goods firms’ ownership structure and financial performance in Nigeria, using a sample of thirty listed companies based on firm-specific characteristics between 2001 and 2008, the results showed a negative and significant relationship between ownership structure (director shareholding) and firm financial performance (ROE). Churchill (2014) determined whether there is statistical association between listed firms’ ownership structure and stock market performance using data sourced from the firms drawn from the consumer’s goods sector. Pearson’s Product Moment Correlation and Logistic Regression techniques were used to test the data. The results reported negative relationship between concentration and firm performance, but strong positive relation exists between insider ownership and firm performance.

Singapuwoko (2015) tested data collected using multiple regression from listed companies drawn from Consumer Goods sector on Indonesia Stock Exchange market from 2010 to 2014. It was found out that family firms are positively influenced by foreign and institutional ownership but managerial has no influence. But in Abdu and Badara (2017) study on the effect of institutional ownership on the financial performance of firms in the Nigerian Industrial Goods Sector using data collected using descriptive statistics, correlation and multiple regression methods. The author found that insider shareholding does not affect performance of firms in the industrial goods sector.

Bako (2015) also determined the impact of ownership structure on dividend policy of firms listed in the Nigerian Consumer Goods Industry. Data were collected from annual reports and accounts of sampled companies and were analyzed using descriptive statistics, correlation and multiple regression methods. The author found that insider share ownership (ISO) and outsider share ownership (OSO) have negative and insignificant impact on dividend per share (DPS) while block share ownership (BSO) has positive and insignificant impact on DPS. Thus, the author recommended that, in the analysis of dividend policy of companies in the consumer goods industry in Nigeria stakeholders should pay limited attention to the ownership structure of the company but the bottom line, as it is the earnings that matters not the dividend or ownership structure.
Shehu and Abubakar (2015) examined the impact of ownership structure on earnings management in quoted food and beverage firms in Nigeria. Secondary data were extracted from the annual reports of our sample firms for the period between 2006 to 2010 and OLS multiple regression was used as a tool for data analysis. The result indicated that ownership structure affects earnings management in divergent ways. Specifically, the study documents an inverse relationship between institutional shareholding and discretionary accruals while ownership concentration and family ownership positively impact on earnings manipulation.

Obigbemi, et al., (2017) investigated ownership structure and earnings management in Nigerian listed Beverages companies. Earnings management was measured using the magnitude of the discretionary accruals. The study tested the effect of ownership structure on earnings management. Using OLS regression and Pearson Moment Correlation Coefficient techniques, were the findings suggest that ownership structure has a significant relationship with earnings management practices in Nigeria. It further revealed that there is a positive significant relationship between management ownership and family ownership with earnings management. Also, there is a negative significant relationship between block ownership with earnings management practices in Nigeria.

**Methodology**

**Methodological strategy and data collection:**
The study used quantitative methodological approach based on secondary data from annual reports of 39 foods and beverage firms listed in the Nigeria Security and Exchange Commission for the period of 2006 to 2017. The data obtained relates to Ownership Structures proxied by Managerial Ownership (MANOWN), Institutional Ownership (INSTOWN) and Blockholder Ownership (BLOCOWN). Data was also obtained on Firm Performance constructed by Return on Assets (ROAs) and Return on Equity (ROEs). This was in addition to the data on Firm Size measured by Total Assets (TAs) and Leverage measured by Total Debts (TDs). This period of study was chosen to see the effect of ownership structure during the three stages of government policies on: privatization, Small and Medium Enterprise (SME) intervention, and friendly business environment. However, firms, which do not have complete data, were excluded from the sample. Hence, a balance panel data involving time-series and cross sectional data of 15 firms were examined. This enables us to test both the persistence and cyclical of firm profitability, and more so, panel data permits the estimation of dynamic corporate governance models over the business cycle at the level of the individual firm (Pratheepan, 2014).

**Method of analysis:**
The data analysis process employed description technique using ratios based on the observation(s) from the data and the rationale was to establish a more feel of the data on individual levels. Additional, multiple regression analysis of the Panel Least Square Method using E-View, 7.1 packages was employed since the study seeks to analyze the effect BLOCOWN, INSTOWN, & MANOWN has on the dependent variables; ROA and ROE. And finally, the study conducted robustness tests like, normality test, redundant fixed effect tests, redundant variable test of fitness and stability of the estimated modeling in order to improve the validity of statistical inferences. In addition, model specification was employed based on modified work of Farzaneh, et al., (2017), Okafor, et al., (2016), and Gugong, at al., (2014) in order to formulate our structural equation relevant to this study.

In order to test the association between firm profitability performance and equity ownership structure characteristics, and to mitigate the potential bias resulting from firm’s operation on firm performance and to capture firm’s operational characters, two (2) control variables are added to the regression model namely, firm size and leverage.

The structural model above, in its econometric form becomes:

\[
\begin{align*}
\text{ROA}_i &= \beta_0 + \beta_1\text{MANOWN}_{it} + \beta_2\text{INSTOWN}_{it} + \\
&\quad + \beta_3\text{BLOCOWN}_{it} + \beta_4\text{FSIZ}_{it} + \beta_5\text{LEV}_{it} + \mu_{it}\quad \text{(i)} \\
\text{ROE}_i &= \delta_0 + \delta_1\text{MANOWN}_{it} + \delta_2\text{INSTOWN}_{it} + \\
&\quad + \delta_3\text{BLOCOWN}_{it} + \delta_4\text{FSIZ}_{it} + \delta_5\text{LEV}_{it} + \mu_{it}^\prime \quad \text{(ii)} \\
\text{ROA}_i &= \beta_0 + \beta_1\text{MANOWN}_{it} + \beta_2\text{INSTOWN}_{it} + \\
&\quad + \beta_3\text{BLOCOWN}_{it} + \beta_4\text{FSIZ}_{it} + \beta_5\text{LNLEV}_{it} + \mu_{it}\quad \text{(iii)} \\
\text{ROE}_i &= \delta_0 + \delta_1\text{MANOWN}_{it} + \delta_2\text{INSTOWN}_{it} + \\
&\quad + \delta_3\text{BLOCOWN}_{it} + \delta_4\text{FSIZ}_{it} + \delta_5\text{LNLEV}_{it} + \mu_{it}^\prime \quad \text{(iv)} \\
\text{ROA}_i &= \beta_0 + \beta_1\text{MANOWN}_{it} + \beta_2\text{INSTOWN}_{it} + \\
&\quad + \beta_3\text{BLOCOWN}_{it} + \beta_4\text{LNFSIZ}_{it} + \beta_5\text{LNLEV}_{it} + \mu_{it}\quad \text{(v)} \\
\text{ROE}_i &= \delta_0 + \delta_1\text{MANOWN}_{it} + \delta_2\text{INSTOWN}_{it} + \\
&\quad + \delta_3\text{BLOCOWN}_{it} + \delta_4\text{LNFSIZ}_{it} + \delta_5\text{LNLEV}_{it} + \mu_{it}^\prime \quad \text{(v)}
\end{align*}
\]

To avoid the problem of autocorrelation equation, Equation (ii-iii) can be rewritten in Econometric semi-log linear form thus:

\[
\begin{align*}
\log(\text{ROA}_i) &= \beta_0 + \beta_1\text{MANOWN}_{it} + \beta_2\text{INSTOWN}_{it} + \\
&\quad + \beta_3\text{BLOCOWN}_{it} + \beta_4\text{FSIZ}_{it} + \beta_5\text{LEV}_{it} + \mu_{it}\quad \text{-i} \\
\log(\text{ROE}_i) &= \delta_0 + \delta_1\text{MANOWN}_{it} + \delta_2\text{INSTOWN}_{it} + \\
&\quad + \delta_3\text{BLOCOWN}_{it} + \delta_4\text{FSIZ}_{it} + \delta_5\text{LEV}_{it} + \mu_{it}^\prime \quad \text{-ii} \\
\log(\text{ROA}_i) &= \beta_0 + \beta_1\text{MANOWN}_{it} + \beta_2\text{INSTOWN}_{it} + \\
&\quad + \beta_3\text{BLOCOWN}_{it} + \beta_4\text{LNFSIZ}_{it} + \beta_5\text{LNLEV}_{it} + \mu_{it}\quad \text{-iv} \\
\log(\text{ROE}_i) &= \delta_0 + \delta_1\text{MANOWN}_{it} + \delta_2\text{INSTOWN}_{it} + \\
&\quad + \delta_3\text{BLOCOWN}_{it} + \delta_4\text{LNFSIZ}_{it} + \delta_5\text{LNLEV}_{it} + \mu_{it}^\prime \quad \text{-v}
\end{align*}
\]

Where: ROA = Returns on Assets; ROE = Return on Equity; MANOWN = Managerial Ownership;
Ibrahim & Ojo-Ayo. Assessing the Impact of Ownership... 

\[ \text{INSTOWN} = \text{Institutional Ownership; BLOCOWN} = \text{Blockholder, Ownership} \]

\[ \text{LNFISZ} = \text{Natural Logarithm of Firm Size (total asset)} \]

\[ \text{LNLEV} = \text{Natural Logarithm of Leverage (total debt)} \]

\[ f = \text{functional relationship} \]

\[ t = \text{time-series observations of the variables} \]

\[ i = \text{cross-sectional observations of the variables} \]

\[ \beta_0, \delta_0 = \text{Intercept of relationship in the model.} \]

\[ \beta_1, \beta_2, \beta_3, \beta_4, \beta_5 = \text{the coefficients of explanatory variables.} \]

\[ \delta_1, \delta_2, \delta_3, \delta_4, \delta_5 = \text{the coefficients of explanatory variables.} \]

\[ \mu = \text{error or stochastic term (other factors that were not captured by the model)} \]

**Theoretical (A Priori) Expectations**

The independent variable was set to have the following as presented in table 1.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Apriori</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANOWN</td>
<td>-</td>
<td>( \beta &lt; 0 )</td>
</tr>
<tr>
<td>INSTOWN</td>
<td>+</td>
<td>( \beta &gt; 0 )</td>
</tr>
<tr>
<td>BLOCOWN</td>
<td>+</td>
<td>( \beta &gt; 0 )</td>
</tr>
<tr>
<td>FSIZ</td>
<td>+</td>
<td>( \beta &gt; 0 )</td>
</tr>
<tr>
<td>LEV</td>
<td>-</td>
<td>( \beta &lt; 0 )</td>
</tr>
</tbody>
</table>

**Source: Researcher - Based on Literature Review,**

*Research Findings*

This process is divided into pre-estimation tests, standard econometric tests and parametric diagnostic tests in order to validate the formulated hypotheses. The results of the statistical tests are presented as follows:

**Panel Data Descriptive Test**

The panel data descriptive test are the results of the analysis between 15 companies in the period of 10 years as summarized in table 2 below:

<table>
<thead>
<tr>
<th>TABLE 2: Summary of Panel Data Descriptive Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROA</td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Max</td>
</tr>
<tr>
<td>Min</td>
</tr>
<tr>
<td>SD</td>
</tr>
<tr>
<td>Skewnes</td>
</tr>
<tr>
<td>Kurtosis</td>
</tr>
<tr>
<td>Obs</td>
</tr>
</tbody>
</table>

Table 2 shows that ROA has an average of 16.07 and a standard deviation of 9.59. This means that some of the sampled firms performed impressively well and this signifies the wide variation in their ROAs as supported by their maximum and minimum values of 63.76 and -12.95. ROA is positively skewed with a value of 1.70 and shows a leptokurtic value of 10.69 which suggests the occurrence of major fluctuations during the research period. Also, the ROE exhibited similar pattern with the ROE with a mean and standard deviation values of 30.70 and 12.91 which implies that there is a remarkable deviation among the firms’ ROE as supported by the maximum and minimum values of 79.74 and -26.18. Unlike ROA, ROE is negatively skewed with a value -0.28; leptokurtic value of 7.82 which suggests the occurrence of major fluctuations during the research period.

Away from the ROA and ROE, the MANOWN has a mean and standard deviation values of 0.04 and 0.03 which implies that the sampled firms have maintained low deviation as reveal by their maximum and minimum values of 0.16 and 0.00. The MANOWN is positively skewed with a value of 0.84 with a leptokurtic value of 3.53, which suggests the occurrence of major fluctuations during the research period. The descriptive table above shows that the INSTOWN has a mean and standard deviation value of 29.60 and 88.12; this implies that the sampled firms have maintained wide variation as reveal by the maximum and minimum values of 1,083 and 7.89. The INSTOWN is positively skewed with a value of 11.50 and with a leptokurtic value of 137.96, which suggests the occurrence of major fluctuations during the research period.

Furthermore, the BLOCOWN shows a mean and std. dev. values of 57.67 and 10.90, the implication of which is that the selected firms have shown less deviation with regards to the BLOCOWN. The BLOCOWN is positively skewed with a value of 0.10 with a platykurtic value of 1.97. This suggests the non-occurrence of major fluctuations during the research period.
research period. The FSIZ has a mean and std. value of 40,364,201 and 63,745,045. This means that firms’ size have shown much deviation as indicated by the max. and min. values of 3.68E+08 and 5,247,107. The FSIZ is positively skewed with a value of 3.31 with a leptokurtic value of 14.96, which also suggests the occurrence of major fluctuations during the research period. Lastly, the LEV shows a mean and std. value of 21,955,254 and 43,262,980. This means that the firms’ total debts have not shown any much deviation as indicated by the max. and min. values of 3.68E+

A Panel Data Normality Analysis

In order to examine if the data presented in the panel data descriptive test is normal or abnormal in distribution, we simply used the Jarque-Bera and p-value as presented in table 3 below:

<table>
<thead>
<tr>
<th>Jarque-Bera</th>
<th>Probability</th>
<th>Jarque-Bera</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROA</td>
<td>443.0199</td>
<td>0.000000</td>
<td>INSTOWN</td>
</tr>
<tr>
<td>ROE</td>
<td>147.5152</td>
<td>0.000000</td>
<td>BLOCOWN</td>
</tr>
<tr>
<td>MANOWN</td>
<td>19.56821</td>
<td>0.000056</td>
<td>FSIZ</td>
</tr>
<tr>
<td>INSTOWN</td>
<td>0.000000</td>
<td>0.032314</td>
<td>LEV</td>
</tr>
<tr>
<td>BLOCOWN</td>
<td>0.000000</td>
<td>0.000000</td>
<td>LEV</td>
</tr>
<tr>
<td>FSIZ</td>
<td>6.864500</td>
<td>0.000000</td>
<td>LEV</td>
</tr>
<tr>
<td>LEV</td>
<td>1170.298</td>
<td>0.000000</td>
<td>LEV</td>
</tr>
</tbody>
</table>

Thus, using the p-value of the Jarque-Bera statistics in the table 3 above, the ROA (P-value = 0.00), ROE (P-value = 0.00), MANOWN (P-value = 0.00), INSTOWN (P-value = 0.00), BLOCOWN (P-value = 0.03), FSIZ (P-value = 0.00) and LEV (P-value = 0.00). From the foregoing, it is obvious that all the variables are normally distributed. The finding suggests that, the hypothesis, which states that, all variables are normally distributed, is validly accepted.

**Standard Econometric Analysis**

The importance of Inferential statistics is to test the study’s hypothesis and provide conceptual models about the relationships in the population on the basis of measurements of samples obtained, hence the correlation analysis that measures the strength of association of the two main variables (Equity ownership structure and Profitability performance) is presented in table 4.

<table>
<thead>
<tr>
<th>Table 4: Correlation Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ROA</strong></td>
</tr>
<tr>
<td>ROA</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>ROE</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>MANOWN</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>INSTOWN</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>BLOCOWN</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>FSIZ</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>LEV</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
</tbody>
</table>

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

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

Source: Author’s Computation, 2018 using SPSS, 23.0
From table 4 correlation results, the ROE demonstrated a positive relationship of .744 (with p-value of .000) with the ROE; implying that there exists a significant positive relationship between the ROA and ROE such that increase in ROA by 74.4% will lead to increase in ROE by the same value. The result is significant at the 5% significance level. However, the MANOWN revealed an insignificant positive relationship of .533 (p-value = .967) with the ROA but a significant positive relationship value of .161 (p-value = .048) with the ROE. Correlative result of the INSTOWN indicated that it has an insignificant and positive relationship value of .843 with the ROA and an insignificant positive relationship value of .109 (p-value = .183) with the ROE. However, the BLOCOWN depicted a strong and positive correlative value of .106 (p-value = .005) and .142 (p-value = .002) with the ROA and ROE respectively.

Similarly, the FSIZ displayed a direct and a significant relationship value of .664 (p-value = .003) and .681 (p-value = .002) with the ROA and ROE respectively. Lastly, the LEV has a strong negative relationship value of -0.1143 and a p-value of 0.54 on ROA. This means that 1% increase in LEV will lead to -11.43 percent decrease in the firms’ performance. The result is insignificant in view of the p-value.

Regression Results for Model 1
This is the regression analysis done for each model, giving in our model specification stated at 3.3 based on the dependent variable representing profitability performance i.e. ROA (Return on Assets).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>-0.430141</td>
<td>0.341487</td>
<td>-1.259611</td>
<td>0.2099</td>
</tr>
<tr>
<td>ROE</td>
<td>0.973767</td>
<td>0.070461</td>
<td>13.81989</td>
<td>0.0000</td>
</tr>
<tr>
<td>MANOWN</td>
<td>0.049906</td>
<td>0.020132</td>
<td>2.478882</td>
<td>0.0143</td>
</tr>
<tr>
<td>INSTOWN</td>
<td>0.067024</td>
<td>0.054387</td>
<td>2.232369</td>
<td>0.0198</td>
</tr>
<tr>
<td>BLOCOWN</td>
<td>0.275034</td>
<td>0.189249</td>
<td>2.453294</td>
<td>0.0083</td>
</tr>
</tbody>
</table>
The coefficient of determination, $R^2 = 0.6889$ shows that 68.89 percent of variation in firms’ profitability (proxy by the ROA) of the selected firms represented by ROA (Returns on Assets) is explained by the independent variables (ownership structures variables: MANOWN, INSTOWN and BLOCOWN). The Adjusted R-square shows that even after adjusting for the degree of freedom the model could still explain about 69% of the total systematic variations in firms’ profitability, thus, about 31% of the systematic variation of firms’ profitability performance was left unaccounted for by the model which has been captured by the stochastic disturbance term in the model. This means that other factors apart from ownership structure were left unexplained by the model.

Durbin Watson statistic indicates the presence of autocorrelation in the regression result as depicted by the D.W values of 1.97 suggesting that the residuals are uncorrelated (that is, the absence of first order autocorrelation of the stochastic variables inside the error term in the model). On the basis of the overall statistical significance of the model as indicated by the F-statistics, it was observed that the overall model was statistically significant since the calculated F-value of 3.2920 was greater than the critical F-value of 5.0 at 5% level of significance. This result implies that overall; regression model is statistically significant, valid and fit. This suggests implicitly that all independent variables are explaining that there is a positive and significant relationship between dependent and independent variables.

From the Model 2 fixed-effect regression outputs above, the MANOWN has a coefficient value of 0.051185, a t-Statistic value of 3.327522 and a p-value of 0.0011. This means that the MANOWN has a positive and significant value on the ROE; such that, its increase by 1%, while holding other variable constant, will automatically lead to increase in the MANOWN by 5.11%. The result is significant in view of the p-value. Also, the INSTOWN depicts a coefficient value of 0.059942, a t-Statistic value of 2.421719 and a p-value of 0.0073. This means that it has an insignificant positive value on the ROE; and thus, its increase by 1%, while holding other variable constant, will automatically lead to increase in the Returns on Equity (ROE) by 5.99%. The result is insignificant. Similarly, the BLOCOWN reveals a coefficient value of 0.063586, a t-Statistic value of 3.429776 and a p-value of 0.0080. This means that the BLOCOWN has a significant positive value on the ROE; as such, its increase by 1%, while holding other variable constant, will automatically lead to increase in the Returns on Equity (ROE) by 6.35%. The result is significant in view of the p-value.

**Regression Results for Model 2**

In this regression analysis, we used our models of the dependent variable representing profitability performance i.e. ROE (Return on Equity) as presented in table 6 below.
Table 6: Regression Results for Model 2

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>0.907181</td>
<td>0.255638</td>
<td>3.548688</td>
<td>0.0005</td>
</tr>
<tr>
<td>ROA</td>
<td>0.587248</td>
<td>0.042493</td>
<td>13.81989</td>
<td>0.0000</td>
</tr>
<tr>
<td>MANOWN</td>
<td>0.051185</td>
<td>0.015382</td>
<td>3.327522</td>
<td>0.0011</td>
</tr>
<tr>
<td>INSTOWN</td>
<td>0.059942</td>
<td>0.042162</td>
<td>2.421719</td>
<td>0.0073</td>
</tr>
<tr>
<td>BLOCOWN</td>
<td>0.063586</td>
<td>0.147952</td>
<td>3.429776</td>
<td>0.0080</td>
</tr>
<tr>
<td>FSIZ</td>
<td>0.174689</td>
<td>0.062496</td>
<td>2.795210</td>
<td>0.0059</td>
</tr>
<tr>
<td>LEV</td>
<td>0.161631</td>
<td>0.054378</td>
<td>2.972346</td>
<td>0.0035</td>
</tr>
</tbody>
</table>

Effects Specification

- Period fixed (dummy variables)
  - R-squared: 0.718318
  - Adjusted R-squared: 0.702304
  - S.E. of regression: 1.950674
  - Log likelihood: 38.60964
  - Source: Author’s Computation, 2018 using E-Views, 7.1

The FSIZ reveals a coefficient value of 0.174689, a t-Statistic value of 2.795210 and a p-value of 0.0059. This means that the FSIZ has a positive value on the ROE; as such, its increase by 1%, while holding other variable constant, will automatically lead to increase in the Returns on Equity (ROE) by 18.54%. The result is significant in view of the p-value. Lastly, the LEV reveals a coefficient value of -0.161631, a t-Statistic value of -2.9723 and a p-value of 0.0035. This means that the LEV has an insignificant positive value on the ROE; as such, its increase by 1%, while holding other variable constant, will automatically lead to increase in the Returns on Equity (ROE) by 16.16%. The result is significant in view of the p-value.

It also reveals that the panel regression for the model has a $R^2$ value of 0.7183 which suggested a 71.83% explanatory ability of the independent variables (MANOWN, INSTOWN and BLOCOWN) of the model for the systematic variations in the dependent variable (ROE) with an adjusted $R^2$ of 0.7023 (or 70.23%). The p-value of the f-stat (0.00) indicated that the hypothesis of a significant linear relationship between the dependent and independent variables could not be rejected at 1% level. The result confirms the a priori expectation of the model since the coefficients of the ownership characteristics variables are all less than zero. The independent variables are all significant at acceptable level of significance thus establishing the relevance of the independent variables to the determination of firms’ profitability performance. Also, the Durbin-Watson statistic indicates the presence of autocorrelation in the regression result as depicted by the D.W values of 1.94 suggesting that the residuals are uncorrelated (that is, the absence of first order autocorrelation of the stochastic variables inside the error term in the model). However, to ensure reliability and validity of the results, rough parametric diagnostic analysis test were conducted for normality, redundant fixed effect test.
Test of Hypotheses

H01: Managerial ownership structure has no significant effect on firm’s profitability in Nigeria. From the Model 1 results, the Managerial Ownership (MANOWN) shows a coefficient value of 0.0499 (4.99%) on the ROA with a p-value of 0.01 and from the Model 2 results, the MANOWN has a coefficient value of 0.0511 (5.11%) with a p-value of 0.01 with the ROE. Thus, it is clear from these results that while the MANOWN has a significant positive impact on the ROA; it however, has a significant negative impact on the ROE. Sequel to these results, the null hypothesis is rejected.

H02: Institutional ownership structure has no significant impact on firm’s profitability in Nigeria. From the Model 1 results, the Institutional Ownership (INSTOWN) shows a coefficient value of 0.0670 (6.70%) on the ROA with a p-value of 0.01 and from the Model 2 results, the INSTOWN has a coefficient value of 0.0599 (5.99%) with a p-value of 0.00 with the ROE. Thus, it is clear from these results that while the INSTOWN has a significant negative impact on the ROA; it however, has a significant positive impact on the ROE. Sequel to these results, the null hypothesis is rejected.

H03: There is no significant relationship between blockholder of ownership structure and firm profitability in Nigeria. From the Correlation results, the Block Ownership (BLOCOWN) shows a coefficient value of .106 (1.06%) on the ROA with a p-value of .005 and a correlative value of .142 (1.42%) with a p-value of .002 with the ROE. Thus, it is clear from these results that while the block holder has a significant positive relationship with the ROA; it also exhibited similar strong and direct relationship with the ROE. Sequel to these results, the null hypothesis is rejected.

Discussion of Findings

Empirical evidences from the analytical statistics have produced three (3) distinct results with regards to the impact of ownership characteristics and firms’ profitability in Nigeria. The general observation of the findings resulted as all positive and significant. This suggest that Managerial, Institutional and Blockholder ownership structure have a positive significant impact on profitability performance and are all important factors to be considered in boosting a company’s equity Structure.

First, from the outcome of this study, it is conspicuous that managerial ownership is found to positively and significant impact on firm performance. In other words, the results showed that managerial ownership is an important variable that can be emphasized to show strong relationship between ownership structure and financial performance of the quoted manufacturing firms in Nigeria. The relationship between the dependent (Return on Equity) and independent variable (managerial ownership) is positive and significant. The implication of this is that, the higher the managerial ownership, the lesser the tendency of managers to misappropriate fund.

The Convergence-of-Interest hypothesis noted that since managers or insiders will pursue their selfish interest at the expense of outside owners; an increased allocation of shares to insider owners is therefore expected to motivate the mangers to pursue interests that converge with that of the external shareholders. This study is consistent with the findings of Abbasi, et. al., (2017), Gugong et al. (2014). But the findings is inconsistent with findings of Okafor, et. al. (2016), Adebiyi and Kajola (2011), Wahla, Hussain and Shah (2012). Thus, it concludes that institutional ownership has a positive significant impact on profitability on food and beverage firms in Nigeria, and this could imply that the institutional shareholders play a role of monitoring managers and protecting other shareholders funds. This finding is in line with that of Omar and Hind (2012), Jean and Hiday (2010), Singhapurwoko (2015) as oppose to the findings of Phung and Mishra(2015) and Charfeddine and Abdelaziz (2011).

We also found that as ownership concentration (blockholders) increases, firm’s earnings correspondingly increase as well. This is because a higher level of ownership concentration or more block-holders suggest a stronger monitoring power from investors over a firm’s managerial decisions. It is worthy of note that in practical terms, the presence of concentrated owners enhances financial performance of quoted manufacturing firms in Nigeria as evidenced in Shehu & Abubakar, (2015), Odewale & Karmadin, (2015), and Kallamu, (2016).

Conclusion and Recommendations

Conclusion

Managerial ownership has positive significant impact on profitability performance of listed foods and beverages firms, as more managerial ownership would results in better financial performance of the firms. It also indicated that institutional ownership has positive significant impact on financial performance
of firms in the foods and beverage subsector, which shows that the higher the number of institutional owners in the foods and beverage subsector, the better the financial performance of the firms. For example, in Guinness Nigeria Plc, the presence of institutional owners shows enhanced financial performance through the high profit after tax reported in their annual report. Similarly, block-ownership significantly improve firms’ profitability. As evidence by Dangote Sugar plc, the presence of concentrated owners shows enhanced financial performance through the high profit after tax reported in their annual report.

**Recommendations**

From the conclusions, the recommends that:

a) The Security and Exchange Commission (SEC) as a regulatory body is to set up a framework to encourage potential managers to invest more in any company in the listed foods and beverages section to enable them manage the firms well as their funds are invested in the firm.

b) SEC should ensure potential institutional investors are encouraged to invest more as institutional ownership listed foods and beverages.

c) Block-shareholders are to be encouraged to invest in listed foods and beverages firms because the presence of block-ownership structure enhances profitability performance.

**REFERENCES**


An Analysis of the Practice of Business Ethics by Multinational Companies in Nigeria

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Abstract
The paper examined the Corporate Social Responsibility performance by Multinational Companies (MNCs) operating in Nigeria, for period not less than 15 years, case studied eight (8) Multinational Companies and focused on employees as a vital internal stakeholder. As an empirical study, a quantitative approach was adopted, using a structured questionnaire with a five-point Likert scale format to obtain the primary data. A Cronbach Alpha test was conducted to validate the data collection instrument (questionnaire). 1200 questionnaires were distributed to respondents (employees), out of which 56.2% were duly completed, returned and analyzed. Descriptive statistics, factor and item analysis, and t-test were employed in analyzing data. Two null hypotheses were developed and tested, and both rejected. The findings of the study revealed a low ethics and Social responsibility performance by the MNCs in respect to their employees as one of the internal stakeholders. Recommendations were proffered to expedite internal ethical performance in order to sanitize the companies, and enhance mutual, cordial and harmonious relationships between the management and employees for free and fair, just, efficient and effective business operations.

Keywords: Ethics, Corporate Social responsibility, Multinational Companies, Stakeholders, Employees.

I. Introduction
A very important and influential aspect of business is the way in which various enterprises execute their moral beliefs and incorporate them into their specific industry. The philosophical reflection upon this particular aspect of business is known as ethics (Ojumu, 2004), which has become an increasingly integral focus of society due to its recently discovered value. Since business is a commercial or industrial enterprise engaged in as a means of livelihood, strong ethics is especially vital because it is the conscious reflection on the integrity, credibility, and trustworthiness of that which is being assessed (Raheem, 2007).

Due to the highly competitive nature of today’s market, companies must maintain high integrity in order to survive, since strength in ethical values have such a drastic effect on consumer ratings, which will inevitably affect reputation and business. When contemplating ethics in business, focus is placed upon key issues that arise which must be recognized in business, the benefits of strong ethics compared to the consequences of ethical misdeeds and perspectives of ethics in business in the form of benchmark figures.

“Business is not divorced from the rest of the society. How companies behave affect many people, not just shareholders. A company should be a responsible member of the society in which it operates” (WBCSD, 2008:6). Business is a component of the society, as such, it must subject itself to the fair requirements of the society, for, their relationship is paramount and reciprocal (the business needs the society just as the society needs the business).

According to Svesson and Wood (2003) business ethics depend on two main factors, culture and time. The business environment’s culture defines what is accepted and unaccepted, and it is influenced by traditions, values, and religion as well as individuals. Different cultures have different opinions in this question and if there is no adaptation it will affect the company’s success. Companies should not only use business ethics as a business code. It should instead be integrated into the business as a corporate philosophy. Phatak, (2005), state that there are several ethical dilemmas where international businesses have to take a stand. It can be situations regarding bribery, corruption, child labour, sweatshops, human rights abuse among others. When companies engage in international business they face a lot of different laws, norms, and regulations and the acceptance differ from Country to Country.

A study by Robertson (2005) identified a vacuum on the effective enforcement of codes of ethics as part of the corporate culture of Multinational Companies in
developing Countries, especially Nigeria. Peter (2004) has created a gap in his study on the difference between the level of commitment of employees whose rights are abused and those not abused by Multinational Companies in developing nations.

Johnson, Scholes and Whittington (2005) state that there are three levels of business ethics where societal expectations have a great impact on companies and organizations. The first level is the macro level that is concerned with the ethical stance of the organization or in other words to which extent organizations exceed their legal requirements in connections with their stakeholders. The second level is the corporate social responsibility level that is within the macro level and is concerned with how organizations exceed the minimum requirements to live up to the ethical stance of the organization. The third and final level is the individuals’ behaviours and actions such as behaving with integrity and whistle blowing.

Some of the most respected and highly reputable multinational companies and Chief Executive Officers have been discovered to be grossly unethical in their business dealings. Recently, companies like: Manville Corporation, Enron, WorldCom, Continental Illinois Bank, Arthur Andersen, the Cadbury Nigeria, Shell Oil Company, and the most recent biggest financial scam in history by Bernard L. Madoff (chairman of Bernard L. Madoff Investment Securities) who defrauded investors of about $50 billion, revealed that unethical practices in multinational companies are disheartening, questionable and to some extent disreputable.

Multinational companies (MNCs) present specific regulatory problems that affect socially responsible conduct, particularly when they operate in developing countries where the regulatory mechanisms are relatively weaker (Kolawole, 2009). In Nigeria, the activities of some multinational companies have been identified as questionable or even unethical because of the harms they perpetrate on the society (Trevino, 2000).

This study focused on the internal stakeholders (employees), because they are veritable component of the organisation without which the organization cannot function efficiently and effectively. The primary objective is to critically assess the ethical performance of Multinational Companies with the aim of understanding their internal ethical practice. Other objectives of this study are:

1. To determine the degree of relationship between employees rights violation and employees’ organizational commitment
2. To assess how code of ethics affects employees’ ethical behaviour

II. Conceptual, Theoretical and Literature Review

2.1 Conceptual

The present-day conception of corporate social responsibility (CSR) implies that companies voluntarily integrate social and environmental concerns in their operations and interaction with stakeholders. Corporate Social Responsibility (CSR) is about the contribution a company makes to society through its core business activities, its social investment and philanthropy programmes (Emeka, 2000). The European Commission defines it as “a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment.” (European Commission, 2001) It is related to complex issues such as environmental protection, human resources management, health and safety at work, relations with local communities, relations with suppliers and consumers.

Corporate social responsibility has become a vital part of the business conversation, Pearce and Dol (2005). The issue is not whether companies will engage in socially responsible activities, but how? Pearce and Dol (2005) further analyze that, for most companies, the challenge is how best to achieve the maximum social benefit from a given amount of resources available for social projects. Research points to five principles that underscore better outcomes for society and for corporate participants, namely:

1. Identify a long term durable mission
2. Contribute “what we do”
3. Contribute specialized services for a large scale undertaking
4. Weigh Government’s influence
5. Assemble and value the total package of benefits.

Corporate Social Responsibility has been conceptualised in a number of different ways which are related clearly to differing views regarding the role of business in society (Clarke, 1998; Lantos, 2001). These views are often presented within the stakeholder-shareholder debate. Thus, it is necessary to have a Corporate Social Responsibility notion which is able to address this important feature. The argument is that such notion should be based on a stakeholder view and should be capable of addressing both normative and instrumental aspects of Corporate Social Responsibility. Stakeholder theory is considered as “a necessary process in the
operativealisation of corporate social responsibility, as a complimentary rather than conflicting body of literature (Matten, 2003). In fact, recent analysis of the extensive body of research on ethics and social responsibility issues show (Garriga and Melé, 2004; Margolis and Walsh, 2003) that an important number of the authors who devote themselves to these areas of study have mostly drawn on stakeholder theory.

Determinants of Corporate Social Responsibility Practice
Influences on Corporate Social Responsibility practice tend to overlap or interact in quite complex ways; e.g., when investment firms spend media dollars to educate potential financial consumers as to the advantages of social investment funds. Yet, they are analytically distinct in terms of their internal logics and immediate empirical referents. We proceed by identifying six sets of influences that might promote social responsibility actions within the firm: internal pressures on business managers, pressures from business competitors, investors and consumers, and regulatory pressures coming from governments and non-governmental organizations.

We address each sequentially with respect to:
(i) its internal logic (the conceptual arguments for and against it);
(ii) its empirical salience in terms of the latest relevant research, and
(iii) our considered opinion regarding its prospects to be a significant factor in promoting outcomes consistent with social welfare.

Corporate Code of Ethics and Wrongdoing
In the study of the evolution and development of the codes, it has been indicated code of ethics was used in different cultures and in different context. According to Farrell, Cobbin and Farrell (2002) codes were found to be inspirational, prescriptive and educational type. Rashid, Sambasivan and Rahman (2004) investigated whether organizational culture has an impact on attitudes towards organizational change in Malaysia. The researchers used a structured, self administered questionnaire and found that there is association between organizational culture and the affective, cognitive and behavioral tendency of attitudes towards change. Different types of Culture had different levels of acceptance towards organizational change meaning some cultures facilitate the acceptance of change more readily than others.

Wrongdoing literary define as improper behavior or action. Under the Policy, The act of reporting wrong doing refers to:
i. A violation of any law or regulation; or
ii. Misuse of public funds or assets; or
iii. Gross mismanagement; or
iv. A substantial and specific danger to the life, health and safety of Canadians or the environment; or
v. Reprisal resulting from good faith disclosures of wrongdoing.

In research conducted by Smith (2006), it was found that the creation and use of the corporate code of ethics had provided the companies with an avenue to declare publicly their commitment to good ethics, by ensuring compliance but did not look at the larger issues of right or wrong.

In today's competitive business environment, a corporate code of ethics should serve as the foundation upon which employees make decisions based on honesty, integrity, confidence and trust. A written code of ethics provides employees with an understanding and knowledge of what their organizations expect from them in terms of responsibilities and behavior. A code of ethics reflects corporation standards and establishes realistic modes of behavior that applies to everyone in the company, from the board of directors to the newest employee. A code of ethics may be considered as the manifestation of a company's ethical measures, or at least of a company’s intentions or commitment to act ethically. Even though codes of ethics are nowadays widely used and discussed, there is not an existing commonly agreed upon definition of what precisely constitutes a code.

As such, codes are used to establish a baseline for action within the corporation. According to Mathews (1990), corporations and their executives use written codes of ethics to demonstrate 1) social responsibility, 2) a corporate culture that promotes anti-criminal behaviour patterns, and 3) the possibility of self regulation. However, even if codes do provide a potential form of self-regulation, most research has shown that the relationship between codes of ethics and behaviour is minimal (e.g. Mathews 1990, Donaldson 1992, Carasco and Singh 2003). This has naturally roused much discussion about whether codes of ethics are merely window-dressing and a public relations activity rather than an indication of real intentions to put the made commitments into practice. However, there is also some research arguing that codes of ethics do not typically stand in isolation but
are associated with a greater attention to ethical issues than is found in companies without codes (Guillén, 2002).

To evaluate the degree of commitment to ethical and responsible behaviour, one has to look at the reasons and aims that companies have for using codes of ethics. It feels reasonable to assume that deeply internalised values, such as moral considerations, behind codes of ethics tend to lead to high commitment whereas developing codes of ethics for superficial reasons, such as for the sake of public pressure or company image, most probably leads to low commitment. Business ethics researchers have traditionally treated companies as moral actors, assuming thus moral reasons behind codes of ethics and not really questioning the implementation of the pronounced intentions. This view is, however, impugned by increasingly many people, as different kinds of revelations about company reality tend to suggest the opposite to be closer the truth. A code of ethics should also outline behaviours that would allow the business to display these characteristics. Peterson (2003) mentions that from the employee’s point of view, an ethical conflict usually occurs when employees feel pressured by their coworkers or supervisors.

Employees’ Rights
The employees represent another vulnerable stakeholder group because they also experience a knowledge gap (Farnham, 2008). This gap has two facets: one facet consists of activities occurring within or to a company that can have an impact on employees’ job. The second facet consists of the complex, ambiguous, poorly defined situations occurring in the place of work. Employee rights are a very broad issue; however, it can be boiled down to the protection and respect of human life in the workplace and the right to work itself (Rowan, 2001). Some components of employee rights are the rights to job safety, collective bargaining, maternity rights, living wages, gender equality, decent work, respect and safety from harm, equal pay for equal work, unionization and freedom of association.

The employees’ rights are basic standard aimed at securing dignity and equity for all workers to enhance a conducive, congenial and balance atmosphere for effective and efficient performance of the workers. These are internal social and ethical responsibility of the organization capable of aligning personal and organizational expectation ethically.

Furthermore, any treatment to the contrary shall result to abuse of these rights. The employees are at the centre of this scenario. As stakeholders, they are first and foremost citizens that are affected by corporate decisions, and they have certain attitudes and expectations regarding the ethical conduct of business in both of their roles as individual citizens and employees of a company. Thus, it is crucial to understand their moral mindset and the atmosphere there which they are subjected to in their place of work.

The responsibilities of business towards its employees include:
a. Timely and regular payment of wages and salaries.
b. Proper working conditions and welfare amenities.
d. Opportunity for better career prospects.
e. Job security as well as social security like facilities of provident fund, group insurance, pension, retirement benefits, etc.
f. Better living conditions like housing, transport, canteen, crèches etc.
g. Timely training and development.
Social responsibilities of the firms towards their employees extend beyond the terms and conditions of the contract to include: justice in treatment; democratic functioning of the organisation; training in new skills and technologies; effective personnel and employment relations policies and practices; and provision of social and leisure facilities (Mullins, 2005). Today, in increasing competitive markets, customers take into consideration the ethics of the employment practices exercised by a firm when evaluating alternative products (Palmer and Hartley, 2002).

2.2 Theoretical Framework
Classical View (Shareholder Theory)
Referred to a classical (Karake, 1998; Rugimbana, 2008) or fundamentalist (Curran, 2005) theory, shareholder theory holds that the firm is (and should be) managed in the interests of the firm’s shareholders (Cochran, 1994). According to this theory the purpose of the company is to provide return on investment for shareholders and thus corporations are seen as instruments of creating economic value for those who risk capital in the enterprise (Greenwood, 2001). It is believed that the sole constituency of business management is the shareholders and the sole concern of shareholders is profit maximization. Any activity is justified if it increases the value of the firm to its shareholders and is not justified if the value of the firm is reduced (Cochran, 1994).
Lantos (2001) has identified two perspectives in the classical view: the “pure profit-making view”; and the “constrained profit-making view”. The “pure profit-making view” is exemplified by Carr’s (1968) position. The distinctive feature of this perspective is that some degree of dishonesty is acceptable because business people have a lower set of moral standards than those in the rest of society. He compared the ethics of business to those of the poker game.

The major proponent of the “constrained profit-making view” is Friedman (1998), who believed companies should behave honestly: that is, they do not engage in deception and fraud. This economist argues that the purpose of the company is to make profits for shareholders. The only responsibility of business is to use its resources to engage in activities designed to increase its profits so long as it stays within the rules of the game. Because managers are agents of the shareholders they have a responsibility to conduct business in accordance with their interest. This is generally to make as much money as possible and maximise their wealth. Under this view, because shareholders are the owners of the company and therefore the profits belong to them, requiring managers to pursue socially responsible objectives may be unethical, since it requires managers to spend money that belongs to other individuals. Asking companies to engage in social responsibility activities is considered to be harmful to the foundations of a free society with a free-enterprise and private-property system. Social problems should be left for the state to address.

**Stakeholder Perspective**

Stakeholder theory has emerged as an alternative to shareholder theory (Spence, 2001). The term stakeholder explicitly and intentionally represents a softening of (if not a fundamental challenge to) strict shareholder theory (Windsor, 2001). This theory recognizes the fact that most, if not all firms have a large and integrated set of stakeholders (Cochran, 1994) to which they have an obligation and responsibility (Spence, 2001). This theory challenges the view that shareholders have a privilege over other stakeholders (Freeman and Reed, 1983). In essence, stakeholder theory is a rhetorical response to financial theories that assert that firms should focus only on maximizing the economic interests of shareholders, the residual owners of the firm (Orts and Schulder, 2002). Shareholders, it is argued, are merely one of the several claimants on the firm (Heath and Norman, 2004). Thus stakeholder theory embodies the need to balance the claims of shareholders with those of other stakeholders.

According to Kaler (2003) the stakeholder approach involves a basic reformist stance toward shareholder theory, seeking to move it in the direction of greater equity and a less single-minded concentration on owner’s interests rather than replacing it entirely.

Stakeholder theory identifies a complex relationship and responsibility network in which the corporation is embedded, and suggests that a corporation has to integrate its multiple responsibilities within the corporate strategic framework (Freeman 1984).

**Multinational Corporations (MNCs)**

The term multinational corporation (MNC) can be defined and described from differing perspectives and on a number of various levels, including law, sociology, history, and strategy as well as from the perspectives of business ethics and society. Hill (2005) defines Multinational Enterprise as any business that has productive activities in two or more countries. Certain characteristics of Multinational Corporations should be identified at the start since they serve, in part, as their defining features (Frances, 2008). Often referred to as “multinational enterprises,” and in some early documents of the United Nations they are called “transnational organizations.” Multinational Corporations are usually very large corporate entities that while having their base of operations in one nation—the “home nation”—carry out and conduct business in at least one other, but usually many nations, in what are called the “host nations.” Multinational Corporations are usually very large entities having a global presence and reach (Kim, 2000).

Multinational corporations (MNCs) can spur economic activities in developing countries and provide an opportunity to improve the qualities of life, economic growth, and regional and global commons (Litvin, 2002). At the same time, they are often also accused of destructive activities such as damaging the environment, complicity in human rights abuses, and involvement in corruption. Whether these accusations are fair or not, many MNCs are now attempting to manage these complex set of issues in the host countries by implementing corporate social responsibility (CSR) strategies because such issues may risk the success of their operations. However, CSR can be an ambiguous tactic because it is often unclear what a corporation can and cannot be held responsible for, particularly when weak governance and institutions are involved.

Multinational Corporations have also undergone great structural changes over the years and they engage in
many different and varied kinds of businesses (Kim, 2000). In addition to the basics of the production, manufacturing, and trading of goods, today the corporations can be found working within a host of business activities that include the delivery of services such as banking or communications both locally and globally, knowledge-based industries, foreign investment and currency exchange, maintaining branch offices or feeder plants in host countries, the extracting of natural resources, the assembly of products in one region. Hence, a picture of the typical Multinational Corporation is difficult to draw, since there are so many variables and characteristics that can be depicted in the contemporary version of the Multinational Corporation (James, 2008).

The Benefits of Multinational Corporations
Although they had such beginnings, one thing is clear about Multinational Corporations—the world would be quite a different place without them and the major contributions to global progress that they have made over the course of time since the Dutch East Indian Company (Lucas, 2000). Successful worldwide distribution of goods and services; the expansion of employment opportunities, especially for the world’s poorest people; pronounced economic growth through concerted foreign direct investment; and the creation of pure and practical knowledge through research and development and the global implementation of technological breakthroughs—these and other advances are often cited as concrete examples of the many benefits of Multinational Corporation business expansion (Cundiff, 2000). Indeed, empirical studies by the World Bank and others have shown that as more openness to international trade increases, so too does per capita income and the income of the most poor (Hill, 2005).

There is little doubt that life expectancies have been increased thanks to Multinational Corporation sponsored medical research, for example. In short, Multinational Corporations can be credited with having changed the nature of human life through their concerted efforts in the areas of research and development, a change that only they could likely accomplish, given their business activities of turning profits into capital available for investments geared to the progressive improvement of the human condition. But when they spill toxic chemicals in our rivers, defraud investors, are linked to mercenary groups and wicked dictatorships, and are implicated in the overthrow of democratically elected governments, critics are right to ask whether the costs outweigh the benefits (Cassel, 2001).

III. Methods
Research Hypotheses
Empirical study of this magnitude requires prepositional statements, which can be proved or disproved after a thorough statistical analysis of data. Therefore, to effectively address the basic research questions, the following hypotheses shall be tested:

Hypothesis One: There is no significant relationship between employees’ rights and the level of employees’ organizational commitment.

Hypothesis Two: There is no significant relationship between code of ethics and ethical behaviours of employees.

Study Population and Sample
The study population consists of the employees of eight (8) quoted functional Multinational Companies on the floor of the Nigeria Stock Exchange (NSE) with corporate head office in Lagos. These Companies have been in operation in the country for a period not less than 15 years of existence. The total population of the employees of these 8 Multinational Companies is two thousand two hundred and seventy nine (2,279) that are eligible to participate in the study. A sample of 1200 respondents was drawn from the population. Of the 1200 questionnaires distributed only 674 were duly completed, returned and valid for analysis.

Research Instrument
The instrument used for data collection was a structured questionnaire. Closed-ended questions are used with a Likert scale. Likert scales are the most popular form of multi-item scales. They present the respondents with a set of statements about a person, a thing or a concept and the respondents are required to indicate how strongly they feel, positively or negatively, about the statements (Whiteley, 2002:361).

In this research, a five-point Likert scale is used. The respondents were asked to respond according to how strongly they agreed or disagreed with the statements relating to ethical practice. Questionnaire survey using Likert scale has been used widely by researchers analyzing ethical practice and Corporate Social Responsibility of business (Ango, 2008; Baker, 2006; Carroll, 2004; Cotton, 2005; Ismaeel, 2007; Raheem, 2004 and Hassan, 2009).

The questionnaire is divided into two parts (A & B). Part A consists of demographic questions about the respondents. This includes gender, age, marital status, educational qualification and number of years working with the Company. The second part (Part B)
consists of two sections, the first section consists of 10 statements focusing on code of ethics and compliance. These questions intend to test the relationship between code of ethics and compliance, to find out whether significant relationship exists between violation of employees' rights and employees organizational commitment, thus, test hypothesis one. And the second section consists of 8 statements intended to elicit information on employees' commitment, to assess how code of ethics affect employees' ethical behavior and subsequently test hypothesis two.

Before the administration of the questionnaires for data collection draft copies were critically evaluated for content validity by three experts in the field. Thus, some items were restructured for appropriateness. To test the reliability of the questionnaire a pilot survey was conducted, 80 questionnaires were administered across a fraction of the intended respondents (10 questionnaires for each of the firms). The result of reliability test of the research instrument (Questionnaire) shows a Cronbach Alpha of 0.78 (Code of ethics), and 0.85 (employees’ commitment). This means that the questionnaire is reliable enough to conduct the study; they have Alpha above 0.60 as the minimum acceptable Alpha recommended by Cronbach.

IV. Results & Discussion

Data Analysis

Data were analysed using descriptive analysis, factor and item analysis and t-test. The following findings were obtained: 45.2% of those who responded to the survey instrument were female, while 54.8% were male members, indicating a higher percentage of male to that of female respondents. 42% of the respondents were middle-aged and aged employees, while young members constituted 58%. Most of the respondents were married (67.7), while, 32.3% were single.

Remarkable number of the respondents (83.9%) is well educated, having at least ordinary national diploma (OND). Only about 16.1% of respondents were less educated, with senior school certificate qualifications. Of the 83.9% well educated respondents, 19.4% of them have OND, 9.7% NCE, 9.7% HND, 29% first degree, and 16.1% have additional postgraduate qualifications. So in terms of ability to understand and complete the instrument, the respondents were quite competent. Regarding length of work experience, the majority of the respondents have worked for a minimum of 6 years and above (64.5%) with the company, while those with less years of service range from 1 to 5 years (35.5%). This indicates that an average employee who responded is quite familiar with the practice in the companies.

The 18 items that made up the scale were subjected to principal component analysis (PCA) using SPSS Version 16. The suitability of factor analysis for the sample was confirmed by a Kaiser-Meyer-Olkin (KMO) value of 0.74, which is quite above the recommended value of 0.6 (Kaiser, 1970, 1974), while Bartlett’s Test of Sphericity (Bartlett, 1954) was highly significant (p < .000). Using these two together, obliterates the inadequacy of Bartlett’s test, which tends to be influenced by large sample size (Pett et al., 2003).

The inspection of the screeplot supports the extraction of four factors. The four-factorial solution was further confirmed by the results of the parallel analysis, which show only four components with Eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same size (18 variables x 674 respondents). The four component solutions explain a total of 74.4% of the variance, with component 1 contributing 30%, component 2 contributing 27%, component 3 contributing 10.1%, and component 4 contributing 7.3%. To obtain a clear interpretation of the components, Varimax rotation with Kaiser Normalisation was performed. The rotated solution indicates a simple and clear structure (Thurstone, 1947), with the four components showing a number of strong loadings. Both unrotated and rotated factor items are presented in table 9. There was a substantial loading of each item under one component, except two, which have a split loading.

The item in question loaded substantially on component 1 (0.816) and component 2 (0.674), and component 3 (0.908) and component 4 (0.830). Since opinion differs in the factor analysis literature on how to treat multiple loading (Pett, 2003), the decision was made in the present study to retain this item, and placed it under components two and four, because of its conceptual relationship with the other two items under this component.

The two (2) hypotheses were tested using the t-test parametric statistic. The t-test was employed to test the theoretical framework in which the study was based so as to determine whether there were significant relationships or differences among group mean totals, item mean scores, and to determine the statistical significance between a sample distribution mean and a parameter.

The test of hypothesis one, reveals that the calculated value is greater than the critical value (12.202 >
2.677), therefore, we reject the null hypothesis which states that there is no significant relationship between employees rights and the level of employees’ organizational commitment. This means that there is significant relationship between employees’ rights and the level of employees’ organizational commitment.

The test of hypothesis two, shows a calculated value greater than the critical value (10.416 > 2.935), hence, we reject the null hypothesis which states that there is no significant relationship between code of ethics and ethical behaviours of employees. Thus, means there is significant relationship between code of ethics and ethical behaviours of employees.

Discussion of Findings
The outcomes of the two (2) hypotheses tested in the study are discussed below:

The objective of the first hypothesis is to determine the degree of relationship between employees’ rights violation and employees’ organizational commitment in Multinational Companies in Nigeria. The finding of this study revealed a significant relationship between employees’ rights violation and their commitment to organization; this is in line with the findings by Michael, 2001; Howard, 1996; Peter, 2004; and Timothy, 2004. However the finding is contrary to that of Ahmed (2008), who established an insignificant relationship between employees’ rights and organizational commitment within companies in Malaysia. His finding has shown an insignificant relationship between employees’ rights and organizational commitment. This indicates that violations of the rights of workers definitely affect their commitment and performance as well.

Majority of respondents agreed that their rights are been violated, and they are less committed to their organizations. While others conceived that their rights are been violated but remain committed to their organizations, and they are willing to disengage their service from these organizations to other organizations with better conditions of service. Through the research question and test of hypothesis the first objective has been actualized. It is important to note that it is the corporate responsibility of the Companies to respect honour and treat their employees fairly and justly. Above all, some of the employees assert that their companies’ management are instigating them to behave unethically sometimes just to increase profit margin for the business.

The objective of the second hypothesis is to assess how code of ethics affects employees’ ethical behavior. This hypothesis revealed a significant relationship between code of ethics and ethical behaviours of employees. It conforms to several researches that identified significant relationship significant relationship between existence of code of ethics and the behavior of employees in organization, such as studies by: Baker, 2009; Caroll, 2004; DeGeorge, 2005; Hassan, 2009 and Bhattacharga & Sen, 2003 among others.

As discussed in the literature, the result clearly indicates that code of ethics, if effectively implemented stands to guide and coordinate the behavior of the employees and even strengthen relationship between employees and management of an organization. However, the result equally negates findings by some researchers that codes of ethics have insignificant relationship with employees behavior in the organization, as contained in studies carried out by (Cassel, 2001; Daniel, 2002; Fawaz, 2007; Freeman, 2001; Gariga & Mele, 2004; Geva, 2000 and Hess, 2002).

V. Conclusion and Recommendations

Conclusion
The dearth of empirical studies on the analysis of the practice of business ethics by multinational Companies in Nigeria and developing economies focusing on the internal stakeholder (employees) were the primary drivers for the current research effort. With a quantitative survey the internal stakeholder was explored. It is obvious that stakeholders are necessary components of a business, and the relationship between business and its stakeholders should be cordial, mutual, reciprocal and balance at all time. The study’s findings have revealed that the employees are poorly managed ethically.

Strong ethics is vital because it is the conscious reflection on the integrity, credibility, and trustworthiness of that which is being assessed. Due to the highly competitive nature of today’s market, companies must maintain high moral integrity in order to survive since strength in ethical values have drastic impact on employees, consumers, and society ratings, which will inevitably effect reputation and business.

Recommendations
Based on the findings of the study, the researchers proffer the following recommendations:
1. Multinational Companies should as a matter of importance improve the conditions of service of their employees, thus, providing an enabling, conducive and congenial working environment.
for the employees. According to Schumpeter (2009), a good working environment is a moral justification; therefore, employees’ right is capable of promoting efficiency, effectiveness, attachment and commitment by all employees. Violation of these paramount rights could negate performance and also lead to lost of experience personnel.

2. Multinational Companies should take the issue of code of ethics seriously. Merely having code of ethics does not in any way reflect its performance and workability. The code of ethics should be effectively enforced and continuously monitored. More so, the companies should have in place knowledgeable and experienced person as the ethics officer to be in charge of designing and implementing ethical issues in the organizations. Ethical evaluation of employees should be part of their performance appraisal.

3. Government should set up functional mechanism that will constantly check the state of employees’ management by Multinational Companies in Nigeria. Equally, the publication of top ethical/social responsible Companies by a government institution charged with the responsibility should be done annually.

4. Employees should develop or rather inculcate a strong mindset of whistle blowing, therefore, exposing unethical behaviours by the Companies.

5. As veritable internal stakeholders employees should be fully integrated into the decision making body of these Multinational Companies.

References


A Framework for Managing Corporate Governance, CSR and Stakeholder Relationship

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Abstract
This study examines the relationship between the concepts and practices of corporate governance (CG), corporate social responsibility (CSR) and the management of stakeholder relationship (MSR) in the context of a developing economy. First, the study provides an overview of CSR research in different contexts and its interjection with stakeholder management in the context of a developing economy. Through the use of case studies, an investigation of three prominent organizations that adopted CSR while simultaneously engaging in unethical business practices in Nigeria was carried out. The combined concepts of CG, CSR and MSR relationship were examined. This was followed by the application of three theories (agency theory, ethics theory and stakeholder theory of the firm) to examine the relationship. The result of this study indicates that a framework that combines the practices of good CG, CSR, and proper stakeholder management with the appropriate understanding of its external environment stands a better chance in terms of firm performance. Interestingly, the study notes that most of the organizations that had ethical problems with their stakeholders were those that invested most in corporate social responsibility initiatives. The study, therefore, developed a framework for understanding the relationship between an organization’s corporate governance structure, corporate social responsibility and the management of its stakeholder relationship, with an understanding of the external environment as an intervening factor.

Keywords: Corporate Governance, Corporate Social Responsibility, Stakeholder Management, Ethics and Frauds.

INTRODUCTION
“Corporations are economic entities, to be sure, but they are also social institutions that must justify their existence by their overall contribution to society.” (Henry Mintzberg, Robert Simons and Kunal Basu).

“Corporate Social Responsibility should be more than coloring your annual report green and giving a bag of money to your favorite charity in return for some nice pictures.” (Anonymous)

Corporate governance has received increased attention because of high-profile scandals involving abuse of corporate power and, in some cases, alleged criminal activity by corporate officers. The series of crises that bedeviled the Nigerian banking industry in 1999/2010 clearly revealed the degree of inadequate and failed practice of corporate governance in the general realm of business enterprises.

Today, corporate social responsibility initiatives have become a part of firms’ business and competitive strategies. For example, corporations are using community services and other initiatives to reach their target customers (as in the banking and telecommunications industry). Specifically in Nigeria, we are seeing more business organizations picking a few strategic areas of focus that fit with corporate values; selecting initiatives that support business goals; choosing issues related to core products and core markets; supporting issues that provide opportunities to meet marketing objectives, such as increased market share, market penetration and building a desired brand identity.

Business corporations in many industries (oil and gas, banking, telecommunications, food and beverages, etc) are increasingly finding themselves at loggerheads with their key stakeholders (e.g., regulators, customers, pressure groups and host communities). The conflicts with stakeholders have resulted in some companies losing their presence in markets or areas they once dominated. Many corporations have found themselves in big financial problems, shattered reputation, loss of investors’ confidence and outright liquidation as a result of inability to properly manage their stakeholder relationship. There is thus a growing need for strategies for managing stakeholder relationships.

In the discourse of corporate governance, CSR and stakeholder relationships in Nigeria, it is ironic that the corporations that had invested heavily in corporate
social responsibility initiatives are the ones that are usually confronted with ethical and corporate governance problems, again leading to severe sanctions and weakened market and competitive positions.

In the discourse of firms’ or corporate performance in the Nigerian business environment, the search light has been directed on the banking sector of the Nigerian economy. This is not surprising because, as Oso and Bello (2012) put it, “the Nigerian banking system is the key driver of the economy”. However, as important as this focus, extant research and literature have not seriously looked at the relationship between these triple subjects; corporate governance, corporate social responsibility and stakeholder management to explain firm performance in the Nigerian business environment.

Thus, the purpose of this paper is seek an understanding of the relationship between corporate governance (CG), corporate social responsibility (CSR) and the management of stakeholder relationships (MSR) in order to propose a framework for understanding firm performance across varieties of industries. We are seeking a common ground where we can found the appropriate leadership style suitable for these triple corporate challenges.

We argue that the inability to manage the relationship between these three corporate practices, as we have experienced over the years, poses serious threat to the security of every nation – Nigeria included.

For instance, Nigeria, one of the developing countries in the sub-Saharan Africa has witnessed increase in the rate of corporate failures. There were reported cases of corporate failure in Nigeria which were attributed to unethical practices of corporate leaders, poor corporate governance mechanisms and poor management of stakeholder relationship. The Nigerian banking sub-sector was at the verge of total collapse in 1997, where twenty-six commercial banks failed due to financial irregularities. The failure of these banks and the near-collapse of the financial sector were a prelude to an economic disaster and a threat to national security.

In 2006, Cadbury Nigeria Plc, one of the leading food and beverages firms in Nigeria was affected by financial scandal. The firm’s financial statement and accounts were falsified at the detriment of all stakeholders. Top executives and directors of Cadbury Nigeria plc, including the company’s external auditors (Akintola Williams Delloite) and the company’s registrars (Union Registrars, Nigeria Limited) were fined by Nigerian Securities Commission for reports of misstatements in the account of Cadbury to the tune of approximately N13 billion. Their actions, which represent one of the biggest instances of corporate misrepresentation and insider trading in corporate Nigeria, took place despite the company’s public pontifications about its principles and values which it claims were taking care of customers, employees, stockholders, and the local communities where it operated (Ogbor, 2018).

Also in August 2011, three Nigerian banks namely, Afribank Plc, Spring Bank Plc and Bank PHB failed due to financial irregularities of their corporate managers. These banks were among the eight banks placed under Central Bank of Nigeria (CBN) management in August 2009 following the clean-up of the banking industry.

The case of MTN is well known. In August of 2018, the Central Bank of Nigeria accused the giant multinational company MTN of transferring foreign exchange illegally out of the country and asked to refund the sum of US$8.1 billion it allegedly transferred.

In all of the above cases, and several other ones, the fallout has been unemployment, labor and social unrest, economic downturn, family and institutional disintegration, apathy towards existential issues, total submission to fate, leading to social unrest. At other climes, these indexes are, undoubtedly, poses severe threat to national security and capable of sowing the seed for national disintegration if not properly managed.

Data for this study were collected from secondary sources: company reports, official bulletins, agency reports and government archival publications, available research materials, public opinion, newspaper and magazines. Data for the theoretical aspect were collected and analyzed through research method employing meta-analysis.

**CASE STUDY OF CORPORATE GOVERNANCE, CSR AND STAKEHOLDER MANAGEMENT**

In this section, the case study is presented as three case illustrations. The first looks at the story of MTN. The company is the largest in the telecommunications sector and industry – controlling over 45 percent share of the total telecommunications (GSM segment) market. The story of MTN is that of a company that has invested so much in corporate social
responsibility initiatives, carries a good brand and excellent visibility nation-wide. However, it ran afoul with regulators in terms of unethical business practices.

The second case is on Cadbury Nigeria Plc. Cadbury is one of the major players in Nigeria’s food and beverage industry. Being one of the oldest conglomerates in Nigeria, its history dating as far back to pre-independence era, the company has well known brands and products in every household in Nigeria. It has also invested a lot in corporate social responsibility initiatives, yet found itself in trouble with regulators as a result of corporate governance malpractices.

Our third case is Oceanic Bank. In its short and glorious years, Oceanic (as was popularly called), was the darling and the bride of the banking industry. From the year 2004 when it was listed on the Nigerian Stock Exchange, Oceanic became a trail blazer in corporate social responsibility initiatives; bagged several awards, including the best bank of the year award in several years. Oceanic Bank also achieved global recognition in banking excellence and best in corporate social responsibility area. Unfortunately, the bank collapsed and was acquired by its competitor – Eco bank in 2010. Reason: failed corporate governance practices. The case “illustrations” below is their story.

Case Illustration One (1): MTN A Tale of Poor Corporate Governance and Unethical Business Practices

MTN, the largest telecommunications company in Nigeria was accused by the Central Bank of Nigeria for illegal money transfer in the month of September 2018. The company was accused of transferring foreign exchange illegally out of the country and was asked by the Central Bank of Nigeria to refund the sum of $8.1 billion it allegedly transferred. The Central Bank also sanctioned some banks for aiding MTN to transfer the money illegally.

The questions that are being asked by industry analysts are whether the case is about aiding illegal transfer of money or a case of the transfer of illegal money? The banks penalized by CBN to pay fines of N5.87 billion are Standard Chartered, Stanbic-IBTC, Citibank and Diamond Bank. They are fined for not obtaining appropriate authorizations from CBN before the transfers were made. Specifically, the questions been asked are: Is it possible that these four otherwise respectable banks would deliberately act against the norm or against the law? And these infractions occurred between 2007 and 2015, how come it took this long to find out, whereas banks make monthly returns to CBN?

The following week came another bad news concerning MTN. the office of the Attorney-General of the Federation of Nigeria charged MTN with failing to pay appropriate taxes, duties and levies. MTN was consequently asked to pay tax arrears worth US$2 billion for tax evasion over ten years. This poses yet another question: Where is the Federal Inland Revenue Services (FIRS) in all this? When did this tax dispute start? And how come it is blowing out in the public a few days after the illegal money transfer charge?

Back in 2015/2016, MTN almost went into liquidation when the Nigerian Communication Commission, NCC, imposed fines of US$5.2 billion (N1.04trn.) for failing to comply with the directive to deactivate telephone numbers sold to customers without registering the customers (unregistered or pre-registered SIM cards). The company’s income, stock prices, shareholders’ funds and corporate image were terribly affected. MTN was almost forced to leave Nigeria, but it could not leave because the Nigeria market was too good to abandon just like that. MTN paid the fine and stayed.

Knowing that this time the penalty may be worse than the one imposed on it by NCC in 2016, analysts wondered why is MTN subjecting itself to such punishment or “why is it allowing itself to be subjected to this kind of ordeal?” In the previous incidence, it took the intervention of Nigeria’s President, Mohammadu Buhari, and South Africa’s then Prime Minister, Jacob Zuma for the case to be settled, but not before MTN was made to pay the fines. The occasioned the disruption of its business operations, damaged its reputation and weakened its otherwise competitive advantage, resulted in MTN losing its market share to rivals such as Glo and Airtel.

Although MTN has been in the forefront in promoting corporate social responsibility initiatives, its failure in the areas of corporate governance has drawn the attention of industry analysts. They wonder why a seemingly corporate socially responsible firm such as MTN would engage in such unethical business practices. For a start, MTN was highly credited for its role in the deregulation of the telecommunications industry in Nigeria and was credited for “liberating Nigeria from the tyranny of NITEL and ushering Nigeria to the telecommunications age. Along with its
competitors, MTN has created jobs for several young Nigerians, including service suppliers and recharge card sellers/hawkers.

In the midst of all these CSR involvements, the firm has been accused for unethical business practices. An analyst wrote, “For long it looked that they never wanted any trade partner or distributor to succeed. They were often erratic in the way they changed trade policies and terms. It was as if they got irritated if they saw their distributors make profit. There was hardly any negotiation and their policies were often ‘take it or leave.’ In the process, they have driven many distributors out of business, many with bitterness in their hearts. Less than five percent of the distributors who started with them in 2001 are still trading with them today. Those who currently run the MTN business connect franchises are barely able to scratch out any margins as MTN gives them impossible targets and terms with little headroom”. The analyst continues, “Any business that behaves as it wants to maximize profit without keeping a damn on what is happening to other stakeholders – suppliers, distributor, employees, customers, regulators, etc. is essentially courting trouble” (Ohuabunwa, 2018p. 31). Recently, MTN and some of its competitors were picketed by labor union leaders for their unfriendly labor policies. MTN, like Nigerian banks have over the years been accused for employee exploitation. According to an analyst, “MTN and companies like them, such as banks, make humongous profits, and yet are so wicked that they hire university graduates as ad-hoc staff or temporary staff…. , drive them so hard, with neck-breaking schedules or targets and then pay them N 25,000 as monthly stipend. Therefore, when such companies run into the kind of problems that MTN and some of the banks seem to be repeatedly run into, you wonder if it is nemesis that is catching up. Maybe not, but failure of corporate governance is evident. Corporate social responsibility is good, but it cannot replace good corporate governance nor can it sufficiently compensate for poor corporate governance” (Ohuabunwa, 2018p. 31).

Case Illustration Two (2): Cadbury Plc and Poor Corporate Governance

The Nigerian Security and Exchange Commission (NSE) sanctioned Cadbury Plc for allegedly doctoring its financial statement to the tune of N5 billion. In addition, the Nigerian Stock Exchange (NSE) placed the shares of Cadbury Nigeria Plc on full suspension. The implication is that, trading was suspended on the shares of the company. The commission in a statement said: “SEC in its judgment has imposed a fine on Cadbury Nigeria Plc. It was asked to pay a fine of one hundred thousand Naira (N100, 000.00) in the first instance and a penalty of five thousand Naira (N5, 000.00) per day from June 30, 2002 to December 14, 2006 amounting to N8.1 million within 21 days from the date of the decision (March 28, 2008).” The penalties came as a result of “filing with the Commission, financial statements that contained untrue/misleading statements; failing which trading on its shares will be suspended.” The offenses involved false and misleading reports in the areas of declining profitability, worsening leverage ratio, deteriorating cash flow, inadequate disclosure, non-compliance with Corporate Governance Code, and obtaining loans for the payment of dividends to shareholders contrary to SEC regulations.

Specifically, SEC reported that misstatements in the account of Cadbury was up to the tune of approximately N13 billion. Consequently, the directors, some management staff of the company, its external auditor, Akintola Williams Delloite (AWD) and the registrars, Union Registrars Limited were punished.

The offences were many: Cadbury’s Company directors and members of the Audit Committee, the company’s former managing director in concert with the company’s Board since year 2002 used stock buy backs, cost deferrals, trade loading and false suppliers’ stock certificates to manipulate its financial reports that were issued to the public and filed with the Commission. Secondly, serving directors and a former executive director stated that the use of the sale and stock buy-back as well as the issuance of false stock certificates schemes were motivated by what they called “profit management desire/action” while offshore payments were made to Executive Directors to cushion the devaluation of their pay by soaring inflation.

An undocumented and undisclosed offshore account was maintained and operated by the company from which executive directors were paid offshore remunerations without the approval of the Committee responsible for fixing remunerations of Executive Directors and not recorded in the company’s financial report and account. Executive members of the board and some management staff and audit committee members, in 2005 authorized the issuance of a Rights Circular dated August 24, 2005 which contained untrue statements. Directors, senior financial Accountant/Head of Accounts, Sales operations and development controller and head of internal audit were the master minds of the financial malpractices
perpetrated through the falsification of sales figures, over statement of profits/assets and false suppliers certificates to manipulate its financial records/report. The company failed/refused and/or neglected to deliver funds en-bloc to Union Registrars for the payment of dividends declared to shareholders within 7 working days after the Annual General Meeting. The heads of accounts, sales operation and internal audit generated incorrect data and were also involved in the preparation of the false report and statement filed by the company with the Commission.

The company failed and neglected to discharge their statutory responsibilities as specified under section 359(4) and (6) of the Companies and Allied Matters Act (CAMA) by: (i) failing or neglecting to examine the auditor’s report and making proper recommendations thereon to the Annual General Meeting; (ii) failing or neglecting to review and make proper findings on management matters in conjunction with the External Auditors and departmental responses thereon; (iii) failing or neglecting to keep under review the effectiveness of the company’s accounting and internal control system and ensuring that appropriate investigations are carried out by the internal auditors into some aspects of the company’s activities which ought to be of interest or concern to the Committee.

Head of Internal Audit and Audit Committee Members), including the internal auditors did not follow up available leads which ought to put them on enquiry in respect of the company’s accounts. Board members and the three management staff of the company used stock buy backs, cost deferrals, trade loading and false suppliers’ stock certificates to manipulate its financial reports which conduct is fraudulent. Consequently they were reported to the Economic and Financial Crimes Commission (EFCC) for further investigation.

Cadbury’s External Auditors – Akintola Williams Delloite (AWD), were found guilty by SEC for not carrying out their assignment with high level of professionalism and diligence expected of a reputable accounting firm of its caliber, among other failures.

The company registrars, Union Registrars Ltd, was also indicted for neither paying nor dispatching dividend warrants to shareholders of the company; for refusing to report to the SEC breach or infringement or non-compliance with any of SEC rules and regulations as committed by Cadbury; for failing to pay dividends and failing to notify SEC in writing as stipulated by the Code of Conduct for Capital Market Operators and their employees and, among other things, for engaging in acts that adversely affected the investors’ confidence in the capital market.

Case Illustration Three (3): The Rise and Fall of Oceanic Bank: A Case of Unethical Business Practice

Oceanic Bank was incorporated on March 26, 1990, as a private limited liability company with 100% equity ownership by Nigerian citizens, and licensed on April 10, 1990, to carry on commercial banking. The bank commenced business on June 12, 1990, was listed on the Nigerian Stock Exchange on June 25, 2004.

Within the short span of its eleven years existence (between 1999 and 2010), Oceanic Bank was the darling and undisputable bride of the banking and financial sector of the Nigerian economy. Oceanic Bank Plc won several awards and accolades. For example in 2007, Oceanic Bank was awarded “Bank of the Year” by the Financial Times of London. In another forum, Oceanic Bank was again singled out for praise by both the United Nations and the African Union (AU) at the 2008 African Private Sector Forum, organized by the duo and held at Addis Ababa, Ethiopia. Georg Kell, United Nations Global Compact Executive Director lauded Oceanic Bank for its many social responsibility initiatives and its many efforts at reducing the poverty level of the populace. Additionally, the bank has partnered with the United Nations Environment Programme Finance Initiative (UNEPF) to work towards introducing measures that would promote environment and sustainable development. In October of 2008, the bank won the Federal Government award as the best bank in partnership with it in the fight against poverty in Nigeria.

Then the bad news came. In October 2010, Cecilia Ibru, the former head of Oceanic Bank, was sentenced to eighteen months and ordered to forfeit over US$1billion for bank and securities fraud. In addition to this, Mrs. Ibru’s vast assets throughout the world which she acquired through money laundry were seized by the Federal Government of Nigeria. Oceanic Bank was one of the eight banks that had their management teams sacked by the Central Bank of Nigeria (CBN) in the wake of alleged unethical practices in the industry. Following this, operatives of the Economic and Financial Crimes Commission (EFCC) investigating the alleged massive insider abuse in the banking sector also uncovered an alleged N23 billion money laundering scam in Oceanic Bank.
Following the sentencing of Mrs. Ibru after she pleaded guilty to three-count charge bordering on negligence, reckless grant of credit facilities and mismanagement of depositors’ funds, the Oceanic Bank was acquired in 2011 by a rival bank, Ecobank.

The Chairman of Nigeria’s independent Corrupt Practices Commission, Justice Emmanuel Ayoola, had also accused Oceanic Bank and other banks of opening secret and ghost accounts for corrupt public officials and aiding them to move looted funds into safe havens abroad. In August of 2009, a Central Bank of Nigeria (CBN) report said some banks, with Oceanic Bank at forefront, flouted the Money Laundering Act. It is estimated that, since independence, over $500 billion has been plundered by politicians and public officials with the active collaboration of the banks, Oceanic, included.

Another area where Oceanic Bank and other Nigerian banks were indicted is in foreign exchange (forex) malpractices. Foreign exchange malpractices in Nigeria include any act, with fraudulent intent, of omission, commission, falsification, collaboration, in the application for, utilization, exportation, importation, declaration or documentation relating to the use of foreign exchange in the market negating the letter or spirit of subsisting and applicable statuses and regulations.

Cecelia Ibru, the bank CEO was accused of often having an overbearing influence on the board. As other banks, Oceanic’s boards lacked independence; directors often failed to make meaningful contributions to safeguard the growth and development of the bank and had weak ethical standards; the board committees were also often ineffective or dormant.

The Central Bank of Nigeria published details of the extent of insider abuse in several of the banks. CEOs set up Special Purpose Vehicles to lend money to themselves for stock price manipulation or the purchase of estates all over the world. Oceanic Bank borrowed money and purchased private jets which the Central Bank later discovered were registered in the name of the CEO’s son. Oceanic Bank set up numerous offshore fake companies for the purpose of perpetrating fraud. It was reported that the CEO of Oceanic bank controlled over 35 percent of the bank through SPVs borrowing customer deposits. The near collapse of the financial system and demise of over eight banks wiped out these customer deposits amounting to hundreds of billions of naira.

On education, the bank donated a Centre for Business Entrepreneurship Development to Obafemi Awolowo University, Ile-Ife. In addition, Oceanic Bank had till 2008 contributed about N4 billion to the fight against poverty in Nigeria through the counterpart-funding scheme with state governments initiated by the National Poverty Eradication Programme (NAPEP). The funds contributed as part of the bank’s Corporate Social Responsibility (CSR) initiatives were disbursed through Microfinance Institutions to cooperatives and groups requiring micro credits.

The then CEO/Managing Director of the bank, Mrs. Cecelia Ibru admitted that corporate social responsibility initiatives belong to business organizations when she said that “Everybody appreciates the fact that poverty is a problem and we decided we have to do something about it.” The bank through its CSR initiatives had also supported government’s anti-poverty initiatives through providing infrastructure and teaching aids to schools across the country. Also part of the CSR initiative of the bank was its sponsorship of football reality television show tagged Oceanic Football Challenge aimed at addressing poverty amongst underprivileged but talented youths.

Cecelia Ibru pointed out that promoting sustainable development is the collective responsibility of not only the government but also businesses and individuals. According to her, Oceanic Bank, as a corporate social responsible citizen, is committed to economic and social development as well as environmental protection. She assured that Oceanic Bank, which had already partnered several states on Public Private Sector Partnership (PPP), especially in the area of infrastructure, education and Information
and Communication Technology (ICT) would partner the United Nations Environmental Programme (UNEP) and all other relevant agencies towards promotion and development of the environment.

Thus, the question raised at the beginning of this case about why supposedly “good” socially responsible corporations engage in fraudulent practices is worth re-instatement here. Why would an organization that seems so good in the eyes of the public got so involved in unethical business practices and corporate governance malpractices?

CONCEPTS AND PRAXIS
The Concept of Corporate Governance
While there is no standard definition of corporate governance, it can broadly be understood to refer to the system by which companies are directed and controlled, including the roles of the board of directors, management, shareholders, and other stakeholders. Corporate governance is only part of the larger economic context in which firms operate, which includes, for example, macroeconomic policies and the degree of competition in product and factor markets. A corporate governance framework also depends on the legal, regulatory, and institutional environment in which the corporation is located. In addition, factors such as business ethics and corporate awareness of the environmental and societal interests of the communities in which it operates can also have an impact on the reputation and the long-term success of a company.

The term corporate governance, according to the Central Bank of Nigeria (2014), refers to the rules, processes, or laws by which institutions are operated, regulated and governed. It is developed with the primary purpose of promoting a transparent and efficient banking system that will engender the rule of law and encourage division of responsibilities in a professional and objective manner. Effective corporate governance practices provides a structure that works for the benefit of stakeholders by ensuring that the enterprise adheres to accepted ethical standards and best practices as well as formal laws. A country’s economy depends on the safety and soundness of its financial institutions. Thus the effectiveness with which the Boards of financial institutions discharge their responsibilities determines the country’s competitive position. They must be free to drive their institutions forward, but exercise that freedom within a framework of transparency and effective accountability. This is the essence of any system of good corporate governance.

To be sure, corporate governance is about trust and integrity, character and reputation. The very first job of a corporation’s leader is to inspire trust among the various stakeholders of the organization. Trust is the single most essential element to our ability to deliver extraordinary results in an enduring way. In corporate governance, trust is integral to building high-performance because it enables an organization to work as it should; it is the first defense against unsavory, unethical and dysfunction business practice and the first step towards delivering better outcomes.

Corporate governance is affected by the relationships among participants in the governance system. Controlling shareholders, which may be individuals, family holdings, bloc alliances, or other corporations acting through a holding company or cross shareholdings, can significantly influence corporate behavior. As owners of equity, institutional investors are increasingly demanding a voice in corporate governance in some markets. Individual shareholders usually do not seek to exercise governance rights but may be highly concerned about obtaining fair treatment from controlling shareholders and management. Creditors play an important role in some governance systems and have the potential to serve as external monitors over corporate performance. Employees and other stakeholders play an important role in contributing to the long-term success and performance of the corporation, while governments establish the overall institutional and legal framework for corporate governance.

Thus, corporate governance, according to the Organization for Economic Cooperation and Development (OECD), involves a set of relationships between a company’s management, its board, its shareholders and other stakeholders. Corporate governance provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined. According to OECD, good corporate governance should provide proper incentives for the board and management to pursue objectives that are in the interests of the company, its shareholders and other stakeholder groups and should facilitate effective monitoring (OECD, 2005).

The presence of an effective corporate governance system, within a company and across an economy as a whole, helps to provide a degree of confidence that is necessary for the proper functioning of a market economy. As a result, the cost of capital is lower and firms are encouraged to use resources more
efficiently, thereby underpinning growth. According to James D. Wolfensohn (former president of the World Bank), “Corporate Governance is about promoting corporate fairness, transparency and accountability” (Wolfensohn, 1999).

In any case, corporate governance deals with a set of procedures, mechanisms or principles to be followed for the good of shareholders, employees, customers, bankers, the society and indeed for the reputation and standing of a corporation, nation and its economy. It is a relationship between a company’s management and the company’s shareholders, as well as a relationship between company’s conduct and society. Corporate governance is concerned with creating a balance between economic and social goals and between individual and communal goals while encouraging efficient use of resources, accountability in the use of power and stewardship and aligning the interests of individuals, corporations and society. It also encompasses the establishment of an appropriate legal, economic and institutional environment that allows companies to thrive as institutions for advancing long-term shareholder value and maximum human-centered development while remaining conscious of other responsibilities to stakeholders, the environment and the society in general.

The point of corporate governance is to ensure that management and majority shareholders at companies behave in a manner that balances the profit motive with the interests of minority shareholders and other stakeholders. Significantly, entrepreneurs and owners of businesses recognize the value of following good corporate governance principles, understanding that it can help companies to attract funding from domestic and international investors – indeed, most serious investors insist on it. There is strong evidence that companies with good corporate governance are more likely to be profitable and sustainable over time than ones without it. The existing research has shown that concern for shareholders, employees, the broader community and the environment improve profitability rather than damage it.

Corporate governance, in a more technical sense, comprises the legal infrastructure such as corporate law, securities law, accounting rules, regulations, enforcement mechanisms, business ethics and the operating environment that instigate sound economic performance. The recent crisis in the Nigerian banking sector has shown that a weak form of corporate governance is one of the root causes of many problems that corporate management faces today. Specifically, the crisis has also revealed that good corporate governance, proper management of stakeholder relationships and good business ethics are indispensable in any attempt to achieve sustained growth and profitability in any organization. Relying only on corporate social responsibility to the detriment of good corporate governance is an invitation to business disaster.

In a nutshell, the notion of corporate governance is used in two different contexts: (i) a system or mechanism for stopping fraud or stealing money by managers of the corporation (misbehavior control mechanism); and (ii) a system or mechanism for enhancing corporate prosperity and performance, and thus economic growth (or economic recovery), in any given country (performance enhancing mechanism). While corporate governance in the former sense is important, today, we tend to put more emphasis on the latter notion of corporate governance. In other words, corporate governance should be for the good of society in general and generally for the strategic or competitiveness of a given corporation. The actions of management and board of directors do not only affect the investors, but also employees, customers, competitors, vendors, regulatory agencies and society at large. It is against this background that we adopt the stakeholder perspective explicitly endorsed by Sir Adrian Cadbury, when he states that, “Corporate Governance is ...holding the balance between economic and social goals and between individual and communal goals. The governance framework is there to encourage the efficient use of resources and equally to require accountability for the stewardship of these resources. The aim is to align as nearly as possible the interests of individuals, corporations and society. The incentive to corporations is to achieve their corporate aims and attract investment. The incentive for states is to strengthen their economies and discourage fraud and mismanagement” (Cadbury Committee, 1992).

**Corporate Social Responsibility**

Although discussions in management and business textbooks talk about corporate social responsibility, the term is not restricted to large corporations: It could equally be applied to small businesses. Hence, Davis and Blomstrom (2007) define social responsibility as “the obligation of decision-makers to take actions which protect and improve the welfare of society as a whole along with their own interests.” This definition suggests two active aspects of social responsibility – protecting and improving. To protect the welfare of society implies the creation of positive benefits for society. The second characterization –
improving – is perhaps vague and might permit managers wide latitude in interpreting how to improve society.

A definition provided by Carroll (2004) helps to understand the components that make up corporate social responsibility (CSR): “The social responsibility of business encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time.” The economic dimension of social responsibility is required of business by society and presupposes that businesses should be profitable; maximize sales; minimize costs; make sound strategic decisions and be attentive to dividend policy.

The legal component is required of business by society and implies that businesses should avoid questionable practices, respond to spirit as well as letter of the law; assume law is a floor on behaviour and operate above minimum required; do what is right, fair, and just; assert ethical leadership. According to Carroll and Buchholtz (2006), the philanthropic dimension of social responsibility is desired and expected of business by society and implies that a business should be a good corporate citizen; make corporate contribution; provide programmes supporting community such as education, health/human services, culture and arts, civic; provide for community betterment, engage in voluntarism, etc. Stated in more practical and managerial terms, the socially responsible firm should strive to:

- Make a profit.
- Obey the law.
- Be ethical.
- Be a good corporate citizen.

Whether one is are an executive of a large multinational corporation or the owner of a small business, making profit without meeting the requirements or needs of other stakeholders is detrimental to the long-term profitability of the business.

Another important element in corporate social responsibility is that the actions are discretionary. Thus, Kotler and Lee (2005) define corporate social responsibility as “a commitment to improve community well-being through discretionary business practices and contributions of corporate resources.” In the context of corporate social responsibility, we are not referring to business activities that are mandated by law.

From the above, corporate social responsibility can be defined from three perspectives as (i) the obligation of decision-makers to take actions which protect and improve the welfare of society as a whole along with their own interest; (ii) encompassing the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time; and (iii) a commitment to improve community well-being through discretionary business practices and contributions of corporate resources.

The trends in corporate social responsibility include: (i) increased giving by corporations, (ii) increased reporting and increased celebration of giving, (iii) establishment of corporate social norms and departments by corporations, (iv) a shift from obligation to strategy and (v) increased government support (Kotler and Lee, 2005).

Arguments in support of corporate social responsibility include: (i) it is in the long-range interest of the company to do good, (ii) prevention of government intervention and sanctions, (iii) anticipating and initiating social responsibility initiatives, (iv) availability of resources to do good, (v) increased sales and market share, (vi) strengthened brand positioning, (vii) improved corporate image and clout, and (viii) increased ability to attract, motivate and retain employees.

**Organization’s Stakeholder**

To appreciate why the subject or concept of stakeholder management is important in the context of corporate governance, it is useful to understand the idea of a stake. A **stake** is an interest or a share in an undertaking. For example, the village fisherman in the Niger Delta has an interest or stake in how Shell is managed. In a similar manner, labor union has a stake in how Shell should be managed in a way that does not infringe on the rights of its members. Thus, a stake is also a claim. A claim is an assertion to a title or a right to something. A claim is also a demand for something due or believed to be due. The idea of a stake, therefore, can range from simply an interest in an undertaking at one extreme to a legal claim of ownership at the other extreme. In between these two extremes is having a “right” to something (Orishede and Ogbor, 2014).
This right might be legal right to certain treatment rather than a legal claim of ownership, such as that of a shareholder. According to Ewing (1997), legal rights might include the right to fair treatment (e.g., not to be discriminated against) or the right to privacy (not to have one’s privacy invaded or abridged). Example of legal right includes when employees expect due process and privacy. In a similar manner, customers or creditors have certain legal rights.

The right might be thought of as a moral right, such as that expressed by an employee: “I’ve got a right not to be fired because I’ve worked here 30 years, and I’ve given this firm the best years of my life.” Or a consumer might say, “I’ve got a right to a safe product after all I’ve paid for this.” Another example of moral right includes when a person or group thinks it has a moral right to be protected (e.g., the right to earn a legitimate living, the right to fairness, justice, equity, etc.). There is also what one might call ownership right. An example of ownership right is when someone asserts that: “This business is mine, I founded it, and I own it,” or “I own 1,000 shares of this company.”

A stakeholder, then, is an individual or a group that has one or more of the various kinds of stakes in a business. Just as stakeholders may be affected by the actions, decisions, policies, or practices of the business firm, these stakeholders also may affect the organization’s actions, decisions, policies, strategies or practices. With stakeholders, therefore, there is a potential two-way interaction or exchange of influence. In short, a stakeholder may be thought of as “any individual or group who can affect or is affected by the actions, decisions, policies, practices, or goals of the organization” (Carroll and Buchholtz, 2006, p. 78).

From the business point of view, there are certain individuals and groups that have legitimacy in the eyes of management. That is, they have a legitimate interest in, or claim on, the operations of the firm. The most obvious of these groups are stockholders, employees, and customers. From the point of view of a highly pluralistic society, stakeholders include not only these groups, but other groups as well. These other groups include competitors, suppliers, the community, special-interest groups, the media, government and its agencies, and society or the public at large. Many observers, such as Starik (1993), have argued that the natural environment and future generations should also be considered among business’s important stakeholders.

The concept of a stakeholder highlights the fact that the activities of an enterprise (whether privately-owned, publicly-quoted or state-owned) are not limited to a series of market transactions, but also include a cooperative endeavor involving large numbers of people organized in various ways. A firm is an organizational entity through which many different individuals and groups attempt to achieve their ends. It also interacts continually with its stakeholder groups, and much of its success depends on how well all of these stakeholder relations are managed.

In the discourse on corporate governance from a stakeholder perspective, many commentators have argued for the inseparability of stakeholder management and corporate governance management. Similarly, the importance of stakeholder relations for building sustainable enterprises has been recognized by several observers of corporate performance and sustainable development including the OECD Principles of Corporate Governance, which states that: “The competitiveness and ultimate success of a corporation is the result of teamwork that embodies contributions from a range of different resource providers including investors, employees, creditors, and suppliers (...). It is, therefore, in the long-term interests of corporations to foster wealth-creating cooperation among stakeholders” (OECD, 2005).

The role of stakeholders in the governance of enterprises (both private and/or state-owned) has been a subject of debate for quite some time. Complaints by consumers about poor product and service and the judgment that many enterprises were being run in favor of narrow sectional interests at great expense to the public including the environment has led to the establishment of consumer bodies attached to regulators rather than to the company.

The subjects of stakes, power and legitimacy have recurred frequently enough in the stakeholder discourse that their importance in corporate governance must now be established. Extant literature has also shown that organizations consist of coalitions – groups of individuals (within and outside the organization’s boundary) pursuing certain interests. It has also been established that organizations exist as arena for the exercise of power and this power is exercised in the pursuance of individual or group goals (Culbert and McDonough, 1980; Ewing, 1989; McNeil, 1978; Morgan, 1997; Perrow, 2002; Pfeffer, 1981). The argument here is simple: We cannot understand how organizations function without understanding how power is manifested and used by
organization’s various stakeholders. This brings us to a discussion of the “stakeholders of the corporation” and their sources and uses of power.

**Stakeholders of the Corporation and their Sources of Power and Legitimacy**

As discussed below, the stakeholders of the organization are many, depending of course on its market or the environment in which it is located. Morgan (1997) provides the following as among the most important sources of power: formal authority, control of scarce resources, use of organizational structure, rules, and regulations, control of decision processes, control of knowledge and information, control of boundaries, ability to cope with uncertainty, control of technology, interpersonal alliances, networks, and control of “informal organization”, control of counter-organizations, symbolism and the management of meaning, structural factors that define the stage of action and the power one already has. These stakeholder groups include:

**Owners/Shareholders/Investors:** The shareholders of a corporation and its investors constitute the prime ownership of a typical corporation especially when that corporation is publicly quoted. There are many ways in which this group exercises its power: It has the power to hire and fire the management of the organization; the decision on executive compensation also lies in the hands of the owners so also as the direction to which the organization should be managed.

**Managers/Board of Directors:** Owners delegate control over resources to managers, who are expected to act on their behalf, that is, to serve as their agents. This is the basis of the Agency Theory (Jensen and Meckling, 1976). According to Pratt and Zeckhauser (1985), it is assumed that both parties are motivated by self-interest, and that these interests may diverge. Thus, the challenge in the agency relationship arises whenever the principal cannot perfectly and costly monitor the agent’s action and information. The problem of inducement and enforcement then come to the fore (Scott, 1998).

**Employees:** The organization also depends on the energies and skills of employees or labor who carry out the work of transforming resources. Although, as individuals, they may exercise little power or influence, collectively employees are often able to acquire and exert considerable power by engaging in or threatening strikes, slowdowns, or sabotage and expressing their demands through collective bargaining or other forms of negotiation in the process of conflict resolution.

**The Customers:** The most important stakeholder group outside the organization’s boundary is the customer or client group. In for-profit organizations, the duty and obligation to the customer is the de facto reason the organization is in business (Maynard, 1995). Customers must be provided with what they expected from the firm. A major theme of recent, popular business literature is the central, and often overlooked, importance of the customer. Levitt (2006, p. 12) asserts that: “The purpose of a business is to get and keep a customer.”

**Market and marketing intermediaries:** These are either individuals or business houses who come to the aid of the company in promoting, selling and distributing the goods to the ultimate consumers. They are middlemen (wholesalers, retailers and agents), distributing agencies, market service agencies and financial institutions. The activities and actions of intermediaries can have a profound impact on the outcome of a firm’s strategy. Organizations have been known to tailor their strategies to meet the demands of market and marketing intermediaries.

**The Community:** The community in which an organization exists (town, state or country) demands that the activities of the business are in sync with their best interest. In this community, there are various pressure groups in addition to the organization’s customer, including, for example, market women, labor union, professional bodies, youth movements, environmental groups, etc.

**The Government and Its Agencies:** The nation-state is the prime sovereign in the modern world, the major source of legitimate order, and the agent defining, managing, and overseeing the legal framework of society. In our system, the character of the federal government is that which divides power between national, state, and local government units. From the perspective of stakeholder management, each of these units (or organizations) has its own legitimate claim on how the organization should function.

**Suppliers and Distributors:** These are individuals or groups that provide the organization with its critical resources outside of its boundary and help in distributing its finished products or services to the consumers. Individuals and groups that connect the organization with important resource suppliers have considerable influence on how the firm functions. This understanding is based on resource dependence...
approach, which says “No organization is self-sufficient; all must engage in exchanges within the environment as a condition of their survival” (Scott, 1998, p. 24).

Competitors: The firm’s competitors are also seen as an important stakeholder group. Effective stakeholder management suggests that the organization, that is, its management, seriously consider its obligations to its competitor stakeholders and their rights and expectations with respect to their products and/or services. Particularly in the area of advertisement, the organization is expected to use due diligence and avoid adverts that directly hurt the competitor.

The Natural Environment: An important stakeholder of the organization is the natural environment or its ecosystem. The natural environment comprises all living and non-living things that occur naturally on planet. The natural environment include all ecological units that function as natural systems without massive human intervention, including all vegetation, animals, micro-organisms, rocks, atmosphere, natural resources and physical phenomena that lack clear-cut boundaries, such as air, water, and climate, as well as energy, radiation, electric charge, and magnetism, not originating from human activity.

THEORETICAL FRAMEWORK
In this section, the discussions of corporate governance, corporate social responsibility and stakeholder relations are anchored on three theoretical foundations, namely: Agency theory, ethics theory and, stakeholder theory of the firm.

Agency Theory
Financial economists and organization theorists have long been concerned with ways to address the problem that arises from the incongruence of the interests of the equity owners and managers, and have conducted significant research towards resolving it. The literature emanating from such efforts has grown, and much of the evidence has been built on the theoretical works underpinning Agency Theory. In its simplest form, the Agency Theory is a theory of corporate behavior in which it is recognized that the manager, as agent, may have differing motives from the owner, as principal in their relationship. Issues such as remuneration, accounting techniques or risk-taking are among the major concerns of both parties in this relationship (Jensen and Meckling, 1976).

To be sure, Agency Theory explains how to best organize relationships in which one party (the principal - owner) determines the work, which another party (the agent - manager) undertakes. The theory argues that under conditions of incomplete information and uncertainty, which characterize most business settings, two agency problems arise: adverse selection and moral hazard. Adverse selection is the condition under which the principal cannot ascertain if the agent accurately represents his ability to do the work for which he is being paid. Moral hazard is the condition under which the principal cannot be sure if the agent has put forth maximal effort.

The problems of adverse selection and moral hazard mean that fixed wage contracts are not always the optimal way to organize relationships between principals and agents. A fixed wage might create an incentive for the agent to shirk since his compensation will be the same regardless of the quality of his work or his effort level. When agents have incentive to shirk, it is often more efficient to replace fixed wages with compensation based on residual claims on the profits of the firm. The provision of ownership rights reduces the incentive for agents’ adverse selection and moral hazard since it makes their compensation dependent on their performance.

At the initial levels of the development of the theory of agency, especially as it relates to the firm, concern seemed to focus more on the relationship between the management and shareholders than between them and other categories of stakeholders. Hence the stakeholder theory is seen as important theoretical bedrock for understanding corporate governance and management’s relationship to the organization’s stakeholders.

Ethics Theory
Business ethics is a study of business activities, decisions and situations where the right and wrongs are addressed. The main reasons for this are the power and influence of business in any given society is stronger than ever before. Businesses have become a major provider to the society, in terms of jobs, products and services (Clarkson, 1995). Business collapse has a greater impact on society than ever before and the demands placed by the firm’s stakeholders are more complex and challenging (Johnson, Daily and Ellstrand, 1996).

In a highly competitive business environment, issues concerning what right or wrong have received increased attention. Ethics theory also looks at the universality (ethical universalism) and/or relativity (ethical relativism) of our business decisions and actions. More, importantly, business ethics helps us to identify benefits and problems associated with ethical
issues within the firm and business ethics is important as it gives us a new light into present and traditional view of ethics (Crane & Matten, 2007). In understanding the ‘right and wrongs’ in business ethics, Crane and Matten, (2007) injected morality that is concerned with the norms, values and beliefs fixed in the social process which helps right and wrong for an individual or social community.

Ethics is defined as the study of morality and the application of reason which sheds light on rules and principle, which is called ethical theories that ascertains the right and wrong for a situation. While business ethics theory focuses on the “rights and wrongs” in business, its relationship to the practice of corporate governance draws attention to the relationship between owners and management, on the other hand, between management and other stakeholder groups, on the other hand. Ethics must also been seen in the context of the socio-cultural, economic, institutional and political environment in which the organization is located. Organizations exist in a complex network of interactions with different individuals and organizations to the extent that what one group considers as ethically right or wrong may be construed in the opposite by another group.

The interests, goals and values of the shareholders and other stakeholder groups should be paramount in the minds of the corporate managers. The agents should make all efforts to ensure that principals have satisfactory values with regards to their investment. The actions of the agents will be adjudged morally right in the process of running the corporations on behalf of the owners if the latter’s interest is well represented whereas it will be adjudged wrong if their actions inflict pain on the interest of the principals. The same applies to other stakeholder groups.

**Stakeholder Theory**

Stakeholder theory is a further development on the concept of stakeholder and its relationship to any business corporation and its application in the practice of corporate governance. Freeman (1984) offers a traditional definition of a stakeholder thus, “any group or individual who can affect or is affected by the achievement of the organization’s objectives.” Therefore, the general idea of stakeholder theory is a redefinition of the organization. That is, what the organization should be and how it should be conceptualized.

The theory as noted by Friedman and Miles (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm. The managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and participation in decision making and on the other hand, the management must act as the stockholder’s agent to ensure the survival of the firm to safeguard the long term stakes of each group. Ogbor (2018) equally observes that stakeholder’s theory takes account of a wider group of constituents rather than focusing on shareholders. Where there is an emphasis on stakeholders, the governance structure of the company may provide for some direct representation of the stakeholders groups.

According to Friedman and Miles (2006), the main groups of stakeholders are: customers, employees, local communities, suppliers and distributors, shareholders, the media, general public, business partners, future generations, past generations (past founders) academics, competitors, NGOs, trade unions, competitors, regulators and governments. For good practice of corporate governance in order to achieve the overall corporate objectives, managers of business corporations need to understand, appreciate and conscientiously apply the propositions of stakeholder theory. For every individual or groups that have stake in the organization, effort must be made by the so-called agents to preserve and protect their interests for the survival of the corporations.

**DISCUSSIONS, CONCLUSIONS, RECOMMENDATIONS**

Theoretical Model Here

**Corporate Governance Best Practices**

To practice good and acceptable corporate governance, management should adopt best-practice and benchmarking as a model to compare corporate governance activities as against that of its peers in the same industry. The Nigerian Security and Exchange Commission and the Central Bank of Nigeria have codes for ethical conduct and for corporate governance practices for publicly quoted companies and for banks and other financial institutions respectively. Benchmarking is the process of identifying, studying, and implementing outstanding practices. A company’s benchmarking effort looks outward to find best practices and then proceeds to develop the data for measuring how well a company’s own performance of an activity measures up against the best-practice standard. Identifying, analyzing, and understanding how top companies or individuals
perform particular business function and business processes provides useful yardsticks for judging the effectiveness and efficiency of internal operations and setting performance standards for organization units to meet or beat.

In our framework, the following industry best practices for corporate governance are suggested for companies. Our suggestions here are not exhaustive and firms are advised to apply those in practice in their respective industries. To achieve effective corporate governance in organization, companies are advised to specify the roles of the following officers:

The Roles of Board of Directors: The Board oversees the management of the corporation as it executes its mission and its business and determines the general policies that govern its operations. The Board represents the interests of the corporation’s stockholders, the owners of the corporation, in optimizing long-term value by providing the corporation guidance and strategic oversight on the stockholders’ behalf. The paramount duty of the Board is to select a well-qualified and ethical Chief Executive Officer (CEO) and to oversee the CEO and other senior management in the operation of the corporation.

The Chief Executive Officer (CEO): The CEO is the linchpin to the overall management of the firms in setting the overall direction for the organization and mobilizing resources to accomplish its mission, vision, goals, and objectives. The CEO is the contact person for the stock markets, investment analysts, and the media, with the Chief Financial Officer (CFO) also taking part to communicate financial and operational-performance results. The CEO possesses more soft skills than hard skills.

Chief Governance Officer (CGO): The overall role of the Chief Governance Officer (CGO) is to promote good corporate governance practices. The CGO position must be a permanent one, not a one-time job created to handle a corporate crisis situation. Stakeholders will invite the permanent establishment of a CGO position since it sends a positive signal to the capital markets.

Audit Committee: Vibrant and stable capital markets depend on, among other things, reliable, transparent, and objective financial information to support an efficient and effective capital allocation process. Some of the roles and responsibilities of the audit committee include (i) guardian of integrity of financial statements and performance (ii) risk management and internal financial control and (iii) fraud prevention.

The Corporate Secretary is responsible for the official documents of the corporation such as the official seal, records of shares issued, corporate bylaws, and minutes of all board and committee meetings. The Corporate Secretary is often confident and counselor to the Chief Executive Officer and other members of senior management, especially on corporate governance affairs.

External Auditors: Financial statements of an organization (i.e., balance sheet, income statement, cash-flow statement, and notes to the financial statements) are prepared by company management and audited by external auditors. Audited financial statements are most widely used by sources of information on companies. The two major goals of financial statements are to enable monitoring to take place by outside parties (e.g., investors and regulator) and to provide the basis for valuing company securities. Management’s discussion and analysis of operations is typically included in annual reports.

Internal Auditors Roles: Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Corporate Gatekeepers: In some countries, there are company gatekeepers who serve as the corporation’s policemen who prevent wrong doing such as manipulating earnings (earnings management), abusing financial restatements, capitalizing expenses, deferring or misclassifying expenses, hiding liabilities, engaging in off-balance sheet transactions, or getting involved in other types of financial fraud in order to increase stock price and receive big bonuses from corporate management.

Role of Corporate Directors in Controlling Corporate Fraud: Corporate directors have a direct liability in fraudulent activities perpetrated against a corporation. They have the power to control fraud with their position in the company. They should look for early warning signs from financial statements, such as uncollectibility of receivables, inadequate salability of inventory, improper valuation of investments, obsolescence of fixed assets, overstatement of intangibles, and unreported or underreported
liabilities. By taking proper steps to prevent and detect shenanigans, the board of directors can shield themselves from undue liability and also contribute toward a more ethical corporate world.

**Corporate Social Responsibility (CSR) Best Practices**

As we pointed out earlier, a best practice is a technique for performing an activity or business process that at least one company has demonstrated works particularly well. To qualify as a legitimate best practice, the technique must have a proven record in significantly lowering costs, improving quality or performance, shortening time requirements, enhancing safety, or delivering some other highly positive operating outcome.

**Best practices for choosing a social problem to alleviate include:** (i) choosing only a few social issues to support and staying focused, (ii) choosing issues that are of concern in the communities where business is conducted, (iii) choosing causes that have synergy with company mission, values, products and services, (iv) choosing causes that have to support business goals, marketing, supplier relations and increased productivity.

**Best practices for selecting a social initiative to support the cause include:** (i) selecting initiatives that meet the company’s business objectives and goals, (ii) selecting initiatives that meet priority needs of the cause, (iii) selecting multiple initiatives for a single cause, adding ones missing for current cause efforts, (iv) selecting initiatives representing the most potential strong community partners, (v) selecting initiatives where the company has a history of experience, and (vi) select initiatives that will leverage current abundant resources.

**Best practices for developing social initiative programs include:** (i) formation of internal, cross-functional teams to develop plans, (ii) including community partnership in plan development, (iii) establishing clear objectives and measurable goals (outcomes) for the company and for the cause, (iv) developing a communications plan, (v) identifying and planning for additional strategic elements, and (vi) securing approval and commitment of senior management.

**Best practices for evaluating how well program initiatives are working include:** (i) determine purpose of evaluation, (ii) measure and report resource outputs, (iii) measure and report outcomes for the company, based on initiative objectives and goals, (iv) measure and report outcomes for the cause, based on initiatives objectives and goals, (v) monitor status of social issues that initiatives are supporting, and (iv) allocate adequate resources for measurement and reporting.

**Stakeholder Analysis**

In our model, we indicate that stakeholder management must include stakeholder analysis. The analysis will include the following parts:

*The Organization’s stakeholders and Their Positions of Power:* Proper stakeholder and its management must begin with stakeholder identification. The question of “who are our stakeholders” must be answered. To answer this question fully, management must identify not only generic stakeholder groups but also the specific subgroups. A generic stakeholder group is simply a broad grouping, such as employees, shareholders, environmental groups, the community or consumers. Within each of these generic categories, there may be a few or many specific subgroups that are directly affected by the conflict.

Stakeholder identification is an unfolding process. It is better to start from identifying a generic group and go down to specific group. The problem, however, is that many of those who try to manage stakeholder demands focus their attention on the generic group, rather than on specific stakeholder groups. This point is readily apparent in an examination of the dilemma of stakeholder management faced by Nigerian oil exploration companies. For example, it is theoretically and practically wrong to pick “Niger Delta People” and assumed this classification to be a distinct stakeholder group for the purpose of managing their interests. This classification or categorization is wrong because among the people of Niger Delta, there are subgroups with divergent interests. In a similar manner, the youths of the Niger Delta region are simply a generic group because within this group there are subgroups with divergent interest.

*The core concerns and interests of the stakeholder group primarily involved in the Relationship:* At this stage, the organization’s focus is on the interests and aspirations of the key stakeholder group(s). Here, management must make a clear statement about the nature of the relationship and illuminate the issue at hand from the perspective of the needs, concerns and interests of the stakeholder group. In other words, rather than initially seeking various means to cover up the core concerns in the relationship through position and other strategies to mask the real problem or concern, the stakeholder management system must be
designed to provide processes at the outset that promote and support the identification of such core concerns.

The Positions and Sources of Power in their Relationship with the Organization: At this stage in the process of designing the stakeholder management system, the organization must know the positions occupied by each of the stakeholder groups or the positions occupied by each member in a particular group. The key players must be identified and their bases of power ascertained. For example, in a relationship between university authorities and lecturers, the former derives its position and power as employers who could mobilize support from the state. The lecturers, on the other hand, derive their position and power from the fact that they are the knowledge providers and could seek sympathy from the students.

How would they mobilize their power in relation to the conflict: The mobilization of power in any relationship (such as in situations of dispute or conflict) can take several forms, depending on the relative power of the stakeholders concerned. Power could be mobilized in the form of declaration of strikes by employees or the withholding of salaries, remunerations and promotions by the employer of labor. Students may decide not to go to classes as a way of making their grievances known. The labor union may mobilize a cross-section of the citizenry (particularly, the market women) to support their cause. Shareholders and investors may decide to sack CEOs as a way of demonstrating their power and positions.

The Opportunities and Challenges Stakeholders Present to the Organization: In many respects, opportunities and challenges represent opposite sides of the coin when it comes to stakeholder management. Essentially, the opportunities are to build good, productive working relationships with the stakeholders. Challenges, on the other hand, usually present themselves in such a way that the firm must handle the stakeholders well or be hurt in some way – financially (short term or long term) or in terms of its public image or reputation in the community. Therefore, it is understandable why organizations should place more emphasis on challenges rather than on opportunities posed by stakeholders. These challenges typically take the form of varying degrees of expectations or demands. In most instances, they arise because stakeholders think or believe that their needs are not being met adequately. The challenges also arise when stakeholder groups think that any crisis that occurs is the responsibility of the firm or that the firm caused the crisis in some way.

The Organization’s Responsibilities (economic, legal, ethical, and philanthropic) to its stakeholders: Once challenges and opportunities of stakeholders have been identified and understood, the next logical question is, “What responsibilities does the firm have in its relationships with all stakeholders?” What economic, legal, ethical, and philanthropic responsibilities does management have to each stakeholder? Because most of the firm’s economic responsibilities are principally to it, the analysis really begins its focus on the legal and ethical questions.

Strategies or actions the organization must take to best handle stakeholder challenges and opportunities: Once responsibilities have been assessed, the organization must contemplate strategies and actions for dealing with its stakeholders involved in the relationship. In every decision situation, a multitude of alternative courses of action are available, and management must choose one or several that seem best. Important questions or decision choices include: (i) dealing directly or indirectly with stakeholders; (ii) taking the offense or the defense posture in dealing with stakeholders; (iii) accommodating, negotiating, or resisting stakeholder overtures; and (iv) employing a combination of the above strategies or pursue a singular course of actions.

The Costs and Benefits of each Proposed Strategy or Action: As the organization moves on in the process of designing a stakeholder management system, it is important that several alternative strategies or action plans be formulated. This exercise should be followed by weighing the cost and benefits in terms of financial, human, image and long-term costs to the organization in choosing one form of action over the other.

Managing External Relationships (The External Environment)
In addition to the above practices, organizations must perform an analysis of its relationship with its external environment. The purpose for this is for management and the organization to understand the external factors that will have impact on the performance of the organization in terms of profitability, government policies, etc. Analysis of population and demographic factors, economic factors, socio-cultural factors, technological factors, legal and political factors and the physical environment must be included in the analysis. The acronym for this task is known as PESTLE analysis. The elements are:
Political Factor: A stable political environment builds investor confidence and boosts the growth of a business. Political factors that can affect the conduct and strategies of a business include taxation policies, the health of the nation and the quality of the infrastructure of the economy such as the road and rail system. As such the degree of government intervention in the economy will affect companies operating in it. Compliance with regulations on governance, stakeholder relationships, ethics code of conduct, human resource practices, and taxes can be challenging for both small and large companies.

Economic Factors: Economic factors include interest rates, taxation policies, economic growth, inflation, loan access, unemployment, government spending, consumer spending and exchange rates that affect the organization. Using the economic factors to analyze a business scenario, higher interest rates may deter investment because it costs more to borrow. Also, inflation may provoke higher wage demands from employees and raise costs. In addition, a higher national income growth may boost demand for a firm’s products.

Social Factors: When we talk about the social aspects of the business environment, our focus shifts to the societal forces that affect the conduct of business. These could include educational facilities and rate of literacy, population growth rate, age distribution, life expectancy rate, religious beliefs and practices, changes in demographics, average family size and family structure, etc. All of these factors are able to affect our attitudes, our opinions and our interests, thereby directly impacting product sales and services by businesses and revenues earned.

Technological Factors: This is about how technology impacts the competitiveness of the firm in its chosen industry, including product placement and marketing. Technology can bring advantages and challenges capable if increasing or decreasing production level. Specific areas to consider are new technological advancements which can alter the production and/or distribution and marketing functions. The use of technology in marketing, the role of the Internet and the impact of the information technology changes have all changed organizations function today. The Internet, e-marketing and the social media have all altered the way companies market their goods and services. The introduction of new technology has constantly changed the way firms function.

Legal Factors: Legal factors are factors such as safety, competition, health, future legislation, trading policies and regulatory bodies which relate to the legal environment in which firms operate. An example of a legal factor is consumer law (alternatively known as consumer protection) which is designed to protect consumers from fraudulent companies or practices, and preserves their rights in the marketplace. Other examples include employment law, also known as labor law and taxation laws, foreign exchange laws, etc.

Environmental Factors: Indeed, we live in the age of environmental compliance and its complex demands. “Corporate environmentalism” has been historically defined through the laws and regulations created to protect the environment and the public. Organizations are, more than ever before, required to establish an effective environmental audit program. In addition, companies, especially those working in high environment risk areas (manufacturing, mining, oil and gas) are required to develop a strong relationship between environmental and risk management staff.

In conclusion, we submit that the challenge of corporate governance and corporate social responsibility from a stakeholder perspective is to seek to it that the firm’s primary stakeholders achieve their objectives and that other stakeholders are dealt with ethically and are also satisfied, while, the enterprise is expected to be profitable. Although the reality of most corporate governance issues does not always occur in that direction, it is nevertheless a legitimate goal for management to pursue in order to protect its long-term best interests. Management’s second-best alternative is to meet the goals of its primary stakeholders, keeping in mind the important role of its owner-investors. Without economic viability, all other stakeholders’ interests are lost. This is the foundation for an effective conflict management system.

Our proposed framework for understanding the relationships described above is holistic and encompassing. Like the systems perspective, the parts: corporate governance, corporate social responsibility, stakeholder management and environmental analysis must work together to achieve firm performance that is agreeable to all stakeholders concerned.

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Abstract
This Study examined the effect of Central Bank of Nigeria regulation on the profitability of Selected Deposit Money Banks (2004-2016). Banking regulation is implemented to ensure a safe and sound financial system in the economy. Secondary data were sourced from published Annual Financial Statements of the selected Deposit Money Banks that are considered very “strong” and the Central Bank of Nigeria Statistical bulletin over Thirteen years spanning from 2004-2016. The regression analysis used to test the desired hypotheses was Statistical package for Social Sciences (SPSS.). Findings revealed that monetary policy rate and liquidity ratio were the variables that have positive and significant relationship with Earnings per share, only monetary policy rate has positive significant relationship with return on assets (ROA), monetary policy rate has significant positive relationship with net profit margin and monetary policy rate was found to be the only variable that has significant (positive) relationship with return on equity. The study concluded that Central Bank of Nigeria regulation has not fully achieved its objectives in the selected deposit money banks profitability. The study recommended among others that Central Bank of Nigeria should review the monetary policy rate in a way that it should not be too stiffened in order to enable deposit money banks record reasonable level of profitability.

Keywords: Profitability, Regulation, Deposit Money Bank, Financial System, Moral Hazard

1.1 Background of the Study
Banking is an economic activity, which deals with the intermediation of funds between the surplus units and the deficit units of an economy and channeling of such resources to profitable investments. Banks also facilitate the provision of an efficient payment system. The importance of banking regulation in Nigeria cannot be over emphasized, as it has helped in market liberalization towards efficiency in resource allocation, saving mobilization, promotion of investment and growth in returns. Regulation provides the quality of surveillance frame work towards healthy competition, effective inflation control and economic growth. (Anyanwu, 2010; Central Bank of Nigeria, 2012; Muniraju & Kumar, (2012). In a nutshell, regulations ensure the achievement of micro and marco economic goals. Banking regulation is expected to effectively play a significant role in the stability of international financial markets (Central Bank of Nigeria, 2012). A sound, profitable, efficient and well managed banking system contributes to the stability of the financial system and protects a country from any undesirable crisis (Althanasoglu, Brissimis & Delis, 2005; Aburime, 2008; & Ramlall, 2009).

In Nigeria, banks are the dominant financial institutions thus, their health condition is crucial to the general health of the economy (Suffian, 2009). Therefore, having the knowledge of factors that affect deposit banks’ profitability is not only important but also essential in the financial stability of the economy. The importance of banks profitability cannot be over emphasized.

Profitability is considered as a crucial objective to conduct a business without which Deposit money banks will not be in business. With good profit figures, banks are able to enhance the confidence of their stakeholders, maximize shareholders’ wealth as well as being able to stay competitive in the financial market. However, to achieve their desired level of profits, banks are confronted with several factors both internal and external. One of such external factor is regulation.

The major purposes of the various banking sector regulations are to strengthen the banking industry and position it to meet the world standard. Bank supervision entails not only enforcement of rules and regulations, but also judgments concerning the soundness of bank assets, its capital adequacy and management.

Therefore, effective supervision is expected to lead to a healthy banking industry that possesses the power to propel the economic growth (Ogunleye, 2001; Adam, 2005; Soludo, 2007& Scott, 2010).

Since inception, the changes in the banking industry have been influenced by the need for a more sound...
banking industry, globalization of operations, technological innovation and the adoption of supervisory and prudential requirements that conform to international standards and the need to make Nigeria banks Basel Accord complaint.

Statement of the Problem
The 2008-2009 global economic crises at its worst phase threw up a myriad of inefficiencies in the structures for economic management in virtually all jurisdictions across the world. These weaknesses were most evident in the banking industry, a sector that formed the root and channel for the cyclonic spread of the crises to all nook and crannies of the globe. Thus, the American subprime challenge in the housing/mortgage sector spilled into the insurance industry, the credit markets (deposit money banks) and the capital markets. This became an instant pointer to failings and failure of the institutional structures for regulation of the various segments of the banking sector. (Mukhtar, 2010). This in turn threw up a debate among Nigerians as to how an effective regulation could be installed to avoid future regulatory failures in the Nigeria banking sector. This caught the attention of important institutions, including the International Monetary Fund (IMF), the World Bank (WB) and Central Banks, reinforcing the need for greater focus on financial stability.

In the wake of the crisis, many Nigerian banks suffered huge losses due to their exposure to margin trading in the capital market and lending to the downstream oil sector. The Nigeria stock market shrank by about 70percent in 2009 and 6.17percent in 2016 and there was unprecedented growth in banks’ non-performing loans (NPLs). (CBN 2010)

In Nigeria, the reforms in the banking sector preceded the banking crisis due to high undercapitalization of deposit money banks; weakness in the regulatory and supervisory framework; weak management practices; and the tolerance of deficiencies in the corporate governance behavior of banks (Uchendu, 2005). It is against these backdrops that this research strives to examine the effect of Central Bank of Nigeria (CBN) regulation on the profitability of selected deposit money banks (DMBs) in Nigeria.

Objectives of the Study
The broad objective of this research was to examine the effect of Central Bank of Nigeria regulation on the profitability of selected deposit banks in the period 2004-2016. In specific terms, the study was designed to achieve the following objectives:

1. To determine the relationship between CBN regulation and deposit money banks earnings per share.
2. To ascertain the relationship between CBN regulation and deposit money banks return on assets.
3. To examine the relationship between CBN regulation and deposit money banks net profit margin.
4. To assess the relationship between CBN regulation and deposit money banks return on equity.

Research Questions
A number of research questions were formulated targeted at the performance of banks for this study. They include:

1. Is there a significant relationship between CBN regulation and deposit money banks earnings per share?
2. Is there a significant relationship between CBN regulation and deposit money banks return on assets?
3. Is there a significant relationship between CBN regulation and deposit money banks net profit margins?
4. Is there a significant relationship between CBN regulation and deposit money banks return on equity?

Research Hypotheses
The following hypotheses stated in their null forms were tested.

H_01: There is no significant relationship between CBN regulation and deposit money banks earnings per share.

H_02: There is no significant relationship between CBN regulation and deposit money banks return on assets.

H_03: There is no significant relationship between CBN regulation and deposit money banks net profit margins.

H_04: There is no significant relationship between CBN regulation and deposit money banks return on equity.

Significance of the study
The study will be of immense benefits to the following:

a. The banks will realize that proper implementation of Central Bank of Nigeria Regulation can ensure higher profitability of the banking industry and help to restore the eroded confidence in some of the banking customers.
b. For the regulatory authorities in Nigeria to determine future policies, regulations to be formulated and implemented towards improving and sustaining banking sector profitability and stability.

c. This work will serve as a reference material for students and other researchers who want to explore further study in the areas of banking profitability.

Scope of the Study
The study covered bank regulation and profitability. Due to the broad nature of the research, the scope was restricted to the Nigerian financial system environment and it covers a period of thirteen years (2004-2016). The selection of this frame is informed by the fact that the period was underscored by a massive transformation through a guided process of recapitalization and consolidation program anchored by the Central Bank of Nigeria. The population of this study is the Thirteen (13) deposit money banks quoted on the Nigerian Stock Exchange with published annual reports during this period. However, Eight (8) banks were filtered out and a sample of five (5) banks namely: United Bank for Africa, First Bank Plc., Zenith, Guaranty Trust and Union Bank were selected on the basis of their being systemic importance banks, and all the selected banks are under international banks category.

Limitations of the Study
It is very pertinent to note that the best may not have been achieved in this work, this is as a result of some limitations, which could be defined as constraints, and factors including data collection. Most of the banks do not publish some of those variables needed in their annual reports. Some of the banks studied came into existence as a result of merger and acquisition and the CBN recapitalization program. This made the work to start from 2004 as the researcher could not get reliable data from banks for the years before 2004.

However, these factors, did not affect the study in a remarkable and significant manner as it was mitigated by putting in extra time to get those difficult data from other sources other than the banks’ annual reports, such a Nigeria Stock Exchange fact book and other reputable Stock Broker’s data base, using samples of banks and starting from 2004 because of availability of data became inevitable.

Review of related literature
2.1 Conceptual Review
2.1.1 Regulation and Supervision

Bank regulation is a form of government regulation which subjects’ banks to certain requirements, restrictions and guidelines, designed to create market transparency between banking institutions and the individuals and companies with whom they conduct business, among other things. Regulation means an official rule made by government or some other authority. It is a set of specific rules or agreed behavior either imposed by some government or external agency or self-imposed by explicit agreement within the industry to achieve a defined objective (Chris, 2003).

Uche (2001) opined that “regulation generally suggest some form of intervention in any activity and ranges from explicitly legal control to informal peer group control by government or some authoritative bodies, sometimes it stems from market transactions giving rise to spillover effects (or externalities) or third parties, or when there is information inefficiency in the market”. Okaro (2013) defined regulation as government enforcements of permissible and non-permissible business operations in Nigeria.

Financial system is a composition of various institutions, markets, instruments and operators that interact within an economy to provide financial services (Uffot, 2003). These services among others include resource mobilization, allocation, financial intermediation and facilitation of foreign exchange transactions to boost international trade (Olorunshola, 2003). Buhari (2001) defined financial regulation as the process of ensuring that cash and other financial resources of government are in accordance with the legislation, regulation and accounting manual which constitute legal and administrative framework of a particular entity. Specifically, in the case of banks regulation, it is necessary to maintain safe and sound banking system that can meet its obligations without difficulty hence a high solvency and liquidity level is expected of individual banks than they would ordinarily maintain.

As stated by Idam (2005), there are two types of regulations in financial institutions. They are:

External Regulation
This is a situation where governments establish some bodies to regulate the activities of financial institutions to avoid distress. The bodies charged with these functions in Nigeria are:
- Central Bank of Nigeria (CBN)
- Nigeria Deposit insurance corporation (NDIC)
Internal Regulation
Internal regulation is a situation where banks are regulated at the branch level. Internal regulation are policies, procedures, practices and organizational structures implemented to provide reasonable assurance that an organization’s business objectives will be detected and corrected, based on either compliance or management initiated concerns (Awe, 2005; Mordi, 2004; Jimmy, 2008). According to Nagy (2005) internal regulation consists of collection of measures at management’s disposal intended to ensure bank’s proper functioning of a correct management of bank’s assets and liabilities, and a true recording in accounting evidence.

Banking Supervision
Supervision involves assessing the safety and soundness of regulated financial institutions, providing feedback to the institutions, and using supervisory power to intervene in a timely manner to achieve supervisory objectives. The goal is to prevent avoidable losses that could result in the failure of a bank and loss of confidence in the banking system. Accordingly, the Basel Committee on banking supervision has proposed the Basel III (or the Third Basel Accord) as a global regulatory standard on bank capital adequacy, stress testing and market liquidity risk which is scheduled to be introduced from 2013 until 2018.

The Concept of Bank Lending, Monetary Policy and Profitability

The Concept of Bank Profitability
The issue of profitability is a contentious subject that a bank has to consistently face. Profit is the disparity between expenses and revenue over a period of time, normally one year. As explained by Heibati, Nourani & Dadkhah (2009), a business is organic; it survives and grows. Therefore, it is important that a bank earns profit for its long term survival and growth. It is also necessary that enough profit must be earned to maintain the activities of the business to be able to obtain funds for expansion and growth of the bank.

Agbada & Osuji (2013) argued that corporate profit planning remains one of the most difficult and time consuming aspects of bank management because of many variables involved in the decision, which are outside the control of the bank, its even more difficult if the bank is operating in a highly competitive economic environment, such as that of Nigeria.

The term profitability refers to the ability of the business organization to maintain its profit year after year. Profitability, according to Sanni, (2006) is a situation where the income generated during a given period exceeds the expenses incurred over the same length of time for the sole purpose of generating income. He further assert, a sound and profitable banking sector is better able to withstand negative shocks and contribute to the stability of the financial system. Although various authors have given different definition, basically, it is about sustaining the ability of having excess income over expenses. Profitability is therefore important because it is the main purpose of any business.

According to Tabari, Ahmed & Emami (2013) the profitability variable is represented by two alternatives measures: the ratio of profits to assets, i.e., the return on assets and the return to equity ratio (ROE). In principle, return on assets reflects the ability of a bank’s asset to generate profit, although it may be biased due to off-balance sheet activities. ROE indicates the returns to shareholders on their equity and equals ROA times the total assets-to-equity ratio.

Nwankwo (2004), feels that like other items in the balance sheet- capital reserves, investments etc., the importance of loan portfolio derives from the functions lending performs for banks. It is for instance the highest earning asset in the banks’ balance sheet. It contributes materially to the banks achievement and fulfillment of the objectives of profitability by providing a higher return than other financial assets. It helps banks management to satisfy the legal and other regulatory objectives of monetary authorities. The importance of lending in banking cannot be over-emphasized. All the technical training a banker receives is heavily geared towards lending. When it is said that one is a good or an astute banker, what in fact is meant is that one is a shrewd lender- one who lends money safely and profitable.

Monetary policy rate is the rate at which the Central Bank, as a lender of last resort, lends to the banking system. This is normally done through discounting of bills. The monetary policy rate of the Central Bank affects other interest rates in the country. If the level of money supply in the economy is very high, the central Bank increases the discount rate as a means of reducing inflationary pressures, but when the level of money supply is low, the rate is increased as a means of reducing the liquidity of the banking system.

The current study used the four measures of profitability indicators including: Earning per share (EPS), Return on Assets (ROA), Net profit Margin (NPM) and Return on equity (ROE). They are widely used to determine bank profitability, evaluate
performance of banking industry and predict the market structure trend.

The focus on profitability for DMBs is underscored by the fact that Nigeria has a bank-based financial system, because of the nature of her financial system; the success of these banks measured in terms of profitability determines the level of financial development which is a major prerequisite for economic growth.

Corporate governance requirements for Deposit Money Banks include:
1. To be a body corporate (i.e. not an individual, partnership, trust or other unincorporated entity)
2. To be incorporated locally, and/or to be incorporated under as a particular type of body corporate, rather than been incorporated in a foreign jurisdiction
3. To have a minimum number of directors
4. To have an organizational structure that includes various offices and officers, e.g company secretary, treasurer, auditors, Asset liability management committee, Compliance officer etc.
5. To have a constitution or articles of associations that is approved.
6. Or contains or does not contain particular clauses, e.g. clauses that enable directors to act other than in the best interest of the company (e.g. in the interest of a parent company) may not be allowed.

Credit Rating Requirement
Siddiqi (2009) states that Banks may be required to obtain and maintain a current credit rating from an approved credit rating agency, and to disclose it to investors and prospective investors. Here, banks are required to maintain a minimum credit rating.

Large Exposures Restrictions
According to S.21 (4) of BOFIA, Banks may be restricted from having imprudently large exposures to individual, counterparties or groups of connected counterparties. This may be expressed as a proportion of the bank’s assets or equity not encumbered by any loss (single obligor limit), and different limits may apply depending on the security held/or the credit rating of the counterparty.

2.1.5 Positive Implication of Regulation Impact of the Reform
Soludo (2005) maintained that the current banking reforms have yielded the following results among others:
1. The reforms have brought about a new mindset to the industry as banks are putting in place best practices in the areas of corporate governance and risk management. Transparency and public disclosure of transactions have remarkably improved.
2. A number of banks have returned to the profit-making path and improved their balance sheets, as the recent results of their financial statements have shown.
3. Banks are gradually resuming lending to the private sector with the additional liquidity of more than N1.7 trillion injected into the banking system through the issuance of AMCON bonds, and significant progress in re-directing credit to the power sector and SMEs at single digit interest rates. These initiatives have saved and helped create thousands of jobs in the economy.
4. A new code of corporate governance has been issued by the Central Bank of Nigeria. The CEO of banks shall serve a maximum tenure of 10 years. Furthermore, all CEOs who would have served for 10 years by July 31, 2010 ceased to function in that capacity and have handed over to their successors.
5. Nigerian Banks are now key players in the global financial market with many of them falling within the Top 20 banks in Africa and among Top 1000 banks in the world.

Challenges of the Banking Regulation/ Supervision in Nigeria
Okonjo-Iwela (2012) states that the Nigerian banking reform, despite its laudable achievements is confronted with certain challenges. Some of the challenges that have faced regulatory/ supervisory authorities include:

(a) Quality of Data
The rendition of false, incomplete and/or inaccurate returns to the regulatory authorities has been a persistent hydra-headed monster that has continued to bedevil the banking industry for a very long time. The anomaly has persisted notwithstanding the zero-tolerance policy on the issue. There have been established cases of concealment of material information and in other instances outright falsification of assets and liabilities balances in the financial statements and statutory returns to the authorities.

(b) Legal and Regulatory Framework
A necessary prerequisite for an efficient bank regulatory system is the existence of a sound legal and regulatory system for banking supervision. Although, some of the in inadequacies in the regulatory framework that have hampered the achievement of supervisory...
Banking regulation is costly, requiring enormous investments in upgrading regulatory agencies in order to effectively regulate the institutions under their purview. To begin with, regulators must operate on the same pedestal with bankers regarding knowledge of banking business, risk management and contemporary trends. Adequate resources are required to upscale the skills of bank regulators. Regulators and supervisors must therefore be well equipped to be able to engage financial institutions and craft the most appropriate regulations that would effectively address the risk. The ability of the regulatory agencies to deliver on these factors which are intrinsically linked to their mandates requires the commitment of enormous resources.

Theoretical Framework
A regulatory model consist of agencies and a set of measures embodied in legislation or in government policy, which primary goal is to constrain, shape, control the behavior of financial institutions has been fairly treated in literature. In particular, using Keynes’ advocacy of direct and active government intervention through “the invisible hand of the public sector” to strengthen and enhance the flow of capital in the economy. This research can adopt any of the three working theories of financial regulations, they are; agency theory, risk management theory and the dialectic theory. The agency theory is relevant to this study because it is geared towards customer’s protection and safety so as to maintain public confidence which is what this study is all about.

Agency theory as developed by Jensen and Mecking in 1976 in an article “Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure” to justify the government goals of safety and protection. Regulatory intervention is required for the protection of public savings when it is threatened by the behavior of financial institutions. The main tenet of this theory is that, government agencies must be present to supervise and limit the excesses of financial institutions towards customer safety and protection. The theory also focuses attention on the problems of hidden actions and hidden information, what Sinkey (1992) called “moral hazard” and “adverse selection” respectively to set strategies in order to circumvent the problems and ensure safety and confidence of savers in the system. The problem of moral hazard leads to cost for the firm associated with administering the contract, hereunder contracting, transaction, moral hazard and information costs—namely agency costs(Gomez-Mejia et al. 2005, Shapiro 2005).

Empirical Review
This section reviewed some of the work done by researchers in the past and recent time;

Review on Bank Regulation and its Effect on Banks
Jegede (2014) examined the role played by banking reforms (regulation) in the development of the Nigerian financial system. Descriptive survey research (questionnaire of the Likert type) was administered and analyzed using simple frequency tables and Z- scores. The results showed that banking reforms (regulations) in Nigeria have significantly improved the performance of the services provided in the industry and that challenges of banking sector reforms in Nigeria will guarantee future operations. The study also revealed that banking sector reform in Nigeria has significantly strengthened healthy competition in the industry. It was then recommended that Nigerian banks should improve on their operational efficiency with more time allowed for full adjustment.

Idowu & Babatunde (2010), investigated the effect of financial reform (regulation) on capital market, using time series data (1986-2010), applying ordinary least square regression found a negative relationship between the two variables, ie financial reform deterred capital market development.

Barth, Caprio & Levine (2004) examined the relationship between regulatory and supervisory practices and banking – sector development in 107 countries and found that direct regulation and supervision of banks activities by the government significantly hinders bank performance.
Owalabi & Ogunkala (2013) examined the effect of banking consolidation on the performance of selected banks in Nigeria using 5-year pre and post-consolidation data on net profit margin (NPM), return on assets (ROA) and return on capital employed (ROCE). Data were analyzed using the statistical test of equality of means to ascertain whether or not there exists evidence of significant difference between the means of these variables as a result of the exercise. Four banks were selected for the study and data over the period 2001-2010 were employed. They found evidence of significant difference between mean of ROCE in pre and post-consolidation periods but not for NPM and ROA.

Olayinka & Farouk (2014) examined the impact of banking consolidation on bank performance in Nigeria using data from four deposit money banks. Data on return on assets, net profit margin and return on equity over the period 2000-2011 were employed for the study. They find that banking regulation impacts positively and significantly on return on assets and net profit margin but lowers return on equity. They concluded that banking regulation in Nigeria had significant impact on performance of Nigerian banking sector.

Izevbiegi & Arodoye (2016) studied the effect financial liberalization has on the banking industry in Nigeria with time series quarterly data between 1981 and 2012 using ordinary least square estimation technique found that liberalization of financial variables vis-à-vis interest rate and lending rate enhances bank performance. They recommended among others that the government should pursue and sustain the policies of financial liberalization in order to enhance the competitiveness and efficiency of the Nigerian banks.

**Empirical Review on Bank Profitability and Performance**

An empirical study by Demena (2011) on profitability determinants of Ethiopian commercial banks used 10 years’ balance sheet data of 7 leading banks confirms positive effect of GDP, inflation and interest rate.

Abah (2011) used gross earnings, profit after tax and net assets of the selected banks as indices to determine financial efficiency by comparing the pre-merger and acquisition indices for the post-merger and acquisition indices for the period under review. Three Nigerian banks were selected, using convenience and judgmental sample selection methods. Data were collected from published annual report and accounts of the selected banks and were subsequently analyzed applying t-test statistics through the statistical package for social science. It was found that post-merger and acquisition period was more financially efficient than the pre-merger and acquisition period.

Epure & Lafuente (2012) in their own work examined Bank performance of the Costa Rican banking industry that was faced with risk during 1998-2007, the results of the study showed that performance improvements traced regulatory changes and that to a large extent risk explained differences in banks.

Okafor (2012) evaluated the performance of Nigeria Banks before and after 2005 consolidation exercise. Capital adequacy, asset quality, liquidity and management efficiency were used to analyze the banks’ performance. The period 2004-2005 was designated the pre-consolidation era, while 2006-2009 was deemed the post-consolidation period. The statistical tool applied in testing the hypothesis was the t-test, which help to ascertain whether there was a significant difference in the performance of banks before and after consolidation. The result showed that consolidation improved the performance of the Nigerian banking industry in terms of asset size, deposit base and capital adequacy.

Goddard, Molyneux & Wilson (2004) investigated the profitability of European banks during the 1990s using pooled cross-sectional time-series and dynamic panel models. Their model for the determinant of profitability incorporates size, diversification, risk and ownership type, as well as dynamic effects. They found that despite intensifying competition there is significant persistence of abnormal profit from year to year. The evidence for any consistent or systematic size-profitability relationship was relatively weak.

**Empirical review on Liquidity and Profitability of Banks**

Uremadu (2012) carried out a study on the effect of liquidity on the profitability of selected Nigerian Banks. Time series data for the period 1980 to 2006 was used for the study. The data was analyzed using descriptive statistics and regressive distribution lag (ARDL) model. The empirical results indicated a positive and significant relationship between cash reserve ratio, liquidity ratio, corporate income tax and banks profitability.

Ibe (2013) investigated the impact of liquidity management on the profitability of banks in Nigeria. The banks were randomly selected to represent the entire bank industry in Nigeria. The proxies for...
liquidity management include cash and short-term fund, bank balances and treasury bills and Certificates. While Profit after tax was the proxy for profitability. Elliot Rosenberg Stock (ERS) Stationery test model was used to test the association of the variables under study, while regression analysis was used to test the hypothesis. The result showed that there is a statistically significant relationship between the variables of liquidity management and profitability of the selected banks.

The study by Kehinde (2013) critically examined the relationship between credit management, liquidity position and profitability of selected banks in Nigeria using annual data of ten banks over the period of 2006 and 2010. The results from ordinary least squares estimate found that liquidity has significant positive effect on Return on Asset (ROA).

Agbada & Osuji (2013) explored the efficacy of liquidity management and banking profitability performance in Nigeria. Profitability and Return on Capital Employed (ROCE) were adopted as proxy variables. Findings from empirical analysis were quite robust and clearly indicated that there was a statistically significant effect between efficient liquidity management and banking performance and that efficient liquidity management enhances the soundness of the banks.

Uchendu (2005) investigated the impact of monetary policy on the performance of commercial banking sector in Nigeria. He developed a profit function employing three different measures of profitability namely: Interest earning rate, rate of return on assets and rate on return on capital as dependent variables and six independent variables which include: Interest rate (saving or lending), exchange rate, concentration ratio (a variable measuring efficiency unit labor cost). Estimating using OLS method, his result showed that variables in interest rates are a major source of changes in commercial banks performance.

The banking industry is highly regulated in any economy. The ownership of a banking license is a privilege not a right. This owes to the nature of its services, which involves mainly financial intermediation. Bank services become more complex as the financial system develops and or become more globally integrated. The Central Bank of Nigeria has embarked upon a variety of reforms to safeguard the financial sector. While these reforms date back to the 1950s, there have been more efforts over the years to enhance competition and efficiency, in the supply of financial products. These have included the deregulated policies of the mid-1980s and the universal banking guidelines in 2001. The market directed reforms ushered in a financial system that relied on market diktat. Consequently, leading to phenomenal growth in the number of banking institutions most of which unfortunately grew without a strong capital base.

Thus, the 2004 bank consolidated reform aimed to grow the banks in a way that would enable them play pivotal roles in driving development in other sectors of the economy and to improve their operational efficiency as well.

Okoro (2006) explained that banks hold unique positions in developing and developed countries and it is as a result of these position that the Government often deem it necessary to formulate policies aimed at achieving macro-economic objectives of growth, price stability, employment and available external payments position and the micro-economic objectives of stability, efficiency and soundness of the financial system. These policies are in general effected through regulation of the banking system. From earliest history there have been fears of concentration of power in the banking business which in turn, have been a reflection of levels and stages of political and economic development from pre independence period to the present day.

Following the adoption of the Structural Adjustments Programme (SAP) in 1986 the financial sector also witness significant changes through the deregulation of the financial system. The upsurge in the growth of financial institutions banks and non-banks necessitated the need for great attention to prudent regulation and supervision of the institutions. Anyanwuokoro (2008) emphasize that the conduct of banking business in Nigeria as in other countries is regulated by several laws. These laws are put in place to provide some set of standard and establish government agencies to be responsible for ensuring that bank comply with the requirement of all relevant laws. The operation of banking, includes its relationship with customers and other banks, the Central Bank, and dealings in banking instrument, all covered by laws such as the Banks and other Financial Institutions Acts, Central Bank of Nigeria Act 2007 as amended, the prudential guidelines and other related legislations.

2.5 Gap in Literature
None of these studies reviewed on regulation and profitability was done in covering up to the period 2016 and using Liquidity ratio, (liq). Bank
capitalization, (B-cap) Bank lending rate, (BLR) and Monetary Policy Rate, (MPR) as proxy for Central Bank regulation. This our study is bound to cover some of these gaps in existing literature by coming out with a new findings different after about a decade of major banking reform in Nigeria.

Research Methodology

3.1 Research Design

The research design used for this study is ex-post-facto. This is “an after-the event” research. It involves carrying out research on something that has occurred. It is a systematic empirical study in which the researcher does not have direct control over independent variable because they have already occurred or they cannot be manipulated.

3.2 Sources and Nature of Data

Secondary data were collected from Annual Reports from the sampled banks and from Central Bank of Nigeria Statistical Bulletin covering the period 2004-2016. The variables that were used in the study are profitability indicators which were used as dependent variable and are proxy by Earnings per Share (EPS), Return on Assets (ROA), Net Profit margin (NPM) and Return on Equity (ROE). The independent variable is Liquidity Ratio (LIQ), Bank Capitalization (B-Cap), Bank Lending Rate (BLR) and Monetary Policy Rate (MPR).

3.3 Model Specification

The models of CBN regulation indices and the selected banks profitability indicators are presented below. Each of the Banks average profitability measure was used as the dependent variables while the CBN’s indicators are jointly used as the independent variables.

Model 1: CBN Regulation and Earning Per Share (EPS)

\[
\ln \text{EPS} = \beta_{01} + \beta_{11} \ln \text{Liq} + \beta_{12} \ln \text{B-Cap} + \beta_{13} \ln \text{BLR} + \beta_{14} \ln \text{MPR} + e_1
\]

Where: \(\beta_{01}\) is the intercept of the regression model of LnEPS and CBN variables. \(\beta_{11}, \beta_{12}, \beta_{13}\) and \(\beta_{14}\) are rates of change of the CBN variables with respect to LnEPS. \(e_1\) is the error term associated with the model of CBN Regulation Variables and LnEPS.

Model 2: CBN Regulation and Return on Asset (ROA)

\[
\ln \text{ROA} = \beta_{02} + \beta_{21} \ln \text{Liq} + \beta_{22} \ln \text{B-Cap} + \beta_{23} \ln \text{BLR} + \beta_{24} \ln \text{MPR} + e_2
\]

Where: \(\beta_{02}\) is the intercept of the regression model of CBN Regulation variables and LnROA. \(\beta_{21}, \beta_{22}, \beta_{23}\) and \(\beta_{24}\) are rates of change of the CBN variables with respect to LnROA. \(e_2\) is the error term associated with CBN Regulation Variables and LnROA.

Model 3: CBN Regulation and Net Profit Margin (NPM)

\[
\ln \text{NPM} = \beta_{03} + \beta_{31} \ln \text{Liq} + \beta_{32} \ln \text{B-Cap} + \beta_{33} \ln \text{BLR} + \beta_{34} \ln \text{MPR} + e_3
\]

Where: \(\beta_{03}\) is the intercept of the regression model CBN Regulation and LnNPM. \(\beta_{31}, \beta_{32}, \beta_{33}\) and \(\beta_{34}\) are rates of change of the CBN regulation variables with respect to LnNPM. \(e_3\) is the error term associated with CBN Variables and LnNPM.

Model 4: CBN Regulation and Return on Equity (ROE)

\[
\ln \text{ROE} = \beta_{04} + \beta_{41} \ln \text{Liq} + \beta_{42} \ln \text{B-Cap} + \beta_{43} \ln \text{BLR} + \beta_{44} \ln \text{MPR} + e_4
\]

Where: \(\beta_{04}\) is the intercept of the regression model CBN Regulation Variables and LnROE. \(\beta_{41}, \beta_{42}, \beta_{43}\) and \(\beta_{44}\) are rates of change of the CBN regulation variables with respect to LnROE. \(e_4\) is the error term associated with CBN regulation Variables and LnROE.

3.4 Description of Variables

The meaning of the variables used in this study are as follows:

- Liquidity Ratio = (Liq)
- Bank Capitalization = (B-Cap)
- Bank Lending Rate = (BLR)
- Monetary Policy Rate
- Earnings per Share = (EPS)
- Return on Assets = (ROA)
- Net Profit Margin = (NPM)
- Return on Equity = (ROE)

3.5 Data Analysis Technique

The method of data analysis used in this study is the Ordinary Least Squares (OLS) regression method. This is because of the following reasons:

- The computational procedure of OLS is fairly simple as compared with other econometric techniques, OLS technique has been used in a wide range of economic
relationship with satisfactory coefficients; and OLS is an essential component of most other econometric techniques. Also, in the analysis of this study, statistical package for social sciences (SPSS) Version 20 was utilized.

3.6 Evaluation of Estimates

Assessing significance of Variables

This aims at the evaluation of the statistical reliability of the estimated parameters of the model. In this case, T-statistic, Co-efficient of Determination (R²) and Correlation(R) was used.

3.7 Apriori Expectation

Liquidity

A lot of works have been carried out on liquidity and its effect on the banking sector. A measure of the extent to which a person or organization has cash to meet immediate and short term obligations, or assets that can be quickly converted to do this. The availability of large liquidity is beneficial to the banking sector. It is apriori expected that their exist a positive relationship between liquidity and profitability. Kehinde (2013) maintained that liquidity has significant effect on profitability.

Bank capitalization

It is apriori expected that the relationship between bank capitalization and profitability should be positive. Abreu & Mendel (2002) explained that well capitalized banks face lower bankruptcy and funding cost and this advantage translates into better profitability.

Bank Lending Rate

Bank Lending rate is the rate of interest which a Central Bank charges on the loans and advances to a deposit money bank. Whenever a bank has a shortage of funds, they can typically borrow from the Central Bank based on the monetary policy of the country. It is apriori expected that there exist a positive relationship between bank lending rate and profitability. This implies that Bank lending rate plays a significant role in enhancing economic activities. Okoye & Eze (2013) asserts that lending rate has positive effect on the performance of Nigeria banks.

Decision Rule

This work will use the P-value to assess the significance of the variable because it’s automatically generated by SPSS.

1. P-Value; Reject the null hypothesis if P-value is less than 0.05 level of significance, otherwise accept the null hypothesis and conclude that there is no significant relationship between the independent variable and the dependent variable.

Data Presentation and Analysis

4.1 Data Presentation

The data sources are mainly from Central Bank of Nigeria Statistical bulletin and the studied banks Financial Annual Reports and Accounts and are placed as Appendices 1, 2 and 3.

4.1.1 Graphical Presentation of Data

![Time Series Plot of Banks EPS](image)

Figure 1: Time Series Plot of Selected Banks EPS
Figure 2: Time Series Plot of Selected Banks Return on Assets

Figure 3: Time Series Plot of Selected Banks Net Profit Margin
DECISION RULE

The hypotheses are tested using Least Square Estimate (LSE) of the Regression model. The significance of the variables tested in each of the model is assessed by comparing the p-value against the level of significance (0.05). The H_0 is rejected if the p-value is less than the level of significant and we thus conclude that the variable under consideration is significant. Otherwise we accept the null hypothesis and conclude that the independent variable under consideration does not have significant effect on the dependent variable.

TEST OF HYPOTHESIS

The results of various text of hypothesis are presented in this section:

**Hypothesis 1:**

H_0: There is no significant relationship between CBN regulation and deposit money banks earning per share.

H_1: There is significant relationship between CBN regulation and deposit money banks earning per share.

**Table 1: Model Summary for EPS**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.857</td>
<td>.735</td>
<td>.603</td>
<td>.08096</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output.

Table 1 presents the model summary of CBN regulation on LnEPS. The R value of 0.857 shows that a linear relationship of 85.7% exists between LnEPS and the CBN regulation.
Also, R-square value of 0.735 shows that 73.5% of the variation in the dependent variable (LnEPS) is attributable to the CBN regulation.

**Table 1 A: Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Decision</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-1.217</td>
<td>1.977</td>
<td>-0.616</td>
<td>.555</td>
<td>Accept H0</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnBLR</td>
<td>-0.691</td>
<td>1.272</td>
<td>-0.133</td>
<td>-0.543</td>
<td>Accept H0</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnLIQ</td>
<td>1.147</td>
<td>0.446</td>
<td>0.565</td>
<td>2.574</td>
<td>Reject H0</td>
<td>Significant</td>
</tr>
<tr>
<td>LnBCap</td>
<td>-0.68</td>
<td>0.101</td>
<td>-0.190</td>
<td>-0.671</td>
<td>Accept H0</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnMPR</td>
<td>0.791</td>
<td>0.245</td>
<td>0.619</td>
<td>3.228</td>
<td>Reject H0</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output

Table 1A presents the estimates of the regression coefficients and their test of significance. The significance of the variables tested in the model is assessed by comparing the p-value against the level of significance (0.05). The H<sub>0</sub> is rejected if the p-value is less than the level of significant and we thus conclude that the variable under consideration is significant. Otherwise we accept the null hypothesis and conclude that the independent variable under consideration does not have significant effect on the dependent variable. A comparison of the p-value (sig) of the variables on 5% (0.05) level of significance shows that LnMPR and LnLIQ have positive and significant relationship with the dependent variable LnEPS. The other variables do not have significant relationship with the dependent variable.

**Hypothesis 2**

H<sub>0</sub>: There is no significant relationship between CBN regulation and deposit money banks return on assets.

H<sub>1</sub>: There is significant relationship between CBN regulation and deposit money banks return on assets.

**Table 2 Model Summary for ROA**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.761*</td>
<td>.579</td>
<td>.368</td>
<td>.14791</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output

**Table 2A : Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Decision</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>4.923</td>
<td>3.612</td>
<td>1.363</td>
<td>2.10</td>
<td>Accept H0</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnBLR</td>
<td>-3.436</td>
<td>2.324</td>
<td>-1.479</td>
<td>.178</td>
<td>Accept H0</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnLIQ</td>
<td>-0.245</td>
<td>0.814</td>
<td>-0.300</td>
<td>.772</td>
<td>Accept H0</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnBCap</td>
<td>-0.099</td>
<td>0.184</td>
<td>-0.537</td>
<td>.606</td>
<td>Accept H0</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnMPR</td>
<td>1.102</td>
<td>0.447</td>
<td>0.596</td>
<td>2.464</td>
<td>Reject H0</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output

Table 2 presents the model summary of CBN regulation on LnROA. The R value of 0.761 shows that a linear relationship of 76.1% exists between CBN regulation and LnROA. Also, R-square value of 0.579 shows that 57.9% of the variation in the
dependent variable (LnROA) is attributed to the CBN regulation.

Table 2.A presents the estimates of the regression coefficients and their test of significance. The significance of the variables tested in the model is assessed by comparing the p-value against the level of significance (0.05). The $H_0$ is rejected if the p-value is less than the level of significant and we thus conclude that the variable under consideration is significant. Otherwise we accept

the null hypothesis and conclude that the independent variable under consideration does not have significant effect on the dependent variable. A comparison of the p-value (sig) of the variables on 5% (0.05) level of significance shows that only LnMPR has positive and significant relationship with the dependent variable LnROA. The other variables do not have significant relationship with the dependent variable.

**Hypothesis 3:**

$H_0$: There is no significant relationship between CBN regulation and deposit money banks net profit margin. $H_1$: There is significant relationship between CBN regulation and deposit money banks net profit margin.

**Table 3 : Model Summary for LnNPM**

<table>
<thead>
<tr>
<th>Model</th>
<th>$R$</th>
<th>$R$ Square</th>
<th>Adjusted $R$ Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.888$^a$</td>
<td>.788</td>
<td>.683</td>
<td>.08641</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output

Table 3 presents the model summary of CBN regulation and LnNPM. The $R$ value of 0.888 presented in table 7a shows that a linear relationship of 88.8% exists between CBN regulation and LnNPM. Also, R-square value of 0.788 shows that 78.8% of the variation in the dependent variable (LnNPM) is attributable to the CBN regulation.

**Table 3.A :Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Decision</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.518</td>
<td>2.110</td>
<td></td>
<td>.719</td>
<td>.492</td>
<td>Accept $H_0$</td>
</tr>
<tr>
<td>LnBLR</td>
<td>-.995</td>
<td>1.358</td>
<td>-.160</td>
<td>-.733</td>
<td>.485</td>
<td>Accept $H_0$</td>
</tr>
<tr>
<td>LnLIQ</td>
<td>-.008</td>
<td>.476</td>
<td>-.003</td>
<td>-.017</td>
<td>.987</td>
<td>Accept $H_0$</td>
</tr>
<tr>
<td>LnBCap</td>
<td>-.080</td>
<td>.108</td>
<td>-.189</td>
<td>-.745</td>
<td>.478</td>
<td>Accept $H_0$</td>
</tr>
<tr>
<td>LnMPR</td>
<td>1.352</td>
<td>.261</td>
<td>.886</td>
<td>5.171</td>
<td>.001</td>
<td>Reject $H_0$</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output

Table 3.A presents the estimates of the regression coefficients and their test of significance. The significance of the variables tested in the model is assessed by comparing the p-value against the level of significance (0.05). The $H_0$ is rejected if the p-value is less than the level of significant and we thus conclude that the variable under consideration is significant. Otherwise we accept the null hypothesis and conclude that the independent variable under consideration does not have significant effect on the dependent variable. A comparison of the p-value (sig) of the variables on 5% (0.05) level of significance shows that only LnMPR has positive and significant relationship with the dependent variable LnNPM. The other variables do not have significant relationship with the dependent variable.

**Hypothesis 4:**

$H_0$: There is no significant relationship between CBN regulation and deposit money banks return on equity. $H_1$: There is significant relationship between CBN regulation and deposit money banks return on equity.
Table 4: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.929*</td>
<td>.864</td>
<td>.796</td>
<td>.07368</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output

Table 4.A: Coefficients*

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Decision</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.150</td>
<td>1.799</td>
<td>.083</td>
<td>.936</td>
<td>Accept H₀</td>
<td>Not significant</td>
</tr>
<tr>
<td>LnBLR</td>
<td>.169</td>
<td>1.158</td>
<td>.026</td>
<td>.146</td>
<td>.888</td>
<td>Accept H₀</td>
</tr>
<tr>
<td>LnLIQ</td>
<td>.347</td>
<td>.406</td>
<td>.135</td>
<td>.855</td>
<td>.417</td>
<td>Accept H₀</td>
</tr>
<tr>
<td>LnBCap</td>
<td>-.042</td>
<td>.092</td>
<td>-.093</td>
<td>-.459</td>
<td>.659</td>
<td>Accept H₀</td>
</tr>
<tr>
<td>LnMPR</td>
<td>1.540</td>
<td>.223</td>
<td>.950</td>
<td>6.909</td>
<td>.000</td>
<td>Reject H₀</td>
</tr>
</tbody>
</table>

Source: SPSS version 20 output

Table 4 shows the model summary for the model of CBN regulation and LnROE. The R value of 0.888 shows that a linear relationship of 88.8% exists between CBN regulation and LnROE. Also, R-square value of 0.788 shows that 78.8% of the variation in the dependent variable (LnROE) is attributable to the CBN regulation.

Table 4.A presents the estimates of the regression coefficients and their test of significance. The significance of the variables tested in the model is assessed by comparing the p-value against the level of significance (0.05). The H₀ is rejected if the p-value is less than the level of significant and we thus conclude that the variable under consideration is significant. Otherwise we accept the null hypothesis and conclude that the independent variable under consideration does not have significant effect on the dependent variable. Only LnMPR has positive and significant relationship with the dependent variable LnROE. The other variables do not have significant relationship with the dependent variable.

4.3 Discussion on Findings
The regression result shows that monetary policy rate and liquidity ratio were the only variables that have positive and significant relationship with earnings per share. It means the deposit money banks will be able to gain and retain public confidence. This is because if the banks are allowed to have adequate liquidity, and are able to judiciously utilize it, then the profitability is guaranteed. For a bank to attract deposits from general public and other financial Institutions; it means to win and retain public confidence. Furthermore, the deposit money banks interest rate is always very high, with some banks charging as much as 26% on their loan to individuals; this could discourage prospective investors from taking loans from banks and looking for other cheap sources of finance for their businesses.

The result shows that monetary policy rate has a (positive) significant relationship with return on assets. It indicates that the higher the return on assets, the more profitable a banks operation is and it shows how much profit generated per naira. Monetary policy rate was the only variable that has significant (positive) relationship with Net profit margin. Higher net profit margin indicates higher managerial efficiency while low net profit margin indicates inefficiency.

Liquidity, Bank capitalization and Bank lending rate was found to have negative relationship with net profit margin. This might be so because, either the banks are not adhering to the prudential guidelines of the CBN.

Monetary policy rate was found to be the only variable that has significant (positive) relationship with return on equity. This higher the return on equity, the more efficient the bank is.

5.0 Summary of Findings, Conclusion and Recommendations
5.1 Summary of Findings
This study was aimed at determining the relationships between Central Bank of Nigeria regulations and banks profitability. The specific objectives include: to determine the relationship between CBNs regulation and deposit money banks Earning Per Share; to ascertain the relationship between CBNs regulation and deposit money banks return on assets; to examine the relationship between CBNs regulation and deposit
money banks Net Profit Margin; and to assess the relationship between CBNs regulation and the return on equity.

The following were the summary of findings made in this study:
1. Monetary policy rate (MPR) and Liquidity ratio (liq) were the variables that have positive and significant relationship with Earnings per share (EPS).
2. Only Monetary policy rate (MPR) has (positive) significant relationship with Return on assets (ROA).
3. Monetary policy rate (MPR) was found to be the only variable that has significant (positive) relationship with Net Profit Margin (NPM).
4. Monetary policy rate (MPR) was found to be the only variable that has significant (positive) relationship with Return on equity (ROE).

5.2 Conclusion
Banking sector is so sensitive and important to the economy in terms of profitability and stability that they must not be let loose by the Central Bank. The primary aim of regulation is not to reduce the profit making strength of deposit money banks but to stabilize the financial system. The hypotheses tested showed that monetary policy rate and liquidity ratios have positive and significant relationship with earnings per share. The higher the earnings per share of a bank, the more it is considered profitable by shareholders.

Monetary policy rate has a (positive) significant relationship with return on assets. This shows how much profit generated per naira and it indicates that the higher the return on assets, the more profitable banks operations are. Monetary policy rate was found to be the only variable that has significant (positive) relationship with net profit margin. Higher net profit margin indicates higher managerial efficiency while low net profit indicates inefficiency. This find is in agreement with the outcome of studies by Okoye & Eze (2013)

Monetary policy rate was found to be the only variable that has significant (positive) relationship with return on equity. The higher the return on equity, the more efficient the bank is and conforms with the results as shown in the works of Kehinde (2013). Central Bank of Nigeria regulation has not fully achieved its objectives in the selected deposit money banks profitability.

Based on the findings of the study, the following recommendations were made:
1. Central Bank of Nigeria should continuously review the monetary policy rate in a way that it should not be too stiffened in order to enable deposit money banks record reasonable level of profitability.
2. Deposit money banks should improve their total assets turnover and diversify in such a way that they can generate more profits on their assets.
3. Dividend policy of deposit money banks should be attractive to encourage potential investors whose investment in DMBs equity is expected to generate the much needed capital inflow in order to sustain their profitability.
4. Deposit money banks should as a matter of policy operate within the provisions of the prudential guidelines.
5. Adequate efforts should be made by deposit money banks to increase their level of investments as that will help in generating reasonable returns on their assets.
6. The regulatory authorities have a duty to perform in ensuring that good corporate governance and the best of bank practices are adhered in the banking industry.

5.4 Contributions to Knowledge
This present study has been able to show that CBN monetary policy rate is the only variable that has positive relationship on all the selected banks profitability indicators and that this conclusion has persisted beyond the Bank consolidation era.

5.5 Recommendations for Further Studies
Following the scope of this present study from 2004-2016, there is need for further research in this area to be extend the scope beyond 2018 as data becomes available and the study should include all authorized deposit money banks.

REFERENCES


APPENDIX I

CBN REGULATION INDICES

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Source: CBN Annual Statistical bulletin 2004-2016

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Source: Banks Annual Report 2004-2016

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Source: CBN Annual Statistical bulletin 2004-2016
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## APPENDIX V: BANKS NET PROFIT MARGIN

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Source: Banks Annual Report 2004-2016
APPENDIX VI: UBA PROFITABILITY INDICATORS

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Source: Banks Annual Report 2004-2016

APPENDIX VII: FIRST BANK OF NIGERIA PROFITABILITY INDICATORS.

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Source: Banks Annual Report 2004-2016

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<td>2007</td>
<td>16.42</td>
<td>229</td>
<td>1.98</td>
<td>19.63</td>
</tr>
<tr>
<td>2008</td>
<td>14.2</td>
<td>192</td>
<td>2.77</td>
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<td>2009</td>
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<td>76</td>
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<td>132</td>
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<td>2012</td>
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<td>2013</td>
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<td>2014</td>
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<td>295</td>
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</tr>
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<td>2015</td>
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<td>2.72</td>
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<tr>
<td>2016</td>
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Source: Banks Annual Report 2004-2016
### APPENDIX IX: GUARANTEE TRUST BANK PROFITABILITY INDICATORS

<table>
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<tr>
<th>YEAR</th>
<th>ROE(%)</th>
<th>EPS(k)</th>
<th>ROA</th>
<th>NPM</th>
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<td>2004</td>
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<td>135</td>
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<td>2005</td>
<td>18.28</td>
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<td>2008</td>
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<td>2009</td>
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<td>2.34</td>
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Source: Banks Annual Report 2004-2016

### APPENDIX X: UNION BANK PROFITABILITY INDICATORS (N'MILLION)

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<thead>
<tr>
<th>YEAR</th>
<th>CAR(%)</th>
<th>ROE(%)</th>
<th>PBT</th>
<th>EPS(K)</th>
<th>ROA</th>
<th>NM</th>
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<td>28</td>
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<td>28.24</td>
<td>15738</td>
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</table>

Source: Banks Annual Report 2004-2016
Impact of Internal Control System on Organizational Performance
(A Study of Selected Pension Fund Administrators in Nigeria)

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Abstract
In recent times, internal control has been identified as a major factor to the survival or failure of any organization. This study examines the impact of internal control system on organizational performance with reference to some selected pension fund administrators. Descriptive research method was adopted. A balanced financial performance panel data from five selected pension fund administrators covering a ten-year period (2007 – 2017) was analysed using random effect regression techniques. Internal control matrix was applied to the pension fund administrators. The result showed that the pension fund administrators that instituted and implemented strong internal control system recorded better financial performance. The researchers recommend that organizations in both the private and public sectors should use internal control as a tool for enhancement of organizational performance leveraging on competent professionals and relevant technology.

Key words: Internal control, organizational performance and pension fund administrators.
Credit Risk Management and Financial Performance of Quoted Deposit Money Banks in Nigeria

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2 Department of Business Administration, Nasarawa State University, Keffi, Nigeria
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Abstract
This study analysed the impact of credit risk management on the financial performance, using evidence from the annual reports/financial statements of 10 quoted deposit money banks in Nigeria during a 7-year period from 2010-2016. The study was carried out using ex-post factor and longitudinal research designs. Descriptive statistics were used in the presentation of data, while fixed effects panel estimator was applied in assessing the impact of credit risk management variables as capital adequacy ratio (CAR); non-performing loans ratio (NPLR); cost-to-income ratio (CIR); return on asset (ROA); liquidity ratio (LR) and loans-to-deposit ratio (LDR) on the financial performance surrogated by return on equity (ROE). Regression results from the fixed effects model (FEM) reveals that CAR, ROA and LDR have positive and significant impact on the financial performance; while NPLR, CIR and LR have no significant impact of the financial performance measured by the ROE. The study concludes that the total regulatory capital held by banks vis-à-vis the risk weighted assets as measured by CAR is sufficient. Following this conclusion, it is therefore, recommended that banks that are yet to adhere to the minimum 10% CAR for national banks and 15% for international banks as suggested by the Central Bank of Nigeria (CBN) should do so or even surpass the minimum benchmark in order to increase shareholder’s wealth represented by ROE. In this regard, CBN should increase CAR to at least 13% and 18% for national and international banks respectively.

Keywords: Credit risk management, financial performance, deposit money banks, fixed effects model, return on equity

INTRODUCTION
Credit risk is the one of the major types of risk threatening continuous existence of banks and other financial institutions which engages in the disbursement of loans. Credit risk in the simplest terms, is the risk of default. Credit risk is the possibility that a bank customer- individual or corporate will not meet loan repayment obligation as at when due. Credit creation is one of the main income generating activities for the banks and adequate management of credit risk is critical for the survival, growth and development of banks (Kargi, 2011). In fact, banks give target to staff particularly marketing staff on the amount of credit to create i.e. loans and advances. Mitigating the risk of default, calls for proper risk management framework. Credit risk management is an integral part of the overall risk management efforts of organizations. Weak credit risk management is a major cause of many business failures (Kalui & Kiawa, 2015). Credit risk management encompasses the systems, procedures and controls which a company put in place to ensure the effective and efficient collection of customer payments thereby minimizing the risk of non-payments (Mokogi, 2003).

There are two possibilities with regards to payment when a bank issue a credit facility or grant loan, it is either the repayment will be regular in accordance with the terms of credit or the repayment may not be regular. A credit facility is said to be performing if the repayment is done in consonance with the loan agreement, while a non-performing loan is that which repayment is not regular and does not follow the terms of agreement. As pointed out by Greuning (2003), the central bank authorities entered into agreement in December 1987 known as Basel I and II accord due to increasing spate of non-performing loans (NPL) and its attendant consequences. Basel I and II emphasized the importance of capital adequacy as a means of mitigating credit risk. Similarly, Taiwo, Ucheaga, Achugamone, Adetiloye, Okoye and Agwu (2017) documented that Asset Management Corporation of Nigeria (AMCON) was established as a monetary response to solve the problem of non-performing loans troubling deposit money banks in Nigeria. Other measures taken to address credit risk
were the creation of credit risk management department and board risk management committee in banks.

From the preceding paragraph, it can be inferred that the importance of credit risk management cannot be overemphasized. It is therefore, worthy to investigate whether the efforts and investment in credit risk management propel financial performance. There are a lot of empirical studies analysing the link between credit risk management and financial performance globally, but very limited number of researches utilized capital adequacy ratio, asset quality, management efficiency, earnings and liquidity (CAMEL) components generally and particularly in Nigeria. Additionally, significant number of prior empirical works did not carry out stationary test in their analysis and the studies have been conducted using period before 2016. See for example, Marshal and Onyekachi (2014); Ogoi and Unuaye (2013); Oluwafemi, Israel, Simeon and Olawale (2014); Ravi (2012); Rajkumar and Hanitha (2015); Taiwo et al. (2017) and, Yimka, Taofeek, Abimbola, and Olusegun (2014) among several others. Failure to carry out a stationary test can cause asymptotically biased estimated coefficients in the regression results if the data is non-stationary (Lantz & Feng, 2006). These are the gaps in knowledge that the study intends to fill.

This study on the other hand, intends to investigate the impact of credit risk management on the financial performance of quoted deposit money banks from 2010-2016 focusing on CAMEL cum loan-to-deposit ratio as proxies for credit risk management, and return on equity (ROE) as a measure of financial performance.

LITERATURE REVIEW
Conceptual Clarification
Banks are exposed to different kinds of risk, ranging from credit risk, liquidity risk, market risk, exchange rate risk, interest rate risk, foreign exchange risk, operational risk, political risk among others. However, the focus of this study is on credit risk. Among the risk that face banks, credit risk is one of great concern to most banks and their regulatory authorities (Nyabicha, 2017). Credit risk is the risk that a borrower defaults and does not honour its obligations to service debt (Taiwo et al. 2017). Basel Committee (1999) described credit risk as the probability that a bank borrower or counterparty will fail to meet its obligations in accordance with agreed terms or the possibility of losing the outstanding loan partially or totally due to credit events. Chijiora (2011) pointed out that credit risk is the most critical and expensive risk associated with financial institutions, and its impact on performance is quite significant compared to any other type of risk. Credit risk is the risk of a financial loss if an obligor does not fully honour its contractual commitments (Zenith bank, 2016). Obligors may be borrowers, issuers, counterparties or guarantors. Credit risk is the most significant risk facing banks in the normal course of business; banks are exposed to credit risk not only through direct lending activities and transactions but also through commitments to extend credit, letters of guarantee, letters of credit, securities purchased under reverse repurchase agreements, deposits with financial institutions, brokerage activities, and transactions carrying a settlement risk such as irrevocable fund transfers to third parties via electronic payment systems (Zenith bank, 2016).

Nikolaidou and Vagiazas (2014) viewed credit risk management as the combination of coordinated tasks and activities for controlling and directing risks confronted by an organization through the incorporation of key risk management tactics and processes in relation to the organization’s objectives. Achou and Tenguh (2008) observed that banks manage credit risk to enhance interest income (profitability) and to reduce loan losses which arises from credit default. It is therefore, expected that banks with better credit risk management strategies have lower non-performing loans (Nyabicha, 2017). Hefferman (2013) asserts that failure to effectively manage credit risk majorly contribute to bank’s financial crisis.

Furthermore, the proxies for the study variables are briefly discussed. In this respect, capital adequacy refers to the amount of equity and other reserves against its risky assets. This reserve is aimed at protecting depositor from any unexpected loss (Rajkumar & Hanitha, 2015). Based on the requirement of the BASEL II, CAR for banks should be at least 10%. Similarly, Central Bank of Nigeria (CBN) the apex regulatory for banks in Nigeria expects banks to maintain a minimum of 10% CAR for national banks and 15% for international banks. Asset quality is measured by the ratio of gross non-performing loans to total gross loans. This ratio is a major indicator of deposit money banks credit risk (Rajkumar & Hanitha, 2015). It indicates how much of the banks loans and advances are becoming non-performing which measures the extent of credit default risk that the bank sustained (Rajkumar & Hanitha, 2015). According to the Central Bank of Nigeria's prudential guidelines, a loan is said to be...
non-performing when the principal and or interest remain outstanding for more than 90 days and other qualitative measures also indicate that the borrower may not be able to service the loan (Zenith bank, 2016).

Management efficiency (cost-to-income ratio) is most commonly used in the financial sector. It is a useful measure of how costs are changing relative to income (Rajkumar & Hanitha, 2015). Earnings ratio measures the earnings ability of banks in generating profit out of its scarce resources. Rajkumar and Hanitha (2015) states that the high the ratio the better the earnings ability. Liquidity coverage ratio aimed at promoting short-term resilience of the liquidity risk profile of banks (Rajkumar & Hanitha, 2015).

Financial performance is a company’s ability to generate new resources from day-to-day operations over a given period of time and it is measured by net income and cash from operation (Rajkumar & Hanitha, 2015). Organisational researchers generally use either accounting-based measures of profitability such as ROA, return on sales (ROS) and ROE or stock market-based measures such as Tobin’s Q and market return to assess financial performance (Combs, Crook & Shook, 2005; Hoskisson, Hitt, Wan & Yiu, 1999; Hult et al., 2008). Accounting measures are reflections of past or short-term financial performance, while market measures are the reflections of future or long-term financial performance (Hoskisson, Johnson& Moesel, 1994; Keats & Hitt, 1988).

Theoretical Framework
This study adopts the modern portfolio theory as its theoretical framework. According to this theory, banks applied asset-by-asset approach to credit risk management and the approach involves periodically evaluating the credit quality of loans and other credit exposures, applying a credit risk rating, and aggregating the results of this analysis to identify a portfolio’s expected losses (Gakure, Ngugi, Ndwiga & Waithaka, 2012). Gakure, Ngugi, Ndwiga and Waithaka (2012) asserted that the foundation of the asset-by-asset approach is a sound loan review and internal credit risk rating system. Gakure, Ngugi, Ndwiga and Waithaka (2012) further maintained that a loan review and credit risk rating system enable management to identify changes in individual credits, or portfolio trends in a timely manner. Asset-by-asset approach is a critical component to managing credit risk, but does not provide a complete picture of portfolio credit risk (Mason & Roger, 1998). Therefore, to gain greater insight into credit risk, banks increasingly look to complement the asset-by-asset approach with a quantitative portfolio review using a credit model (Mason & Roger, 1998). Banks increasingly attempt to address the inability of the asset-by-asset approach to measure unexpected losses sufficiently by pursuing a portfolio approach (Nyabicha, 2017). Essendi (2013) observed that portfolio theory assumes that investors often want to maximize returns from their investments for a given level of risk and provides a framework for specifying and measuring investment risk and to develop relationships between risk and expected returns. One weakness of asset-by-asset approach is that it has difficulty identifying and measuring concentration. Additional portfolio risk resulting from increased exposure to a borrower or to a group of related borrowers is termed as concentration risk (Richardson, 2002).

The traditional portfolio approach uses two methods, namely the expert method and the credit scoring models (Nyabicha, 2017). In the expert system, the credit decision is left in the hands of the branch lending officer (Rosli, 2000). The branch lending officer is expected to rely on his expertise, judgment, and weighting of certain factors as the most important determinants in the decision to grant loans (Rosli, 2000). The traditional approach is based on the heuristics or intuition of the loan officer to assess the credit proposition of a borrower. Heuristic decision making is, however, not necessary arbitrary or irrational because it is based on years of experience that enable individuals to identify solution quickly without going through an analytical process (Rosli, 2000). The 5Cs of credit are always used by banks to assess the creditworthiness of the potential borrower. The 5Cs of credit is a mnemonic device for character, capacity, conditions, collateral and capital (Dev, 2009). Character assessment is performed to determine the willingness and desire of borrowers to repay debt. Capacity is described as the borrower’s capacity to borrower and also his repayment capacity. Economic conditions will also affect the borrower’s ability to repay the loan. A bank will normally ask for collateral as security against the loan. Capital requirement of the business indicates the financial net worth of the borrower. The loan officer may examine as many points as possible including the 5Cs and interest rate (Dev, 2009). On the other hand, credit scoring models use statistical and mathematical methods to estimate probability of default (Togtokh, 2012).

Review of Empirical Studies
Elshaday, Kenenisa and Mohammed (2018) placing emphasis on 8 private commercial banks in Ethiopia for the period 2007-2016, analysed determinants of financial performance using correlation and random effect model. The result shows that CAR, credit interest income and size of the bank have positive and statistically significant effect on financial performance while non-performing loans (NPLs), loan loss provision (LLP), leverage ratio (LR) and operational cost efficiency (OCE) have statistically negative and significant effect on banks’ financial performance measured by return on asset (ROA) and return on equity (ROE).

Ernest and Fredrick (2017) examined the impact of credit risk management on the profitability of 6 commercial in Ghana using random effect model. The study utilized non-performing loans, loan loss provisions ratio, loan to asset ratio and capital adequacy ratio as surrogates for credit risk whereas return on equity (ROE) was adopted as measure of profitability. Result shows that capital adequacy ratio had positive relationship with a bank’s profitability; while non-performing loans, loan loss provisions ratio and loan to asset ratio shows statistically significant negative relationship with the profitability of a bank.

Marshal and Onyekachi (2014) investigated the association between credit risk and performance of 5 deposit money banks in Nigeria over the period 1997-2011 using panel regression technique. The regression results show that ratio of non-performing loans to loan and advances and ratio of loan and advances to total deposit have positive effect on banks’ performance proxy by return on equity (ROE).Taiwo et al. (2017) analysed the effect of credit risk management on the performance of deposit money banks in Nigeria and bank lending growth using time series data from 1998-2014 obtained from the central bank of Nigeria (CBN) 2014 statistical bulletin and 2015 world bank development indicators (WDI). The multiple regression results indicate that non-performing loans has no significant effect on bank lending growth, while loan to deposit ratio has significant positive effect on bank lending growth.Ogboi and Unuafe (2013) examined the impact of credit risk management and capital adequacy the financial performance, using panel data evidence from 6 deposit money banks in Nigeria over the period 2005-2009. Results from the pooled ordinary least squares (POLS) reveals that the ratio of non-performing loans to loans and advances, loan loss provisioning to classified loans and liquidity ratio have no significant impact on the financial performance, while loans and advances to total deposit has significant negative impact on the financial performance. The authors also reported significant positive impact between capital adequacy ratio (CAR) and financial performance surrogated by ROA.

Rajkumar and Hanitha (2015) assessed the impact of credit risk management on the financial performance of 2 state commercial banks in Sri Lanka using soundness index indicators- CAMEL as proxies for credit risk management and ROE as indicator of financial performance for a period from 2006-2013. Using multiple OLS regression, the authors found that capital adequacy, asset quality, management efficiency and liquidity have negative relationship with financial performance, whereas earnings have strong positive relationship with financial performance.Li and Zou (2014) evaluated the link between credit risk management and profitability of commercial banks in Europe. The authors adopt non-performing loan ratio and capital adequacy ratio as proxies for credit risk, and return on assets (ROA) and return on equity (ROE) as measures of profitability. Results show that non-performing loan ratio has significant negative impact on profitability whilst capital adequacy ratio has no significant impact on profitability. Yimka, Taofeek, Abimbola, and Olusegun (2014) studied the role of credit risk management in value creation process among 10 deposit money banks in Nigeria between 2006 and 2010 using panel data approach. The findings indicate that ratio of non-performing loans and provisions to provisions for loans and advances losses have significant positive effect on ROE, while ratio of non-performing loans and advances to total loans and advances has no significant effect on ROE.

Oluwafemi, Israel, Simeon and Olawale (2014) in panel study of 10 deposit money banks in Nigeria evaluated the association of risk management practices and financial performance from 2006-2009. The results reveal among others that non-performing loans and liquidity have no significant effect on the financial performance measures as return on capital employed (ROCE), return on asset (ROA) and ROE.Nyabicha (2017) examined the effect of credit risk management on financial performance of 10 listed commercial banks in Kenya during the period 2008-2014, applying random effects model. The study adopts 4 proxies for financial performance namely non-performing loan ratio, capital adequacy ratio, loan loss given default ratio and loan loss provision ratio, while abnormal returns in share price was used to measure financial performance. The association between CAR, loan loss given default ratio, loan loan provisions ratio and financial
performance was not found to be significant, whereas the link between NPLR and financial performance was negative but significant. Using fixed effects and generalised method of moments, Murithi, Waweru and Muturi (2016) studied the effect of credit risk on the financial performance of banks in Kenya during the period 2005-2014. The results reveal among others that capital adequacy ratio (capital to risk weighted assets) and asset quality have negative effect on financial performance as measured by ROE.

Relying on the period 2005-2013 and applying panel data technique, Alshatti (2017) assessed the effect of credit risk management indicators (CAR, credit interest/credit facilities ratio, facilities loss/net facilities ratio, facilities loss/gross facilities ratio, leverage ratio, non-performing loans/gross loans ratio) on financial performance represented by ROA and ROE. The findings reveal that the ratio of non-performing loans to gross loans have positive effect on the financial performance, and the ratio provision for facilities loss to net facilities have negative effect on the financial performance. The results also indicate that CAR and ratio of credit interest to credit facilities have no significant effect on ROA and ROE as metrics for measuring financial performance. Alalade, Agbatogun, Cole and Adekunle (2015) examined the impact credit risk management on financial performance of 10 commercial banks in Nigeria during the period 2006-2010. Loan and advance loss provision, total loan and advances, non-performing loan and total asset were used to represent credit risk management while ROE and ROA were adopted as measures of financial performance. The panel least squares (PLS) result reveals that credit risk management has significant positive effect on financial performance of commercial banks in Nigeria.

Charles (2013) examined the impact of credit risk management, capital adequacy on financial performance of 6 banks in Nigeria for the period of 2004-2009 using panel data model. Loan loss provisions (LLP), loans and advances (LA), non-performing loans (NPL) and capital adequacy (CA) are the proxies for credit risk management, and financial performance is proxy by return on assets (ROA). Result shows that capital adequacy is positively related to financial performance while loans and advances were found to be negatively associated with financial performance. In a study of 5 commercial banks in Nigeria, Kolapo, Ayeni, Kolade, and Ojo (2012) studied the effect of credit risk performance covering the period 2000-2010 using panel model technique. The authors discover that the ratio of non-performing loan to loan & advances and ratio of loan loss provision to classified loans have significant negative effect on ROA, while ratio of total loan and advances to total deposit exert significant positive effect on ROA. In another study of Nigerian banks, Funso, Kolade and Ojo (2012) investigated the effect of credit risk on performance of 5 commercial banks in Nigeria from the year 2000 to 2010. The study found that non-performing loans and loan loss provision have statistically significant negative impact on ROA while loans and advances have statistically positive impact on ROA. In Nepal, utilizing descriptive, correlation and regression analyses, Ravi (2012) evaluated the impact of credit risk management on financial performance of 31 commercial banks over the period of 11 years ranging from 2001-2011. The study unravels among others negative relationship between capital adequacy ratio and financial performance.

In Ghana, Afriyie and Akotey (2012) applied panel data regression model in the study of the relationship between credit risk management indicators (non-performing loans ratio and capital adequacy ratio) and profitability (ROE and ROA) of 10 rural banks from the period of 2006 to 2010. The findings indicate a significant positive relationship between non-performing loans and profitability. Håbtaumu (2012) analysed the determinants of profitability of Ethiopian private commercial banks from 2002 to 2011. Results from the fixed effects panel estimator reveal that capital adequacy ratio has significant negative effect on both return on assets and net interest margin, but has no significant effect of return on equity. The results also show that assets quality has negative effect on net interest margin but have no effect on ROA and ROE. Hosna, Manzura and Juanjuan (2009) studied the relationship between non-performing loan and capital adequacy ratios and profitability of 4 Swedish banks covering a period spanning from 2000 to 2008. The results show that non-performing loan and capital adequacy ratios have negative relationship with ROE.

Development of Hypotheses
This paper developed and tested the following null hypotheses:

- **H₀₁**: Capital adequacy ratio (CAR) has no significant impact on the financial performance.
- **H₀₂**: Non-performing loan ratio (NPLR) has no significant impact on the financial performance.
- **H₀₃**: Cost-to-income ratio (CIR) has no significant impact on the financial performance.
- **H₀₄**: Earnings ratio (return on asset [ROA]) has no significant impact on the financial performance.
**H05:** Liquidity ratio (LR) has no significant impact on the financial performance.

**H06:** Loan-to-deposit ratio (LDR) has no significant impact on the financial performance.

**METHODOLOGY**

This study adopts ex-post factor and longitudinal research designs in the analysis of the impact of credit risk management proxies by CAR, NPLR, CIR, ROA, LR and LDR on the financial performance surrogated by ROE. The use of secondary data which the researcher has no power to manipulate and panel data which combines time series (2010-2016) and cross sectional units (10 banks) justify the choice of the designs. The study utilized 10 out of 11 deposit money banks quoted on the banking sub-sector of the Nigerian Stock Exchange (NSE) as at 31st December, 2010 and still remain listed as at 31st December, 2016. Skye bank whose annual reports for some years within the study the period was not available has been removed from the study. The quoted deposit money banks used in this study are Access Bank Nigeria Plc; Diamond Bank Plc; Fidelity Bank Plc; Guaranty Trust Bank Plc; Sterling Bank Plc; United Bank for Africa Plc; Union Bank of Nigeria Plc; Unity Bank Plc; Wema Bank Plc and Zenith Bank Plc.

Data was obtained from the annual reports and financial statements of all the banks utilized in this study. Specifically, the income statements, statement of the financial positions, notes to the financial statements, results at glance and risk managementportion of the annual reports were utilized in data gathering.

In measuring the study variables, the procedures adopted by Rajkumar and Hanitha (2015) and Taiwo et al. (2017 are utilized. CAMEL components and ROE are measured using the approach of Rajkumar and Hanitha (2015) while LDR is defined using the formula adopted by Taiwo et al. (2017). Table 1 presents the variables and how they are measured.

**Table 1: Variables and Measurements**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital adequacy ratio (CAR) [independent variable]</td>
<td>Total regulatory capital (Tier I capital plus Tier II capital) divided by risk weighted asset</td>
</tr>
<tr>
<td>Non-performing loan ratio (NPLR) [independent variable]</td>
<td>Non-performing loans divided by gross loans</td>
</tr>
<tr>
<td>Cost-income ratio (CIR) [independent variable]</td>
<td>Total operating cost divided total operating income</td>
</tr>
<tr>
<td>Return on asset (ROA) [independent variable]</td>
<td>Net income divided by total asset</td>
</tr>
<tr>
<td>Liquidity ratio (LR) [independent variable]</td>
<td>Liquid asset divided by total asset</td>
</tr>
<tr>
<td>Loan-to-deposit ratio (LDR) [independent variable]</td>
<td>Total loans divided total deposits</td>
</tr>
<tr>
<td>Return on equity (ROE) [dependent variable]</td>
<td>Net income divided by shareholders’ equity</td>
</tr>
</tbody>
</table>

Source: Rajkumar and Hanitha (2015), Taiwo et al. (2017)

The empirical model used in this study is specified as follows:

\[ \text{Financial Performance}_{it} = \alpha_0 + \alpha_1 \text{CAR}_{it} + \alpha_2 \text{NPLR}_{it} + \alpha_3 \text{CIR}_{it} + \alpha_4 \text{ROA}_{it} + \alpha_5 \text{LR}_{it} + \alpha_6 \text{LDR}_{it} + C_i + \mu \]  

(1)

Where: Financial performance_{it} = Return on equity for bank i in year t, \( \alpha_0 \) = the intercept, \( \alpha_1, \alpha_2, \alpha_3, \alpha_4, \alpha_5, \alpha_6 \) = coefficients of credit risk management measures.

\( \text{CAR}_{it} = \) Capital adequacy ratio for bank i in year t.

\( \text{NPLR}_{it} = \) Non-performing loan ratio for bank i in year t.

\( \text{CIR}_{it} = \) Cost to income ratio for bank i in year t.

\( \text{ROA}_{it} = \) Return on asset for bank i in year t.

\( \text{LR}_{it} = \) Liquidity ratio for bank i in year t.

\( \text{LDR}_{it} = \) Loan to deposit ratio for bank i in year t.

\( C_i = \) unit-specific error component

\( \mu = \) remaining error component

The a priori expectation is that \( \alpha_1 > 0, \alpha_2 < 0, \alpha_3 < 0, \alpha_4 > 0, \alpha_5 < 0, \alpha_6 > 0. \)
This study adopts descriptive statistics and panel regression as the techniques of analyses. Descriptive statistics consisting of mean; medium; minimum; maximum; standard deviation, coefficient of variation, skewness and kurtosis are utilized in the present study for data presentation. Panel data techniques comprising Pooled Ordinary Least Squares (POLS), Fixed Effects Model (FEM) and Random Effects Model are used in analysing the impact of the independent variables on the dependent variable. The F-statistics for the 3 panel estimators are all significant confirming the suitability and reliability of all the models for analysis. Hence, F-test, Hausman test and Breusch-pagan langrage multiplier test for best model selection was carried out to choose the best panel estimator. A balanced panel consisting of 70 observations (7-year period and 10 banks) is adopted in this study. To deal with problems of Heteroscedasticity and autocorrelation, Robust Heteroscedasticity-and Autocorrelation Consistent (HAC) standard errors is used for POLS and FEM, and Generalized Least Squares (GLS) is utilized for REM. Both Robust HAC and GLS are robust in the presence of Heteroscedasticity and autocorrelation in a model, Variance Inflation Factor (VIF) is employed to ascertain the existence or otherwise of multicollinearity among the explanatory (independent) variables.

RESULTS AND DISCUSSION

Unit Root Test

Unit root test is employed to ascertain whether the panel data is stationary. The results of the Levin-Lin-Chu unit root test for stationary with intercept are display in Table 2.

Table 2: Unit Root Test Results (With intercept)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>t-ratio</th>
<th>Z-score</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAR</td>
<td>-0.8723</td>
<td>-15.127</td>
<td>-13.7155</td>
<td>0.0000***</td>
</tr>
<tr>
<td>NPLR</td>
<td>-1.0301</td>
<td>-24.273</td>
<td>-23.1906</td>
<td>0.0000***</td>
</tr>
<tr>
<td>CIR</td>
<td>-0.97049</td>
<td>-11.001</td>
<td>-9.02889</td>
<td>0.0000***</td>
</tr>
<tr>
<td>ROA</td>
<td>-1.1338</td>
<td>-10.516</td>
<td>-5.78174</td>
<td>0.0000***</td>
</tr>
<tr>
<td>LR</td>
<td>-0.79127</td>
<td>-6.374</td>
<td>-3.43072</td>
<td>0.0000***</td>
</tr>
<tr>
<td>LDR</td>
<td>-0.73327</td>
<td>-7.697</td>
<td>-4.81048</td>
<td>0.0000***</td>
</tr>
<tr>
<td>ROE</td>
<td>-0.88668</td>
<td>-9.016</td>
<td>-5.55881</td>
<td>0.0000***</td>
</tr>
</tbody>
</table>

Note that *** denote the rejection of the null hypothesis at 1% level of significance. The null hypothesis is that the variable is non-stationary.

Source: Author’s Computations using GRETL

Table 2 shows the results of the unit root test with intercept. The results reveal that all the variables are stationary at levels. The study therefore, rejects the null hypothesis that the variable is non-stationary, and concludes that the variables are stationary at levels.

Descriptive Analysis

This section provides a descriptive account of the variables for the entire deposit money banks utilized in this study. Table 3 present the descriptive results of the data set used in this study for the period 2010-2016. The descriptive results in Table 3 indicate that capital adequacy ratio (CAR) has a mean value of 0.17 as against its minimum value of -0.45 and maximum value of 0.44. The mean value implies that banks on the average meet up with the CBN minimum CAR requirements. The Central Bank of Nigeria requires national/regional banks to maintain a minimum of 10% CAR and 15% for international banks. The mean value of 17% for CAR is an indication that quoted deposit money banks in Nigeria are adequately capitalized to withstand threat of solvency. Additionally, the CAR is a testimony that Nigerian banks have sufficient to capital to cover risky asset. However, the minimum value suggests that a bank did not meet up with the regulatory requirement during a particular year during the study period. The median value of 0.18 for CAR implies that more than 50% of the banks utilized in this study surpassed the minimum capital requirement of 15% for international banks as stipulated by the CBN.

Table 3: Descriptive Statistics

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Median</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAR</td>
<td>0.17</td>
<td>0.18</td>
<td>-0.45</td>
<td>0.44</td>
</tr>
<tr>
<td>NPLR</td>
<td>0.08</td>
<td>0.04</td>
<td>0.01</td>
<td>0.59</td>
</tr>
</tbody>
</table>
Similarly, the mean value for non-performing loan ratio (NPLR) stood at 0.08 as against the minimum value of 0.01 and maximum value of 0.59. The implication is that on the average 8% of the loans granted by deposit money banks during the period under investigation are non-performing, which may become impaired, bad and difficult to recover. The average value is above the regulatory limit of 5%. This shows that quoted deposit money banks did fairly bad when it comes to management of loans during the period under review. The minimum value for NPLR is relatively good suggesting that during a particular year a bank has only 1% of loans granted to customers as non-performing, and the maximum value of 0.59 is very high, disturbing and unacceptable. Poor credit analysis and unfavourable macro-economic environment may be responsible for this high NPLR.

Additionally, the descriptive results in Table 3 shows that cost-to-income ratio (CIR) has a mean of 0.53 signifying that averagely operating cost is about half times the value of operating income. The implication here is that banks are not efficient in the management of operations. There is need for banks to take the issue of value for money analysis seriously. Value for money placed emphasizes economy, effectiveness and efficiency in the management of resources. Table 3 also indicate that return on asset (ROA) has mean value 0.02 against the minimum value of -0.09 and maximum value of 0.27. The mean value for ROA suggests that for every ₦1 worth of asset put into use, only about 2 kobo is generated as return for the bank. The result is a testimony that banks on the average are not efficient in utilizing assets to generate reasonable returns for the organization.

In Table 3, the descriptive results also reveal that liquidity ratio (LR) has mean value of 0.71 which connotes that about 71% of the total asset of banks is liquid. This percentage is more than twice the 30% minimum regulatory requirement. The higher the liquidity ratio the lower the profitability would be. This is so because high liquidity ratio signifies that cash that would have been used for investment is tied down. Banks must therefore, balance the objective of liquidity with that of profitability. The high liquidity ratio may be partly responsible for the low returns as revealed by mean values of 0.02 and 0.03 for ROA and ROE respectively. Similarly, loan-to-deposit (LDR) has a mean value of 0.66 which is the same as the median value; minimum and maximum values of 0.08 and 1.20 respectively. The mean value of LDR means that about 66% of the loans granted are financed by deposits.

The descriptive results of the dependent variable ROE reveal that on the average for every ₦1 investment in equity about 3 kobo is generated as returns for the shareholders. The minimum value suggests that a bank generated a loss for shareholders in a particular year during the period of study. The maximum value implies that a bank generated 1.54 times the value of equity as returns for shareholders in a particular year during the study period 2010-2016.

The descriptive results of the standard deviation and coefficient of variations show that CAR, CIR, LR and LDR are homogenous and not dispersed. This is position is confirmed by their coefficients of variation which are less than 1. Conversely, the descriptive results in Table 3 reveal that NPLR, ROA, and ROE are more variable and dispersed because their coefficients of variation are greater than 1. The values of the skewness in Table 3 indicate that CAR, LDR...
and ROE are negatively skewed while the remaining variables are positively skewed and LDR is approximately normal with a skewness value of 0.04. Furthermore, the values of the kurtosis show that all variables except LDR are leptokurtic. LDR is mesokurtic confirming our earlier position of its normality. Panel data technique is utilized to deal with heterogeneity among variables.

Collinearity Test

<table>
<thead>
<tr>
<th>Table 4: Correlation Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAR</strong></td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Note that ***, ** and * implies significant at 1%, 5% and 10% respectively.
Source: Author’s Computation using GRETL

From the correlation results in Table 4 above, it is clear that no two independent variables have a correlation coefficient up to 0.9, implying absence of multicollinearity. In order to validate the correlation matrix which is a rule of thumb, the VIF is utilized. Table 5 presents the variables and their VIFs.

<table>
<thead>
<tr>
<th>Table 5: Variance Inflation Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Variable</strong></td>
</tr>
<tr>
<td>CAR</td>
</tr>
<tr>
<td>NPLR</td>
</tr>
<tr>
<td>CIR</td>
</tr>
<tr>
<td>ROA</td>
</tr>
<tr>
<td>LR</td>
</tr>
<tr>
<td>LDR</td>
</tr>
</tbody>
</table>

Source: Author’s Computation using GRETL

The results of the VIF in Table 5 show that the VIF for each of the independent variable is less than 10 and tolerance levels above 0.1, connoting that there is no collinearity problem (Rajkumar & Hanitha, 2015). The VIF results further authenticate and confirm the correlation results of absence of multicollinearity.

Regression Analysis

The dependent variable (ROE) is regressed on the explanatory variables using Pooled Ordinary Least Squares (POLS), Fixed Effects Model (FEM) and Random Effects Model (REM). The F-values of the 3 panel estimators are significant meaning that the estimators can be used for analysis and making policy implications. Since the F-values of POLS, FEM and REM are all significant, there is need to carry out tests to select the best panel estimator. Table 6 presents the results of the F-test for best model selection between POLS and FEM.

<table>
<thead>
<tr>
<th>Table 6: Results of the F-test for Best Model Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Model</strong></td>
</tr>
<tr>
<td>a and b</td>
</tr>
</tbody>
</table>

Key: a = POLS, b = FEM
The null hypothesis is that the cross-sectional units (i.e. the 10 banks) have common intercepts i.e. POLS is the best model. Since the F-value in Table 6 is significant at 1% level of significance, we reject the null hypothesis, and conclude that FEM is more appropriate than the POLS. Table 7 displays the result of the Hausman test for best model selection between FEM and REM. The null hypothesis is that REM is more appropriate than FEM.

### Table 7: Results of the Hausman Test for Best Model Selection

<table>
<thead>
<tr>
<th>Model</th>
<th>Model comparison</th>
<th>Chi-square</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>b and c</td>
<td>FEM- REM</td>
<td>30.1517***</td>
<td>FEM is selected</td>
</tr>
</tbody>
</table>

Key: b = FEM, c = REM

Source: Author’s Computation using GRETL

In Table 7, the result of the Hausman test is significant; therefore, the null hypothesis is rejected and FEM is selected. In Table 8, the result of the Breusch-pagan Lagrange Multiplier test for best model selection between POLS and REM is presented. The null hypothesis is that there is no panel effect i.e. variance across entities is zero.

### Table 8: Results of the Breusch-Pagan Lagrange Multiplier Test for Best Model Selection

<table>
<thead>
<tr>
<th>Model</th>
<th>Model comparison</th>
<th>Chi-square</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>a and c</td>
<td>POLS- REM</td>
<td>1.5272***</td>
<td>REM is selected</td>
</tr>
</tbody>
</table>

Key: a = POLS, c = REM

Source: Author’s Computation using GRETL

The result in Table 8 favoured the selection of the REM over the POLS since the null hypothesis is rejected at 1% level of significance. The results of the tests favoured the selection of FEM over POLS and REM. Therefore, this study carry out its analysis, draw conclusion and make policy implications on the basis of the FEM. Table 9 presents the results of the FEM.

### Table 9: Regression Result

**DEPENDENT VARIABLE: ROE**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Fixed Effects Model (FEM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSTANT</td>
<td>-1.57 (-2.22)**</td>
</tr>
<tr>
<td>CAR</td>
<td>3.84 (2.39)**</td>
</tr>
<tr>
<td>NPLR</td>
<td>0.56 (0.61)</td>
</tr>
<tr>
<td>CIR</td>
<td>-0.08 (-0.82)</td>
</tr>
<tr>
<td>ROA</td>
<td>3.70 (2.28)**</td>
</tr>
<tr>
<td>LR</td>
<td>0.00 (0.01)</td>
</tr>
<tr>
<td>LDR</td>
<td>1.35 (2.16)**</td>
</tr>
<tr>
<td>R-squared</td>
<td>0.60</td>
</tr>
<tr>
<td>Adjusted R-squared</td>
<td>0.48</td>
</tr>
<tr>
<td>F</td>
<td>5.33 (0.00)***</td>
</tr>
<tr>
<td>Standard error</td>
<td>0.40</td>
</tr>
<tr>
<td>Durbin-Watson</td>
<td>1.58</td>
</tr>
</tbody>
</table>

Note: The values in parentheses for variables are t-ratios and the value against the F-statistic is P-value.

Source: Authors’ Computations using GRETL

The regression results in Table 9 show that capital adequacy ratio (CAR) has positive and significant impact on the financial performance proxy by return on equity (ROE). The t-value of 2.39 for CAR is significant at 5% level of significance. Capital adequacy ratio has a regression coefficient of 3.84, which implies that a 1% increase in CAR is positively associated with 3.84% increase in the financial
performance. The implication is that increase in CAR will not only boost the capitalization of banks to make them stronger to withstand risk, but also will enhance shareholder’s wealth measured by the ROE. This finding is consistent with a priori expectation and the results of Elshaday et al. (2018) and Ernest and Fredrick (2017) who also reported significant positive association between CAR and ROE. However, this finding is not in agreement with those of Ravi (2012), Rajkumar and Hanitha (2015) and Hosna et al. (2009) who unravel significant negative link between CAR and ROE, and Alshatti (2017) who did not find any significant connection between the two variables. 

Similarly, in Table 9, the regression results indicate that asset quality measured by non-performing loan ratio (NPLR) has no significant impact on the financial performance. The t-ratio of NPLR is not significant, confirming non-relationship between NPLR and ROE. The implication of the result is that a unit change in NPLR will not alter financial performance. The ratio of non-performing loan may not impact financial performance at the moment but if the ratio continues to increase, there is likelihood in long-run that it will impact negatively on the financial performance. The NPLR may also have a share in the factors that cause low returns for banks during the study period. This result is in congruence with the findings of Habtamu (2012), Oluwafemi, Israel, Simeon and Olawale (2014) and Yimka, Taofeek, Abimbola, and Olusegun (2014) and contrary to those of Elshaday et al. (2018), Ernest and Fredrick (2017), Rajkumar and Hanitha (2015) and Hosna et al. (2009) who all found negative relationship between NPLR and ROE. Moreover, the result is also in disagreement with those of Marshal and Onyekachi (2014), Alshatti (2017) and Afriyie and Akotey (2012) who discovered significant positive association between NPLR and ROE. 

Furthermore, cost-to-income ratio (CIR) has no significant impact on the financial performance as confirmed by the t-ratio of -0.82 which is not significant. Just like in the case of NPLR, if the ratio is unchecked it will cause a negative impact on the financial performance in the long-run. Although, the cost-to-income ratio does not impact negatively on the ROE, it will not be unconnected with the low returns on asset and equity as revealed by the descriptive results. Banks need to keep this ratio as low as possible by cutting down costs, improving effectiveness and efficiency of operations. This non-significant finding is not in agreement with Rajkumar and Hanitha (2015), who discovered significant negative relationship between cost-to-income ratio and ROE. 

Conversely, earnings management represented by return on asset (ROA) has significant positive impact on the financial performance, as revealed by the positive t-ratio of 2.28 which is significant at 5% level of significance. From Table 9, the coefficient of ROA signifies that a 1% increase in ROA will result in about 3.7% increase in ROE, the financial performance indicator. The result is not surprising considering the fact that both variables are measured by earnings as the numerator in the formula. The essence of using this variable is to ascertain if banks could be able to generate adequate earnings to withstand bankruptcy/financial distress threat that could be triggered by credit default. The higher the ratio the more effective is the bank in credit risk management. This result is consistent with the finding of Rajkumar and Hanitha (2015). 

In addition, the regression results in Table 9 also reveal that liquidity ratio (LR) measured as the ratio of liquid assets to total assets has no significant impact on the financial performance. Theresult is not surprising considering the fact that the banks have very high liquidity ratio which means that they have a lot of non-earning assets in their custody. To reverse this trend, banks need to reduce their liquidity position and invest the excess in more profitable and worthwhile venture that will improve their earnings. In this study, non-performing loan ratio is higher than the regulatory limit of 5%, the cost-to-income ratio is very high and the liquidity ratio is more than twice the regulatory minimum of 30%. These high ratiosdeplete returns and do not impact on the financial performance. This finding is in tandem with Oluwafemi, Israel, Simeon and Olawale (2014) who did not find any significant link between LR and ROE, and in contrast with those of Elshaday et al. (2018), and Rajkumar and Hanitha (2015) who found LR to be significantly negatively related to ROE. 

Following the CAMEL components, loan-to-deposit ratio (LDR) is also taken as a measure of credit risk management. The regression results in Table 9 also indicate that LDR has positive and significant impact on the financial performance measured by ROE. The value of the t-ratio is positive and significant at 5% level. The coefficient of LDR portrays that a 1% increase in LDR will cause about 1.35% increase in the financial performance. The result is in consistent with a priori expectation that the ratio will impact positively on the financial performance. This is so because banks receive deposit at lower rate and lend
at higher rate to the deficit unit in the economy. In most cases, banks pay single digit interest rate on deposit and lend at double digit interest rate. This result is supported by the finding of Marshal and Onyekachi (2014) who also found significant positive relationship between LDR and ROE of Nigerian banks.

CONCLUSION AND RECOMMENDATION
This paper analysed the impact of credit risk management using CAMEL cum loan-to-deposit ratio on the financial performance (ROE) of 10 quoted deposit money banks in Nigeria from 2010-2016, applying fixed effects panel technique. The results reveal that capital adequacy ratio (CAR), earnings (ROA) and loan-to-deposit ratio (ROA) impact positively on the financial performance, whereas credit quality represented by non-performing loan ratio (NPLR), management efficiency proxy by cost-to-income ratio (CIR) and liquidity ratio (LR) have no significant impact on the financial performance surrogated by ROE.

Following the major findings, the study concludes that the total regulatory capital held by banks vis-à-vis the risk weighted assets as measured by CAR is sufficient. Capital adequacy ratio is the most significant determinant of financial performance. The coefficient of CAR is found to be the highest among other measures of credit risk management. Banks that can improve their capitalisation will be able to manage credit risk efficiently, boost public confidence and by extension enhance their financial performance. The study also concludes that deposit money banks in Nigeria non-performing loan ratio, cost-to-income ratio and liquidity position deplete and attenuates shareholders’ wealth measured by the ROE.

Based on the major conclusions, the study recommends that banks that are yet to adhere to the minimum 10% CAR for national banks and 15% for international banks as suggested by the Central Bank of Nigeria (CBN) should do so or even surpass the minimum benchmark in order to increase shareholder’s wealth as measured by ROE. In this regard CBN should increase CAR to 13% and 18% for national and international banks respectively. The study also recommends that banks should reduce their non-performing loans to the barest minimum. To achieve this, credit creation and loan administration should follow due process and laid procedures and guidelines. Effective and efficient credit analysis should be carried out before granting loans to customers. It is also recommended that banks should reduce their liquidity position to 30% regulatory minimum. This can be actualised by investing excess non-earning/idle asset into worthwhile and profitable investment. Banks should reduce their operating cost by being economical, effective and efficient in the management of resources.

REFERENCES


Risk-Taking Competence and Social Sustainability in Nigerian Oil and Gas Industry: An Operations Management Challenge

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Abstract
The challenge of social sustainability appears to be a daunting one for operations managers and organizational leaders in the Nigerian oil and gas industry. This concern motivated this study which sought to establish the relationship between risk-taking competence of intrapreneurs and social sustainability. Social sustainability which is one of the dimensions of organisational sustainability was measured by human capacity development and community service; while risk-taking competence stood as the sole dimension of intrapreneurial competence. Two research hypotheses guided the study; while data were generated from a sample of 242 managers drawn from 19 upstream sector oil and gas companies in the South South region of Nigeria. Data were analyzed using the mean and standard deviation techniques; as well as the structural equation modeling techniques. It was found that there is significant and high direct relationship between risk-taking competence and human capacity development; but no significant relationship exists between risk-taking competence and community service. Hence, the study concluded that risk-taking competence is a good antecedent of human capacity development; but has no significant predictive power on community service. Therefore, it was recommended that managers and leaders of oil companies desiring to achieve social sustainability through risk-taking should strive to create the atmosphere that encourages risk-taking in their organizations so that employees will see it as the way to go and strive to excel therein; they should make adequate provision for mistakes as part of the learning process such that instead of punishing mistakes or deviations from the norms, they should sift out the excesses while guiding and encouraging the process.

Keywords: Community Service, Human Capacity Development, Intrapreneurial competence and organisational Sustainability.

Introduction
Today, while the various needs and organisational objectives are worth craving and are essential to the organisation’s survival, issues of climate change, globalization, demographic change and social inequality have significantly challenged the traditional form of doing business which was focused primarily on shareholder value, and there are ethical issues also which organisations must now contend with (Wales, 2013). Social sustainability has become a critical element of management discuss given the nexus that has dictated the organisations’ operating environment and the larger society. The challenge faced by organisations is no longer only limited to the demand for returns, but also ensuring that its operations do not have negative impact on the environment and the host communities. Achieving sustainability demands that the individual workers in the organisation, and the managers develop the right culture to build this kind of organization (Cusack, 2007). Nevertheless, most of the companies agree that communication, whatsoever programmes they have in place, is something they feel they do well. This situation has thus imposed the need for a continued search for ways of enhancing sustainability. The upstream sector companies of the Nigerian oil and gas industry, in bids to improve on the subsisting issues, have attempted modes such as institution of Global Memorandum of Understanding (GMoU) with communities in their areas of operations, creation of Cluster Developments Boards and aggressive staff development. These approaches have, regrettably, not yielded the desired results (Ene, 2015; Otiotio, 2016; Weli, 2017).

It would be interesting to evaluate how the risk-taking competence influences the social sustainability structure of organisations in terms of in the Nigerian environment, with reference to companies in the upstream sector of the oil and gas industry. Precisely, studies on the nexus between risk-taking competence and sustainability are rather sparse. Moreover, majority of these studies as found in literature are principally on foreign settings that bear no sameness with the Nigerian society and its business environment. This study therefore, was undertaken to close these gaps.
Over time, the oil and gas industry has witnessed agitations and facility attacks by the local community. These have tended to paralyze the industry through drastic reductions in the throughput proficiencies of the organisations, thus jeopardizing sustainability of the businesses in this industry. As proposed by Ene (2015) and corroborated by Otiotio (2016), the hostilities being experienced in the production fields have become endemic that fears have been experienced on how much longer the producing organisations can hold, if the situation remains unchanged. Facility attacks average about 75 occurrences per annum and it tends upward trend (Ene, 2015; Akpata, 2014). Agitations by the communities where the oil and gas companies operate have also continued unfettered. In spite of these efforts by the companies to reach out to the communities with respect to community development projects. One of such companies had laid claims to investing more than N400 billion within a period of 10 years in such projects (Weli, 2017). But the agitations, with threats of shutdowns, have not abated; indicating a serious leadership challenge to these oil and gas companies. Given these operations management challenges, it is expedient that the sustainability of organisations be investigated with particular emphasis on the social sustainability context as predicted by the risk-taking competence of these oil companies. Thus this work explored the relationship between risk-taking competence and social sustainability as shown in the conceptual model of figure 1.

![Conceptual Framework of the Relationship between Risk-Taking Competence and Social Sustainability.](image)

Source: Researchers’ Conceptualization, 2018 based on dimension and measures adapted from Miller (1983); Rauch, Wiklund, Lumpkin, and Frese (2009); de Jong, Parker, Wennekers, and Wu (2011); Maletič, Maletič, and Gomišček (2012)

The specific study objectives were to:

i. Establish the link between risk-taking competence and Human capacity development (HCD) measure of social sustainability.

ii. Identify the relationship between risk-taking competence and community service measure of social sustainability.

From the objectives stated, the following hypotheses were formulated and tested:

**H₀₁**: There is no significant link between risk-taking competence of intrapreneurs and HCD measure of social sustainability.

**H₀₂**: There is no significant relationship between risk-taking competence of intrapreneurs and community service measure of social sustainability.

This study offers a basis to analyse the relationship existing between the organisation and its employees. The employee will add to the organisation’s sustainability through risk-taking. This study also will add to the knowledge base on sustainability, by stimulating further research interests on the subject matter. In terms of the content scope, the study was limited to risk-taking competence as a dimension of intrapreneurial competence; HCD and community service as measures of social sustainability. Geographically, the study focused on managers in the...
upstream sector of the oil and gas industry in the South-South region of Nigeria.

**Literature Review**

The theoretical anchor of this work is the Resource Based View (RBV) theory which according to Jacquier (2010), integrates the capabilities and resources of an organisation to achieve sustainability. It describes the intrapreneurial part in stimulating organisational growth and its application to achieve encouraging organisational targets. According to Jacquier (2010), these resources and competences are crucial for the purposes of the organization’s performance explanation and offering it competitive advantage. This is based on the principle that organizational capabilities and resources causes create organisational value. To leapfrog the industry standard, an organisation must create more value than its competitors. The idea of RBV is that firms are seen to comprise of both material and immaterial assets and abilities through which the success of their functional activities are determined.

**Conceptual Review**

**Risk-Taking Competence**

Since Cantillon (as cited in de Jong et al., 2011), defines an entrepreneur as one who bears the risk of profit or loss, risk-taking has been considered as an essential component of entrepreneurship (Antonicic & Hisrich, 2003; Wennekers, Thurik, van Stel & Noorderhaven, 2007). In the intrapreneurship and corporate entrepreneurship literature, risk-taking competence involves the possession of the ability and skills for taking bold actions by venturing into the unfamiliar, borrowing heavily, and/or investing substantial resources to ventures in unknown environments (Rauch et al., 2009). Ling et al. (2008) demonstrated that risk-taking by top management team members increases the odds of corporate entrepreneurship activities. Individual intrapreneurship definitions suggest that intrapreneurs engage in risky situations characterised by potential losses. Thus, Vesper (as cited in Hornaday, Tarpley Jr., & Timmons, 1984) stressed that intrapreneurs would even act without their higher management’s permission. Stevenson and Jarillo (1990) stressed opportunity pursuit beyond currently controlled resources, and Antonicic and Hisrich (2003) emphasized deviating from the status quo. In the related OB literature, proactive behaviours have also been considered ‘risky’ as they change the individual’s environment by selling controversial issues (Parker and Collins, 2010). In summary, at the individual level risk-taking is implicitly present in many of the related constructs that have been proposed. There has been an on-going debate on risk-taking role in intrapreneurial venturing. There is the argument that entrepreneurs prefer moderate rather than high risks, and try to manage and reduce risks as much as possible. For instance, Pinchot (1987) emphasized that when a difficult task venture is selected, entrepreneurs try within their capability to lessen the risk. Nevertheless, as an intrapreneur pursues opportunities and consequently operates in uncertain environments, some risk-taking will be part of his/her behaviour by default. In this context, a meta-analytic review by Stewart & Roth (2001) showed that entrepreneurs whose primary goal was venture growth (versus family income) were more disposed to take risks, suggesting to those who are more likely to deviate from the status quo should bear higher risks.

**Social Sustainability**

Social sustainability is the proper management of the organisational operations impact on the social systems. Social sustainability requires that the anticipations of the various social groups of the organisation are considered and met. Munck et al. as cited in Cella-De-Oliveira, (2013) assert that it integrates questions relating to human development: training; education; workplace safety; occupational health; and competence development; and equality: fair salaries and benefits; equal opportunities and absence of workplace discrimination, to ethical considerations: cultural values; human rights; intergeneration and intra-generation justice. To profit of its best from the employee demands that the most beneficial behaviours from the human resources is central and must be satisfied. Such serious areas as motivation, skills and loyalty of employees and business partners need to be given a prime importance. As proposed by Azapagic (as cited in Cella-De-Oliveira, 2013), social sustainability shields areas such as fair pay, equal opportunities, good health and safety conditions, gratification system, securing ideas for the enhancement of the Triple Bottom Line, competence development and training, career plans and ethical organizational behaviour. Accordingly, two measures of social sustainability highlighted by Munck et al.; Azapagic, as cited in Cella-De-Oliveira, (2013) will be used, these measures are human capital development and community service.

**Empirical Review**

**Risk-taking Competence and Human Capacity Development (HCD)**

Managerial competency has been identified as one of the most crucial criteria for achieving organizational sustainability (Veliu & Manxhari, 2017). Managers
are constantly under pressure to deliver and ensure that organizations achieve their predetermined objectives (Mirta, Alvaro & Ramon, 2014; Veliu & Manxhari, 2017). This reality has prompted Veliu and Manxhari (2017) to assert that in measuring organizational performance, it is better to focus more on human resources rather than material resources alone. Therefore, in the discourse of organizational sustainability, HCD should be given keen attention as its importance cannot be overemphasized (Becker 1993; Schultz 1993; Agarwala 2003; Lumpkin & Dess, 2005; Sevrine & Lila 2009; Marimuthu, Arokiasamy & Ismail 2009; Odhon’g & Omolo 2015; Veliu & Manxhari, 2017) have agreed that human capital development gives an organization a competitive advantage over their competitors thereby improving organizational performance. In analysing the personality traits of an entrepreneur, recent studies have also confirmed that risk-taking is a major trait of successful entrepreneurs (Boyd & De Nicolo, 2014; Cress, 2006; Rauch & Frese, 2007). Furthermore, a few studies have shown that the competence, willingness and attitude of managers and employees to risk-taking have a significant effect on business success. In a study titled ‘the effect of entrepreneurial competencies on business performance: a case of Kenya’s public transport industry’ Kimeu (2017) established that risk-taking and business performance are meaningfully correlated. Similarly, Nieuwenhuizen and Kroon (2002) revealed a strong relationship between the willingness of employees to take risks and entrepreneurial business success; thus emphasizing the need for capacity development in employees. They suggest that risk awareness and caution is a veritable tool for achieving a higher profit level. These arguments necessitate the need for business organizations to improve the risk-taking ability of their employees with no exception to the Nigerian oil and gas industry. Building on these previous studies, the researcher hopes to investigate the relationship between risk-taking competence and HCD of the Nigerian oil and gas industry. Hence the formulation of hypothesis one which state thus:

\[ H_0:1 \] There is no significant correlation between risk-taking competence of intrapreneurs and HCD measure of social sustainability.

**Risk-taking Competence and Community Service**

The perception of the society on the implications of operations and conducts of organizational activities on the generality of their communities is an emerging challenge on the sustainability of business enterprises. Those calling for social justice have been inevitably pitted against those advocating for unfettered managerial capitalism. Porter and Kramer (2011) noted this when they asserted that “The capitalist system is under siege. Companies are widely perceived to be prospering at the expense of the broader community”. This notion places a strain on the sustainability of the organization. Cusack (2007) succinctly captured this when he stressed that sustainability issues can directly affect a company’s success and the perceived value of the organization. Apparently, in today’s information rich world, there is no hiding place for any organization treating sustainability issues with levity.

Organizations in the upstream sector of the Nigerian oil and gas industry, in bids to improve on the subsisting issues, have attempted modes such as institution of Global Memorandum of Understanding (GMoU) with communities in their areas of operations, creation of Cluster Development Boards and aggressive staff development. These approaches have, regrettably, not yielded the desired results (Ene, 2015; Otiotio, 2016; Weli, 2017). This is quite revealing as scholars like Ndubuisi and Asia (2007), Ayuba (2012), Anosike (2014), Egwunonwu (2014) have all noted that in spite of these efforts, conflict still abounds between host communities and oil companies. This repeated agitation has been seen as threat to the sustainability of the oil and gas industry in Nigeria Idemudia (2007) found that these strive were as a result of poor partnership effort form the oil merchants with their hosts. Scholars such as (Takon, 2014; Anosike, 2014; Egwunonwu, 2014; Ayuba, 2012; Ugochukwu, 2008) in their various studies also share in this view. Surprisingly, Onishi (2002) lamented that the needs of these communities are so numerous and cannot be satisfied by the ordinary concept of social responsibility. Frynas (2005) and Akpan (2006) lamented in this same direction stating that the commitment of the oil industry to community development is abysmal. These challenges therefore necessitate further inquiry to explore entrepreneurship strategies for combating the menace. In this light, the researcher hoped that risk-taking competence as dimension of entrepreneurship may be a good predictor of community service. Thus the formulation of hypothesis two which states that:

\[ H_0:2 \] There is no significant correlation between risk-taking competence of intrapreneurs and community service measure of social sustainability.

**Methodology**

The cross-sectional survey method, a form of quasi-experimental design, was considered most appropriate for this study. The large and diverse nature of this study’s population also supports the aptness of the
cross-sectional survey design which is widely used in administrative and social sciences, partly due to the complex relationships existing among social variables. The population of the study consists of nineteen (19) oil and gas producing firms, operative in the upstream sector of the oil and gas industry in the South South region of Nigeria (DPR, 2015). These firms comprise the joint venture partners, and the other enterprises in possession of oil mining leases the government granted for the search of, win, work, carry away and dispose of petroleum. There are 623 managers in these firms, according to personnel records, and this formed the population frame. The sample representation of 242 was ascertained via the Krejcie and Morgan’s table for sample size determination (as cited in Sekaran, 2008). The study sample was obtained by cluster sampling, with the respective nineteen firms representing a cluster. The respondents of every cluster were determined by proportional sampling and respondents were selected by simple random sampling. This was to ensure the inclusion of all the organisations in the sample and that every manager had an equal probability of being included in the sample.

Primary and secondary data were utilized in sourcing for data. The “questionnaire” was the fundamental tool for the collection of primary data; while secondary data was collected from the review of previous studies with respect to the subject matter. The questionnaire was adapted from a mix of validated instruments for measuring the various study variables (Maletič, M., Maletič, D., & Gomišček, 2012; de Jong & Wennekers, 2008; Worley, Fuqua, & Hellman, 2009). It was personally administered, through the aid of resource persons. The criterion variable (social sustainability) comprised two measures; while the predictor variable is risk-taking. Researchers have identified various measures used in determining these variables as noted in the literature reviewed (See for example, Maletič, M., Maletič, D., & Gomišček, 2012; de Jong & Wennekers, 2008; de Jong, Parker, Wennekers, & Wu, 2011; Worley, Fuqua, & Hellman, 2009). To measure these variables, study elements were demanded to react to various statements on the measures adapted from previous authors as earlier discussed.

To confirm validity, the convergent and discriminant validities of the constructs was ascertained through a confirmatory factor analysis (CFA). Reliability of the instrument was ascertained through the composite reliability scores of the constructs which showed a minimum reliability coefficient of 0.898; exceeding the threshold mark of 0.6 for exploratory studies and 0.7 for confirmatory studies (Nunnally, 1978 & 1979). Responses obtained were recorded on a four-point Likert scale instrument varying from “Strongly Disagree”, based on the researcher’s opinion (Score: 1 point) to “Strongly Agree” also of the researcher’s opinion (Score: 4 points). Univariate data were analyzed with mean and standard deviation techniques; while bivariate analysis were performed using structural equation modeling (SEM) techniques which is a compendium of analysis involving factor analysis, hierarchical regression modeling and path analysis. These were aided by the statistical Package for the Social Sciences (SPSS) version 21. The confidence level for this study was set at 95%, implying a 0.05 significance level. Pearson’s product moment correlation technique was adopted to derive the correlation matrix showing the correlations among the studied variables (Boone & Boone, 2012, Joshi et al., 2015; Norman, 2010). Since the sample size is relatively large, the assumptions of normality, linearity, homoscedasticity and absence of multicollinearity apply (Osborne, Jason & Waters, 2002; Statistics Solutions, 2017). The underlying conventions for using the SEM analysis techniques was also complied with since the sample size is above 200 (Hair et al, 2010).

Results

Out of the 242 copies of the instrument administered, 226 copies (93.3%) were retrieved. However, 9 copies of the retrieved questionnaire were found not usable; leaving only 217 copies (89.6%) that were accurately filed for use in the analysis.

<table>
<thead>
<tr>
<th>Table 1: Descriptive Results of Risk-taking Competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Taking Competence</td>
</tr>
<tr>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Risk Taking Competence</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2018
Table 1 shows the descriptive analysis of data gathered on Risk Taking competence. The table revealed a minimum value of 2.67 and maximum value of 4.00. Furthermore, the result showed a mean (M) of 3.66 and standard deviation (SD) of 0.35. According to Asawo (2009), the mean returns were classified as 1.0 to 2.0 – low, 2.1 to 2.8 – moderate, 2.9 to 3.5 – high and above 3.5 – very high. This forms the bases for the univariate analyses. Thus based on this, the construct risk-taking competence returned a very high mean depicting that respondents considered it as possessing a very high scale in their perception.

Table 2: Descriptive Analysis Result for Data Items on Risk-taking Competence

<table>
<thead>
<tr>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>risk taking competence1</td>
<td>217</td>
<td>1.00</td>
<td>4.00</td>
<td>3.5991</td>
</tr>
<tr>
<td>risk taking competence2</td>
<td>217</td>
<td>1.00</td>
<td>4.00</td>
<td>3.7143</td>
</tr>
<tr>
<td>risk taking competence3</td>
<td>217</td>
<td>2.00</td>
<td>4.00</td>
<td>3.6912</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2018

Table 2 showed the descriptive result for each of the questionnaire items raised on risk-taking competence. The result revealed a minimum mean (M) of 3.59 which means that all the items were adjudged to be very highly applicable.

Descriptive Analysis of Data on Social Sustainability

Social sustainability for the purpose of this study was a measured with HCD and Community service.

Table 2: Descriptive Analysis Result for HCD

<table>
<thead>
<tr>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Development</td>
<td>217</td>
<td>1.50</td>
<td>4.00</td>
<td>3.7696</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2018

Table 2 showed the descriptive analysis result for HCD. The result showed a mean (M) of 3.76 and standard deviation (SD) of 0.39. depicting that the construct was accepted by the respondents as very highly applicable for the study.

Table 3: Descriptive Analysis Result for the Indicators of HCD

<table>
<thead>
<tr>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Capacity Dev. 1</td>
<td>217</td>
<td>1.00</td>
<td>4.00</td>
<td>3.7281</td>
</tr>
<tr>
<td>Human Capacity Dev. 2</td>
<td>217</td>
<td>1.00</td>
<td>4.00</td>
<td>3.8111</td>
</tr>
<tr>
<td>Human Capacity Dev. 3</td>
<td>217</td>
<td>1.00</td>
<td>4.00</td>
<td>3.7281</td>
</tr>
<tr>
<td>Human Capacity Dev. 4</td>
<td>217</td>
<td>1.00</td>
<td>4.00</td>
<td>3.8111</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2018

Table 3 showed the descriptive analysis result for the indicators of HCD. The table revealed a minimum mean (M) of 3.72 indicating that all the items were accepted by the respondents as very highly applicable for the study.
Table 4: Descriptive Analysis Result for Community Service

<table>
<thead>
<tr>
<th>Community Service</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Service</td>
<td>217</td>
<td>2.50</td>
<td>4.00</td>
<td>3.7419</td>
<td>.35058</td>
</tr>
</tbody>
</table>

**Source:** Field Survey, 2018

Table 4 showed the descriptive analysis result for community service which is the second sub-dimension of social sustainability. The result revealed a mean ($M$) of 3.74 and standard deviation ($SD$) of 0.35. implying that the construct was accepted by the respondents as very highly applicable for the study.

Table 5: Descriptive Analysis of the Indicators of Community Service

<table>
<thead>
<tr>
<th>Community Service 1</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Service 1</td>
<td>217</td>
<td>2.00</td>
<td>4.00</td>
<td>3.7788</td>
<td>.44816</td>
</tr>
<tr>
<td>Community Service 2</td>
<td>217</td>
<td>2.00</td>
<td>4.00</td>
<td>3.7051</td>
<td>.49593</td>
</tr>
<tr>
<td>Community Service 3</td>
<td>217</td>
<td>2.00</td>
<td>4.00</td>
<td>3.7788</td>
<td>.44816</td>
</tr>
<tr>
<td>Community Service 4</td>
<td>217</td>
<td>2.00</td>
<td>4.00</td>
<td>3.7051</td>
<td>.49593</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>217</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Field Survey, 2018

Table 5 showed the descriptive analysis result of the indicators of community service, which is the second sub-dimension of social sustainability. The results showed a minimum mean ($M$) value of 3.70 meaning that all the items were adjudged to be very highly applicable.

Table 6: Assessment of the Constructs

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Items</th>
<th>Mean</th>
<th>S.D</th>
<th>Factor Loadings</th>
<th>C.R</th>
<th>AVE</th>
<th>Sq. Root of AVEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk-taking Competence</strong></td>
<td>We have employees who take risks in executing their jobs.</td>
<td>3.5991</td>
<td>.63143</td>
<td>.906</td>
<td>.926</td>
<td>.807</td>
<td>.898</td>
</tr>
<tr>
<td></td>
<td>When large interests are at stake, we have employees who go for the 'big win' even when things could go seriously wrong.</td>
<td>3.7143</td>
<td>.60202</td>
<td>.882</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>We have employees who first act and then ask for approval, even if he/she knows that would annoy other people.</td>
<td>3.6912</td>
<td>.52842</td>
<td>.904</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human Capacity Dev.</strong></td>
<td>Security and employees' well-being is a priority of our organization</td>
<td>3.7281</td>
<td>.54839</td>
<td>.914</td>
<td>.898</td>
<td>.691</td>
<td>.831</td>
</tr>
<tr>
<td></td>
<td>Our employees are encouraged to continuously develop their talents and capacities</td>
<td>3.8111</td>
<td>.49653</td>
<td>.880</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees are loyal to our organization (low turnover and absenteeism rate)</td>
<td>3.7281</td>
<td>.54839</td>
<td>.691</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workers are valued and their work is organized to conserve and enhance</td>
<td>3.8111</td>
<td>.49653</td>
<td>.822</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

934
We have developed a strategy for corporate social responsibility. Our organization is involved in the local community. Our organisation is responsive to the community needs. Our community engagement system is anticipatory and proactive.

**Table 7: Correlation Matrix of the Study Constructs**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk-taking Competence</td>
<td>3.668</td>
<td>.3593</td>
<td>.879</td>
<td>.926</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Cap. Dev.</td>
<td>3.742</td>
<td>.3506</td>
<td>.879</td>
<td>.898</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comm. Service</td>
<td>3.714</td>
<td>.4155</td>
<td>.293</td>
<td>.341</td>
<td></td>
<td>.939</td>
</tr>
</tbody>
</table>

* The square root of the AVEs on the diagonal

**Source: IBM SPSS Analysis Result, 2018**

The table 7 showed the correlation matrix of the constructs together with the square roots of the AVEs shown on the diagonal; as well as the mean and standard deviation. As previously proposed in the methodology, Pearson’s product moment correlation technique was used in deriving the correlation coefficients. From the correlations the result revealed that each of the constructs explained itself better than it explained other constructs since they showed a stronger correlation coefficient with their own construct than that of others. Furthermore, the study revealed that the square roots of the AVEs indicate that the constructs do not share similar items but are rather distinct from each. This is evidenced from the fact that the square roots of the AVEs were greater than the correlation values; thus confirming discriminant validity.

**Result for Hypothesis One**

**Table 8: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.879a</td>
<td>.773</td>
<td>.772</td>
<td>.192</td>
<td>1.733</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Risk-taking Competence
b. Dependent Variable: Human Capital Development

Source: IBM SPSS Analysis Result, 2018
Table 9: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.301</td>
<td>.057</td>
<td>.879</td>
<td>40.505</td>
</tr>
<tr>
<td>Risk-taking Competence</td>
<td>.440</td>
<td>.016</td>
<td>.879</td>
<td>27.060</td>
</tr>
</tbody>
</table>

a. Dependent Variable: HCD

Source: IBM SPSS Analysis Result, 2018

Table 8 showed the result for hypothesis one. It revealed a significant (P-value of 0.000 < 0.05) and high direct (β = 0.879) relationship between risk-taking competence and HCD. The $R^2$ value of 0.773 shown in the model summary indicates that risk-taking competence is a strong predictor of HCD as it boasts of 77.3% predictive ability, leaving 23.7% to other factors not accommodated in the model.

Result for Hypothesis Two

Table 10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.293</td>
<td>.086</td>
<td>.084</td>
<td>.577</td>
<td>1.733</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Risk-taking Competence
b. Dependent Variable: Community Service

Table 11: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-1.097</td>
<td>.170</td>
<td>.293</td>
<td>-6.434</td>
</tr>
<tr>
<td>Risk-taking Competence</td>
<td>1.320</td>
<td>.049</td>
<td>.293</td>
<td>27.060</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Community Service

Source: IBM SPSS Analysis Result, 2018

Table 10 showed the result for hypothesis two. It revealed no significant (P-value of 0.128 > 0.05) relationship between risk-taking competence and community service. The $R^2$ value of 0.086 shown in the model summary indicates that risk-taking competence is not a good antecedent of community service. Thus the $R^2$ value may have been per chance.

Discussion of Findings

The result for hypothesis one indicated that there is a significant correlation between the two variables as the p value which is 0.000 is less than the 0.05 level of significance. Support for this was found in the works of Nieuwenhuizen and Kroon (2002) which revealed a strong relationship between the willingness of employees to take risks and entrepreneurial business success; thus emphasizing the need for capacity development in employees. Also supportive is the work of Veliu and Manxhari (2017) in which they used their study to assert that in measuring organizational performance, it is better to focus more on human resources rather than material resources alone. Other supportive studies include Becker (1993), Schultz (1993), Agarwala (2003), Lumpkin and Dess (2005), Severine and Lila (2009), Marimuthu et al (2009), Odhon’g and Omolo (2015), Veliu and Manxhari (2017).

This result was anticipated because it is quite risky to train and develop employees as one does not know what decisions they might make after training; such as, leaving the organization for another one in search of greener pastures or not. In which case, the investment made would have been lost. Thus, only risk-taking intrapreneurs will dare to take such a risk. This may be premised on the fact that with risk-taking competence of the intrapreneurs it may be possible to analyse the turnover expectations based on trends and thus be able to effectively advise on the HCD steps and strategies to adopt for optimum results. Moreover, with risk-taking competence effectively harnessed, there may result a company-wide awareness of the subsistence and the possibilities it offers, thus enhancing the interests of the workforce ultimately
leading to improvements in the HCD in the organisation. This finding also agrees with the sustainability theory which emphasizes on the need for HCD as a major way of fostering and engendering sustainability.

The result for hypothesis two indicated that there is no significant correlation between the two variables as the p value which is 0.128 is greater than the 0.05 level of significance. Support for this finding was found in the works of Onishi (2002) who used his work to demonstrate that the needs of oil communities are so numerous that they cannot be satisfied by the ordinary concept of social responsibility. Similarly, Idemudia (2007) found that the strivings between oil companies and their hosts are as a result of poor partnership effort in the area of community development. Other supportive studies include Ayuba (2012), Anosike (2014), Egwuonwu (2014), Takon, (2014), Ugochukwu (2008). Since the result indicated no significant relationship between the two variables in this hypothesis, the correlation value (0.293) which is very low could only be best explained as spurious and of non-effect.

This result was not surprising because community service cum development issues (especially, in the study area) have become monsters whose taming has become a daunting challenge to the leadership and management of oil companies. This result of no significant relationship between the two variables may have been as a result of the subsisting situation in the communities where many attempts at reaching a truce and causing improvements in the relationships with the oil and gas companies have proved unsuccessful. It is also possible that this result was obtained as a result of the suspicion and mistrust that has trailed the relationship between oil companies and their host communities; thus, making any genuine community service effort of non-effect. Although community services have remained a source concern to both government and the corporate entities, the search for solutions have continued to be unnerving. This has been demonstrated in the finding of insignificant relationship between the risk-taking competence of intrapreneurs and community service measure of social sustainability in this study.

**Conclusion**

The analysis on the first hypothesis signified that there is a significant and strong direct relationship between the two variables. Based on this it was concluded that risk-taking competence is a strong predictor of HCD sub-measure of social sustainability. Furthermore, the study showed that risk-taking competence can be used to predict HCD to the tune of 77.5%; leaving the remaining 22.5% to other factors not captured in the model such as were mentioned earlier. This implies that for there to be improvement in the predictive power of risk-taking competence on HCD, there is need for effective control of these environmental factors.

The result of the analysis on the second hypothesis indicated that there is no significant relationship between the two variables. Consequently, it was concluded that risk-taking competence of oil and gas companies’ intrapreneurs is not a good predictor of the community service measure of social sustainability. The negligible and insignificant predictive power of risk-taking competence on community service (8.6%) implies that for there to be improvement in the predictive power of risk-taking competence on community service, there is need for effective control of several other exogenous factors; thereby calling for effective leadership and managerial abilities.

**Recommendation**

1. Managers and owners of organizations desiring to achieve social sustainability through risk-taking especially in the Nigerian oil and gas industry should strive to create an atmosphere that encourages risk-taking in their organizations as this will make employees to see this as the way to go and strive to excel therein.

2. Risk-taking behaviour accommodates mistakes as aspect of a learning process. Hence, organizations wishing to encourage these behaviors among organizational members should make adequate provision for mistakes. Rather than punish such mistakes or deviations from the norms, they should sift out the excesses while guiding and encouraging the process.

**References**


Ndu & Olu-Daniels. Risk-Taking Competence and...


Ndu & Olu-Daniels. Risk-Taking Competence and...


Public Private Partnership: A New Dawn to Economic Development

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Abstract
Government cannot provide all the services needed by the citizen but it is very important to be achieved. There is a relief to the government which is now blowing waves around the world, and this is Public Private Partnership. This paper: Public Private Partnership: a New Dawn to Economic Development is meant to highlight the importance of PPP in developing countries like Nigeria. To do just to the paper, we reviewed literature, and looked at the various definitions, articulated some of the advantages of PPP to the various stakeholders. We concluded that: Public Private Partnership while bringing in private capital and experience, involves transfer of valuable public assets as well as foregoing future revenues in the form of concessions. To ensure that such arrangements always enjoy high credibility in the public eye, due diligence, transparency, objectivity and probity of the entire decision making process are all paramount if these arrangements are to succeed and continue for future projects. The role of public auditors, therefore, becomes critical in assessing whether such arrangements are truly in public interest and are also fair and balanced in sharing of risks as well as rewards. We therefore recommend among others that: appropriate Guideline for audit of Public Private Partnership Projects should be introduced to avoid frustration of the project

Keywords: Economic Development, Public Private Partnership, Social Structures, Infrastructure

Introduction
The government of every nation has it as a responsibility to her citizen to provide social amenities for them. Government spending is a less effective way to deliver services. Government directly provides many services and activities such as education, effective medical services, airports, and postal operations etc. However, there is evidence that the private sector could provide these important services at higher quality and higher cost. In some cases, such as airports and postal services, the improvement would take place because of privatization. In other cases, such as education, the economic benefits would accrue by shifting to a model based on competition and choice.

Creation of durable and high quality infrastructure is a prerequisite for rapid economic development and requires sustained investment supported well by technological innovation, skilled workforce and excellent project management. For governments alone to bring together all these elements is not always possible. This realization has brought together the public and the private sector in a mutually beneficial relationship in the form of Public Private Partnerships (PPPs) to execute not only infrastructure projects but also engender innovative strategies for social development.

Government spending inhibits innovation. For the purpose of competition and the desire to increase income and wealth, individuals and organizations in the private sector constantly search for new options and opportunities. Economic growth is greatly enhanced by this discovery process of “creative destruction.” Government programmes, however, are inherently inflexible, both because of centralization and because of bureaucracy.

Economic development must therefore be conceived of as a multi-dimensional process involving major changes in social structures, popular attitudes, and national institutions, as well as the acceleration of economic growth, the reduction of inequality, and the eradication of poverty. Development, in its essence, must represent the whole gamut of change by which an entire social system, tuned to the diverse basic needs and evolving aspirations of individuals and social groups within that system, moves away from a condition of life widely perceived as unsatisfactory toward a situation or condition of life regarded as materially and spiritually better. Thus, economic development must be concerned with the economic, cultural, and political requirements for effecting rapid structural and institutional transformations of entire societies in a manner that will most efficiently bring
the fruits of economic progress to the broadest segments of their populations. It must focus on the mechanisms that keep families, all the political structure in the country, out of poverty traps as much as possible. Consequently, to a larger extent, the government should have some degree of coordinated economic decision making directed toward transforming the economy which is usually viewed as essential components of development economics. Yet this must somehow be achieved despite the fact that both governments and markets typically function less well in the developing nations (like Nigeria). In recent years, activities of non-governmental organizations, both national and international, have grown rapidly and are also receiving increasing attention.

Government cannot provide all the needs of her citizen, no matter the amount generated from all their sources of finance. This is not possible not even possible from developed economies. Again, the creation of durable and high quality infrastructure is a prerequisite for rapid economic development and requires sustained investment supported well by technological innovation, skilled workforce and excellent project management. For governments alone to bring together all these elements is not always possible. This realization has brought together the public and the private sector in a mutually beneficial relationship in the form of Public Private Partnership (PPP) to execute not only infrastructure projects but also engender innovative strategies for social development.

Public Private Partnership, (PPP) while bringing in private capital and experience, also involve transfer of valuable public assets as well as foregoing future revenues in the form of concessions. To ensure that such arrangements always enjoy high credibility in the public eye, due diligence, transparency, objectivity and probity of the entire decision making process are all paramount if these arrangements are to succeed and continue for future projects.

It has become a common phenomenon that government schools and hospitals are not rendering the required services. For instance, due to poor standards of education in our school system, many mushroom primary and secondary schools are springing up everywhere, yet they are not delivering quality education. Government hospitals now have a new slogan “OS” which is translated to mean ‘out of stock’. Public relaxation centres are moribund, government hotels are just answering names as hotel yet private individuals’ hotels are flourishing. These and many more are the reason for this study.

**Purpose and objectives of the study**

The purpose of this study is to evaluate the importance of Public Private Partnership (PPP) in economic development.

**Review of Related Literature**

The analysis of this paper can be seen as connecting two important strands of the growth and development literature. On the one hand, the paper contributes to the long literature on endogenous growth and particularly the strand on innovation based growth (Romer 1990, Grossman & Helpman 1991, Aghion and Howitt 1992). On the other hand, it can be viewed as part of the recent theoretical and empirical literature on Public Private Partnership and economic growth with emphasis on Nigeria. In the context of the latter literature, there are several authors who have stressed the role of the intergenerational transmission of values and attitudes in explaining different patterns of economic behaviour (Bisin and Verdier (2001). These contributions include models that incorporate the original, (Bisin and Verdier 2001) mechanism, (Hauk and Saez-Marti 2002), Bonin, Dohmen, Falk, Huffman, & Sunde (2007), Bidner and Francois (2011), as well as applications of alternative mechanisms of social transmission such as those proposed by Fernandez, Fogli & Olivetti (2004), Tabellini (2008) and Saez-Marti and Sjøgren (2008). However, the above mentioned contributions as well as the majority of the literature analyse the inter-generational dynamics of values and attitudes within a given economic environment, without explicitly taking into account how such cultural change might feed back into and subsequently alter the economic environment.

Public Private Partnership (PPP) according to Hodge & Greve (2016) is an increasingly important vehicle for investment in infrastructure in developing economies. This trend is changing the nature of relationships between governments, the private sector, and official development agencies including multilateral development banks. As asserted by Barlow, Roehrich & Wright (2013), in the evaluation of PPPs and of the evolving political, economic, financial, and technical context, the acceleration of PPP so far have been limited, but there is a growing body of experience in developed economies.

Today, Public, Private Partnerships are considered “creative alliances” formed between a government entity and private developers to achieve a common purpose. Other actors have joined such partnerships-including non-governmental institutions, such as
health care providers and educational institutions; nonprofit associations, such as community-based organisations; and intermediary groups, such as business improvement groups. Citizens and neighbourhood groups also have a stake in the process. Partnerships around the country have successfully implemented a range of pursuits from single projects to long-term plans for land use and economic growth. Public Private Partnership organisations have completed real estate projects such as mixed-use developments, urban renewal through land and property assembly, public facilities such as convention centres and airports (Hodge & Greve 2016), and public services such as affordable and military housing.

Although each PPP project is unique in its local implementation, most share common stages within a development process bounded by legal and political parameters. In the first phase, conceptualisation and initiation-stakeholders’ opinions of the vision are surveyed and partners are selected through a competitive bid process. In the second phase, entities document the partnership and begin to define project elements, roles and responsibilities, risks and rewards, and the decision and implementation process. Partners also negotiate the “deal” and reach agreement on all relevant terms. In the third phase, the partnership attempts to obtain support from all stakeholders, including civic groups, local government (through entitlements), and project team. Project financing begins and tenant commitments are secured. Finally, in the fourth phase, the partnership begins construction, leasing and occupancy, and property and asset management. However, the process is repetitious and can continue beyond the final phase when partners manage properties or initiate new projects.

PPP is a process not a product. Successful navigation through the process results in net benefits for all parties. Public sector entities can leverage and maximise public assets, increase their control over the development process, and create a vibrant built environment. Private sector entities are given greater access to land and infill sites and receive more support throughout the development process.

Many developers earn a market niche as a reliable partner with the public sector and are presented with an opportunity to create public goods. With declining levels of public resources to fulfill social and physical needs and pressures for more accountability in financial investments, partnerships between public and private entities will become increasingly permanent and comprehensive in nature. In 2004, according to Hodge & Greve (2016) $75 billion was spent by Public Private Partnerships on economic development and urban renewal projects. This we can say has the support of the market and the public sector towards this approach.

The public-choice theory, also known as the new political economy approach, goes even further to argue that governments can do (virtually) nothing right. This is because public-choice theory assumes that politicians, bureaucrats, citizens, and states act solely from a self-interested perspective, using their power and the authority of government for their own selfish ends. Citizens use political influence to obtain special benefits from government policies (e.g., oil bloc licenses, import licenses and export, or rationed foreign exchange) that restrict access to important resources. Politicians use government resources to consolidate and maintain positions of power and authority. Bureaucrats and public officials use their positions to extract bribes from rent-seeking citizens and to operate protected businesses on the side. Furthermore, States use their power to confiscate private property from individuals. The net result is not only a misallocation of resources but also a general reduction in individual freedoms.

Theoretical foundation

A Public Private Partnership is a legally-binding contract between government and business for the provision of assets and the delivery of services that allocates responsibilities and business risks among the various partners. In a PPP arrangement, government remains actively involved throughout the project’s life cycle. The private sector is responsible for the more commercial functions such as project design, construction, finance and operations. PPPs take a variety of forms, with varying degrees of public and private sector involvement- and varying levels of public and private sector risk. In fact, risk transfer from the public to the private sector is a critical element of all Public Private Partnerships. The goal is to combine the best capabilities of the public and private sectors for mutual benefit of the people. For example, if a private company assumes responsibility for financing and building a highway, it also assumes responsibility for related risks: interest rates could rise; construction could be delayed; labour costs could increase; and so on.

Several scholars have developed different definitions on the subject matter ‘PPP’ just because of the interest. PPPs can be understood of both as a governance mechanism and a language game. When understood as a language game, or brand, the PPP phrase can cover hundreds of different types of long
term contracts with a wide range of risk allocations, funding arrangements and transparency requirements. PPP is closely related to the privatisation and the contracting out of government services. When understood as a governance mechanism the PPP concept encompasses arrangements for the provision of goods and services that will benefit families, one of which is the long term infrastructures at different times. The definitions can be summarised as indicated on the table below:

<table>
<thead>
<tr>
<th>S/no</th>
<th>Author(s)</th>
<th>Definition</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Enrique, T. O.</td>
<td>PPP is a co-operative venture between the public and privates built on the expertise that clearly defined public needs through appropriate allocation of resources, risks and benefits</td>
<td>2012</td>
</tr>
<tr>
<td>2.</td>
<td>Quium, A.</td>
<td>PPP is a project that proportionally apportions the risks and rewards to the government and private entity partners.</td>
<td>2011</td>
</tr>
<tr>
<td>3.</td>
<td>Marsilio, Cappellaro &amp; Cuccunillo</td>
<td>PPP is an arrangement between the government and the private sector to enable government provide infrastructures for the benefit of the citizens</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Partnership British Columbia</td>
<td>PPP is a legally-binding contract between government and business for the provision of assets and the delivery of services that allocates responsibilities and business risks among the various partners.</td>
<td>2010</td>
</tr>
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<td>5.</td>
<td>Vinod Rai</td>
<td>PPP is the transfer of valuable public assets as well as foregoing future revenues in the form of concessions.</td>
<td>2009</td>
</tr>
<tr>
<td>6.</td>
<td>International Monetary Fund</td>
<td>PPP implies the coming together of two dominant but divergent sectors of the economy, each with different prescriptions and objectives, for the overall development of the community.</td>
<td>2009</td>
</tr>
<tr>
<td>7.</td>
<td>Hodge and Greve</td>
<td>PPPs can be understood of both as a governance mechanism and a language game.</td>
<td>2007</td>
</tr>
<tr>
<td>8.</td>
<td>United Nations Economic Commission for Europe.</td>
<td>Public Private Partnerships is an “innovative methods used by the public sector to contract with the private sector who bring their capital and their ability to deliver projects on time and to budget, while the public sector retains the responsibility to provide these services to the public in a way that benefits the public and delivers economic development and improvement in the quality of life”.</td>
<td>2006</td>
</tr>
<tr>
<td>9.</td>
<td>Weige, G.</td>
<td>PPP is a private financial initiative by government in partnership with the private sector to provide infrastructure for the public</td>
<td>2006</td>
</tr>
</tbody>
</table>

Public Private Partnership and Economic Development
A major goal of poor countries is economic development or economic growth. The two terms are not identical. Growth may be necessary but not sufficient for development. Economic growth refers to increases in a country’s production or income per capita (Nafzinger 2006)). Production is usually measured by gross national product (GNP) or gross national income (GNI), used interchangeably, an economy’s total output of goods and services. Economic development refers to economic growth accompanied by changes in output distribution and economic structure. These changes may include an improvement in the material well-being of the poorer half of the population; a decline in agriculture’s share of GNP and a corresponding increase in the GNP share of industry and services; an increase in the education and skills of the labour force; and substantial technical advances originating within the country.

Proposed Mother and Child Hospital in Rivers State
The Rivers State government recently has completed a mega hospital along Port Harcourt-Aba road by Nigerian Airforce barrack. The hospital tagged Mother and Child is of international standard with modern facilities. The hospital can generate enough revenue for the government if properly managed. This is only achievable if it is under the PPP arrangement. There are evidence that experiences on how to most effectively combine the strengths and resources of both the public and private sectors. Significant refinements in the PPP process resulted from these experiences.
Although PPPs can be more difficult to execute than other types of procurement, the reward can be worth the extra effort. PPPs make possible the completion of projects that would be impossible using more traditional methods of economic development.

A public partnership is a process not a product. Evaluating through the process results in net benefits for all parties (government, partners and the citizens). Public sector entities can leverage and maximize public assets, increase their control over the development process, and create a vibrant built environment. Private sector entities are given greater access to land and infill sites and receive more support throughout the development process (Sfakianakis and van de Laar. 2012). Many developers earn a market niche as a reliable partner with the public sector and are presented with an opportunity to create public goods. With declining levels of public resources to fulfill social and physical needs and pressures for more accountability in financial investments, partnerships between public and private entities will become increasingly permanent and comprehensive in nature.

Government advantages of Public Private Partnership
The government and the citizens stand to benefit immensely from PPP arrangement. It includes:
Improve service delivery: by allowing both sectors to do what they know how to do best. Government’s core business is to set policy and serve the public. It is better positioned to do that when the private sector takes responsibility for non-core functions such as operating and maintaining buildings.

Cost effectiveness. By taking advantage of private sector innovation, experience and flexibility, Public Private Partnership arrangement offers and deliver cost-effective services than traditional approaches. The resulting savings can then be used to fund other needed services.

Increase investment in public infrastructure: Investments in hospitals, schools, highways and other provincial assets have traditionally been funded by the Province and, in many cases, have added to levels of overall debt. PPPs can reduce government’s capital costs, helping to bridge the gap between the need for infrastructure and the country’s financial capacity.

Reduce public sector risk by transferring to the private partner those risks that can be better managed by the private partner. For example, a company that specializes in operating buildings may be better positioned than the government to manage risks associated with the changing demands of commercial real estate.

Deliver capital projects faster, making use of the private partner’s increased flexibility and access to resources.

Improve budget certainty. Transferring risk to the private sector can reduce the potential for government cost overruns from unforeseen circumstances during project development or service delivery. Services are provided at a predictable cost, as set out in contract agreements.

Make better use of assets. Private sector partners are motivated to use facilities fully, and to make the most of commercial opportunities to maximize returns on their investments. This can result in higher levels of service, greater accessibility, and reduced occupancy costs for the public sector.

The PPP approach also encourages a “life cycle” approach to planning and budgeting, through the use of long-term contracts. For example, a company that agrees to operate and maintain a toll gate for 10 years will have to ensure that the asset remains in a certain condition and, therefore, must include maintenance costs in its budget for the life of the agreement. By contrast, public sector planning is based on year cycles as may agreed by the partners. Maintenance costs can sometimes be deferred in response to budget pressures, which can reduce the value of an asset over time.

Advantages of the Private sector
Public Private Partnership arrangement gives the private sector access to secure, long-term investment opportunities. Private partners can generate business with the relative certainty and security of a government contract. Payment is provided through a contracted fee for service, or through the collection of user fees (eg toll fees) and the revenue stream may be secure for as long as the agreement stipulates. The private sector can benefit by achieving efficiencies, based on their managerial, technical, financial and innovation capabilities. They can also expand their leveraged to create additional business opportunities. For example, the company can market its experience in other jurisdictions, once it has established a track record of working successfully with the public sector in British Columbia.

In Rivers State of Nigeria, many government projects before now has failed because of inadequate management. The hotel Olympia situated in the old
GRA area of Rivers State would have been making money for the government if the government had adopted the PPP as a venture to that project. The founding fathers of Rivers state who muted the idea of having such a structure meant well for the people. The same can be said about RIV Insurance Company situated along Aba road which has become a big hide-out for rubbers. The value of these assets runs into trillions of naira. If PPP had been adopted, it would have been contributing to the state’s internal generated revenue. The PABOD Breweries would have down if not the taking over of 70% by foreign partners. The same can be said about Golden Guinea Breweries in Unmuahia, Abia State and many more across the country.

**Conclusion and recommendations**

Public Private Partnerships (PPP) implies the coming together of two dominant but divergent sectors of the economy, each with different prescriptions and objectives, for the overall development of the community. Public Private Partnerships have emerged as one of the latest and successful instruments of public finance, and are increasingly adopted by both developed and developing countries for building and rebuilding their infrastructure framework.

Public Private Partnership while bringing in private capital and experience, involves transfer of valuable public assets as well as foregoing future revenues in the form of concessions. To ensure that such arrangements always enjoy high credibility in the public eye, due diligence, transparency, objectivity and probity of the entire decision making process are all paramount if these arrangements are to succeed and continue for future projects. The role of public auditors, therefore, becomes critical in assessing whether such arrangements are truly in public interest and are also fair and balanced in sharing of risks as well as rewards. Audit of such entities poses a huge challenge and requires a change in the audit methodology as also the approach of public auditors. The audit while promoting accountability should not discourage private sector involvement, investment and innovative management techniques.

Public Private Partnerships (PPPs) has been increasing in the last two decades and are now used in more than 134 developing countries, contributing about 15 to 20 percent of total infrastructure investment while the reverse is the case in developed countries. Most developing countries-and the World Bank Group itself in its latest strategy. A Stronger, Connected Solutions World Bank Group—continue to see significant potential and need for expanded use of PPPs to help overcome inadequate infrastructure, which constrains economic growth. Designing, structuring, and implementing PPPs remains a challenging and complex endeavour. Their success depends on the enabling environment they are embedded in. The World Bank Group has supported countries to create an enabling environment for PPPs along with structuring advice and finance.

Based on the foregoing, we therefore recommend that to actually achieve the main purpose of diversification and the introduction of this all achieving and sustaining objective, it is appropriate to bring out a Guideline for audit of Public Private Partnership Projects that at once reflects the best practices world over that is rooted in our experience of auditing government operations over the years. As PPP mode of financing in creation of public infrastructure is gaining momentum in advanced economies, timeliness of these Guidelines cannot be disputed since PPP projects are becoming increasingly common in key infrastructure sectors of Health, transport, power, urban infrastructure, tourism and railways. Since Public Private Partnership projects hinges on a balanced, and fair sharing of risks and benefits between the partners, and transparency and proper and qualified persons should be put on board for its implementation so as to effect accountability in all transactions relating to the award and management of the contract. The is need for audit of new skills to evaluate these complex arrangements, same should be tried in Nigeria at both central, State and local government and the body to handle it should not be attached to any Ministry.

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Security and Economic Development in Nigeria: A Leadership Perspective

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Correspondence Author’s Email: lynamemezia@yahoo.com

Abstract
This paper critically examined the impact of insecurity on the economic development of Nigeria. Specifically, it established the implications of insecurity on economic growth and development of Nigeria. The study utilized secondary data on security challenges in the country. It was found that Nigeria has a history of ineffective leadership reflected in poor governance. It is argued that this is due to the leaders’ inability to proffer and implement lasting solutions to problems of corruption, ethnic clashes, religious violence, unemployment rate, poor education and so on. The resultant effects have been loss of lives and properties, poverty, and economic backwardness. The paper identifies effective leadership and governance as non-negotiable instruments of change. Recommendations for the improvement of the leadership strength of Nigeria were also suggested.

Keywords: Corruption, Economy Development, Leadership, Security.

Introduction
Security is a very urgent issue in every society and no nation will be able to make progress without a formidable security measure put in place. Right from ancient times, kingdoms and empires had put measures in place that address internal and external security issues for the purpose of protection of lives and properties. One major function of every government is the provision of security for its citizenry. The inability to provide adequate security measures has often led to various vices - crime, violence that pose as challenges and serious threat to national peace and economic progress. Although, it can be argued that no nation, whether developing or developed can be absolutely free from crime and violence, the difference between these nations however, is how they manage the threat (Oladiran, 2012). This is where effective leadership, management and governance become paramount.

In contemporary times, insecurity has been a recurring problem in Nigeria. Evidence of security challenges exist such as the lingering Boko Haram insurgency in the north-Eastern region parts of Nigeria, Niger delta militancy, the Jos and Sokoto crises, kidnapping, armed robbery and ritual in the south, west and eastern part of Nigeria as well as the recent Fulani herdsmen clashes in different parts of the country. These have become a big threat to the peace and economic development of the country and have forced the government to spend much resources addressing them. Despite the huge resources the government has channeled in combating crime and violence, there seem to be very little success. Hence it seems as if the Malthusian paradigm could be rephrased as: “insecurity in the country is growing in a geometric progression while government efforts at combating it grows in arithmetic progression”. To reverse this impending disaster, there is need for a reordering of the leadership of the country.

Considering the continuous rise in security challenges in Nigeria and the government machinery not being able to adequately curtail the situation, the following questions readily come to fore: will insecurity ever end in Nigeria? Can the economy of Nigeria survive it? What role those effective leadership and good governance play in addressing security issues? The objective of this paper therefore, is to critically examine the impact of insecurity on the economic development of Nigeria. This paper is a theoretical review and also utilized secondary data in the area of security and economic development. It also examines literature on leadership and governance. The rest of this paper proceeds in the following manner: It begins by providing an understanding of the meaning of security and economic development, then it looks at effective leadership and good governance, followed by insecurity and the Nigerian economy; it also presents effective leadership as key to Nigerian security challenges. Lastly, the conclusion and recommendation are put forward.

The Concept of Security
Security is a term that denotes a system that demonstrates the ability to maintain a high level of peace and decorum. It reflects the ability to handle situations that perpetrate danger and threat with a high
degree of urgency. It occurs when measures are put in place to address issues related to safety. Achumba, Ighomereho, and Akpor-Rbaro (2013) described security as stability and continuity of livelihood, predictability of daily life, protection from crime and freedom from psychological harm. In the view of Nwagboso (2012), security is associated with the alleviation of threats to cherished values, especially the survival of individuals, groups or objects in the near future. This view relates security to survival, hence pointing out the essence of security. Security is therefore directed to the survival of lives, properties, general social well-being, industrialization, business expansion, economic growth and development.

The Concept of Economic Development
Economic development is a term used to refer to a substantial transformation and growth in the various sectors of the economy. It is the process by which a nation improves the economic, political and social well-being of its people (Wikipedia, 2018). Economic development evolves as a result of continuous measures put in place to address issues relating to growth, security and sustainability. It is through economic development that a society gets metamorphosed from primitive stage to more industrialized nation. Economic development does not take place in a particular area only but a corresponding increase or growth in all areas of a society including education, health, infrastructure, security strength, leadership ability, governance and political stability. Abedi (2011) posits that economic development is sustained rise in both real per capita income and quantity and quality of social and economic amenities in a country. While economic growth addresses increase in output of goods and services, economic development embraces economic growth and the presence of facilities (Abedi, 2011). Where there is economic development, it is an indicator of prosperity which is manifested in the standard of living, political stability and security of the people. Thus Iyoha, Oyefusi and Oriakhi (2003) assert that growth and development experienced of the East Asian Tigers depend on factors such as investment in physical capital and human capital, indigenous base, structural transformation, administrative efficiency among others. Sustainable economic development therefore, must recognize the importance of growth, environmental protection and increased opportunities for the poor and marginalized groups (World Bank, 2017).

Insecurity and the Nigerian Economy
Recently, Nigeria faces very serious internal security problems and needs more urgent responses. This becomes worrisome considering her position in globe, especially in the African continent. Nigeria is not only the most populous country in Africa but also strategically located in a region (Gulf of guinea) that is a major source of the world’s oil (Dambazau, 2014). Security challenges in the country include Boko Haram insurgency in the north-eastern states of Borno, Yobe and Adamawa, Niger Delta militancy and piracy in south-south geopolitical zone comprising Bayelsa, Delta and Rivers, ethno-religious conflicts, trans-border criminal activities and election-induced violence (Dambazau, 2014). Olakunle (2018) argues that security challenges in Nigeria are self-inflicted through well organized criminal or ethnic gangs that seem to defy solutions. He further attributed security challenges in the country to bad governance.

Although, there are indications that Boko haram insurgency is reducing in the north east, there is still much to be done considering the emergence of the Fulani herdsman clashes in Benue state and other places in the country.

Global terrorism report (2017) indicates that Nigeria remains the third most terrorized nation in the world. It occupied the same ranking in 2015, and 2016. It was ranked fourth in 2014 Nigeria following after Iraq and Afganastian which occupy the first and second rankings respectively (Ukpong, 2017). However, the report states that Nigeria recorded the biggest decrease in terrorism by 80% in the year 2016 whereas deaths at the year 2015 stood at 3,100 (Ukpong, 2017).

Also, the International NGO Safety Organization (INSO) (2018), discloses that the gross incident rate (GIR) which consists of all security incidents (from January to August 2018) in Nigeria sum up to 1,406. It also revealed that since 2009, there has been more than one million internally displaced persons (IDPs) and an estimated 20,000 people have been killed by Boko Haram (INSO, 2018).

Table 1: Nigeria Terrorism Index from 2002-2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Previous</th>
<th>Highest</th>
<th>Lowest</th>
<th>Dates</th>
<th>Unit Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-2016</td>
<td>9.01</td>
<td>9.31</td>
<td>9.31</td>
<td>3.86</td>
<td>2002-2016</td>
<td>Yearly</td>
</tr>
</tbody>
</table>

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Table 2: Nigeria Terrorism Index from 2008 -2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Terrorism index</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>5.79</td>
</tr>
<tr>
<td>2009</td>
<td>6.44</td>
</tr>
<tr>
<td>2010</td>
<td>6.31</td>
</tr>
<tr>
<td>2011</td>
<td>6.95</td>
</tr>
<tr>
<td>2012</td>
<td>7.96</td>
</tr>
<tr>
<td>2013</td>
<td>8.2</td>
</tr>
<tr>
<td>2014</td>
<td>9.21</td>
</tr>
<tr>
<td>2015</td>
<td>9.31</td>
</tr>
<tr>
<td>2016</td>
<td>9.01</td>
</tr>
</tbody>
</table>

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Table 3: G20 Terrorism Index of Year 2016

<table>
<thead>
<tr>
<th>Country</th>
<th>Terrorism index</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>7.53</td>
</tr>
<tr>
<td>Turkey</td>
<td>7.52</td>
</tr>
<tr>
<td>France</td>
<td>5.96</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>5.81</td>
</tr>
<tr>
<td>China</td>
<td>5.54</td>
</tr>
<tr>
<td>United States</td>
<td>5.43</td>
</tr>
<tr>
<td>Russia</td>
<td>5.33</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>5.10</td>
</tr>
<tr>
<td>Germany</td>
<td>4.92</td>
</tr>
<tr>
<td>Indonesia</td>
<td>4.55</td>
</tr>
<tr>
<td>South Africa</td>
<td>4.09</td>
</tr>
<tr>
<td>Japan</td>
<td>3.60</td>
</tr>
<tr>
<td>Mexico</td>
<td>3.29</td>
</tr>
<tr>
<td>Australia</td>
<td>3.09</td>
</tr>
<tr>
<td>Canada</td>
<td>2.96</td>
</tr>
<tr>
<td>Italy</td>
<td>2.75</td>
</tr>
<tr>
<td>Netherlands</td>
<td>2.41</td>
</tr>
<tr>
<td>Spain</td>
<td>1.70</td>
</tr>
<tr>
<td>Brazil</td>
<td>1.57</td>
</tr>
<tr>
<td>Argentina</td>
<td>0.81</td>
</tr>
<tr>
<td>South Korea</td>
<td>0.61</td>
</tr>
<tr>
<td>Switzerland</td>
<td>0.27</td>
</tr>
<tr>
<td>Singapore</td>
<td>0.00</td>
</tr>
</tbody>
</table>

www.tradingeconomics.com>Nigeria

The global terrorism index measures the direct and indirect impact of terrorism. It ranks from 0 (no impact) to 10 (highest impact). From table 2, terrorism was highest in year 2008 with an index of 5.79. The index was on the increase till the year 2015 when it decreased from 9.31 to 9.01. The decrease indicates an improvement in the war against terrorism by the army and the doggedness of the presidency under the leadership of Muhammadu Buhari. The various tactics used in curtailing the excesses seemed to have yielded some degree of result; “python dance”, “crocodile smile”, “lafiya Dole”, “scorpion sting” and others played critical roles in the ranking (Ewepu, 2017). However, by comparing Nigeria with the G20 countries of table 3, it is observed that Nigeria has a higher terrorism index than all the countries of the G20. This implies that much have to be done to improve on the security challenges. It can also be deduced that the G20 have stronger economies because terrorism, insurgency or insecurity is relatively low. Following from Singapore, we notice that it is possible for a country to have no insecurity problem.

Although, there are indications that Boko haram insurgency is reducing in the north east, there is still much to be done considering the emergence of the Fulani herdsmen clashes in Benue state and other places in the country.

There cannot be economic development when there are security problems. Many companies have closed down and some relocated as a result of insecurity challenges in the area where they operate their businesses. The effect of this situation is evident in Table 4 below in which the GDP has experienced decline since year 2014 and has the highest value in the year 2017. Inflation rate and unemployment rate have also increased during the period. This problem stems from poor management of the insecurity which has aggravated to affecting the economy.

Nwabueze (2018) notes that: “It cannot be doubted that effective management of the economy is necessary to bring about economic growth, economic development and national transformation. No doubt too, Nigeria has, over the years since independence in 1960, achieved a good measure of economic development in terms of economic growth and development. It is evident, however, that the gains have been eroded by the security challenges.”
Proceedings of the 12th Annual National Conference of The Academy of Management Nigeria

infrastructural development etc., yet the development such as it is, is not of a type and quality to transform the country into a developed state in the sense of the advanced countries of the world... Nigeria is not, in any meaningful sense a developed, but rather an underdeveloped state."

The above opinion identifies a gap in the economic development process in Nigeria. It presents the present economic situation of the country worse of relative to precedents. One would expect that the economic situation of modern day Nigeria is far better than the previous years.

Table 4: Nigeria Economy Data (2013-2017)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (million)</td>
<td>169</td>
<td>174</td>
<td>179</td>
<td>184</td>
<td>189</td>
</tr>
<tr>
<td>GDP per capita (USD)</td>
<td>3,082</td>
<td>3,312</td>
<td>2,766</td>
<td>2,206</td>
<td>1,995</td>
</tr>
<tr>
<td>Economic growth (GDP, annual variation in %)</td>
<td>5.5</td>
<td>6.2</td>
<td>2.8</td>
<td>-1.6</td>
<td>0.8</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>3.7</td>
<td>4.6</td>
<td>4.3</td>
<td>7.1</td>
<td>7.0</td>
</tr>
<tr>
<td>Inflation Rate (CPI)</td>
<td>8.5</td>
<td>8.1</td>
<td>9.0</td>
<td>15.7</td>
<td>16.5</td>
</tr>
</tbody>
</table>


From the foregoing, it is clear that internal security challenges are a great threat to the Nigerian economy. They cripple development by rendering political and social activities of the country ineffective.

Effective leadership, as Key to Nigerian Security Challenges

Nigeria is in dire need of effective leadership. This has become so pertinent especially in contemporary times where insecurity is ravaging the economy. No nation can be better than the quality of leaders it has. The development of a society may be found to be a function of the leadership strength and nature of governance of the government machinery. Nwabueze (2018) noted that:

"Leadership is a critical part of Nigeria’s problem of governance because the educational qualification prescribed for our political leaders by section 131(d), as amended by the National Assembly in 2010, and section 318(1) of the constitution does not equip them to be able to combine ideas and power, intellectualism and politics... A semi-literate president or governor is what the prescription tantamount to”.

The above assertion finds relevance considering the nature of policy implementation and the inability of some political leaders in Nigeria to articulate ideas and engage in conscious rational thoughts. Since the constitution does not provide for highly educated people to occupy elective positions and governance, there is no doubt that the leaders will continue to remain bereft of ideas and logical reasoning that will move the country forward.

There are many factors that can be attributed to the causes of insecurity challenges in Nigeria of today. Chief among these factors are poor governance and lack of effective leadership at all levels of governance (Dambazau, 2014). Nigerian governments are often characterized by corrupt practices, poor accountability and it is therefore pertinent for Nigerian leaders and government to look inward and identify those areas they have failed in the administration of national policies.

Achumba et’al (2013) argue that the kind of leadership needed in Nigeria are visionary leadership, a leadership that is detribalized such that it has at leadership position only people who are able to inculcate in their people or followers, the ideals of common citizenship as transcendent factor among all Nigerians.

We cannot talk about good leadership and governance when we are still struggling with conducting a free and fair election in a democratic government.
Dambazau (2014) identified free, fair and credible election environment as the first step towards good governance. He further argued that where there is no free and fair election, there can be no political, social, and economic stability. This strongly applies to Nigeria. A situation whereby the country which is supposed to allow multi-party system to thrive becomes dominated by two major political parties is alarming. The APC and PDP dominate the political arena and rigging has become the most important instrument that determines election success.

Also, many politicians now defect between parties; from either APC to PDP or vice versa turning themselves into political sycophants and flatterers of the ruling party. They tend to approach election process with a mind-set of “do or die” affair and this has often made them very militant (Dambazau, 2014). Many go about with thugs who often end up stealing ballot boxes for rigging the election. Dambazau (2014) noted that the formation of the militant groups in the Niger delta and the Boko Haram sect in the northeast were initially part of the army of political thugs formed by some gubernatorial candidates in the Niger Delta and Borno State, respectively. Also, some leaders refuse to leave office when their tenure is getting over, instead they vie for a second term and utilize the power of incumbency to intimidate other aspirants and manipulate the electorate through rigging to win the election. These tendencies cannot make for good leadership and governance, neither does it help to reduce corruption and insecurity, instead it increase them.

As a result, many politicians come into power to satisfy the demands of their “god-fathers” and party members at the detriment of the masses. When they come into power, they find it difficult to conceptual and articulate issues, instead they squander the resources on settling those who supported them during the election campaign period. Effective leadership is therefore a very important issue that requires serious attention in Nigeria.

Poor leadership is also demonstrated among police officers who are fond of taking bribes and engaging in other corrupt practices. This is perhaps a central factor that make the public to stereotype the police as over-zealous and corrupt officers who are ready to do anything to gain promotion; they arrest the innocent and free the criminals. What an irony!

**Conclusion**

Nigeria, often described as the giant of Africa has been faced with internal security problems which she has not been able to completely solve. Although there have been attempts to improve on the security situation in the country, more still have to be done. Nigerian leaders must learn to benchmark best practices and see how such practices can be of help to their own country. They should learn from advanced countries. The government must be ready to drive toward a change in the status quo.

**Recommendations**

Nigerian leaders should seek for more international support in curbing insurgency attacks. They should study the G20 countries and find out how they were able to surmount their insecurity problems, especially those countries with very low terrorism index.

Also, more individuals should be recruited into the army, community youths should also be empowered and trained on counter-terrorism attacks. Another strategy to adopt is that corrupt practices within the army should be effectively checked. Army officers should be disciplined to act as deterrent to others. There are certain orders which create conflict and tension among the army; such can result from the case where wanted criminals and terrorists are captured, arrested and allowed to escape after a while. Such orders are tantamount to sabotage. Saboteurs should be dealt with in the army. The use of whistle blowing should also be encouraged and adequately managed in the army.

Furthermore, the public attitude towards the police should be improved upon. The police have a very important role to play in the society by reducing crime rate. They pose as an important force to the reduction of internal security problems. One way of improving the perception of the public towards the police is through proper training of police officers to desist from illegal activities, followed by sensitization of the public on the improved police officers’ outlook.

Another important aspect that should be taken very seriously are education and employment opportunities through youth empowerment. Education and employment play major role in security and economic development. There should be more investment in education. The government should increase the education budgetary allocation so that more institutions are built and developed. When the youths are well educated and gainfully employed, they will not present themselves to be recruited into insurgency groups. The youths should be empowered with skills that can make them contribute meaningfully to economic growth. It is perhaps the failure of the government to address unemployment and poor
education that crime have thrived in Nigeria. To implement this policy therefore, the Nigerian government should begin from the basic education. The secondary school curriculum should be reviewed to include subjects like security education and conflict resolution in which students are being educated on the dangers of terrorism and how it stiffens economic development. The subject has been included in the primary school curriculum. It should be extended to the secondary schools- the junior and senior classes. The subject should be made compulsory for all students. This will enable students to learn how to handle disputes, understand what constitute sabotage and become abreast of more security matters.

Lastly, the constitution of Nigeria should be reviewed and amended to provide for educated people, at least graduates for elective positions especially at governorship and presidential level. Educated people are literate enough to come up with fresh ideas that can move the country to desired heights.It should also provide an age limit not more than 70 years for such positions. The country needs young and dynamic youths to occupy leadership positions; youths who would contribute their strength, vigor and intellectual prowess to developing the country; youths who are ready to serve humanity on the platform of accountability, transparency and true democracy; youths who are ready to uphold the true tenets of democracy. They should be able to forestall corrupt tendencies and their cohorts.

References
Impact of Knowledge Management on Growth of Telecommunication Firms in Kaduna Metropolis

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Abstract
This study is conducted on the impact of knowledge management on growth. The study seeks to determine the impact of knowledge management on growth of telecommunication firms in Kaduna Metropolis. Knowledge acquisition, knowledge conversion, knowledge application and knowledge protection were the proxies for the independent variable while the dependent variable is growth. Primary method of data collection is employed and the study employed the use of questionnaire to solicit for information on the variables of the study. The sample of the study comprise of 114 employees of the 4 telecommunication firms in Kaduna metropolis. Correlation and regression are used to analyse the collected data. The study therefore discovered that there is a positive relationship between knowledge acquisition, knowledge conversion, knowledge application and knowledge protection and growth. Based on the finding the study concludes that knowledge management impacts on growth of telecommunication firms in Kaduna metropolis and therefore recommends that the management of telecommunication firms should employ the effective use of knowledge management processes to ensure growth of the firm.

Keywords: Knowledge Management, Growth, Telecommunication Firms

Introduction
In today’s’ rapid technological change, companies incessantly struggle to maintain competitive advantage through the adoption of differentiation strategies that will develop and differentiate their products and services. It has then become obvious that knowledge is fast becoming the most paramount factor of production next to labor, land and capital (Singh & Soltan, 2010). Among various methods, management focus a lot on their employees know-how, past experience and expertise in the quest to excel in achieving their goal. Even though some forms of intellectual capital are transferable, internal knowledge is not easily copied and reused, as such the knowledge in the minds of employees can get lost if the decide to leave the organization (Daud & Yusoff, 2010). It is therefore one of the objectives of management to improve the processes of knowledge acquisition, integration and usage, which is exactly what knowledge management is about (Katsuro Pension, Nyasha, Sheiller, & Vhuramai, 2013). Though an intangible asset (Knowledge) is difficult to be conveyed, it is very significant as it helps the organization in the achievement of productivity and growth overtime (Katsuro Pension, Nyasha, Sheiller, & Vhuramai, 2013).

Looking at the world today, it is seen that firms need to grow if they want to remain relevant in the industry, and as such knowledge management provides the proper structure and the necessary technological infrastructure needed in the organization which further develops and makes the growth of the organization successful (Mills & Smith, 2011). This is because the different types of information technology and techniques that are applied in the function of knowledge management reflect various effects in separate processes as well as improving diverse indicators in the organizational efficiency. Organizations need more information and communication so as to cut cost given to the scarcity of resources, this will aid in increasing quality, improving productivity and then the growth of the firm overtime (Daud & Yusoff, 2010). For the firm to grow, it needs knowledge management to play a key role through the creation, sharing, dissemination and retention of knowledge and offering the organization a superior value proposition. In other to attain such growth, the firm will need to encourage its employees to work together more effectively, to collaborate and share (knowledge) as this will lead to the growth of the firm (Ahmed, Fiaz, & Shoaib, 2015).

Since knowledge management have been seen to be important as firms struggle to employ it in their operations, it has therefore become the concern of researchers as they are curious to know what knowledge management really entails and how it brings about the growth and productivity of the firm. Looking at studies conducted on knowledge
management, it is discovered that most of these studies like Ahmed, Fiaz and Shoaib (2015), Holsapple and Wu, (2011), Mishra and Bhaskar (2011) have looked at the relationship between knowledge management and organizational performance. However, there has been less concentration on how knowledge management leads to the consistent growth of the firm. Though the importance of knowledge management has been understood by firms and scholars, more of the studies on knowledge management have been done in other countries and few of the studies have been conducted in the Nigerian telecommunication industry. Based on these stated problems, the study seeks to investigate the extent to which knowledge management impact on growth of telecommunication firms in Kaduna metropolis.

The main objective of the study is to determine the impact of knowledge management on the growth of telecommunication firms in Kaduna metropolis. Other specific objectives are:

- to examine the impact of knowledge acquisition on the growth of telecommunication firms in Kaduna metropolis
- analyse the impact of knowledge conversion on the growth of telecommunication firms in Kaduna metropolis
- investigate the impact of knowledge application on the growth of telecommunication firms in Kaduna metropolis
- determine the impact of knowledge protection on the growth of telecommunication firms in Kaduna metropolis.

The hypotheses of the study were all stated in null form;

- There is no significant impact between knowledge acquisition and growth of telecommunication firms in Kaduna metropolis
- There is no significant impact between knowledge conversion and growth of telecommunication firms in Kaduna metropolis
- There is no significant impact between knowledge application and growth of telecommunication firms in Kaduna metropolis
- There is no significant impact between knowledge protection and growth of telecommunication firms in Kaduna metropolis

The study will be of relevance to the management of telecommunication firms by showing them how knowledge management will lead to the growth of their firms. It will also be relevant to academics as it will add to existing literatures on the subject matter.

**Literature Review**

**Concept of Knowledge Management**

Scholars have tried to define knowledge management as there are different views as to what knowledge management is, to follow this suit of definitions, Daud and Yusoff (2010) define knowledge management as a process of creating, acquiring, capturing, sharing and using knowledge, whereever it resides to enhance learning and performance in organizations. To furter support the definition, knowledge management is also defined as the ability to utilise, share, foster, facilitate, transform and manage the knowledge based on the competences and assets of the organization (Mills & Smith, 2011).

On the other hand, Mishra and Bhaskar (2011) define knowledge management as the practices and strategies that a company uses in an attempt to create, distribute and enable the adoption of strategic insights and specific experiences. This definition shows that individual knowledge consists of intangible awareness, learned facts and information which are manifested as ideas, judgements, talents, root causes, relationships, perspectives and concepts. In another view, knowledge management is defined as a methodology of information creation, endorsement, presentation, spread and appraisal (Schiuma, 2012).

Katsuro Pension, Nyasha, Sheiller and Vhuramai (2013) view knowledge management as an arrangement of philosophies, systems and specific and administrative gadgets, laid out towards making, granting, utilizing information and data inside and around an association.

Knowledge management is also defined as an exact and integrative system of encouraging association wide activities of securing, making, chronicling, offering, diffusing, making and passing on learning by individuals and totals in chase for major authoritative goals (Tubigi, Alshawi, & Alalwany, 2013). Looking at these views it is seen that knowledge management has to do with how people may be enlivened and motivated to best utilize their insight, comprehension and creativity by using condition of the speciality building and diverse resources for better results (Mills & Smith, 2011).

**Concept of Growth**

So many scholars have tried to define the concept of growth of firms, as such growth is defined as a combination of precision and optimal use of manpower and material resources available and efficiency is determined through performance (Abiodun, 2013). This definition shows that efficiency and effectiveness are two important components of
growth in the organization, and they are normally affected by different factors. Growth of the organization is defined as a series of coordinated and planned actions to improve the program and better use of talents, facilities, spaces and places (Katsuro Pension, Nyasha, Sheiller, & Vhuramai, 2013). These practices design and implement in modern programs of the organization and leads to the growth of the firm.

In other to know what growth is, Khalid (2012) posits that growth is the ability of the firm to utilize its assets and generate profit either in the short or long-term and then develop its business activities. In other words, the concept is a combination of the firms' assets to attain profit over a given time. On the other hand, growth of the firm is what the firm gets after it has deducted all expenses from its generated revenue, which could either be retained or shared amongst the shareholders of the firm (Ahmed, Fiaz, & Shoaib, 2015). Here growth is viewed as an increase in the finance and assets of the firm. The definition failed to capture the growth of the human capital in the organization. In another definition, Katsuro Pension, Nyasha, Sheiller, & Vhuramai (2013) define growth as the consistent development and increase in size of a firm. Growth of the firm is also defined as a progressive development, which includes increase and expansion especially in the area of capital value and income of the firm (Schiuma, 2012). This definition shows the importance of growth since it is connected with the progressive development of the firm in line with capital and value of the firm. The concept of growth therefore goes beyond the concept of profitability of the firm because it includes both profitability and the ability of the firm to progressively develop (Torabia & El-Denb, 2017).

**Empirical Review**

In other to understand the relationship between knowledge management and growth of firms, studies have been conducted and some of these studies are look at.

Rasula, Vuksic and Stemberger (2012) determined the impact of knowledge management on organizational performance in Slovenia and Croatia. The aim of the study is to show that through creating, accumulating, organising and utilising knowledge, organisations can enhance organizational performance. The impact of knowledge management practices on performance was empirically tested through structural equation modelling. The sample included 329 companies both in Slovenia and Croatia with more than 50 employees. The results show that knowledge management practices measured through information technology, organization and knowledge positively affect organisational performance. However, using a different set of variables to measure knowledge management like the knowledge management process will make the finding more specific to the process of knowledge management and it will give way of implementing the process efficiently.

Tubigi, Alshawi and Alalwany (2013) investigated the impact of knowledge management (KM) processes on organisational performance (OP). The study employed an inductive qualitative approach based on a preliminary study. The study conducted a pilot study and the study involved the use of interview as a primary data collection technique. Content analysis approach was used to identify ideas relevant to the main themes. The study showed that knowledge usage is the most influential aspect of KM that impacts OP. Moreover, the study revealed that knowledge transfer is a common knowledge management process employed by organizations. Accordingly, it was ranked as the second most influential factor of KM with respect to OP. However, this study made use of content analysis, which means that the employment of an empirical approach can make the finding to be different.

Pension, Nyasha, Sheiller, and Vhuramai (2013) investigated the impact of knowledge management on organizational performance. The research used a case study approach in which a sample of 60 employees out of a population of 100 employees was used. The targeted population was stratified into departments from which a simple random sampling procedure was employed to come up with departmental representatives who were then summed to make the final 60 sample elements. Questionnaires and interviews were used in triangulation to collect data on the sample. An analysis of the collected data revealed that knowledge management had positively impacted on the performance of the organization through improvements in design time, costs reduction, employee flexibility and reduced employee frustration and confusion. However, the research also found that knowledge management can be negatively affected once a culture that embraces learning and sharing knowledge is minimum. Looking at this study it is seen that both questionnaires and interviews were employed so using structural equation model (SEM) would have captured the data well and made the analysis more robust.

Ahmed, Fiaz, and Shoaib (2015) examined the impact of knowledge management practices on performance...
of organizations in Pakistan banking sector. The study made use of variables like knowledge acquisition, knowledge conversion, knowledge application and knowledge protection on organizational performance. The study employed survey design and questionnaire was used to get response from 256 banking sector respondents. Data was analyzed by using SPSS. The results showed that knowledge management activities which are knowledge acquisition, knowledge conversion, knowledge application and knowledge protection results in provision of quality services to customers, high customer satisfaction, efficiency in resource utilization, more profits and overall improved organizational performance. For practitioners implication of the research is that it will provide a guide to implement knowledge management activities within the organization for organizational performance improvement. Though a positive impact was discovered in the banking sector, the finding of the study if conducted in a different sector can make the finding differ.

Torabia and El-Denb (2017) examined the impact of knowledge management on organizational productivity in Iran. The study employed the use of a survey research design. The survey, which was conducted at Koosa Bank of Iran, demonstrated that the employees’ intention to share and consequently the sharing of tacit knowledge has direct positive impacts on productivity. In addition, the analysis demonstrated that not only productivity would increase as a result of knowledge sharing, but also employees’ innovative contributions increased as a result of exposure to others’ knowledge, expertise, and experiences.

Theoretical Framework

Structuration Theory

The structuration theory was propounded by Giddens (1984) and the structuration theory is an attempt to dispel division within the social sciences between those who consider social phenomena as determined by the influence of objective social structures (determinism) and others who see social phenomena as products of human agents as they subjectively interpret the world (voluntarism) (Timbrell, Delaney, Chan, Yue, & Gable, 2005). Giddens’ conception of structuration theory purports a duality of structure which relates to the fundamentally recursive character of social life, and expresses the mutual dependence of structure and agency. In other words, the agents within a social system are both influenced by the structural elements of that system, and recursively reproduce those structural elements through interaction between agents. Giddens views social structure as being drawn upon by human agents to constrain (rules) or enable (resources) interaction, while simultaneously the actions of actors in social contexts serve to produce (create or change), and reproduce (homeostasis) the social structure.

A founding principle of Giddens’ theory is that every social actor knows a great deal about the conditions of reproduction of the society of which he or she is a member (Mills & Smith, 2011). This theory also posits that social systems, such as knowledge-based organizations, are comprised of day-to-day social interactions involving situated activities of human agents existing in time-space, and are constituted by regular, reproduced relations of interdependence between either individual agents or a collective group (Pension, Nyasha, Shellier, & Vhuramai, 2013). According to this theory, institutions are a product of human agency but are an outcome of action only in so far as they are also involved recursively as the medium of its production (Ahmed, Fiaz, & Shoaiib, 2015).

In structuration theory, structure refers to patterns of social relationships and only exists as structural properties. These structural properties exist virtually as rules and resources that in social reproduction bind time (Giddens 1984) and result in enduring practices in social systems (reproduced relations between actors or groups, organized as regular social practices that occur in time and space).

This theory is adopted because it explains that the structure in the organization is created by social relationships as a structural property. This means that knowledge management is a structure that can be achieved through humans who are the employees.

Methodology

The study employed the use of survey research design and questionnaires were used to solicit for information from the sample of the study. The instrument used is adopted and modified from Gold and Malhotra (2001) to measure knowledge management and growth. The population of the study comprise of the employees of the telecommunication firms in Kaduna metropolis which are MTN, GLO, Airtel and 9 mobile. The employees of the firms are MTN = 25, Glo = 55, 9 mobile = 39 and Airtel = 25. This makes the population of the study to be 114. The study therefore employed the use of census sampling technique and all the population were studied because the population is not above 200 (Sekaran, 2005). A total of 114 questionnaires were issued to the respondents and the study employed the hand-to-hand
approach of distribution to ensure successful retrieval. After the collection of the questionnaire, the study made use of correlation and regression to analyse the collected data.

**Results and Discussions**

All the 114 questionnaires were issued to the respondents for the study and were retrieved. Out of the retrieved questions 3 of them were wrongly filled as such the valid response is 111 which represent 97% of the sample. Having a response rate that is above 50% ensures a certain level of reliability of the data (Mills & Smith, 2011). After the collection of the data, the study employed the use of the cronbach alpha to test for reliability. Table 1 presents the reliability of the construct.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number</th>
<th>Alpha Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>KA</td>
<td>6</td>
<td>.67</td>
</tr>
<tr>
<td>KC</td>
<td>6</td>
<td>.61</td>
</tr>
<tr>
<td>KAP</td>
<td>6</td>
<td>.69</td>
</tr>
<tr>
<td>KP</td>
<td>6</td>
<td>.71</td>
</tr>
<tr>
<td>OG</td>
<td>6</td>
<td>.83</td>
</tr>
</tbody>
</table>

**Source: SPSS Output, (2018)**

Looking at the reliability table, it is discovered that all the constructs have 6 questions each and knowledge acquisition (KA) has a coefficient of .67 which implies that the variable has internal consistency. Knowledge conversion (KC) as well as knowledge application (KAP) all had coefficient of .61 and .69 respectively. All the variables have internal consistency and finally knowledge protection as well as organizational growth has internal consistency as the variables are all above .5. According to Cronbach (1951) decision rule, any variable that has an alpha of above .5 is reliable and has internal consistencies indicated in the study.

A correlation analysis was conducted check for the relationship between the variables. Table 2 presents the correlation between the variables.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number</th>
<th>Alpha Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>OG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KA</td>
<td>.871</td>
<td>1</td>
</tr>
<tr>
<td>KC</td>
<td>.825</td>
<td>.624</td>
</tr>
<tr>
<td>KAP</td>
<td>.883</td>
<td>.537</td>
</tr>
<tr>
<td>KP</td>
<td>.811</td>
<td>.776</td>
</tr>
<tr>
<td>OG</td>
<td>.650</td>
<td>.522</td>
</tr>
<tr>
<td>KA</td>
<td>.721</td>
<td>1</td>
</tr>
<tr>
<td>KC</td>
<td>.522</td>
<td>1</td>
</tr>
<tr>
<td>KAP</td>
<td>.883</td>
<td>.537</td>
</tr>
<tr>
<td>KP</td>
<td>.811</td>
<td>.776</td>
</tr>
</tbody>
</table>

**Source: SPSS Output, (2018)**

Considering table 2, it is discovered that knowledge acquisition (KA) and organizational growth (OG) has a coefficient of .871 which implies that an increase in knowledge acquisition of the employees will lead to about 8% increase in the growth of the firm. The relationship between knowledge conversion (KC) and organizational growth (OG) has a coefficient of .821 which implies that and increase in knowledge conversion of the employees of the firm will lead to about 8.2% of growth. Knowledge application (KAP) and growth also has a coefficient of .883 which implies that 1% increase in knowledge application will lead to about 8.8% increase in the growth of the firm. Finally the relationship between knowledge protection and growth has a coefficient of .811 which also implies that an increase in the knowledge that has been gained by protecting it will lead to about 8.1% increase in the growth of the firm.

The independent variables also had positive relationship between themselves because the table shows knowledge conversion and knowledge acquisition has a coefficient of .624. Knowledge application also had a positive relationship with knowledge acquisition with a coefficient of .537. Knowledge protection and knowledge acquisition has a coefficient of .776. All the variables in the study have a positive relationship and there was no problem of multicollinearity since none of the variables had a relationship that is equal to 1. Table 3 presents the regression analysis of the study.
The regression analysis of the study had an $R^2$ of .881 which signifies that 88% of growth of telecommunication firms is explained by knowledge management. The relationship happens to be significant with a significant value of .003. The model has a standard error of .44217 which signifies that there is a low error and the coefficients are not biased. The model shows that knowledge management impacts on growth of telecommunication firms positively and significantly. Table 4 presents the coefficient of the combined relationship between the variables.

Table 4: Coefficient of the Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. error</th>
<th>t-stat</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>KA</td>
<td>.268</td>
<td>.056</td>
<td>4.771</td>
<td>0.000</td>
</tr>
<tr>
<td>KC</td>
<td>.410</td>
<td>.200</td>
<td>2.050</td>
<td>0.041</td>
</tr>
<tr>
<td>KAP</td>
<td>.392</td>
<td>.059</td>
<td>6.289</td>
<td>0.000</td>
</tr>
<tr>
<td>KP</td>
<td>.191</td>
<td>.052</td>
<td>3.668</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Considering the output in table 4 it is discovered that knowledge acquisition had a coefficient of .268 and a significance of .000. This implies that knowledge acquisition impacts on growth positively and significantly. Knowledge conversion also had a coefficient of .410 and a significant value of .041. This implies that knowledge conversion impacts on growth of telecommunication firms positively and significantly. This finding goes in line with the finding of Daud and Yusoff (2010). Knowledge application impacts on growth of telecommunication firms with a coefficient of .392 and a significant value of .000. This also signifies that knowledge management impacts on growth positively and significantly. Finally the table shows that knowledge protection impacts positively and significantly with a coefficient of .191 and a significant value of .000. This finding goes in line with the finding of Ahmed, Fiaz and Shoaib (2015).

Based on all the findings of the study, the stated hypotheses were therefore all rejected.

**Conclusion and Recommendations**

Looking at the major finding of the study which showed that knowledge management impacts on growth, the study therefore concludes that knowledge acquisition, knowledge conversion, knowledge application and knowledge protection impacts on growth of telecommunication firms in Kaduna metropolis.

Based on these conclusions, the study therefore recommends that, management of telecommunication firms should employ the process of knowledge management to attain the desired growth. This could be achieved if the firm creates an effective knowledge management process that encourages employees to acquire knowledge easily, convert the knowledge and then apply it in running their daily activities and finally to be able to protect it. The firm should motivate the employees with incentives so that the process of sharing knowledge will be widely accepted and this will ensure the flow of knowledge. The study also recommends that other studies should consider looking at other sectors like the oil and gas sector to make comparison with available studies on the subject matter.

**References**


Impact of Leadership and Innovation on Organizational Performance of Diamond Bank in Kaduna Metropolis

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Abstract
The study was conducted on the impact of leadership and innovation on organizational performance. Studies have looked at the effect that leadership has on the performance of firms but few of the studies have considered the innovation that leaders bring to the organization. The main objective of the study is therefore to determine the impact of leadership and innovation on the performance of Diamond Bank in Kaduna metropolis, Nigeria. The sample of the study comprises of the staff of Diamond Bank in Kaduna metropolis which amounted to 285. The sample was drawn from the population using the Krejcie and Morgan sampling table. The study employed the use of questionnaires. The questionnaire is adopted from Samad (2012) and Ojokuku, Odetayo, and Sajuyigbe (2012) to solicit for information from the sample. The study employed the use of Pearson correlation and regression analysis to analyse the collected data. The study discovered that transformational leadership, transactional leadership and innovativeness have a positive and significant impact on the performance of Diamond Bank in Kaduna metropolis. The study therefore concludes that leadership and innovation impacts on performance and the study recommends amongst others that management should employ the use of transactional and transformational leadership as well as innovation in their organization to gain performance. This can be achieved by engaging the management cadre in leadership and innovative thinking training and seminars.

Keywords: Leadership, Innovation, Organizational Performance

Introduction
Firm’s growth and development has certain factors that improve sustainability on the basis of effectiveness and efficiency. The improvement in productivity of the organization is attached to employee’s better behavior and commitment which is developed from the norms, values and objectives given to them by the firm (Jung, Chow, & Wu, 2014). The organization at all times keep track of the outcome of the way activities are carried out in the firm, this outcome is performance. Every organization from the beginning is built to achieve certain objectives; these objectives are tied around solving the problems of the customers from which they will derive satisfaction. The dedication and constant loyalty of the employees of the firm becomes the path that leads to the growth of the organization. The performance of the organization is very important as it ensures the growth, sustainability and competitive advantage of the firm (Ojokuku, Odetayo, & Sajuyigbe, 2012). No matter how much the firm needs dedicated and active employees, there are superiors (leaders) that guide the work they do in order to ensure that the objective of the firm is achieved. But the approach and ways that these leaders use to relate with their employees differ from leader to leader (Guo & Cao, 2012).

Leadership is a very important factor in the organization because it plays a significant role in running the daily activities of the firm. Since leadership is a very important factor, it is therefore valuable to know that there is no unique way of leading in an organization, every leader decides on a way that he deems fit when it comes to handling his employees. In other words, the leader of every organization has to make a choice on the leadership style that will soothe the employees. Leadership style is the choice of leadership that an individual leader decides to use when relating to his employees. Just as every individual is unique in his own way of thinking, so are choices of leading. The approach deployed by a leader to handle a particular or permanent situation regarding his subordinates on carrying out their day-to-day activities is referred to as leadership style, and approaches or leadership styles differ with every individual leader. For instance, where it seems relevant to use force on the employees by one leader, could turn out to be different to the other leader. A leadership style could serve as a motivation or
Empirical studies about leadership styles and performance have been found overtime, however most of these studies have made use of different types of leadership styles with most concentration on transactional leadership styles as presented by Levin & white (1953), which includes autocratic, laissez faire leadership style and democratic leadership style. Other leadership styles have also been looked at by other studies but very few of these studies have made use of the transformational leadership styles. This study therefore intends to make use of different combination of variables which are transactional, transformational leadership styles and innovation. In other words, there is a variable inclusion gap to be filled. Other studies regarding the subject matter have been conducted in different banks like Zenith bank; however few studies have been done in Diamond bank Kaduna metropolis. Based on these problems the study seeks to understand the extent to which leadership and innovation impacts on performance.

The main objective of the study is to determine the impact of leadership and innovation on organizational performance of Diamond bank in Kaduna metropolis. Other specific objectives are to:
- examine the impact of transactional leadership on organizational performance of Diamond Bank in Kaduna metropolis.
- determine the impact of transformational leadership on organizational performance of Diamond Bank in Kaduna metropolis.
- analyse the impact of innovation on organizational performance of Diamond Bank in Kaduna metropolis.

The hypotheses of the study were stated in null form and are given as such:

$H_01$: Transactional leadership has no significant impact on performance of Diamond Bank in Kaduna metropolis

$H_02$: Transformational leadership has no significant impact on performance of Diamond Bank in Kaduna metropolis

$H_03$: Innovation has no significant impact on performance of Diamond Bank in Kaduna metropolis

The study will be of relevance to the management of Diamond bank as it will show them how leadership and innovation leads to the performance of their bank. It will also be of relevance to other related institutions. The study will also be of relevance to academics as it will add to the existing literature for scholars to research from.

The study will make use of primary data and the study is limited to Diamond bank in Kaduna metropolis.

**Literature Review**

**Concept of Leadership**

Though leadership has been the subject of discussion by scholar’s over time, it has still not been fully understood (Guo & Cao, 2012). Leadership has been defined as the ability of inspiring and impressing the subordinate by providing them with the purposes to fight for them (Kesting, Ulhøi, Song, & Niu, 2015). This definition shows that leadership has to do with the display or the capability of an individual (the leader) to develop trust in his/her subordinates by inspiring and impressing them with the way he handles their activities. According to Yıldız, Basturk, and Boz (2014), leadership belongs to a specific position and it entails tasks and functions that are obligatory, which a business has to fulfill so as to live, develop and be efficient. This definition therefore views the function of leadership from two categories, which includes the normal functions that the leader performs in normal operation and leadership functions in transformation. According to Yıldız, Basturk, and Boz (2014), these functions that the leader does creates an environment for the employees and organizes labour in the process of normal operation which is the day-to-day activities.

In recent years the most looked at leadership styles have been the transactional leadership style and the transformational leadership. Transactional leadership stresses the interrelation between group members and group leader relating to work or task (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). To further support this assertion, transactional leadership is defined as the leadership style which is based on work relationship between the leader and employee (Yıldız & Karakaş, 2012). In other words, transactional leadership style is task-oriented or a managerial leadership style. Ojokuku, Odetayo, and Sajuyigbe (2012) posits that transactional leadership style to has three major factors which includes the contingent reward based upon specific role and task requirement, active management by exception, which refers to a style of leadership whereby the leader carries out positive supervision of performance to avoid mistakes and finally passive management by exception, a style whereby the leader intervenes only after the appearance of behaviors and mistakes against the requirements. As a result of these functions, it can be implied that employees can realize their business roles
by understanding the expectations of the leader and organization and they will do their best.

On the other hand, transformational leadership style is defined as the process that develops missions and targets of the firm by making same changes in attitudes of the members of the organization (Jung, Chow, & Wu, 2014). Transformational leadership is also defined as the loyalty process that realizes missions and targets of the organization by making same changes in attitudes of the members of the firm (Ojokuku, Odetayo, & Sajuyigbe, 2012). In other words, transformational leadership puts emphasis on a leadership style that changes value judgments, mission and vision awareness in business. In this way, it increases its followers’ self-confidence in reaching goals.

Samad (2012) characterizes transformational leadership as a leadership style that has three dimensions which include, inspirational motivation, idealized influence, intellectual stimulation. Transformational leadership can be defined as the leadership style that creates, provides resources, gives individual support and monitors improvements (Yukl, 2010).

Concept of Innovation
Friedrich, Mumford, Vessey, Beeler and Eubanks (2010) defines innovation as the degree to which a firm is earlier in the adoption and implementation of new things relative to its peers. In other words, the definition conceptualizes the meaning of innovativeness as realizing innovation before others. To further support the earlier definition, Innovation has also been defined as the implementation of practices such as brand-new and developed product, process, marketing method inside and outside of the organization (Ussahawanitchakit, 2011).

In another view, innovation is not only the creation and capturing of a new value but also the implementation of new methods in business practices, workplace organization or external relations, and improvement and transformation of managerial and business models to cope with changes (Jung, Chow, & Wu, 2014). This definition further break innovation into products, services, production and distribution and distribution methods, organizational methods, marketing and design methods of a firm. These are also referred to as product innovation, service innovation, process innovation, organizational innovation, and marketing innovation (Samad, 2012).

This approach classifies innovation based on the place in which it occurs. Looking at these views from scholars, it is understood that leadership approaches are needed to create work environment in supporting innovativeness and properly manage processes in managerial aspects.

Concept of Performance
Performance is define as the extent to which organizations use certain resources and means to fulfill their objectives exploiting overlapping capacity without creating further burden for employees (Alegre & Chiva, 2013). In other words, for firms to say they are performing, they will have to be able to satisfy the three major goals, which are to produce a needed product which will solve the problems of the society which will generate profit and make the business profitable in the long run which will aid the business to satisfy its shareholders. To further support this view, organizational performance was define as the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Akgun, Ince, Imamoglu, Keskin, & Kocaoglu, 2014). This definition further builds on the definition of Alegre and Chiva (2013) by showing what really constitutes performance. According to the definition, performance is the outcome achieved through the input of the firm. These outputs will have to go in line with the objectives of the firm, and it must be in a relevant and reasonable time frame as strategized by the management of the firm. This definition shows that performance is tied to the capability of the firm and it has a time frame (Santos, Basso, Kimura, & Kayo, 2014).

In another point of view organizational performance is define as the outcome of an enterprise which is measured in terms of level of profit, market share and product quality in relation to other enterprises in the same industry (Muhammed, Ibrahim, & Shah, 2017). In other words, performance is not known by the outcome of the firm alone, it has to be measured alongside other firms in the industry to attain the level of performance. This shows that performance is more of a comparison concept. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

In the field of management, firm performance has been considered as one of the ultimate criterion variable (Aziz & Mahmood, 2011). It is a central issue in business activities. Therefore, achieving
performance demands adequate and diligent planning and commitment (Shehu & Mahmood, 2014). According to Santos, Basso, Kimura & Kayo (2014) firm performance can be defined as the success level of the business in the market within which it operates. In another point of view, business performance can also be referred to as the yardstick use to quantify results achieved by the firm for a period (Alegre & Chiva, 2013). Whatever the definition adopted, as indicated by Ojokuku, Odetayo and Sajuyigbe (2012) business performance evaluation is a critical issue. Hence the performance enables monitoring of either success or failure of the organization.

According to this study, performance is defined as the outcome achieved through the input of the firm. These outputs will have to go in line with the objectives of the firm, and it must be in a relevant and reasonable time frame as strategized by the management of the firm.

Empirical Review

Ukaidi (2016) conducted a study on the influence of leadership styles on organizational performance in Nigeria. The main purpose of the study was to examine the leadership styles of two Nigerian University (University of Calabar, Cross River state, Nigeria and University of Uyo Akwa Ibom State Nigeria) and how they affect performance. Leadership style was proxied by autocratic, democratic, and laissez faire leadership styles while the dependent variable was organizational performance. Descriptive research design was adopted, and questionnaires were used to elicit information from the respondents. The study discovered that democratic leadership style contributed significantly to organizational performance, than the autocratic and laissez faire style. The study therefore concluded that leadership style of the organization greatly influence the performance and organizational output. The study therefore recommended that democratic, participatory and supportive leadership should exist within the organization; leaders should set vibrant high performance organizational culture through interpersonal relation, dialogues and transparency. However, this study did not consider the new forms of leadership style.

Ghaleb and Orabi (2016) examined the impact of transformational leadership style on organizational performance in Jordan. The independent variable of the study was proxied by idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The study adopted the descriptive survey design. The data for the study was collected through the use of questionnaire. The data was then analyzed using multiple regression with a significance level of $p < 0.05$. The results indicate that while transformational leadership and three of its components inspirational motivation, intellectual stimulation, and individual consideration did contribute to 81.6 percent of the variance in organizational performance; idealized influence was not a significant factor contributing to this outcome. The study therefore concluded that transformational leadership style impacts on organizational performance. The study also recommended that leaders may need to focus on these elements of transformational leadership to improve outcomes for organizational performance. However, this study considered organizational performance, considering the employee performance in the organization can make the finding of the study differ.

Alsabbagh and Alkhalil (2016) investigated the impact of leadership styles on organizational learning in Damascus. The main objective of the study was to investigate the relationship between the variables. The study adopted a survey research design. The sample consisted of 154 workers at the university. Questionnaires were used to elicit information from the respondents of the study. The study found out that transactional leadership has a significant impact on organizational learning. However, the study did consider using only transactional leadership style.

Kuria, Namusonge and Iravo (2016) conducted a study on the effect of leadership style on organizational performance in health sector in Kenya. The study adopted descriptive design and questionnaires were used to elicit information from the respondents of the study. The data was analysed using SPSS and linear regression was used to understand the relationship. The study discovered that leadership style influence organizational performance and therefore it concluded that leadership style impacts significantly on organizational performance. The study therefore recommended that the management should create favourable working environment for their employees and avoid negativism in reviewing employee recommendations for improvement. However the study only considered public health institutions, having the study in a private health institution or in a different industry could give a different finding.

Oku and Okpala (2016) conducted a study on the impact of leadership style on employee performance in Rokana industry Owerri Nigeria. The main objective of the study was to examine the impact of
leadership style on employee performance. The study adopted survey research design and purposive sampling technique was adopted in selecting 113 respondents. The study found that leadership style impacts on employee performance and the study concluded that transformational and democratic leadership style should be employed by Rokana industry in order to wax stronger in a global competitive environment. However, the study made use of transformational and democratic leadership styles, using different set of leadership styles could make the finding differ.

**Theoretical Framework**

**Leader-member exchange (LMX) theory:**

The theory was propounded in 1970 and it is a relationship-based approach to leadership that focuses on the two-way relationship between the leader and his followers (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). According to the theory, leadership resides in the quality of the exchange relationship developed between leaders and their followers. This theory posits that leaders influence employees in their group through the quality of the relationship they develop with them. LMX theory suggests that leaders do not use the same style in dealing with all subordinates but rather develop a different type of relationship or exchange with each subordinate (Ojokuku, Odetayo, & Sajuyigbe, 2012). LMX may vary from low quality to high quality relationship. High quality LMX relationships involve exchanges that go beyond elements fundamental to employment contract (Aziz & Mahmood, 2011). These involve high degree of mutual respect, loyalty, trust, high degree of autonomy for the member and enhanced commitment and loyalty for the leader (Alegre & Chiva, 2013). On the other hand individuals with low quality LMX relationship have weak social exchange relationship and low functional interdependence with both their subordinate and their employing organization. Low quality LMX relationships involve exchanges that are basic to employment contract like restricted to economic exchanges only. Employees as a result exhibit low trust, loyalty, respect and lack of commitment (Jung, Chow, & Wu, 2014).

**Bass transformational leadership theory:**

Bass transformational leadership theory was developed in the late 20th century by Burns (1978) in his analysis of political leaders. Prior to this time much attention had been given to the examination of the approaches of leaders who successfully transformed organizations. Burns characterized transformational leadership as that which “occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality”. The theory believed that transformational leadership could raise followers from a lower level to a higher level of needs which agrees with Maslow’s (1954) hierarchy of needs. Bass (1985) refined and expanded Burns’ leadership theory. Bass said that a leader is “one who motivates us to do more than we originally expected to do”. He said that this motivation could be achieved by raising the awareness level about the importance of outcomes and ways to reach them. Bass also said that leaders encourage followers to go beyond self-interest for the good of the team or the organization.

The leader-member theory of leadership is adopted because it shows the transaction way of leadership as the best way to handle employees and get things done in the organizations. The study also adopts the transformational theory of leadership because it explains the leadership style (transformational) used in the study.

**Methodology**

The study employed the use of descriptive research design and the population of the study comprises of the employees of Diamond bank in Kaduna metropolis which comprises of 1,023. The sample is drawn using Krejcie and Morgan (1970) sampling table which make the sample of the study to be 285. The questionnaire is adopted from Samad (2012) and Ojokuku, Odetayo, and Sajuyigbe (2012) and modified to suit the study. The questionnaires were issued using the hand-to-hand approach and the collected questionnaire is analysed using correlation and regression analysis with SPSS version 20.

The model of the study is developed from a simple regression that implies that performance is function of leadership and innovation.

\[
\text{PERF} = \alpha + \beta_1\text{TRN} + \beta_2\text{TRNFOR} + \beta_3\text{INV} + \epsilon
\]

Where: PERF= Performance, TRN = Transactional leadership, TRNFOR = Transformational leadership, INV = Innovation, \(\alpha\) = constant, \(\beta_1, \beta_2, \beta_3\) = coefficient of the independent variables, \(\epsilon\) = error term.

**Result and Discussions**

285 questionnaires were issued to the respondents and out of the 285 questionnaires, 260 were retrieved. Out of the 260 collected, 4 of the questionnaires were not filled correctly and 2 were not fully completed. This made the view of the respondent not to be vivid and as such the 6 questionnaires were rendered invalid. The returned and valid response rate for the study was therefore 254 which represent 89% of the sample.
After the collection of the data the study proceeded to conduct a reliability test on the instrument used. Table 1 presents the reliability test.

<table>
<thead>
<tr>
<th>Variable(s)</th>
<th>No.</th>
<th>Alpha Coefficient(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRNS</td>
<td>6</td>
<td>.72</td>
</tr>
<tr>
<td>TRNFOR</td>
<td>6</td>
<td>.75</td>
</tr>
<tr>
<td>INV</td>
<td>6</td>
<td>.71</td>
</tr>
<tr>
<td>PERF</td>
<td>6</td>
<td>.82</td>
</tr>
</tbody>
</table>

Source: SPSS Output, (2018)

Looking at table 1 it is discovered that transactional leadership (TRNS), transformational leadership (TRNFOR), innovation (INV) and performance (PERF) all had alpha coefficients of .72, .75, .71, and .81 respectively. This result signifies that all the variables had internal consistency and the instrument is satisfactory to be used in the study. The decision rule behind the cronbach alpha used for the reliability test is that any variable that or instrument that has an alpha value or coefficient below .5 is not acceptable and since all the variables in this instrument are above .5 then they are reliable.

The study went ahead to conduct the correlation analysis using the pearson correlation. Table 2 presents the result of the analysis.

<table>
<thead>
<tr>
<th>Variable(s)</th>
<th>PERF</th>
<th>TRNS</th>
<th>TRNFOR</th>
<th>INV</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERF</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRNS</td>
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<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRNFOR</td>
<td>.827</td>
<td>.634</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>INV</td>
<td>.772</td>
<td>.521</td>
<td>.554</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: SPSS Output, (2018)

Table 2 presents the correlation analysis between the variables of the study. Performance and transactional leadership was seen to have a coefficient of .629. This implies that 1% increase in transactional leadership in the organization will lead to 6% increase in performance of the firm. Transformational leadership and performance had a coefficient of .827, which implies that an increase in transformational leadership will lead to about 8% increase in the performance of the firm. Innovation and performance was also seen to have a coefficient of .772 which implies that an increase in the innovation of the firm will lead to about 7% increase in the performance of the firm. The independent variables also had positive relationship between themselves. Looking at the relationship between transactional leadership and transformational leadership it is discovered that they have a coefficient of .634. Innovation and transactional leadership also had a correlation of .521. Finally, innovation and transformational leadership also had a positive coefficient of .554.

The study went further to conduct a regression analysis on leadership and performance. The model summary is presented in tables 3.

<table>
<thead>
<tr>
<th>R²</th>
<th>Adj. R²</th>
<th>Sig.</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>.829</td>
<td>.791</td>
<td>.000</td>
<td>.32545</td>
</tr>
</tbody>
</table>

Source: SPSS Output, (2018)

Table 3 presents the model summary between leadership and performance. The model has an R² of .829. This implies that 82.9% or approximately 83% of performance in Diamond bank Kaduna metropolis is explained by leadership. This relationship has a significance of .000. and a low estimated error which signifies that the regression coefficient is not biased.

The regression analysis between innovation and performance was also presented and the model summary is presented in table 4.

<table>
<thead>
<tr>
<th>R²</th>
<th>Adj. R²</th>
<th>Sig.</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>.699</td>
<td>.654</td>
<td>.000</td>
<td>.22214</td>
</tr>
</tbody>
</table>

Source: SPSS Output, (2018)

Table 4 presents the impact between innovation and performance with an R² of .699. This implies that 69.9% of performance of Diamond bank is explained by innovation in the firm. The model is discovered to be significant with a significant value of .000. The model also had a low estimate error which implies that there is no bias in the coefficient of the regression analysis. Table 5 presents the coefficient of leadership and performance.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Beta</th>
<th>Std. Error</th>
<th>t-stat</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRN</td>
<td>.275</td>
<td>.094</td>
<td>2.925</td>
<td>.003</td>
</tr>
<tr>
<td>TRNFOR</td>
<td>.657</td>
<td>.180</td>
<td>3.650</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: SPSS Output, (2018)

Considering the output from table 5, it is discovered that transactional leadership and performance had a positive and significant relationship with a beta of...
.275 and a significant value of .003. Transformational leadership style also had a positive and significant relationship with performance. This is justified with a coefficient of .657 and a significant value of .000. This finding is supported by the finding of Obiwuru, Okwu, Akpa and Nwankwere (2011).

Table 6: Coefficient of Innovation and Performance

<table>
<thead>
<tr>
<th>Variables</th>
<th>Beta</th>
<th>Std. Error</th>
<th>t-stat</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>INV</td>
<td>.248</td>
<td>.115</td>
<td>2.156</td>
<td>.031</td>
</tr>
</tbody>
</table>

Source: SPSS Output, (2018)

Table 6 presents the result of the impact of innovation on performance. There is a positive and significant relationship between innovation and performance with a beta coefficient of .248 and a significant value of .031. This finding is also supported by the finding of Raymond, Bergeron and Croteau (2013).

All the hypotheses of the study were developed in null form as a result of the findings, the study therefore rejects all the null hypotheses which states that there is no significant relationship between the leadership and innovation and performance.

Conclusion and Recommendations

The study concludes that leadership of Diamond bank greatly impacts the performance of the firm. Organization will function effectively when management employs a proper leadership style. Therefore harmony should be created between workers, management and the task environment. The study further concludes that Innovation also impacts on performance of Diamond bank in Kaduna metropolis.

The study therefore recommends that transactional and transformational leadership should exist within the organization; and leaders should set vibrant high performance organizational culture through interpersonal relation, dialogues and transparency. Leaders should also adopt innovation in their day-day activities to produce enthusiasm and foster an atmosphere of confidence within the organization.

References


A Study of the Connect between the Performance Appraisal System and Employee Motivation in Massey Street Children Hospital, Lagos, Nigeria

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Abstract
Employee motivation is providing the employee a motive or a reason for working, stimulating the interest of the employee to produce quality work, while performance appraisal is used for wage determination and training needs which in turn motivate the worker to produce quality and excellent services. The relationship between the performance appraisal system and employee motivation cannot be over emphasized. In every facet of life employee motivation plays a large part in determining the level of performance of the workers which in turn influences how effectively the organization goals are being met. The main objective of this research work is to identify problems within the organization and how it can be solved via employees motivation and appraisal system and to make recommendation to employees on how to enhance production through employee motivation.

The method of analysis used in this research included descriptive analysis and non-parametric statistical methods, such as percentages, chi-square test ($X^2$) spearman rank order correlation were logically tested and interpreted with the support of most relevant questions in the table accepted. In conclusion, it was recommended that there should be uniform salary scale in the country. Adequate training should be given to all cadres of employees within the country; there should be no discrimination in gender or ethnicity.

1.1 INTRODUCTION
Employee motivation is providing the employee a motive or a reason for working, stimulating the interest of the employee to produce quality work. Motivation plays a large part in determining the level of performance of employee which in turn influences how effective the organizational goals are met. However performance appraisal is a tool. It is a set of action used to assess the quality and value of work of an employee.

The work may be physical or mental and the employee must be able to earn money from it.

Richard, (2013) stated that the morale of the workers is important in an organization and has been identified to affect how well and how badly duties are performed. There is a connect between performance appraisal system and employee motivation.

Adamolekun, (2012) stated that performance appraisal is used for wage determination and training needs which in turn motivate the worker to produce quality and excellent services.

When an employee enjoys their job, find work challenging, like the work environment, they will put in their best effort.

The above are motivational factors that helps the employee to produce quality and valuable services. Organizational goals, personal objectives, environmental factors, workers skills, job placement, training and work safety are also some of the motivational factors that will enhance performance.

1.2 BACKGROUND OF THE STUDY
Over the years, organizations have used motivational techniques such as incentive, good wages, training, career development and advancement to motivate their employee to perform better and give quality service to the public. In order to monitor these services and evaluate these performances, a system has to be in place and it is called performance appraisal system. This system is used to provide data about the past, present and expected performance so that management decision can be made simple and accurate. (Aina 2010)

According to Richard, (2013): Poor condition of services, poor leadership style, ineffective communication, environmental factor and workers quality skill has been identifies as a cause of concern in employee performance. Wrong decision of judgment arising from faulty appraisal system also have an adverse effect on employee performance and morale leading to decrease work out put.

Richard, (2013) stated that employee motivational technique used by employers should aim at gingering improved employees productivity and it is ought to be wholly backed by a believable appraisal system capable of evoking the employees confidence,
reflecting their views for the organization’s growth irrespective of staff position.

Vroom expectancy Theory Stated that employee motivation ensures work output. If employee are adequately rewarded for a job well done, there will be an upward boost in work output but if they are unnecessarily reprimanded, the morale of the employee will be low and will affect work output negatively.

The above predispose factors precipitate my concern for research on the connect between the performance appraisal system and employee motivation so that employee will enjoy being appraised and look forward to being justly motivated.

In general, people will work hard when that think that it is likely to lead to desired reward. (Wikipedia 2014).

Performance appraisal system has been known to improve production and when employee are motivated, there will be quality in production of services rendered to the public because the employee morale has been boosted. The employer gets a feed back on quality of production from the performance appraisal system used in the organization (Encyclopedia on business term 2014).

1.3 STATEMENT OF THE RESEARCH PROBLEM.
Employees are meant to work and get promotion to their next level via the use of performance appraisal system. Over the years, it has become a routine and employer believes that employee does not deserve their ratings because the work output does not commensurate with the ratings of the appraisal. The employees believe that rating are justified, if they are well rated.

- The use of performance appraisal system as a yardstick for measurement of work output is not effective as the employer do not peruse the rating accordingly.
- As an employee motivational tool, performance appraisal system has not been used for training, neither has it been used to determine the production of quality of services rendered by the employee.

1.4 RESEARCH QUESTIONS
As performance appraisal system is a continous process and a tool to measure work output and performance, this brings us to focus on employee motivation techniques.

- How can organization motivate employee to give the best of their performance to produce quality service and work output.
- What employee motivational technique should organization use for their employee to enhance performance.
- How will the employee use the rating in the appraisal system in confirmation of appointment, promotion of staff and training.
- What measures will the employer use to effect employee opinions on organizational problems in order to boost production.
- What measures will the employers used in tackling the constraints encountered by the employee in the cause of execution of duty.
- How will the employer sustain or maintain the employee motivating factors that the employee enjoy in the discharge of their duties.
- What measures do the employer used to ensure works safety environment.
- What measures do the employers use to sustain job satisfaction of the employee.
- What measures do the employers use to sustain or maintain the motivating factors the employee enjoy in the discharge of their duties.
- What measures do the employer used to ensure work safely environment.
- What measures do the employers use to sustain job satisfaction of the employee.
- What measures do the employer used to ensure work safely environment.
- What measures do the employers use to sustain job satisfaction of the employee.

1.5 OBJECTIVES OF THE STUDY
The objectives of this study are:
- To discuss employee motivation
- To discuss performance appraisal system.
- To identify some of the problems that hindering performance.
- To identify some of the constraints hindering the employee from performing their assigned task.
- To analyze how employee motivation will affect performance output.
- To identify problems within the organization and how it can be solved via employee motivation and appraisal system.
- To make recommendation to employees on how to enhance production through employee motivation.
- To make recommendations to employee on job satisfaction and quality work output.

1.6 SIGNIFICANCE OF THE STUDY
The research will enable the employer to know the importance of motivating their employees to better performance. It will help the employers of labour to remunerate their employee well and give proper incentive for quality performance. It will also increase productivity in Lagos State and ensure workers satisfaction and happiness through conducive work
environment, work safety, good remuneration and fringe benefits.

1.7 STATEMENT OF HYPOTHESES
The quality or otherwise of an employee's productivity at work could be dependent on several variables and more due to how his or her output is being evaluated.

The quality or otherwise of an employee's productivity at work could be dependent on several variables and more due to how his or her output is being evaluated. The following are the formulated hypotheses of the research study. They will be later be tested by the use of chi-square inferential statistical tool.

HYPOTHESIS I
Ho: There is no significance relationship between performance appraisal system and employee motivation.
Hi: There is a significance relationship between performance appraisal system and employee motivation.

HYPOTHESIS II
Ho: There is no significance relationship between employee motivation and work output.
Hi: There is a significance relationship between employee motivation and work output.

HYPOTHESIS III
Ho: There is no significance relationship between employee motivation on production of quality service.
Hi: There is a significance relationship between employee motivation on production of quality service.

HYPOTHESIS IV
Ho: There is no significant relationship between employee motivation and employee performance.
Hi: There is significant relationship between employee motivation and employee performance.

1.8 JUSTIFICATION OF THE STUDY
The justification of the study is to make recommendation employers of labour as regards to the connect of performance appraisal system and employee motivation as it affect work output and production of quality service. Also to ensure that employees are motivated through promotion and remuneration.

1.9 SCOPE OF THE STUDY
The study is carried out in Massey Street Children Hospital, Lagos. The research is limited to the employee of Lagos State Government working within the hospital. (It is supposed to be carried out in all Lagos State secondary hospital but due to time transport and financial constraint, it is limited to one hospital where random samplings were made. Data and information collected are processed and analyzed to make a generalization for all secondary hospital within Lagos State). Recommendation given will be suitable for Lagos State Government.

1.10 DEFINITION OF TERMS
- PERFORMANCE: When someone does their job.
- APPRAISAL: An official description of how valuable, effective or successful someone is.
- SYSTEM: A way of organizing or doing something
- EMPLOYEE: Someone who receive salary to work for an organization
- MOTIVATION: When you are keen or willing to do something.
- CONNECT: To realize or show that a fact, event or person is related or involved in something.
- HOSPITAL: A public organization where people access medical treatment and counseling.

LITERATURE REVIEW
2.0 INTRODUCTION
The connects between the performance appraisal system and employee motivation cannot be over emphasized. In every facet of life employee motivation plays a large part in determining the level of performance of the workers which in turn influences how effectively the organization goals are being met (Lagos State appraisal form), hence the researcher seek to explore employee motivation and performance appraisal system in terms of definition, importance of employee motivation, the usefulness performance appraisal system as an employee motivational tool, employee constraint, work environment and job satisfaction.

2.1 CONCEPTUAL FRAMEWORK
There are extensive literatures on employee motivation and performance appraisal system which concentrate on the employee motivation by the organization in order to produce quality services and output and guarantee the employee job satisfaction. Researchers have generally focus on application of performance appraisal system such as compensations, performance improvement, promotion amongst others. The relationship between the employer and the employee through communication within the organization via performance appraisal system helps the organization to achieve its goal and enhance employee productivity Employee motivation has also
received an extensive research as it relates to productivity and employee job satisfaction.

In Nigeria today there appears to be a kind of disconnect in the benefit and advantages derivable from performance appraisal system capable of engineering positive motivational influences in the mindset of employee. It is therefore necessary to understand the relevance of performance appraisal system as an employee motivational tool so that the seemingly apathy of employee as regards being appraised will be something of the past and will stimulated them to strive for improved productivity of the organization. (Richard 2013).

However if an organization wants to improve on the work output of its employee motivational technique will play a crucial role in its overall operational management. Most literature on employee motivational technique emphasize empowerment of employee via training, wages incentives, restraints and reward fittingly on performance and service. It was also seldom considered that employee motivation may be a key factor that affects successful activities of workers within the organizations.

It is noteworthy to know that human resources has been regarded as a factor for an organization to realize their organizational target since the emergence and prevalence of firm resources based views (Fashola, 2013) therefore he success of organization depends on the human factor.

“Human” is the theoretical basis of establishing the important asset for an organization (Fashola, 2013). It is necessary to motivate them so that their morale will be lifted and they will perform well. People are the single most important resource in any organization (Aina, 2012). They are key to higher productivity and efficiency. Improved employee productivity depend on individual motivation, therefore the study integrate the connect between the appraisal system and employee motivation together to carry out an indepth discussion on their relationship, and the result were expected as a reference for secondary hospitals within Lagos State and Nigeria to known more about employee motivation techniques and how to use the performance appraisal system as a tool for motivation of their employee (Lagos State appraisal form (Annual)).

(Akpovi, 2010) looked at motivation as a need or drive within an individual that drives him or her towards a goal oriented action. Jabeen, (2011) states that employee motivation signifies a worker yearning and obligation which is marked as effort.

In the theories of modern employee motivation techniques employed by employer in motivating employee, three basic motivational techniques were identified (Olaoye et all, 2007) and they are as follows

1. Money
2. Behavior modification
3. Participation

The three motivational technique enumerated above are discussed in this section are sometimes referred to as dimensions of employee motivation.

2.2.2 THE DIMENSION OF PERFORMANCE APPRAISAL SYSTEM

Many scholars presented performance appraisal system successively in different views. Jabeen (2011) stated that performance appraisal systems are indispensable and used for effectual supervision and costing of employee. Adamolekun (2012) stated that performance appraisal is a review of an employee performance in his or her job.

Aina (2012) thought that the annual evaluation of employee through appraisal are desirable and necessary as it gives a feedback to the employee on how the workers are doing, suggesting change in employees behavior attitude, skills and job knowledge. Therefore in this study, Adamolekun, (2012) presented four common approaches to performance appraisal and they are

1. Ranking
2. Thee to five point scale
3. Open ended method
4. Appraisal interview

The above four points were adopted as dimension of performance appraisal system.

2.2.3 THE DIMENSION OF HUMAN RESOURCES MANAGEMENT STRATEGY.

The human resources management strategy is a set of inner organization personal management strategies (Fashola 2013).

The effective application of human resource management in different situation can help the organization use employee effectively in the completion of organizational targets. Many
researchers have attempted to set types of human resources management strategy.

Dyers & Helder (1998) classify human resources management strategy as
1 inducement strategy
2 investment strategy
3 participation strategy

Huang, (2006) presently (1) development strategy (2) motivational strategy (3) reinforcement strategy and transfer strategy.

All the above strategies are employee motivational technique used by employers to facilitate productivity of workers and is being referred to a dimension of human resources management strategy.

2.2.4 THE CONNECT BETWEEN PERFORMANCE APPRAISAL SYSTEM AND EMPLOYEE MOTIVATION

The relationship between performance appraisal system and employee motivation has been discussed often. Most research result show that performance appraisal system has a significance relationship with employee motivation as it affect production of quality services depending on the variable used by the researchers.

Jabeen (2011) in his study of the connect between performance appraisal system and employee motivation in the organization shows that employees want to gain high rank in work environment and if given enough power to perform their work it will motivate them to attain the organization set targets. Employee motivation has a positive correlation with their performance. Performance appraisal is designed for work force inspiration. Position, conduct improvement direction to the organization for improvement and success. (Jabeen 2011) Therefore performance appraisal should be used to guide and motivate employee.

Fashola (2013) thought that when organization executives use performance appraisal system as a tool to concern, care and respect for employee, it will increase self interest of employee in work situation as well as motivate them. It will enable them to make better performance in work place and this will affect their job satisfaction.

Akpovi, (2010) also presented that there is a positive relationship between employee motivation and performance. Hence there is a need for an appraisal of the employee for organization benefit. In accordance with the above discussion, the following relevant concepts were inferred in this study.

2.2.5 CONCEPT OF EMPLOYEE MOTIVATION

Employee motivation plays a large part in determining the level of performance of an employee in an organization. It also influences how effectively the organization goals are met. When employees are highly motivated, committed, there remain high performers. When they are de-motivated and demoralized, the chances are that they will not perform up to their capabilities (Fashola 2013). Therefore employee motivation can be defined according to Akpovi, (2010) as a need or drive within an individual that drive him or her towards goal oriented action. When an employer motivate their employee. It inspires, motivate and direct their activities to achieve organizational goals.

2.2.6 CONCEPT OF PERFORMANCE APPRAISAL SYSTEM

Performance appraisal system has been in existence since the colonial era. The annual confidential reporting system was used for two purposes either for rewarding employer in the form of promotion or for punishing them by way of demotion or stagnation. However in 1975 following the publication of Udoji report, the open reporting system was introduced to the public service and it became desirable and necessary giving feedback to the employee, (Aina 2010).

As a performance appraisal system is a continuous process and a tool to measure work output and performance, organization needs to motivate their employee to give the best of their performance to produce quality service and work output. Therefore the employee motivational technique used must be maintained and the constraints faced by the employee tackled so that employee can perform better and enjoy job satisfaction. Work safety environment will also be ensured.

2.2.7 TYPES OF EMPLOYEE MOTIVATIONAL TECHNIQUES

Olaoye et al (2007) identifies three following basic employee motivational technique used in motivating employee.

1. MONEY: Money could be inform of wages, payrise, bonuses or any other things that may be given to people for improved performances.
2. BEHAVIOUR MODIFICATION: This holds that individual can be motivated by properly designed
work environment. Good performance is rewarded while poor performance is punished.

3. PARTICIPATION: Participation of the employee in the management of the organization. Employee are more motivated by being consulted on action affecting them because of their in depth knowledge of the problem and can easily proffer solution leading to the success of the organization.

2.2.8. TYPES OF PERFORMANCE APPRAISAL SYSTEM.
Aina (2010) identifies two types of appraisal system.
1. Confidential reporting system used in the colonial even either for rewarding employee in form of promotion or punishing them by way of demotion or stagnation.
2. Open Reporting System: Used after the Udoji recommendation in 1975 where both the executive and subordinate has an input into the report giving an accurate and unbiased judgment of the appraise.

2.3 REVIEW OF CURRENT LITERATURE
(Issues Relevant to Research Question and formulated Hypotheses).

2.3.1 PERFORMANCE APPRAISAL SYSTEM A MOTIVATIONAL TOOL
Employee are the most single important resource in the organization. Improved employee productivity depend on individual motivation. Employee motivation is the key to higher productivity. Performance appraisal of the employee on annual basis will help to determine the strength and weakness of the employee, the training needs and areas of improvement. Performance appraisal is a tool used for continous work assessment and monitoring of individual productivity. It is used an instrument of motivation, that is wages increase promotion, bonuses amongst others Akpovi 2010).

Performance appraisal has a collision on employee motivation with respect to remuneration. Appraisal has an impressve effect on the responsibility of employee which is very remarkable for every place of work. Each employee is given enough power to perform their work and thus motivate them to attain set target (Jabeen 2011).

2.3.2 EMPLOYEE MOTIVATIONAL TECHNIQUES
Employee motivation signifies a worker yeaming an obligation which is marked as effort (Jabeen 2011). Employee motivational techniques used by employer to motivate their workers according to Olaoye (2007) include money, behavior modification and participation of workers in management of the organization. The issue of employee motivation arise as a result of the desire of the organization in aggregeting multiple individual performances into overall organization performances, the amount of effort by an individual and the direction or goal towards which it is exerted. The discrepancy between individual’s high output and organization’s low output and the individual’s irrelevant high output using organization resources without contributing to organization performance are also issues of employee motivation, (Igbinosun, 2012).

2.3.3 NEED THEORIES
The need theories focus on the importance of analyzing and understanding the psychological factor within the individual that cause them to behave in certain ways. The most popular needs theory of motivation is the Maslows hierarchy of human needs and his performance is used to improve employee performance (Akpoli 2010).

Maslow Need Hierarchy Maslow premise is that human being are “wanting” organisms that are motivated to fulfill and satisfy certain needs in their lives. These needs are arranged in hierarchy from the lower needs to the highest need according to Maslow. Man is a wanting animal, he never satisfies with his need. As he fulfils one needs, he moves to the next need. This needs are:

1. Physiological need – food shelter thirst
2. Safety needs – security of home and work
3. Social needs – supportive environment, love, belonging.
4. Esteem needs – status, having respect of others, self esteem.
5. Self Actualization needs – the need to realize one’s potential

As each goal is achieved so the next is sought. Thus at different stages of an employee career, there are differing values, depending upon the progress along the hierarchy of needs and these needs has an impact on employee performance either in a negative or positive way. (Wikipedia)
Maslow’s Hierarchy of five basic human needs

**REINFORCEMENT THEORIES**

The reinforcement theories is otherwise knows and behavior theory.
It means that if one perform certain behaviour and that behaviour is rewarded then the probability of performing that behavior again is increased.
Details of this is presented below:
1. A stimulus is presented
2. An individual enters into an activities
3. The activity produced some kind of outcome.
4. The individual is rewarded.
5. The individual enjoys the reward and finds it satisfying which increase the probability of repeating the behavior the next time the stimulus is presented.
The rewarding varies from individual and must be considered (Wikipedia, 2014)

2.3.4 EXPECTANCY THEORY

Argues that pay and performance are positive when employees are
1. Place a high value on pay.
2. Believe that good performance results in increased pay.
3. Believe that they can improve their performance exerting greater effort.
4. Figure that the disadvantages of working harder are exceeded by the advantages of performing well and obtaining more pay.
5. Hold that good performance is the most attractive range of possible behaviours.
Pay is known to motivate employee good performance under good work and safe environment (Wikipedia 2014)

2.3.5 PROBLEMS FAING PUBLIC ORGANISATION IN NIGERIA IN AREA OF EMPLOYEE MOTIVATION AND PERFORMANCE APPRAISAL SYSTEM.

Problems confronting public organizations and parastatal are myriad and they are complex (Akhaekpe, 2010).
Nigeria is a country full of potential and opportunities to attain greatness. Unfortunately the country is deep in jumble due to factors ranging from economic to political instability, corruption in high places, theft, kidnapping, terrorism and all sort of destructive catastrophe which can best be describe as merely another rough curse that have continue since independence (Fashola, 2013).

Government determines the financial pricing and distribution policies. They also monitor and regulate the operation and performance of public enterprises such control should not be so over bearing as to stifle their internal management policies and programe (Akhaep 2010).

Another problem confronting parastatal management in Nigeria which include hospital is the pluralism of Nigeria society which makes it difficult to come up with a uniform set of behavior pattern that can be analysed and directed towards achieving efficient and effective behavior of both management and lower rung employees (Adamolekun 2012).

Nigeria operate federal system that require representative of all sector of society in national organization. This practice though good has an detrimental effect on development particularly in areas where technical and professional personnel are involved. Inadequate remuneration of employee has been fingered as one of the factors that account for failure of organizations and parastatals. There is disparity of a wide pay between the public servant and
private sector. These often lead to motivational problems and the desire to seek better opportunities by public sector employees, thus qualified and competent officers find it difficult to remain in public sector for any length of time. When they remain, it is either they are waiting to meet the statutory years that will qualify them for gratuity or because alternatively has not come their way. (Adamolekun 2012)

2.3.6 PERFORMANCE APPRAISAL SYSTEM AND EMPLOYEE MOTIVATION

An employee performance appraisal is a process often combining both written and oral element whereby the employer evaluate and provide feedback on employee job performance including steps to improve or redirect activities as needed, (Encyclopedia on business terms 2014)

Documenting performance provides a basis for pay increase and promotion which is an employee motivational factor. Appraisal system also help employee to improve their performance and is an avenue by which they can be rewarded or recognized for a job well done. (Myers 2014). Therefore performance appraisal can be consider under he following framework.
- To improve the organization productivity
- To make informed personnel decision regarding promotion job changes and termination
- To identify what is required to perform a job that is, the goals and responsibilities of the job
- To assess an employee performance against these goals.
- To work to improve the employee’s performance by naming specific areas for improvement, developing a plan aimed at improving these areas, supporting the employee effort at improvement via feedback and assistance and ensuring the employee involvement and commitment to improving his or her performance.

2.3.7 FACTORS THAT AFFECT THE SUCCESSFUL EMPLOYEE MOTIVATION

In order to maintain the above framework of performance appraised system employee needs to be motivated by
- Informing worker of their value
- Praise them for their accomplishment
- Establish a track record of fair and honest feedback
- Be consistent in their treatment of all employees.
- Reward diligence service
- Give employee benefits such as health care, life insurance, profit sharing employee stock ownership, exercise facilities, subsidized meal plans, child care availability cum ownership and more.

The employee motivating factors used by employer maintain the happiness of their employee and this in turn motivate them to perform better(encyclopedia on business terms, 2014).

2.3.8 CONSTRAINTS AND WORK ENVIRONMENT AS IT AFFECT PERFORMANCE AND EMPLOYEE MOTIVATION

There are various constraints and work environment that affect performance and employee motivation and this include the following.
- Low economic reward and poor pay
- Low package morale
- Absenteeism
- In adequate employee motivation
- In adequate communication network
- Poorly ventilated and dirty work place.

2.3.9 SOLUTION TO PERFORMANCE APPRAISAL SYSTEM AND EMPLOYEE MOTIVATION IN NIGERIA.

In Nigeria, performance appraisal system needs to review every five years by discussing individual’s work performance and progress and giving feedbacks using a standard appraisal form. Legal experts should counsel employers to maintain written records in order to provide themselves with greater legal protection.

A formal system using a written appraisal form developed internally or externally should always used and the result tied to salary increase bonuses, promotion, transfer, termination and so on. There should be uniform salary scale in the country. Adequate training should be given to all cadres of employees within the country, there should be no discrimination in gender or ethnicity. Employers of labour should motivate their employers well by providing good working environment, health care facilities, meal subsidy, bonuses amongst other fringe benefit.

2.3.10 HISTORICAL BACKGROUND OF MASSEY STREET CHILDREN HOSPITAL LAGOS, NIGERIA

Massey street children Hospital Lagos is a foremost pediatric hospital in Nigeria situated in the heart Lagos and is a secondary establishment belonging to the Lagos state government of Nigeria.
Established as a pediatric hospital in the year 1961, it caters for children of all ages, all tribes and gender with various ailments either preventive or curative.

It has about 356 employees in different categories ranging from the junior to the very senior manager cadre and headed by a Medical Director.

The hospital is being funded by the Lagos state government led by Government Babatunde Raji Fashola (SAN) and under the Lagos State Hospital Service Commission headed by a chairman.

The hospital has a governing board, senior and middle management team and junior team, many are professional and some are supporting ancillary staff.

The hospital caters for an average of 500 clients on outpatient basis daily and 60 inpatients. The staff of the hospital is a public servant of the republic of Nigeria.

3.0 AREA OF STUDY
The study area was Massey Street children Hospital Lagos situated in the heart of Lagos Island of Lagos State of Nigeria.

3.1 RESEARCH DESIGN AND SOURCES OF DATA
The design used in this study was survey design. Since, the aim of the study is to gain insight into whether or not there is a connect between the performance appraisal system and employee motivation using Massey Street Children Hospital as a case study. The source of data collection for the study was obtained through questionnaires administered on subject.

3.2 STUDY POPULATION AND DETERMINATION OF SAMPLE SIZE
The population used for this study was employees of Massey Street Children Hospital, Lagos. The samples for the study consist of 66 employees of Massey Street Children Hospital, Lagos. There are 356 employees of the Massey Street Children Hospital, Lagos. 66 (sixty-six) questionnaires were distributed to the respondents out of which 50 (fifty) were administered and returned back to the researcher. In all 50 members of staff were used for the study.

Scoring of the items are SA=4 marks, A=3 marks, SD=2 marks and D=1 mark.

3.3 INSTRUMENTATION
The instrument used in this study was questionnaires. The questionnaires were made of two sections, A and B. Section A contained Bio-data of the sample, that's Age, Sex, Marital status, Education qualification, Job cadre and Length of service, while Section B contained items on the variable in the hypotheses which were formulated in a 4 Likert Scale structures of Strongly Agree, Agree, Strongly Disagree and Disagree.

3.4 PROCEDURE FOR DATA COLLECTION AND DATA ANALYSIS
The researcher visited Massey Street Children Hospital, Lagos and sought permission from Medical director whom assisted in distributing the questionnaires through the Head of Department of each Job cadre. In addition, out of 66 questionnaires distributed 50 were returned, therefore the data analysis was conducted based on the 50 questionnaires returned from the field. The data collected were analyzed through the used of Pearson Coorelated Statistical tools.

3.5 LIMITATION OF THE STUDY
The research employed in this research was limited to survey, observation, the use of tables and percentages to analyze data and the use of chi-square statistical method to test the hypotheses. Other method and tools of analysis were not used in this study. Descriptive research approach was adopted which naturally leads to qualitative conclusion. Therefore throughout the research work, the effort was limited to finding out qualitatively the connect between the performance appraisal system and employee motivation.

4.0 DATA ANALYSIS, FINDINGS, AND DISCUSSION
Having gathered the data from all necessary reliable sources, the researcher proceeds towards the drawing of conclusion by logical inference at this stage those data are only a mere individual responses through the use of questionnaires and a survey design, in capable of interpretation until converted into significant statistical information.

We therefore need to understand the fundamentals of
data analysis if we are to draw appropriate conclusions from our research effort.

Therefore, this chapter aims at presenting, analysing and interpreting the research findings.

Presentation and analysis is to vital that it serves as the core of any research since it gives meaning to the raw data.

The administered questionnaires were analysed with the use of percentages. Where the information given by the respondents was quantified with numerical scores and that converted to percentages. Pearson Correlation Statistical tools were employed for testing data relating to hypothesis.

**4.1 FINDINGS OF THE STUDY**

Total number of sixty-six questionnaires (66) was distributed to the organization. Out of the sixty-six (66), (50) fifty questionnaires were properly filled and returned. Therefore, the analyses were based on 50 questionnaires collected.

**SECTION A**

**TABLE 4.1: CLASSIFICATION OF RESPONDENTS BY AGE**

<table>
<thead>
<tr>
<th>AGE GROUP</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25 years</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>25-35 years</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>36-45 years</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>46-55 years</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>55 and above</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

The distribution of respondents according to age indicates on Table 4.1 that 12 (24%) of respondent belongs to the age under 25 years, followed by 17 (34%) which falls within the age of 25-35 years, followed by 5 (10%) which falls within the age of 36-45 years, while 4 (8%) falls within the age of 46-55 years, 55 years and above which is 2 (4%) falls within the above age. The table therefore, revealed that majority of the respondent falls within the age group of 25-35 years. This shows that the work force of the bank were relatively young people.

**TABLE 4.2: CLASSIFICATION OF RESPONDENTS ACCORDING TO SEX**

<table>
<thead>
<tr>
<th>SEX</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>26</td>
<td>52.5</td>
</tr>
<tr>
<td>Female</td>
<td>24</td>
<td>47.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.2 revealed that the classification of the respondents according to sex are shown in the table shows that 26 (52.5%) of the respondents are male, while 24 (47.5%) were female. The table therefore, reveals that majority of the respondents are male.

**TABLE 4.3: CLASSIFICATION OF RESPONDENTS ACCORDING TO MARITAL STATUS**

<table>
<thead>
<tr>
<th>MARITAL STATUS</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>31</td>
<td>62</td>
</tr>
<tr>
<td>Married</td>
<td>19</td>
<td>38</td>
</tr>
<tr>
<td>Others</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

From Table 4.3, it can be seen that 31 (62%) of the respondent are single 19 (38%) are married. This table therefore, revealed that majority of the respondents are single.

**TABLE 4.4: CLASSIFICATION OF RESPONDENTS ACCORDING TO EDUCATIONAL QUALIFICATIONS**

<table>
<thead>
<tr>
<th>EDUCATIONAL QUALIFICATION</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSCE/GCE</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>OND/NCE</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>HND/B.Sc</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td>MSC/MBA</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

From Table 4.4, it can be seen that 8 (16%) of the respondents are for SSCE/GCE Certificate, 2 (4%) are for NCE/OND holders, 26 (52%) are for HND/B.Sc holders while 14 (28%) for M.Sc/MBA holder. The table above therefore, revealed that majority of the respondents 26 (65%) are HND/B/Sc degree holders.

**TABLE 4.5: CLASSIFICATION OF RESPONDENTS ACCORDING TO JOB CADRE IN THE ORGANIZATION**

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Staff Cadre</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Middle Staff Cadre</td>
<td>28</td>
<td>56</td>
</tr>
<tr>
<td>Junior Staff Cadre</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014
However, Table 4.5, shows the classification of respondents according to Job Cadre in the organization, it can be seen that 9 (18%) of the respondents were Senior Staff Cadre, 28 (56%) were Middle Staff Cadre and finally, 13 (26%) were Junior Staff Cadre. This indicated that majority of the respondents are Middle Staff Cadre.

**TABLE 4.6: CLASSIFICATION OF RESPONDENTS ACCORDING TO THE LENGTH OF SERVICE**

<table>
<thead>
<tr>
<th>LENGTH OF SERVICE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>21</td>
<td>42</td>
</tr>
<tr>
<td>6-10 years</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>11-15 years</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>16-20 years</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>21 and above</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.6 above, it was indicated that 21 (42%) falls within 1-5 years length of service, 13 (26%) falls within 5-10 years, 6-10 years, 8 (16%) falls within 11-15 years length of service, 4 (8%) falls within 16-20 years and 4 (8%) also falls within 21 and above years of service respectively.

**SECTION B**

**TABLE 4.7: THERE IS NO SIGNIFICANCE RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL SYSTEM AND EMPLOYEE MOTIVATION.**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>33</td>
<td>66</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.7 above shows that there is no significance relationship between performance appraisal system and employee motivation, that it’s, 33 (66%) of the respondents Strongly Agree, while 10 (20%) of the respondents Agree. 5 (10%) Strongly Disagree and finally, 2 (4%) of the respondents Disagree with the statement.

**TABLE 4.8: THERE IS NO SIGNIFICANCE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND WORK OUTPUT**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>35</td>
<td>70</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.8 above reveals that 32 (64%) of the respondents Strongly Agree that there is no significance relationship between employee motivation and work output, while 9 (18%) Agree, 6 (12%) Strongly Disagree and finally, 3 (6%) of the respondents Disagree with the statement.

**TABLE 4.9: THERE IS NO SIGNIFICANCE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION ON PRODUCTION OF QUALITY SERVICE**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>35</td>
<td>70</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.9 above, shows that 35 (70%) of the respondents Strongly Agree that there is no significance relationship between employee motivation on production of quality service, while 5 (10%) Agree, 4 (8%) Strongly Agree, and 1 (2%) of the respondents Disagreed with the statement above.

**TABLE 4.10: THERE IS NO SIGNIFICANT RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND EMPLOYEE PERFORMANCE**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>28</td>
<td>56</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.10 above reveals that 28 (56%) of the respondents Strongly Agree that there is no significant relationship between employee motivation and employee performance, while 8 (16%) Agree, 12
(24%) Strongly Disagree and finally, 2 (4%) of the respondents Disagree with the statement.

**TABLE 4.11: PERFORMANCE APPRAISAL SYSTEMS ARE ALWAYS EFFICIENT AND EFFECTIVE IN SOLVING REVIEW PROCESS PROBLEMS FOR MANAGERS AND EMPLOYEE**

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>29</td>
<td>58</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.11 above shows that, 29 (58%) of the respondents Strongly Agreed that Performance appraisal systems are always efficient and effective in solving review process problems for managers and employee, while 9 (18%) Agree, 8 (16%) Strongly Disagreed and finally, 5 (10%) of the respondents Disagree with the statement.

**TABLE 4.12: EMPLOYERS AND EMPLOYEES MUST MUTUALLY AGREE ON SET OUT TARGET TO ACHIEVE HIGH WORK OUTPUT**

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>54</td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.12 above indicates that 27 (54%) of the respondents Strongly Agreed that Employers and Employees must mutually agree on set out target to achieve high work output, while 12 (24%) Agree, 8 (16%) Strongly Disagree and finally, 3 (6%) of the respondent Disagree with the statement.

**TABLE 4.13: PROMOTION AND FRINGE BENEFITS ARE MOTIVATIONAL TECHNIQUES USED BY EMPLOYERS TO MEET THE NEED OF EMPLOYEES**

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: Field Survey 2014

Table 4.13 above reveals that, 25 (50%) of the respondents Agree that Promotion and fringe benefits are motivational techniques used by employers to meet the need of employees, while 11 (22%) Agree, 10 (20%) Strongly Disagree and finally, 4 (8%) of the respondents Disagreed with the statement.

4.2 Discussion of Findings

The Table above shows that there is no significance relationship between performance appraisal system and employee motivation, that it’s, 33 (66%) of the respondents Strongly Agree, while 10 (20%) of the respondents Agree, 5 (10%) Strongly Disagree and finally, 2 (4%) of the respondents Disagree with the statement.

It was also reveals that 32 (64%) of the respondents Strongly Agree that there is no significance relationship between employee motivation and work output, while 9 (18%) Agree, 6 (12%) Strongly Disagree and finally, 3 (6%) of the respondents Disagree with the statement.

The table also indicates that 35 (70%) of the respondents Strongly Agree that there is no significance relationship between employee motivation on production of quality service, while 5 (10%) Agree, 4 (8%) Strongly Agree and finally, 1 (2%) of the respondents Disagreed with the statement.

It was observed on the above table that 28 (56%) of the respondents Strongly Agree that there is no relationship between employees motivation and employee performance, while 8 (16%) Agree, 12 (24%) Strongly Disagree and finally, 2 (4%) of the respondents Disagree with the statement.

Finally, the table also shows that, 29 (58%) of the respondents Strongly Agreed that Performance appraisal systems are always efficient and effective in solving review process problems for managers and employee, while 9 (18%) Agree, 8 (16%) Strongly Disagreed and finally, 5 (10%) of the respondents Disagree with the statement.
CONCLUSIONS AND RECOMMENDATIONS

5.0 SUMMARY OF FINDINGS
The main purpose of this research study is to study the connect between the performance appraisal system and employee motivation with special references to Massey Children hospital, Lagos.

The following findings show that:

- Majority of the respondents are Middle Staff Cadre.
- There is no significance relationship between performance appraisal system and employee motivation.
- There is no significance relationship between employee motivation and work output.
- There is no significance relationship between employee motivation on production of quality service.
- There is no relationship between employee motivation and employee performances.
- Performance appraisal systems are always efficient and effective in solving review process problems for managers and employee.

5.1 CONCLUSIONS
Based on the above findings it can be concluded that the relationship between performance appraisal system and employee motivation has been discussed often. Most research result show that performance appraisal system has a significance relationship with employee motivation as it affect production of quality services depending on the variable used by the researchers.

Finally, it was concluded that the connect between performance appraisal system and employee motivation in the organization shows that employees want to gain high rank in work environment and if given enough power to perform their work it will motivate them to attain the organization set targets. Employee motivation has a positive correlation with their performance. Performance appraisal is designed for work force inspiration.

5.2 RECOMMENDATIONS
The following recommendations were formulated during the course of this study:

- There should be uniform salary scale in the country. Adequate training should be given to all cadres of employees within the country; there should be no discrimination in gender or ethnicity.
- Employers of labour should motivate their employers well by providing good working environment, health care facilities, meal subsidy, bonuses amongst other fringe benefit.

5.3 PROPOSAL FOR FURTHER STUDIES
It is suggested here that further research should be carried out on the connect between the performance appraisal system and employee motivation because the performance appraisal motivate an employee to increase it performances.

Further research should also be carried out on the needs for the employers to motivate and rewards an employee that shows a lot determination in its works.

REFERENCES


---

**RESEARCH QUESTIONNAIRE**

Tick as appropriate

**Section A Personal data**

<table>
<thead>
<tr>
<th>No</th>
<th>Items</th>
<th>Under 25 years</th>
<th>25 – 35 years</th>
<th>36 – 45 years</th>
<th>46 – 55 years</th>
<th>56 years and above</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Marital Status</td>
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<td>Married</td>
<td>Others</td>
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<td></td>
</tr>
<tr>
<td>3</td>
<td>Sex</td>
<td>Male</td>
<td>Female</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Educational Qualifications</td>
<td>SSCE/GCE</td>
<td>OND/NCE</td>
<td>HND/B.Sc</td>
<td>M.SC/MBA</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Job Cadre</td>
<td>Senior Staff</td>
<td>Middle Staff</td>
<td>Junior Staff</td>
<td>Others</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Length of service</td>
<td>1 – 5 years</td>
<td>6 – 10 years</td>
<td>11 – 15 years</td>
<td>16 – 20 years</td>
<td>21 years &amp; above</td>
</tr>
</tbody>
</table>

**SECTION B**

Please mark x inside the chosen bracket as you respond to options of strongly agree (SA) Agree (A) strongly disagree (SD) and Disagree (D)

<table>
<thead>
<tr>
<th>NO</th>
<th>ITEM</th>
<th>SA</th>
<th>A</th>
<th>SD</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Performance appraisal systems are always efficient and effective in solving review process problems for managers and employee.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Performance appraisal system always provides fair compensation and reward employee’s engagement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Performance appraisal system always ensures employee keep track of their functions based on the organizations’ established goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Performance appraisal system is a significant source of saving for organization to determining promotion and assist in plugging gaps in required skills by employees instead of external recruitment and training.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>A good clarity about the organizational goals, principles and objective always serves as an employee motivation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Employee empowerment is a good source of employee motivation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Participation of employee in decision making of the organization motivates them to performance better.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Good working environment and work safety is an employee motivating factor that increase production.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**WORK OUTPUT**
9. Employers and employee must mutually agree on set out target to achieving high work output.

10. Quality will automatically equate with standard if employers educate employees on all step to take to ensure standard of work output.

11. Employers should always know all identifiable areas for improvement of their task to ensure high work output.

12. Employers should be aware of all steps to take in the organization through review of work to enhance increase work output.

**PRODUCTION OF QUALITY SERVICE**

13. Employees knowledge of the quality expected from the organization’s services will impact on and proper production.

14. Employers and employee must agree on the processes to be put in place for production of quality services.

15. Employers of Labour must always know the essence of quality assurance and control that must be present in the organization.

16. Production of quality service has a necessary impact on promotion and development of employees for organizational growth.

**EMPLOYEE PERFORMANCES**

17. Employees at all levels of an organization must enjoy a form of incentive and compensation from the organization.

18. Employers must ensure career development of their employee and work-life balance.

19. Promotion and fringe benefit are motivational techniques used by employers to meet the need of employees.

20. Commendation for task well done ensures that employees are satisfied with their job and the growth of the organization is maintained.